

University of Mumbai

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Academic Authorities,
Meetings & Services (AAMS)
Room No. 128, M. G. Road, Fort,
Mumbai - 400 032.
Tel. 022-68320033

Re- accredited with A ++ Grade (CGPA 3.65) by NAAC
Category- I University Status awarded by UGC

No. AAMS_UGS/ICC/2025-26/ 57

Date : 1st July, 2025

To,
The Director,
Garware Institute of Career Education
and Development,
Vidyanagari
Santacruz (East)
Mumbai - 400 098.

Sub : M.M.S (Management) (Two year) (Sem - I & II)

Sir,

With reference to the subject noted above, this is to inform you that the recommendations made by the **Board of Studies** of Garware Institute of Career Education & Development at its Meeting held on **22nd June, 2024** & resolution passed by the **Board of Deans** at its meeting held on **30th November, 2024** vide Item No. 9.7 have been accepted by the **Academic Council** at its meeting held on **4th December, 2024** vide Item no. 9.7 (N) and subsequently approved by the **Management Council** at its meeting held on **15th April, 2025** vide Item No. 3 that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 74(4) of the Maharashtra Public Universities Act, 2016 (Mah. Act No. VI of 2017) the following program with Ordinance for Title of the Program, Eligibility and Regulation numbers for Duration of Program, Intake Capacity, Scheme of Examinations, Standard of Passing and Credit Structure along with syllabus of **M.M.S (Management) (Sem I & II)** (Appendix - 'A') have been introduced and the same have been brought into force with effect from the academic year **2024-25**

The New Ordinances & Regulations as per NEP 2020 is as follows :-

Sr. No	Name of the Programme	Title	Eligibility	Duration
A	P.G Diploma in Management	O.GPA - 71 A	O.GPA - 72 A	Two year
B	M.M.S (Management)	O.GPA - 71 B	O.GPA - 72 B	
C	M.M.S.(Management)	O.GPA - 71 C	O.GPA - 72 C	One year

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: 2 :

Regulation Nos	
Duration	R. GPA - 171
Intake Capacity	R. GPA - 172
Scheme of examination	R. GPA - 173
Standard of Passing	R. GPA - 174
Credit Structure	R. GPA - 175 A
	R. GPA - 175 B
	R. GPA - 175 C
	R. GPA - 175 D

(Dr. Prasad Karande)
REGISTRAR

A.C/9.7(N) 4/12/2024
M.C/3/15/4/2025

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Studies,
- 2) The Chairman, Board of Deans
- 3) The Dean, Faculty of Commerce & Management,
- 4) The Director, Board of Examinations and Evaluation,
- 5) The Director, Board of Students Development,
- 6) The Director, Department of Information & Communication Technology,
- 7) The Co-ordinator, MKCL.

Desktop/kamal/Garware Cir/NEP



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Copy forwarded for information and necessary action to :-	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), dr@eligi.mu.ac.in
2	The Deputy Registrar, Result unit, Vidyanagari drresults@exam.mu.ac.in
3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari dr.verification@mu.ac.in
4	The Deputy Registrar, Appointment Unit, Vidyanagari dr.appointment@exam.mu.ac.in
5	The Deputy Registrar, CAP Unit, Vidyanagari cap.exam@mu.ac.in
6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in ar.tau@fort.mu.ac.in
11	The Deputy Registrar, College Teachers Approval Unit (CTA), concolsection@gmail.com
12	The Deputy Registrars, Finance & Accounts Section, fort draccounts@fort.mu.ac.in
13	The Deputy Registrar, Election Section, Fort drelection@election.mu.ac.in
14	The Assistant Registrar, Administrative Sub-Campus Thane, thanesubcampus@mu.ac.in
15	The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan, ar.seask@mu.ac.in
16	The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri, ratnagirisubcentar@gmail.com
17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, director@idol.mu.ac.in
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

Copy for information :-	
1	P.A to Hon'ble Vice-Chancellor, vice-chancellor@mu.ac.in
2	P.A to Pro-Vice-Chancellor pvc@fort.mu.ac.in
3	P.A to Registrar, registrar@fort.mu.ac.in
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
2	Faculty of Humanities, Offg. Dean 1. Prof.Anil Singh Dranilsingh129@gmail.com Offg. Associate Dean 2. Prof.Manisha Karne mkarne@economics.mu.ac.in 3. Dr.Suchitra Naik Naiksuchitra27@gmail.com
	Faculty of Commerce & Management, Offg. Dean, 1 Prin.Ravindra Bambardekar principal@model-college.edu.in Offg. Associate Dean 2. Dr.Kavita Laghate kavitalaghate@jbims.mu.ac.in 3. Dr.Ravikant Balkrishna Sangurde Ravikant.s.@somaiya.edu 4. Prin.Kishori Bhagat kishoribhagat@rediffmail.com

	Faculty of Science & Technology Offg. Dean 1. Prof. Shivram Garje ssgarje@chem.mu.ac.in Offg. Associate Dean 2. Dr. Madhav R. Rajwade Madhavr64@gmail.com 3. Prin. Deven Shah sir.deven@gmail.com
	Faculty of Inter-Disciplinary Studies, Offg. Dean 1. Dr. Anil K. Singh aksingh@trcl.org.in Offg. Associate Dean 2. Prin. Chadrashekhhar Ashok Chakradeo cachakradeo@gmail.com 3. Dr. Kunal Ingle drkunalingle@gmail.com
3	Chairman, Board of Studies,
4	The Director, Board of Examinations and Evaluation, dboee@exam.mu.ac.in
5	The Director, Board of Students Development, dsd@mu.ac.in DSW directr@dsd.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

As Per NEP 2020

University of Mumbai's



Title of the program

- A- P.G. Diploma in Management
- B- M.M.S. (MANAGEMENT) (Two Year) } 2024-25
- C - M.M.S. (MANAGEMENT) (One Year) - 2027-28

Garware Institute of Career Education and Development

Syllabus for

Semester – Semester I & II

Ref: GR dated 16th May, 2024 for Credit Structure of PG

(with effect from the academic year 2024-2025)

UNIVERSITY OF MUMBAI



(AS PER NEP 2020)

Sr. No.	Heading	Particulars	
1	Title of program O: <u>GPA-71A</u>	A	P.G. Diploma in Management
	O: <u>GPA-71B</u>	B	M.M.S (Management)(Two Years)
	O: <u>GPA-71C</u>	C	M.M.S (Management) (One Year)
2	Eligibility O: GPA-72A	A	Graduate in any faculty. OR Passed Equivalent Academic Level 5.5
	O: GPA-72B	B	1. The candidate who has successfully completed P.G. Diploma in Management. 2. The candidate whose Post Graduate Diploma credits are 60% equivalent to M.M.S. (MANAGEMENT) & he/she earns minimum 8 Credits from P.G. Diploma in Management & PG Diploma in Business Management. 3. As per NEP criteria on the basis of RPL- Recognition of Prior Learning, Candidate to be admitted to 2 nd Year subject to He/she securing minimum 50% in the 1 st Year assessment of M.M.S. (MANAGEMENT) & proof of employment of Minimum 2 Years. OR Passed Equivalent Academic Level 6.0
	O: GPA-72C	C	Any Graduate with 4 year U.G. Degree (Honours / Honours with Research) with Specialization in

			concerned subject or equivalent academic level 6.0 OR Graduate with four years UG Degree program with maximum credits required for award of Minor degree is allowed to take up the Post graduate program in Minor subject provided the student has acquired the required number of credits as prescribed by the concerned Board of Studies.
3	Duration of Program R: GPA-171	A	1 Year
		B	2 Years
		C	1 Year
4	Intake Capacity R: GPA-172	60	
5	Scheme of Examination R: GPA-173	NEP 50% Internal – Continuous Evaluation 50% External- Semester End Examination Individual Passing in Internal and External Examination	
6	Standards of Passing R: GPA-174	50% in each component	
7	Credit Structure R: GPA-175A R: GPA-175B R: GPA-175C R: GPA-175D	Attached herewith	
8	Semesters	A	Sem I & II
		B	Sem I, II, III, & IV
		C	Sem I & II
9	Program Academic Level	A	6.0

		B	6.5
		C	6.5
10	Pattern	Semester	
11	Status	New	
12	To be implemented from Academic Year Progressively	A	2024-25
		B	
		C	2027-28

Km Nayak

Dr. Keyurkumar M. Nayak,
Director,
UM-GICED

KR Laghate

Prof.(Dr.) Kavita Laghate
Dean,
Faculty of Commerce & Management

Preamble

1) Introduction:

Management is a field which is constantly evolving; in which updated and specialized knowledge is essential. Companies today seek candidates who not only have excellent knowledge of their field and specialist skills, but who can cope with dynamism and lead the company successfully through changes. The innovations of the emerging markets, as well as the globalization process and technological changes require highly trained professionals, able to face the challenges of the financial areas of corporate business. They seek individuals who can represent the company in a positive light when dealing with clients and transmitting in them, confidence of the company's ability to manage the business.

The Advance M.M.S. (MANAGEMENT) - program is intended to prepare students for a wide range of careers both inside and outside the industry, including International Business, Digital Marketing, International Human Resource strategies, Investment Banking, Fund Management, Debt and Capital Markets, Mergers and Acquisitions, Investment Analysis and Research to name a few.

2) Objective of the Course:

Learning in practice

The classroom sessions are a combination of lively case study discussions and hands on practice exercises with Digital Study Material. This ensures that the learning is an enriching experience. To experience our learning sessions is to go inside the issues that matter - and to reach inside yourself for the knowledge, skills, and confidence you will develop to analyze and address complex situations. In every case, class, event, and activity, you are asked not only to develop new skills, but also to demonstrate it.

Blended Learning

Our Blended learning programs are perhaps the highest impact, lowest cost way to drive major corporate learning initiatives. It offers you the advantages of face to face learning as well as those of technology-based learning. We design blended learning programs that are:

- Well-structured (all steps were well-defined and scheduled in advance)
- Takes advantage of best-in-class media of the day
- Saves time, since part of the learning can be done by learners directly from their desktop
- Helps create a social culture (learners do spend a lot of time together)
- Uses demonstration and experiential learning

Students will have a solid understanding of the fundamental Management tools ranging from International Business, Emerging Digital Media, Hiring People Globally, applied economic theory, probability and statistics, to financial modeling and securities law all of which are becoming increasingly vital in the industry. As for any aspirant looking forward to entering this vibrant field, it is essential to have sound technical knowledge. However, at the same time, it is also essential for one to be well versed in their soft skills, that is, their communication abilities and overall presentation. One cannot learn about Management without participating in it So, we have introduced Internship program of 3 months. Keeping this in mind the Advance M.M.S. (MANAGEMENT) - Global Markets, BSS has been designed to interlace practical sessions such as case study discussions, projects, group discussions, class presentation, simulation programs and internships along with the theory

sessions so that the students can correlate between theory and practice and develop a wholesome understanding of the subject.

3) Learning Outcomes:

Student should be able to

1	Evaluate the global context for taking managerial actions of planning, organizing and controlling.
2	Integrate management principles into management practices.
3	Assess managerial practices and choices relative to ethical principles and standards.
4	Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.

5) Baskets of Electives:

Elective Basket For Semester I, II, III & IV				
Option	Subject	Marks	Credits	Hours
1	Business Communication	50	2	30
2	Management Information System	50	2	30
3	Soft Skills & Life Skills	100	4	60
4	Project Management	50	2	30
5	Quantitative Techniques	50	2	30
6	Soft Skill Development	100	4	60
7	Industrial Relation & Labour Law	100	4	60
8	Consumer Behaviour	100	4	60
9	Data Service	100	4	60
10	Financial Markets	100	4	60
11	Digital Branding	100	4	60
12	Statistics	100	4	60
13	Ethics in Finance	100	4	60
14	Compensation Management	100	4	60
15	Service Marketing & Rural Marketing	100	4	60
16	Wealth Management	100	4	60
17	Project Management	100	4	60

6) Credit Structure of the program

M.M.S. (MANAGEMENT) (Syllabus as per NEP 2020)

Year (1 Year)	Level	(1 Yr)	Major		RM	OJT / FP	RP	Cum. Cr.	Degree
			Mandatory*	Electives Any one					
I	6.0	Sem I	Course 1 : (Credits 4) Principles of Management Course 2 : (Credits 4) Financial Management Course 3 : (Credits 4) Managerial Economics Course 4 : (Credits 2) Marketing Management	Any One (4 Credits) Business Communicatio n (Credits 2) Manage ment Information System (2 Credits) OR Soft Skills & Life skills (4 Credits)	Research Methodo logy (Credits 4)	-	-	22	PG Diploma

		Sem II	Course 1 : (Credits 4) Strategic Management Course 2 : (Credits 4) Organizational Behavior Course 3 : (Credits 4) Human Resource Course 4 : (Credits 2) Business Law	Any One (4 Credits) Project Management (credits 2) Quantitative Techniques (2 Credits) OR Soft Skill Development (4 Credit)	-	4 Credits Industrial Training		22
Cum. Cr. For PG Diploma			28	08	04	04	-	44
Exit Option : Advance PG Diploma (40-44 credits) after Three Year UG Degree								

Year (2)	Level	(2 nd Yr)	Major		RM	OJT/ FP	RP	Cum. Cr.	Degree
			Mandatory*	Electives Any one					
6.5		Sem III (HR)	Course 1 : (Credits 4) Compensation Management Course 2 : (Credits 4) Performance Management Course 3 : (Credits 4) Learning & Development Course 4 : (Credits 2) Human Resource Analytics	Credits 4 Industrial Relation & Labour Law (4 credits) Or Consumer Behaviour (4 Credits)		-	Research Project (4 Credits)	22	PG Diploma
		Sem III (Business Analytics)	Course 1 : (Credits 4) Python Course 2 : (Credits 4) Introduction to Machine Learning Course 3 : (Credits 4) Artificial Intelligence Course 4 : (Credits 2) Statistics	Credits 4 Data Science (4 credits) Or Financial Markets (4 Credits)			Research Project (4 Credits)	22	

		Sem III (Digital Marketi ng)	Course 1 : (Credits 4) Website Planning and structure Course 2 : (Credits 4) SEO Course 3 : (Credits 4) Google AD Words Course 4 : (Credits 2) Social Media	Credits 4 Digital Branding (4 credits) Or Statisti cs (4 Credits)			Resear ch Project (4 Credits	22	
		Sem III (Finance)	Course 1 : (Credits 4) Investment Analysis and Portfolio Management Course 2 : (Credits 4) Financial Markets Course 3 : (Credits 4) Wealth Management Course 4 : (Credits 2) Mergers & Acquisitions	Credits 4 Ethics in Finance (4 credits) Or Compens ation Managem ent (4 Credits)			Resear ch Project (4 Credits	22	
		Sem III (Sales & Marketi ng Manage ment)	Course 1 : (Credits 4) Consumer Behaviour Course 2 : (Credits 4) Marketing Research Course 3 : (Credits	Credits 4 Service Marketin g & Rural Marketin g			Resear ch Project (4 Credit	22	

			4) Retail Management & E-commerce Course 4 : (Credits 2) 2) Sales & Distribution Management	(4 credits) Or Wealth Management (4 Credits)			s	
		Sem IV	Course 1 : (Credits 4) Entrepreneurship & Innovation Venture Creation Course 2 : (Credits 4) Strategic Management Course 3 : (Credits 4) Business Ethics and Corporate Governance	Credits 4 Project Management			Internship & Black Book (6 Credits)	22
Cum Credit for 2nd year			26	08	-	-	10	
Cum. Cr. For PG Degree			54	16	04	04	10	88
2 Years 4 Semester Master(PG) Degree(88 Credits) after 3 Year UG Degree								

Keyurkumar

Dr. Keyurkumar M. Nayak,
Director,
UM-GICED

K. Laghate

Prof.(Dr.) Kavita Laghate
Dean,
Faculty of Commerce & Management

SEMESTER-WISE SYLLABUS

M.M.S. (MANAGEMENT)							
	Subject Code	Core Subjects	Assessment Pattern			Teaching Hours	Total Credits
			Internal Marks	External Marks	Total Marks	Total Hrs	Total Credits
SE ME STE R I	Major Mandatory						
	M.M.S. (MANAGEMENT) S1MJP1	Principles of Management	50	50	100	60	4
	M.M.S. (MANAGEMENT) S1MJP2	Financial Management	50	50	100	60	4
	M.M.S. (MANAGEMENT) S1MJP3	Managerial Economics	50	50	100	60	4
	M.M.S. (MANAGEMENT) S1MJP4	Marketing Management	25	25	50	30	2
	Major Electives (Any one)						
	M.M.S. (MANAGEMENT) S1P5A	Business Communication	25	25	50	30	2
	M.M.S. (MANAGEMENT) S1P5B	Management Information System	25	25	50	30	2
	OR						
	M.M.S. (MANAGEMENT) S1P5C	Soft Skills & Life skills	50	50	100	60	4
	Research Methodology (RM)						
	M.M.S. (MANAGEMENT) S1P6	Research Methodology	50	50	100	60	4
TOTAL			275	275	550	330	22

	Major Mandatory						
SE ME STER II	M.M.S. (MANAGEMENT) S2MJP7	Strategic Management	50	50	100	60	4
	M.M.S. (MANAGEMENT) S2MJP8	Organizational Behaviour	50	50	100	60	4
	M.M.S. (MANAGEMENT) S2MJP9	Human Resource	50	50	100	60	4
	M.M.S. (MANAGEMENT) S2MJP10	Business Law	25	25	50	30	2
	Major Electives (Any One)						
	M.M.S. (MANAGEMENT) S2P11A	Project Management	25	25	50	30	2
	M.M.S. (MANAGEMENT) S2P11B	Quantitative Techniques	25	25	50	30	2
	OR						
	M.M.S. (MANAGEMENT) S2P11C	Soft Skill Development	50	50	100	60	4
	On Job Training / Field Project						
	M.M.S. (MANAGEMENT) S2P12	Industrial Training	100	–	100	60	4
		TOTAL	325	225	550	330	22

SE ME STE R III	Specialization : Human Resource						
	M.M.S. (MANAGEMENT) S3MJHP13	Compensation Management	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJHP14	Performance management	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJHP15	Learning & Development	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJHP16	Human Resource Management	25	25	50	30	2
	Major Electives (Any One)						

	M.M.S. (MANAGEMENT) S3HP17	Industrial relation & Labor Law	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3HP17	Consumer Behaviour	50	50	100	60	4
	Research Project (RP)						
	M.M.S. (MANAGEMENT) S3HP18	Research Project	100	–	100	60	4
	Specialization : Business Analytics(BA)						
	M.M.S. (MANAGEMENT) S3MJB13	Python	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJB14	Introduction to Machine Learning	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJB15	Artificial Intelligence	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJB16	Statistics	25	25	50	30	2
	Major Electives (Any One)						
	M.M.S. (MANAGEMENT) S3BP17	Data Science	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3BP17	Financial Markets	50	50	100	60	4
	Research Project (RP)						
	M.M.S. (MANAGEMENT) S3BP18	Research Project	100	–	100	60	4
	Specialization : Digital Marketing(DM)						
	M.M.S. (MANAGEMENT) S3MJDP13	Website Planning and structure	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJDP14	SEO	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJDP15	Google Ad Words	50	50	100	60	4
	M.M.S. (MANAGEMENT) S3MJDP16	Social Media	25	25	50	30	2

Major Electives (Any One)						
M.M.S. (MANAGEMENT S3DP17)	Digital Branding	50	50	100	60	4
M.M.S. (MANAGEMENT S3DP17)	Statistics	50	50	100	60	4
Research Project (RP)						
M.M.S. (MANAGEMENT S3DP18)	Research Project	100	–	100	60	4
Specialization : Finance						
M.M.S. (MANAGEMENT S3MJFP13)	Investment Analysis and Portfolio Management.	50	50	100	60	4
M.M.S. (MANAGEMENT S3MJFP14)	Financial Markets	50	50	100	60	4
M.M.S. (MANAGEMENT S3MJFP15)	Wealth Management	50	50	100	60	4
M.M.S. (MANAGEMENT S3MJFP16)	Mergers and Acquisitions	25	25	50	30	2
Major Electives (Any One)						
M.M.S. (MANAGEMENT S3FP17)	Ethics in Finance	50	50	100	60	4
M.M.S. (MANAGEMENT S3FP17)	Compensation Management	50	50	100	60	4
Research Project (RP)						
M.M.S. (MANAGEMENT S3FP18)	Research Project	100	–	100	60	4
Specialization : Sales & Marketing Management (S&M)						
M.M.S. (MANAGEMENT S3MJSP13)	Consumer Behaviour	50	50	100	60	4
M.M.S. (MANAGEMENT S3MJSP14)	Marketing Strategy	50	50	100	60	4
M.M.S. (MANAGEMENT S3MJSP15)	Retail Management & E - Commerce	50	50	100	60	4
M.M.S. (MANAGEMENT)	Sales & Distribution Management	25	25	50	30	2

	)S3MJSP16						
	Major Electives (Any One)						
	M.M.S. (MANAGEMENT))S3SP17	Services Marketing & Rural Marketing	50	50	100	60	4
	M.M.S. (MANAGEMENT))S3SP17	Wealth Management	50	50	100	60	4
	Research Project (RP)						
	M.M.S. (MANAGEMENT))S3SP18	Research Project	100	–	100	60	4
		TOTAL					
	Subject Code	Core Subjects	Assessment Pattern			Teaching Hours	Total Credits
			Internal Marks	External Marks	Total Marks	Total Hrs	Total Credits
SE ME STE R IV	Major Electives (Any One)						
	M.M.S. (MANAGEMENT))S4MJP19	Entrepreneurship & Innovation Venture Creations	50	50	100	60	4
	M.M.S. (MANAGEMENT))S4MJP20	Strategic Management	50	50	100	60	4
	M.M.S. (MANAGEMENT))S4MJP21	Business Ethics and Corporate Governance	50	50	100	60	4
	Major Electives						
	M.M.S. (MANAGEMENT))S4P22	Project Management	100	–	100	60	4
	On Job Training / Field Project						
	M.M.S. (MANAGEMENT))S4P23	Internship & Blackbook	200	–	200	180	6
		TOTAL	450	150	600	420	22
			FINAL TOTAL	1425	875	2350	1470

Sem.- I

DETAILS SYLLABUS

SEMESTER I

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	I
SUBJECT TITLE	:	PRINCIPLES OF MANAGEMENT

Course Objectives:

The student should be able to:

1. relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.
2. participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
3. knowledge and understanding of the Principles of Management will enable the student manager and/ or employee and gain valuable insight into the workings of business and other organizations.

Course Outcomes:

Student should be able to

1	Evaluate the global context for taking managerial actions of planning, organizing and controlling.
2	Integrate management principles into management practices.
3	Assess managerial practices and choices relative to ethical principles and standards.
4	Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.

Topics/Sub-topics	
1	Introduction to management Management: Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis
1.A	Management and Society: Social Responsibility and Ethics - Global and Comparative Management, the Basis of Global Management – Functions of Management-The Nature and Purpose of Planning- Objectives- Strategies, Policies and Planning Premises – Decision Making – Global Planning.
2	The Nature of Organizing Organizational Structure: Departmentation - Line/Staff Authority and Decentralization Effective Organizing and Organizational Culture.
2.A	Global Organizing. Co-ordination functions in Organization - Human Factors and Motivation -Leadership - Committees and group Decision Making - Communication- Global Leading.
3	The System and Process of Controlling Control Techniques and Information Technology-Global Controlling and Global Challenges– Direction Function – Significance.
4	Entrepreneur skills Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity.
4.A	Application of Management MBO, managing different form of Businesses, Creativity and innovation in Management, Change Management
5	Recent Trends in Management: - Social Responsibility of Management– environment friendly management, Management of Change, Management of Crisis, Total Quality Management, International Management.
6	Case Studies and Presentations.

Text Books:

Sr. No.	Author	Title	Publisher and Edition
1	Heil Reigel / Jackson/ Slocum	Management – A competency building approach	Cengage Learning; 11 edition
2	Davar	Principles of Management	Kanishka Publishers & Distributors
3	T. Ramaswamy	Principles of Management	Himalaya Publishing House

Reference books and Websites:

Sr. No.	Author	Title	Publisher and Edition
1	Kanchan Bhatia & Shweta Mittal	Management: Principles & Practice,	Variety Books Publisher's Distributors
2	V.S.P. Rao & V. Hari Krishna	Management Text & Cases	

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	I
SUBJECT TITLE	:	FINANCIAL MANAGEMENT

Course Objectives:

The overall objective of financial management is to provide maximum return to the owners on their investment in the long- term. This is known as wealth maximisation. Maximisation of owners' wealth is possible when the capital invested initially increases over a period. Wealth maximisation means maximising the market value of investment in shares of the company.

Course Outcomes:

Student should be able to

1	Understand both the theoretical and practical role of financial management in business corporations.
2	Analyse the finances of individual corporations both in terms of their performance and capital requirements
3	Have a greater appreciation and understanding of the importance of risk within the context of financial decision making
4	Access financial information from a wide variety of sources and use this information to research and assess corporations

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Accounting Necessity of Accounting Basic Introduction of Income Statement and Balance Sheet.
2	Meaning of GAAP Concepts of Accounting Impact of Accounting Concepts on Income Statement and Balance Sheet.
3	Accounting Mechanics Process leading to preparation of Trial Balance and Financial Statements Preparation of Financial Statements with Adjustment Entries.
4	Revenue Recognition and Measurement Capital and Revenue Items Treatment of R& D Expenses Preproduction Cost Deferred Revenue Expenditure
5	Fixed Assets and Depreciation Accounting Evaluation and Accounting of Inventory.
6	Preparation and Complete Understanding of Corporate Financial Statements 'T' Form and Vertical Form of Financial Statements.
7	Important Accounting Standards.
8	Corporate Financial Reporting–Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow.
8.2	Corporate Accounting Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, counting for Issue and for feature of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).
9	· Inflation Accounting & Ethical Issue in Accounting.
10	· Case Studies and Presentations

Text Books:

Sr. No.	Author	Title
1	Prasanna Chandra	Financial Management –Theory & Practice
2	M. Y. Khan & P. K. Jain	Financial Management –Text, Problems & Cases
3	I. M. Pandey	Financial Management
4	E. F. Brigham & J. F. Houston	Financial Management
5	Van Horne	Financial Management & Policy
6	L. J. Gitman	Managerial Finance

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	I
SUBJECT TITLE	:	MANAGEMENT ECONOMICS

Course Objectives:

Management Economics is a method to analyze goods or services and make business decisions from the analysis. This form of studying can help identify themes and trends that could be the cause and effect of good and bad business decisions.

Course Outcomes:

Student should be able to

1	Understand the roles of managers in firms
2	Understand the internal and external decisions to be made by managers
3	Create new market opportunities through differentiation and alternative approaches
4	Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
5	Analyse real-world business problems with a systematic theoretical framework.

Unit & Sub-	Topics / Subtopics
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Unit	
1	The Fundamentals of Managerial Economics
2	Economics Concepts relevant to Business (Microeconomics) Theory of Demand Theory of Production
3	Market structure & Pricing theory Profit Analysis Capital Investment Theories
4	(Macroeconomics) Economic System
5	Theory of Income & Control
6	Theory of Money & Banking Theory of Public Finance
7	Different Policies Issued by Government International Trade
8	Political Economy
9	Environmental Issues
10	Case Studies and Presentations

Reference Book and Text Books:

Sr. No.	Author	Title
1	Joel Dean	Managerial Economics
2	Mote, Paul & Gupta	Managerial Economics: Concepts & Cases
3	James Pappas & Mark Hershey	Fundamentals of Managerial Economics
4	Milton Spencer & Louis Siegleman	Managerial Economics

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	I
SUBJECT TITLE	:	MARKETING MANAGEMENT

Course Objectives:

To achieve the objectives of the business. Thus, the prime objective of marketing management is to achieve the objectives of the business. A business predominantly aims at earning reasonable long-term profits by satisfying the needs of customers.

Course Outcomes:

Student should be able to

1	Develop an ability to understand and develop the marketing mix for an organization
2	Develop strategies for the efficient distribution of products and services
3	Determine strategies for developing new products and services that are consistent with evolving market needs.
4	Evaluate results of marketing activities using criteria related to budgeted sales, costs and profits.
5	Appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings.

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to marketing concept, its relevance in India, marketing mix, marketing structures and systems.
2	Environmental scanning and market opportunity analysis.
3	Buyer Behavior-household and institutional/organizational.
4	Market segment and segmental analysis.
5	Market estimation - Market potential, demand forecasting and sales forecasting.
6	Marketing Information Systems, Marketing Research, Market Planning.
7	Product mix decisions – product identification, product life cycle, branding and packaging.
8	New product development and management. Pricing policies, structures and methods.
9	Concepts of regulated prices in selected industries.
10	Promotion decision - Communication process, promotion mix, promotion strategies with reference to consumer and industrial products.
11	Advertising and personnel selling decision.
12	Distribution Management - importance of distribution in developing country. Role of middleman, identification, selection and managing dealers. Distribution Channels Management –Physical distribution.
13	Performance and control- Marketing Audit.
14	Case Studies and Presentations

Reference Book Text Books:

Sr. No.	Author	Title	Publisher and Edition
1	Kotler, Keller, Koshy & Jha	Marketing Management	14th edition, Tata Mc Graw hill
2	M. Altaf Khan	Marketing Management	Wisdom Publications

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	I
SUBJECT TITLE	:	BUSINESS COMMUNICATION

Course Objectives:

The main objective of communication is to help managers in achieving organization goals. It helps managers to perform all managerial functions and to achieve predetermined goals.

Course Outcomes:

Student should be able to

1	Understand effective business writing.
2	Know research approaches and information collection.
3	Use effective interpersonal communications.
4	Apply skills that maximise team effectiveness.
5	Utilising constructive negotiation and conflict management skills.

Sr. No.	Topics/Sub-topics
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication
2	Written Analysis and Communication Spoken Business Communication
3	Cultural Identities and Intercultural Communication Difficult Communication
4	Intercultural Communication Competence Organizational Communication
5	Persuasive Communication Barriers to Communication
6	Case Studies and Presentations

Text Books:

Sr. No.	Author	Title	Publisher and Edition
1	Das & Rao	Communication skills	Himalaya Publishing House Pvt. Ltd. -
2	Urmila Rai / S.M.Rai	Effective communication	Himalaya Publishing House

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	I
SUBJECT TITLE	:	MIS

Course Objectives:

Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision making. Analyze and synthesize business information and systems to facilitate evaluation of strategic alternatives. Effectively communicate strategic alternatives to facilitate decision making.

Course Outcomes:

Student should be able to

1	to understand the usage of Information Systems in management.
2	The students also would understand the activities that are undertaken in acquiring an Information System in an organization
3	Be aware of various Information System solutions like ERP, CRM, Data warehouses and the issues in successful implementation of these technology solutions in any organization

Unit & Sub-Unit	Topics/Sub-topics
1	Basic Information concepts and definitions • Framework and role of Information and Information Systems (IS) in an organization, system concept • Characteristics of Information and Organisation with respect to organization form, structure, philosophy, hierarchy etc
2	Types of IS – Transaction • Operational Control • Management Control • Decision Support, Executive Information Systems and Artificial intelligence technologies
3	Determining Information Needs for an Organisation/Individual Manager • Overview of use of data flow method, analysis of information for decision processes etc
4	Managerial Information systems- • Marketing Information Systems • Manufacturing Information Systems • Human Resource Information Systems • Financial Information Systems • Transaction Processing System
6	Strategic roles of IS • Use of Information for Customer Bonding • Breaking Business Barriers –Business Processes Reengineering • Improving Business Quality – Creating Virtual Company – Using Internet Strategically • Building knowledge Creating Company – Challenges of Strategic of IS – Enterprise –wide systems and E- Business Applications
8	Managing information systems • Enterprise Management • Information Resource Management • Technology Management • IS planning methodologies – Critical Success factors – Business Systems Planning – Computer Aided Planning Tools
10	Information Security • Sensitize students to the need for information security • Facility controls • Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. • Computer Crime –Privacy Issues
11	Case studies and Presentations
	Total

Sr. No.	Author	Title	Publisher and Edition
1	James A O'Brien	Management Information System	Tata McGraw, 10 th Edition

Text Books:

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	I
SUBJECT TITLE	:	RESEARCH METHODOLOGY

Course Objectives

The main objective of this course is to introduce the basic concepts in research methodology in Social science.

This course addresses the issues inherent in selecting a research problem and discuss the techniques and tools to be employed in completing a research project.

This will also enable the students to prepare report writing and framing Research proposals.

Course Outcomes □

Students who complete this course will be able to understand and comprehend the basics in research methodology and applying them in research/ project work. □

This course will help them to select an appropriate research design. □ With the help of this course, students will be able to take up and implement a research project/ study. □

The course will also enable them to collect the data, edit it properly and analyse it accordingly. Thus, it will facilitate students' prosperity in higher education. □

The Students will develop skills in qualitative and quantitative data analysis and presentation.
□ Students will be able to demonstrate the ability to choose methods appropriate to research objectives

Unit 1

Introduction to Marketing Research: Definition of Marketing Research, Factors that influence Marketing Research ,Marketing Research Process, decision making, qualities of a Marketing Research Manager, Marketing Research in Social Media, Mobile Marketing Research, Ethics in Marketing Research. Importance and Role of research in Marketing; the marketing research industry;
Approaches to Marketing intelligence.
Types of Market research;
research approaches;
significance of Market research,
problems encountered by marketing research in India. Relevance of marketing research in the Indian Context.

Unit 2

Basic concepts – Scientific method – Types of Research – basic method of collection data – Secondary Data – The Marketing research process – planning the research project.
Marketing Research Design
Research design- Pre-test,

Post-test,
Control group and Solomon four-group design,
Causal Research;
observation techniques,
experiments and test markets.

Unit 3

Measurement and Scaling: Sources and Collection of data, Nature of Measurement, Measurement Scales, Characteristics of a good Measurement, Nature of Attitude Scale, Rating scale, Ranking scale, Questionnaire Design. Data Collection
Primary and secondary data; Questionnaire Design and issues; Interviews;
Comparative and non-comparative attitude measurement scaling techniques,
sampling design: Sampling procedure, types of sampling, sample size determination.

Unit 4

Data Analysis and Interpretation for marketing research
Analysing qualitative data collected through interviews and
open-ended questions
Introduction to sampling – applications of sampling methods of marketing
problems. Sampling: Sampling Design Process, Classification of Sampling Techniques,
Probability and Non- Probability Sampling Techniques, Internet Sampling, Sampling
distribution, Sample Size Determination, Non-Response Issues in Sampling.

Unit 5

Ethical Issues in Marketing Research
Preparing Marketing research reports and
presentation: written report, format of the report, common problems in preparing reports,
the critical nature of the report, Graphical presentation of reports. Ethical issues related to
clients, respondents, sampling, questionnaire design, Reporting.

Sem.- II

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	STRATEGIC MANAGEMENT

Course Objectives:

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management

Course Outcomes:

Student should be able to

1	Critically analyses the internal and external environments in which businesses operate and assess the implications of forecast changes.
2	Apply understanding of the theories, concepts and tools that support strategic management in organizations.
3	Individually and collaboratively evaluate and synthesise information and existing knowledge from numerous sources and experiences.
4	Apply appropriate tools, theories and concepts to analyse strategic issues in organizations and to develop options for implementation.

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Strategic Management
2	Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organization.
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning
4	Strategy Choices Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, Competitive Strategies and Strategies for different industries and company situations, Strategy Development for Non-profit, Non-business-oriented Organizations, Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.

5	External and Industry Analysis General Environment, Industry / Competitive Environment, Identifying industry's dominant features, Porter's Five Forces of Competitive Analysis.
6	Internal Analysis Assessment of Company Performance, Management & Business Functions Framework, Other Frameworks for Organizational and Internal Analysis
7	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems
8	Strategy Evaluation and Control Performance Measurement and Monitoring
9	Financial Projections and Financial Impact of Strategies
11	Case Studies and Presentations

Reference books and Websites:

Sr. No.	Author	Title	Publisher and Edition
1	Thompson & Strickland	Strategic Management	McGraw Hill
2	Michael Porter	Competitive advantage	
3	Michael Porter	Competitive strategy	

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	ORGANISATIONAL BEHAVIOUR

Course Objectives:

The purpose of **Organization Behavior** is to enhance the understanding of the dynamics of interactions between individual and the organization. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations. To develop greater insight into their own behavior in interpersonal and group, team, situations & explain the core self evaluation, values and emotional intelligence at work, measurement of personality. Yoga and Hindu, Zen, and Buddhist and Sufi views on personality.

Course Outcomes:

Student should be able to

1	To discuss the development of the field of organizational behaviour and explain the micro and macro approaches
2	To analyze and compare different models used to explain individual behaviour related to motivation and rewards
3	To identify the processes used in developing communication and resolving conflicts
4	To explain group dynamics and demonstrate skills required for working in groups (team building)
5	To identify the various leadership styles and the role of leaders in a decision making process.
6	To explain organizational culture and describe its dimensions and to examine various organizational designs

Unit & Sub-Unit	Topics/Sub-topics
	Organization Behavior
1	Organizations and Organizational Behaviour. National Culture and its Impact On Organisational Behaviour. Changes in the Organisational Context and Challenges for Organisations.
2	Understanding Individuals in Organisations. Perception and Attribution: Understanding How we Interpret and Judge. Shaping Attitudes, at Work
3	Understanding Motivation Understanding Motivational Themes for Application Understanding Personality, Values and More.
4	Groups and Dynamics of Group Behavior. Thresholds of Interpersonal Behaviour
5	Understanding Groups and Teams Exploring Communication as a Behavioural Process
6	Managing Conflict, Stress and Negotiation Understanding Decision-Making as a Process Understanding Power and Organisational Politics
7	Effectiveness of Organisational Design. Creating Structure to Support Effective Behaviour.
8	Exploring Organisational Roles. Understanding Organisational Culture
9	Understanding Leaders and the Basic Concepts in Leadership
10	Case Studies and Presentations

Text Books:

Margie Parikh and Rajen Gupta	Organisational Behaviour	Tata Mc Graw
Stephen Robbins	Organizational Behavior	

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	HUMAN RESOURCE

Course Objectives:

The objective of this course is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management.

Students shall learn to Identify and analyse the problems in the field of HRM and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace

Course Outcomes:

Student should be able to

1	The theory and application of human resource management, the broad range of influences acting on human resource management.
2	The human resources planning and policies through its information system, training and development of human capital of the organization.
3	This course emphasis on the knowledge of performance assessment methods, improvements and resultant in terms of employee service condition reviews
4	Compensation and workers participation in management including the discipline matters and strategic human resources management

Unit & Sub-Unit	Topics/Sub-topics
1	Orientation, Introduction to Human Resource Management
2	Concept and Importance, function of HRM, Objectives of HRM, The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager
3	Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand – Internal and External sources.
4	Manpower planning - Job Analysis, Job Description, scientific Recruitment
5	Selection & its Process, HRD Strategies for long term planning and Growth. Productivity and HRM.
6	Training and Executive Development: Types of training methods –purpose-benefits- resistance. Executive development programmes – Common practices – Benefits – Self-development – Knowledge management.
7	Performance Appraisal systems - MBO Approach , Performance counselling .
8	Career planning & Succession Planning
9	Compensation Plan – Reward – Motivation – Application Of Theories Of Motivation

10	Career Management – Development Of Mentor – Protégé Relationships.
11	Herzburg’s theory -McClelland’s Need – Achievement Theory
12	Human Relations-Significance-Leadership-Types of Leadership
13	Employee Morale & Employee Grievances-Trends in Human resource Management.

Reference books:

Sr. No.	Author	Title
1	Bohlander, Snell, Sherman	Managing Human Resources
2	K. Aswathappa	H UMAN RESOURCE MANAGEMENT

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	BUSINESS LAW

Course Objectives:

This course helps to understand the core areas of business law - law of contract, law of partnership, law related to sale of goods, and negotiable instruments. The new edition enhances the appeal of the book by incorporating discussion on the Information Technology Act, 2000 and the Limited Liability Partnership Act, 2008.

Course Outcomes:

Student should be able to

1	On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
2	Identify the fundamental legal principles behind contractual agreements
3	Examine how businesses can be held liable in tort for the actions of their employees
4	Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer
5	Acquire problem solving techniques and to be able to present coherent, concise legal argument.

Unit &	Topics/Subtopics
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Sub-Unit	
1	The Indian Contract Act, 1872 Meaning and Essentials of Contract Offer and Acceptance
2	Capacity of Parties Consideration Free Consent
3	Legality of Object and Consideration, and Agreements opposed to Public Policy Void Agreement and Contingent Contract Performance of Contract
4	Discharge of Contract. Remedies for Breach of Contract Quasi-Contracts Indemnity and Guarantee Bailment and Pledge Contract of Agency
5	Sale of Goods Act, 1930 The Indian Partnership Act, 1932
6	The Limited Liability Partnership Act, 2008 The Negotiable Instruments Act, 1881
7	The Consumer Protection Act The Company Act 2013 IPR Act
8	The Information Technology Act, 2000

Text Books:

Sr. No.	Author	Title	Publisher and Edition
1	P C Tulsian and Bharat Tulsian	Business Law	Tata McGraw

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	PROJECT MANAGEMENT

Course Objectives:

1. The successful development and implementation of all project's procedures
2. Productive guidance, efficient communication and apt supervision of the project's team
3. The achievement of the project's main goal within the given constraints.
4. Optimization of the allocated necessary inputs
5. Production of a complete project which follows the client's exclusive needs and objectives

Course Outcomes:

1. Manages projects effectively including the management of scope, time, costs, and quality, ensuring satisfying the needs for which the project was undertaken
2. Analyzes and manages stakeholder expectations and engagement to ensure a successful project outcome
3. Strategically applies project management practices in a variety of organizational and international settings.

Topics/Sub-topics	
1	Introduction Overview of project management International popular project management standards
1.A	The environment in which projects operate Environmental Factors Organizational Factors Portfolio, program and project
2	Project Initiation Context Product/Project Lifecycle approach Role of PMO
2	Project Initiation Project Charter Project management framework
3	Stakeholder identification & Analysis Stakeholder Engagement Assessment Matrix
4	Project Planning Scope, Schedule, Cost & Quality Progressive Elaboration Requirements Collection and RTM
4.A	Risk identification & prioritization Base lining scope, schedule & cost WBS and its use in planning, monitoring & control Scheduling – PERT, Critical path method, Crashing
5	Project Execution & Keeping the Team on Track Project People & Organization
6	Organizational structures & team management Leadership & motivation Conflict management Communication as the key

Text Books:

Sr. No.	Author	Title	Publisher and Edition
1	Dr. Kerzner	<i>Project Management : A system Approach to Planning</i>	

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	QUANTITATIVE TECHNIQUES

Course Objectives:

1. Students must be able to 1 Understand why statistics are important for making business decisions (when to use quantitative analysis vs. “common sense).
2. Demonstrate a sound knowledge of statistical terms
3. Be able to explain the merits and limitations of various statistical techniques
4. Be able to performance statistical analysis on paper as well as using Excel and SPSS where appropriate
5. Be able to apply quantitative techniques to solve a variety of business problems

Course Outcomes:

1. Student should be able to 1 learn and understand the value of quantitative methods in administrative and operational problem solving and decision making.
2. They will be introduced to a variety of statistical and quantitative techniques applicable to a wide range of business situations.
3. Students will be able to recognize and apply techniques and their applications in problem solving for decision making

Sr. No.	Topics to be covered
1	Types of data: Quantitative and Qualitative, Discrete and Continuous. Data measurement scales. Data presentation using Tables, Diagrams and Graphs
2	Measures of Central tendency: Arithmetic mean, Median and Mode. Partition values: Quartiles, Deciles and Percentiles.
3	Measures of Dispersion: Range, Mean Absolute Deviation, Quartile Deviation and Standard Deviation, Mean Square Deviation and corresponding relative measures. Skewness and Kurtosis (Concept) Outliers
4	Correlation: Scatter diagram, Karl Pearson’s correlation coefficient, Spearman’s rank correlation coefficient Simple Linear regression
5	Forecasting techniques: Simple Moving average method, Weighted Moving average method and Exponential smoothing method.

6	Probability: Concept of Random experiment, Sample space, Events, Mathematical definition of probability. Addition theorem and Multiplication theorem on probability. Conditional probability. Discrete and Continuous probability distributions: Binomial, Poisson and Normal distribution.
7	Linear Programming and its applications
8	Decision trees under risk and uncertainty
9	Game Theory

Text Books:

1	Avinash Dixit Subhash Ray	Theory of Game Data Envelopment Analysis
2	Anderson, Sweeny Williams: Thomson South Western	An introduction to Management Science
3	Vora	Quantitative Techniques in Management

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	HR MANAGEMENT
PAPER NO.	:	11

Course Objectives:

The objective of this course is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management.

Students shall learn to Identify and analyse the problems in the field of HRM and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace

Course Outcomes:

Student should be able to

1	The theory and application of human resource management, the broad range of influences acting on human resource management.
2	The human resources planning and policies through its information system, training and development of human capital of the organization.

3	This course emphasis on the knowledge of performance assessment methods, improvements and resultant in terms of employee service condition reviews
4	Compensation and workers participation in management including the discipline matters and strategic human resources management

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Orientation, Introduction to Human Resource Management
2	Concept and Importance, function of HRM, Objectives of HRM, The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager
3	Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand – Internal and External sources.
4	Manpower planning - Job Analysis, Job Description, scientific Recruitment
5	Selection & its Process, HRD Strategies for long term planning and Growth. Productivity and HRM.
6	Training and Executive Development: Types of training methods –purpose-benefits- resistance. Executive development programmes – Common practices – Benefits – Self-development – Knowledge management.
7	Performance Appraisal systems - MBO Approach , Performance counselling .
8	Career planning & Succession Planning
9	Compensation Plan – Reward – Motivation – Application Of Theories Of Motivation
10	Career Management – Development Of Mentor – Protégé Relationships.
11	Herzberg's theory -McClelland's Need – Achievement Theory
12	Human Relations-Significance-Leadership-Types of Leadership
13	Employee Morale & Employee Grievances-Trends in Human resource Management.

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books

Sr. No.	Author	Title
1	Bohlander, Snell, Sherman	Managing Human Resources
2	K. Aswathappa	HUMAN RESOURCE MANAGEMENT

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	STRATEGIC MANAGEMENT
PAPER NO.	:	12

Course Objectives:

- To expose students to various perspectives and concepts in the field of Strategic Management
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.
- To help students develop skills for applying these concepts to the solution of business problems
- To help students master the analytical tools of strategic management

Course Outcomes:

Student should be able to

1	Critically analyses the internal and external environments in which businesses operate and assess the implications of forecast changes.
2	Apply understanding of the theories, concepts and tools that support strategic management in organizations.
3	Individually and collaboratively evaluate and synthesise information and existing knowledge from numerous sources and experiences.
4	Apply appropriate tools, theories and concepts to analyse strategic issues in organizations and to develop options for implementation.

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Strategic Management
2	Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organization.
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning
4	Strategy Choices Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, Competitive Strategies and Strategies for different industries and company situations, Strategy Development for Non-profit, Non-business-oriented Organizations, Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.
5	External and Industry Analysis General Environment, Industry / Competitive Environment, Identifying industry's dominant features, Porter's Five Forces of Competitive Analysis.
6	Internal Analysis Assessment of Company Performance, Management & Business Functions Framework, Other Frameworks for Organizational and Internal Analysis
7	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems
8	Strategy Evaluation and Control Performance Measurement and Monitoring
9	Financial Projections and Financial Impact of Strategies
11	Case Studies and Presentations

***Notes:** This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.*

Reference books and Websites:

Sr. No.	Author	Title	Publisher and Edition
1	Thompson & Strickland	Strategic Management	McGraw Hill
2	Michael Porter	Competitive advantage	
3	Michael Porter	Competitive strategy	

SPECIALIZATION

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization International Business
SUBJECT TITLE	:	Introduction to International Business
SUBJECT CODE	:	13

Course Objectives:

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures

Course Outcomes:

Student should be able to,

1	Understand the most widely used international business terms and concepts
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2	Identify the role and impact of political, economical, social and cultural variables in international business
3	Analyze international business from a multi-centric perspective, avoiding ethnocentrism.

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Objective, Scope, Importance and Current Trends Domestic Business v/s International Business Reasons For International Business – For Corporates and Country
2	Modes of Entry and Operation
3	PEST Factors and Impact on International Business Risk Analysis Decisions to overcome or managing risks – a live current case
4	Investment Management in International Business Foreign Direct Investment Offshore Banking
5	Foreign Exchange Dealings and numerical in business Resource Mobilization through portfolio/GDR/ADR Other options of funding in ventures and case discussions
6	Multinational Corporations Structure, system and operation Advantages and Disadvantages – Case discussion
7	Current Opportunities of Indian MNCs and Case discussion Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title

1	Charles, E. Hill (2015, 10th ed., McGrawHill/Irwin	International Business: Competing in the Global Marketplace
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COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization International Business
SUBJECT TITLE	:	International Marketing
SUBJECT CODE	:	14

Course Objectives:

This subject focuses on the core concepts of International Marketing.

- To gain a solid understanding of the theoretical and conceptual principles of International marketing;
- To understand how to develop and manage a strategic international marketing initiative..

Course Outcomes:

Student should be able to,

1	Analyze the environmental variables that influence international marketing; •; •; •; • •
2	Describe the strategies and tactics that can lead to successful international marketing given those environmental constraints
3	Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena
4	Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations
5	Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation
6	Produce a comprehensive international marketing plan

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
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1	The Scope and Challenge of International Marketing. The Dynamic Environment of International Trade The Cultural Environment of Global Markets
2	History and Geography: The Foundations of Culture Cultural Dynamics in Assessing Global Markets Culture, Management Style, and Business Systems
3	The Political Environment: A Critical Concern The International Legal Environment: Playing By the Rule
4	Assessing Global Market Opportunities Developing a Global Vision through Marketing Research Economic Development and the Americas Europe, Africa, and the Middle East The Asia Pacific Region
5	Developing Global Marketing Strategies Global Marketing Management: Planning and Organization Products and Services for Consumers Products and Services for Businesses
6	International Marketing Channels Integrated Marketing Communications and International Advertising Personal Selling and Sales Management Pricing for International Markets
7	Implementing Global Marketing Strategies
8	Inventive Negotiations with International Customers, Partners, and Regulators
5	Others – Case Study
	Total

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr.	Author	Title
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No.		
1	Charles, E. Hill (2015, 10th ed., McGrawHill/Irwin	International Business: Competing in the Global Marketplace

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization International Business
SUBJECT TITLE	:	Negotiations
SUBJECT CODE	:	15

Course Objectives:

The purpose of this course is to provide students with a thorough grounding in the theory of international trade as well as international trade policy and to demonstrate the relevance of the theory in the analysis of

- (a) existing patterns of international trade and what determines them,
- (b) The conduct of trade policy and
- (c) the economic implications of international trade and trade policy both for individual economies such as India and the wider international community.

Course Outcomes:

Student should be able to,

1	The role of foreign aid in international trade and investment
2	Be familiar with the major recent developments in the world trading system, and be able to critically analyse key issues raised both by the current round of WTO negotiations and by the spread of regional trading arrangements
3	The goals and function of International regulatory body of trade

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	The Nature of Negotiation Strategy and Tactics of Distributive Bargaining Strategy and Tactics of Integrative Negotiation Negotiation: Strategy and Planning
2	Perception, Cognition, and Emotion Communication Finding and Using Negotiation Power
3	Influence Ethics in Negotiation
4	Relationships in Negotiation Agents, Constituencies, Audiences Coalitions Multiple Parties and Teams
5	Individual Differences Gender and Negotiation
6	Personality and Abilities International and Cross-Cultural Negotiation
7	Resolving Differences Managing Negotiation Impasses
8	Managing Negotiation Mismatches Third Party Approaches to Managing Difficult Negotiations
9	Others – Case study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization International Business
SUBJECT TITLE	:	International HR Strategies
SUBJECT CODE	:	16

Course Objectives:

The context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts. Specific topics include globalisation, work and labour regulation; strategic HRM issues in international contexts; issues related to host, home and

third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation.

Course Outcomes:

Student should be able to,

1	Understand issues, opportunities and challenges pertaining to international HRM
2	Develop competency in dealing with cross cultural situations
3	Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation
4	Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	International HR Strategies
2	Unique Characteristics of Global HR HR – Challenges Regulatory Aspects of HR Global - Case Study
4	Global - Ethical Issues
5	Coaching
6	Change an Urgency Radical Change- The Quiet way
7	Cross Culture Training Harmony amongst Employees from different Cultures
8	Leading
	Case Study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Daniels and Radebough	International Business
2	Sundaram and Black	International Business
3	Roebuck and Simon	International Business

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization International Business
SUBJECT TITLE	:	Logistics and Supply Chain
SUBJECT CODE	:	17

Course Objectives:

Globalization has brought the whole world together compressing it to a small economic entity. It has opened it to an access of sources as well as markets. Whereas for the customers globalization has brought wide choices of products, it has also added up to new dimensions of increased competitive pressures and a high enhanced competition that existed never before. Logistics in this direction is going to play an important role. An efficient and effective supply chain is possible through the discipline of an equally effective and efficient logistics management right from procurement through several warehousing and the use of transportation channels till the product reaches the customer. This course is designed to expose the students of business management in general and supply chain, operations management, infrastructure, and marketing management in particular to the fundamentals of logistics management.

Course Outcomes:

Student should be able to,

1	To understand logistics, its framework and practical utility
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2	To understand the various concepts that are used in logistics
3	To understand how logistics can become an important tool to reach goals of cost reduction and enhance customer service
4	To appreciate the importance of logistics management in achieving integration

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	21st Century Supply Chains
2	Logistics
3	Information Technology Integrated Operations Planning
4	Customer Accommodation Procurement and Manufacturing
5	Inventory Transportation Infrastructure Transportation Operations Warehousing Packaging and Materials Handling
6	Global Supply Chains
7	Network Design Network and Operational Planning
8	Relationship Development Operational, Financial and Performance Measurement Supply Chain Risk
9	Others - Case Study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Supply Chain Logistics Management	Donald Bowersox, David Closs and M. Bixby Cooper

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization International Business
SUBJECT TITLE	:	Project
SUBJECT CODE	:	18

DIGITAL MARKETING

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III Digital marketing Specialization
SUBJECT TITLE	:	Website Planning and structure
SUBJECT CODE	:	19

Course Objectives:

Students must be able to,

This topic enables participants to demonstrate an understanding of how technology has influenced the development of marketing and its evolution into a field now referred to as Digital Marketing. Participants will develop their understanding of the elements of digital marketing and the impact of it on traditional marketing models and strategies. The course takes participants through the steps of developing a digital marketing plan for their own organization. Participants are exposed to web based marketing tools with the view of incorporating new media into traditional media and marketing planning.

Course Outcomes:

Student should be able to

1	Understand the impact of technology on the traditional marketing mix.
2	Understand how they can use digital marketing to increase sales and grow their Business
3	Understand the basics of the digital marketing tool kit
4	Become familiar with the elements of the digital marketing plan
5	Understand how to reach your online target market and develop basic digital marketing objectives

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Digital objectives-Digital assets and strategies Website fundamentals; how to go about setting up a web presence
2	Wireframes & Prototypes
3	Web technologies; choosing the right mix Web security
4	SEO and Web analytics
5	Building E-commerce Capability
6	UI & UX
7	Engagement and optimization strategies Website types and their uses

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	J Christian Connett	Principles-of-Digital-Marketing
2	By Robert W. Bly	The Digital Marketing Handbook: A Step-By-Step Guide to Creating Websites That Sell
3	By Godfrey Parkin	Digital Marketing: Strategies for Online Success

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III
SUBJECT TITLE	:	Search Engine Optimization
SUBJECT CODE	:	20

Course Objectives:

Students must be able to,

This module is focusing on key parameters of social media landscape like social presence, branding and customer interaction. The Social Media Marketing Courses will focus on the key aspects of social media like branding, remarketing, generating leads, campaigns management and frequency.

Course Outcomes:

Student should be able to,

1	Create and/or improve a strategy for measuring and improving digital media effectiveness
2	Review current approaches and identify areas for improving performance

3	Search Engine Optimization (SEO)
4	Pay Per Click (PPC) Advertising including Google AdWords, LinkedIn Ads, Facebook and Instagram Ads
5	Social media marketing tips and tools for Facebook, Twitter, Instagram, Blogging, etc.
6	Online advertising including ad networks and behavioral targeting
7	Optimizing website and blog content and copy
8	Digital Marketing Strategy and Planning

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Search Engine Optimization and Keywords
2	Search Engine Concept and Search Console
3	Optimizing a Website for Search (On-page)
4	Advanced Content and Social Tactics to Optimize (Off-page SEO)
5	SEO Tools – Audit
6	Website Optimization Client Report
7	Project

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title

1	J Christian Connett	Principles-of-Digital-Marketing
2	By Robert W. Bly	The Digital Marketing Handbook: A Step-By-Step Guide to Creating Websites That Sell
3	By Godfrey Parkin	Digital Marketing: Strategies for Online Success

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization
SUBJECT TITLE	:	Social Media
SUBJECT CODE	:	21

Course Objectives:

The Social Media revolution is sweeping the world with Social Media Optimization (SMO) as the new strategy for drawing new and unique visitors to a website. Facebook has 1712 Million active users, Instagram has 500 Million active and Twitter has 313 Million active. Likes, tweets, snaps and follows are a way of life of millennials. Brands hoping to engage their consumers cannot afford to ignore social media channels. This course will teach learners how to create your brand on social networking sites and how to monitor and manage the online reputation of your brand.

Course Outcomes:

1	To understand Get the basics in Social Media Marketing (SMM) and Blogging
2	To apply Analytics in Social Media
3	To build social media strategy and create advertisements

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Social Media Marketing and its terminologies

2	SMM On Facebook
3	SMM On Twitter
4	SMM On LinkedIn
5	SMM On Instagram
6	Marketing On YouTube
7	Marketing On Pinterest, Snapchat, WhatsApp
8	Creating ads and SMM Tools

***Notes:** This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.*

Reference books:

Sr. No.	Author	Title
1	Carlos Gil	The End of Marketing: Humanizing Your Brand in the Age of Social Media and AI
2	By Robert W. Bly	The Digital Marketing Handbook: A Step-By-Step Guide to Creating Websites That Sell
3	By Godfrey Parkin	Digital Marketing: Strategies for Online Success
4	Jason McDonald	Social Media Marketing Workbook: How to Use Social Media for Business (2020 Updated Edition)

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization
SUBJECT TITLE	:	Digital Brand Marketing
SUBJECT CODE	:	22

Course Objectives:

Students must be able to,

This module is focusing on key parameters of social media landscape like social presence, branding and customer interaction. The Social Media Marketing Courses will focus on the key aspects of social media like branding, remarketing, generating leads, campaigns management and frequency.

Course Outcomes:

Student should be able to,

1	Create and/or improve a strategy for measuring and improving digital media effectiveness
2	Review current approaches and identify areas for improving performance
3	Search Engine Optimization (SEO)
4	Pay Per Click (PPC) Advertising including Google AdWords, LinkedIn Ads, Facebook and Instagram Ads
5	Social media marketing tips and tools for Facebook, Twitter, Instagram, Blogging, etc.
6	Online advertising including ad networks and behavioral targeting
7	Optimizing website and blog content and copy
8	Digital Marketing Strategy and Planning

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Branding fundamentals
2	Brand Experience
3	Digital Consumer behaviour

4	The customer journey
5	Digital communications mix
6	Influencers and branding
7	Content marketing for brand curiosity
8	Omnichannel marketing for brand commitment
9	Online reputation management
10	Case Studies

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization
SUBJECT TITLE	:	Google Ad words
SUBJECT CODE	:	23

Course Objectives:

The objective of Adwords campaign is to get instant results and they appear as Sponsored links usually found on the right hand corner of Google results page. The total advertisement cost and projections can be determined by Adwords

Course Outcomes:

Student should be able to,

1. To understand the fundamentals of Google Ads
2. To develop successful campaigns to help increase your visibility and grow your business

Course Content:

S#	Topics/ Sub-topics
1)	Adwords Fundamental 1) Introduction to SEO, SEM, Content 2) Google ads stats, benefits PPC model, types of ads 3) Ad rank, auction, Quality score
2)	Researching keywords 1) Understanding target audience, location, local market, intent marketing 2) Keyword match type, negative keywords 3) Keyword planning tool
3)	Search Advertising Ad text feature and structure Ad extension and Creating ad text
4)	Tracking Ad Performance
5)	Optimizing for Performance
6)	Creating Your Ad Group
7)	Display Advertising
8)	Video Advertising
9)	Shopping Advertising
10)	Mobile Advertising

Text books:

S#	Author	Title
1)	Jason McDonald Ph.D.	Google Ads (AdWords) Workbook: Advertising on Google Ads, YouTube, & the Display Network (2021 Google Ads (AdWords))
2)	John Scaglia	Google AdWords for Beginners. The Definitive Guide to PPC Advertising.: Create your passive income, increase your sales, and expand your business with Google and YouTube ads

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III – Finance Specialization
SUBJECT TITLE	:	Investment Analysis and Portfolio Management
SUBJECT CODE	:	25

Course Objectives:

Students must be able to,

The objective of this course is to introduce the intuition and concepts of Investment analysis and portfolio management. Two broad decisions have been taken by any investors: allocation of the total investment in available asset classes and how to select the assets within asset classes for investment. The decision of allocation and selection of investment assets is based on the trade-off between risk and return, availability of the risk mitigating tools and investment horizon with other parameters. The aim of the course is to provide the theoretical underpinning of the subject with the implications in the real world

Course Outcomes:

Student should be able to

1	Understand the various alternatives available for investment.
2	Learn to measure risk and return.
3	Find the relationship between risk and return.
4	Value the equities and bonds.
5	Gain knowledge of the various strategies followed by investment practitioners.

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Overview: A Broad Map of the Territory Investment Alternatives: Choices Galore Securities Market: The Battlefield Part II: Basic Concepts and Methods
2	Risk and Return: Two Sides of the Investment Coin The Time Value of Money: The Magic of Compounding Portfolio Theory: The Benefits of Diversification
3	Capital Asset Pricing Model and Arbitrage Pricing Theory: The Risk Reward Relationship Efficient Market Hypothesis: The Collective Wisdom
4	Bond Prices and Yields: Figuring out the Assured Returns Bond Portfolio Management: The Passive and Active Stances
5	Equity Valuation: How to Find Your Bearings Macroeconomic and Industry Analysis: Understanding the Broad

	Picture
6	Company Analysis: Establishing the Value Benchmark Technical Analysis: The Visual Clue Options: The Upside Without the Downside Futures: Where the Hedges and the Speculators Meet Part
7	Mutual Funds PMS & AIFs: Indirect Investing Investment in Real Assets: The Tangible Thing Property Gold & Currency International Investing: The Global Search Crypto Currency: Introduction to the Cryptos
8	Portfolio Management: Investment Policy and Strategy: The Grand Design
9	Portfolio Management: Implementation and Review: The Specific Moves

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Prasanna Chandra	Investment Analysis And Portfolio Management

SEMESTER	:	III- Finance Specialization
SUBJECT TITLE	:	Financial Markets
SUBJECT CODE	:	26

Course Objectives:

Students must be able to,

The art and science of compensation practice. Strategic Compensation: A Human Resource Management Approach illustrates the art and science of compensation practice and its role in promoting a company's competitive advantage

Course Outcomes:

Student should be able to

1	To learn basic compensation concepts and the context of compensation practice
2	To illustrate different ways to strengthen the pay-for-performance link
3	To learn the concepts of Payment and employee benefits issues for contingent workers.
4	To understand the Legally required employee benefits.
5	To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Financial Markets-An Overview
2	Money Market
3	Call Money Market
4	Commercial Paper Market
5	Commercial Bill Market
6	Certificate of Deposit (CD) Market
7	Public Issue of Securities-A Conceptual Framework
8	New Issues Market (NIM)-An Overview
9	New Issues Market (NIM)-An Evaluation

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	S Gurusamy	FINANCIAL MARKETS & INSTITUTIONS

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III
SUBJECT TITLE	:	Mergers and Acquisitions
SUBJECT CODE	:	27

Course Objectives:

The objective of this course is to introduce students to Mergers and Acquisitions (M&A) and the requisite knowledge for the development and execution of corporate transactions particularly within equity capital markets. Typical transactions include Takeovers, Acquisitions, Divestments, Initial Public Offerings and Private Equity. Each of these types of transactions will be addressed within the course. Students will utilise common corporate finance tools and knowledge as applied within the context of considering, developing and executing M&A transactions.

Course Outcomes:

Student should be able to

1	Understand typical M&A transactions undertaken in equity capital markets
2	Understand the regulatory environment and its impact on the planning and execution of M&A transactions
3	Understand the operation of equity capital markets and the execution of Initial Public Offerings as special forms of M&A transactions
4	Undertake financial analysis for corporate valuation purposes within the context of acquiring or divesting assets and businesses
5	Appraise media reports of M&A transactions with a view to assessing strategy and tactics
6	Undertake complex negotiations within the context of executing M&A transactions
7	Understand who are the key stakeholders involved in M&A transactions and how to develop strategies within the relevant regulatory environment that best address their interests.

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Course overview Corporate strategy and the role and purpose of M&A Efficacy of M&A
2	Corporations Act Specific provisions relevant to M&A Takeovers Panel
3	ASX, ACCC, APRA and other potential stakeholders Foreign investment issues
4	Corporate finance revisited Role and purpose of the firm Applied valuation
5	Types of transactions Regulatory and commercial considerations Divestment process
6	Value appraisal within M&A context Synergistic and other benefits Price strategies Value distribution
7	Introduction to Private Equity The role of Private Equity in M&A
8	The role of Negotiations in M&A
9	Case Study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books and Websites:

Sr. No.	Author	Title	Publisher and Edition
1	Weston J Fred	Mergers and Acquisitions	Tata McGraw

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III
SUBJECT TITLE	:	Ethics in Finance
SUBJECT CODE	:	28

Course Objectives:

That financial activity be conducted ethically is of great importance, not only because of the crucial role that finance plays in the personal, economic, political, and social realms but also because of the opportunities for large financial gains, which may induce individuals and financial firms and institutions to act unethically and cause great harm. Many of the ethical standards and norms in finance are embodied in law and regulation and are enforced by the courts and regulatory bodies. Ethics plays a vital role, however, first, by guiding the formation of law and regulation and, second, by influencing conduct in areas not governed by law and regulation. Business ethics is an important part of the education of any manager, but managers with responsibility in financial markets.

Course Outcomes:

Student should be able to

1	The need for ethics in finance and the role of ethics in financial activity.
2	The ethical principles that apply to market transaction and that justify the responsibilities and obligations of market actors.
3	The ethical principles that apply to the delivery of financial services and the operation of firms in the financial services industry.
4	The ethical principles that apply to corporate financial management and the responsibilities and duties of financial managers in corporations
5	The ethical principles that justify corporate governance, including control of the corporation, the responsibilities and duties of corporate officers and directors, and the role of shareholders.
6	The means for managing financial firms so as to prevent misconduct and to conduct business ethically

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Overview of Ethics in Finance
2	Fundamentals of Finance Ethics
3	Ethics and the Investment Industry
4	Hedge Funds and Investor Activism
5	Hostile Takeovers and Shareholder Value
6	Corporate Governance and Social Enterprise
7	Finance and Social Well-Being
8	Risk Management in Finance
9	Case Study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III

SUBJECT TITLE	:	Wealth Management
SUBJECT CODE	:	29

Course Objectives:

Wealth Management comprehensively deals with all aspects of wealth management like Investment Strategies, Life Cycle Management, Intergenerational Wealth Transfer, Relationship Management, Behavioural Finance, Alternative Products, Real Estate Valuation and Global Taxation.

Course Outcomes:

Student should be able to

1	Provide advice on Wealth Management, Financial Planning, Currency Hedging, PMS, Estate Planning, Investment Planning, Personal Taxation, Retirement etc.
2	Provide advice on Debt, Real Estate, Currencies, Mutual Funds, PMS, Alternative Investment Products, Derivative Strategies and understand the client's different behaviour towards investment
3	Develop ability to manage Cross Border Investments
4	Conduct Equity Research, recommend investments and portfolio management strategies to the clients
5	Understand HNI & UHNI clients
6	Develop, implement and review Wealth Plans

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Concept of Wealth Management
2	Life Cycle Management
3	Measuring Investment Returns in Wealth Management

4	Investment Vehicles of Wealth Management
5	Managing Investment Risk in Wealth Management
6	Indian Tax Laws
7	Legalities in Wealth Management
8	Inter-generational Wealth Transfer & Tax Planning Use of Alternative Products in Wealth Management
9	Wealth Management Planning

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books and Websites:

Sr. No.	Author	Title	Publisher and Edition
1	Dun & Bradstreet	WEALTH MANAGEMENT	Tata McGraw

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III
SUBJECT TITLE	:	Project
SUBJECT CODE	:	30

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization Marketing
SUBJECT TITLE	:	Consumer Behavior
SUBJECT CODE	:	31

Course Objectives:

The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

Course Outcomes:

1	To develop and understanding about the many aspects of consumer behaviour and its applications in marketing
2	To create awareness of the theories applied in consumer behavior
3	To acquaint with the use of most appropriate techniques to apply market solutions

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Consumer Behaviour – An Introduction
2	Market Segmentation, Positioning and Targeting
3	Models Of Consumer Behaviour And Decision Making
4	Consumer Personality Consumer Attitude Chapter Consumer Motivation
5	Consumer Perception Influence of Culture, beliefs and groups
6	Decision Making Process Consumer Communication Process
7	Organisational Buying Behaviour

Reference books and Websites:

Sr. No.	Author	Title
1	Schiffman & Kanuk and S Ramesh Kumar, 10th edition Prentice Hall India	Consumer Behaviour
2	Satish Batra & S. H. H. Kazmi	Consumer Behaviour Text & Cases
3	Hawkins David Mothersbaug & Amit Mookerjee, 11th Edition McGraw Hill International edition	Consumer Behaviour Building Marketing Strategy

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books and Websites:

Sr. No.	Author	Title	Publisher and Edition
1	Ramneek Kapoor and Nnamdi O. Madichie	Consumer Behaviour	Tata Mc Graw

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Marketing Specialization
SUBJECT TITLE	:	Marketing Strategy
SUBJECT CODE	:	32

Course Objectives:

This course will provide students with an in depth understanding of market research. Students will be involved in a practical application of market research via a group project which will focus on a real company situation. Students will write a research brief, determine the research methodology and conduct interviews and surveys as required. Students will be responsible for presenting their findings in both written and oral form

Course Outcomes:

Student should be able to

1	Compare and contrast the key principles of marketing strategy
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2	Explain marketing and strategy concepts and ideas in their own words
3	Think strategically about marketing issues and provide recommendations
4	Successfully work as a team
5	Deliver an oral presentation in a professional, engaging manner
6	Prepare a professional, logical and coherent report in the form of a marketing plan

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Foundation concepts on Strategy, Marketing and Strategic Marketing; Concepts from Finance for Marketing Decisions
2	Market-Oriented Perspectives Underlie Successful Corporate, Business, and Marketing Strategies
3	Corporate Strategy Decisions and Their Marketing Implications; Business Strategies and Their Marketing Implications
4	Understanding Market Opportunities Measuring Market Opportunities: Forecasting and Market Knowledge
5	Targeting Attractive Market Segments Differentiation and Brand Positioning
6	Marketing Strategies for New Market Entries Strategies for Growth Markets
7	Strategies for Mature and Declining Markets Marketing Strategies for the New Economy
8	Creating Competitive Advantage
9	Challenging Competitive Advantage
10	Measuring and Delivering Marketing Performance

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Orville Walker and John Mullins	Marketing Strategy: A Decision-Focused Approach

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II1
SUBJECT TITLE	:	SALES AND DISTRIBUTION MANAGEMENT
SUBJECT CODE	:	33

Course Objectives:

The course focuses on explaining concepts with the help of latest examples and learning-outcome based text in all the chapters. It gives an exposure to key concepts, theories, and recent developments in sales and distribution, and illustrates their applicability in tackling the challenges in sales and distribution business.

Course Outcomes:

Student should be able to

1	Recognise and demonstrate the significant responsibilities of sales person as a KEY individual.
2	Describe and Formulate strategies to effectively manage company's sales operations
3	Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team
4	Illustrate the fundamentals of Distribution channels

Course Content

Unit & Sub-Unit	Topics/Sub-topics
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1	Introduction to Sales Management
2	The Selling Process Strategic Planning, Sales Strategy, Sales Forecasting and Budgeting
3	Management of Sales Territories and Quotas Organizing and Staffing the Salesforce
4	Training, Motivating, Compensating, and Leading Salesforce. Controlling the Salesforce.
5	Sales Promotion
6	Introduction to Distribution Management Marketing Channels
7	Channel Institutions: Retailing Channel Institutions: Wholesaling
8	Designing Channel Systems Channel Management Channel Information Systems
9	Case Study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Krishna K Havaladar and Vasant M Cavale	SALES AND DISTRIBUTION MANAGEMENT

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III
SUBJECT TITLE	:	SALES AND DISTRIBUTION MANAGEMENT
SUBJECT CODE	:	33

Course Objectives:

The course focuses on explaining concepts with the help of latest examples and learning-outcome based text in all the chapters. It gives an exposure to key concepts, theories, and recent developments in sales and distribution, and illustrates their applicability in tackling the challenges in sales and distribution business.

Course Outcomes:

Student should be able to

1	Recognise and demonstrate the significant responsibilities of sales person as a KEY individual.
2	Describe and Formulate strategies to effectively manage company's sales operations
3	Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team
4	Illustrate the fundamentals of Distribution channels

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Sales Management
2	The Selling Process Strategic Planning, Sales Strategy, Sales Forecasting and Budgeting
3	Management of Sales Territories and Quotas Organizing and Staffing the Salesforce
4	Training, Motivating, Compensating, and Leading Salesforce. Controlling the Salesforce.
5	Sales Promotion
6	Introduction to Distribution Management Marketing Channels
7	Channel Institutions: Retailing Channel Institutions: Wholesaling

8	Designing Channel Systems Channel Management Channel Information Systems
9	Case Study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Krishna K Havaladar and Vasant M Cavale	SALES AND DISTRIBUTION MANAGEMENT

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	Service Marketing and Integrated Marketing Communication
SUBJECT CODE	:	34

Course Objectives:

Rural markets represent a substantial portion of the Global Marketplace. Despite of huge potential, rural markets have been traditionally ignored by most multinationals from advanced countries, as well as by local large-scale manufacturers of packaged products.

The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. It covers aspects like relevance and scope of rural market in India, the environment prevailing these dynamics involved in the behavior of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distributions includes traditional and modern channels.

Course Outcomes:

Student should be able to

1	Explore the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.
2	Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.

3	To acquaint the students with the appropriate concepts and techniques in the area of rural marketing
4	Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
5	Understand the concept and methodology for conducting the research in rural market.

Course Content:

S#	Topics/ Sub-topics
1)	Introduction to Services and the difference between goods and services Service consumer behaviour and the service delivery process Creative execution Tools and technologies for brand optimization
2)	The 7P's of services marketing. Managing People, physical evidence and process
3)	Managing Pricing and Communications for Services
4)	Measuring customer satisfaction and managing service quality
5)	Brands and IMC
6)	Crafting the brand message and positioning
7)	Programmatic advertising

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III
SUBJECT TITLE	:	Retail Management & E-Commerce
SUBJECT CODE	:	35

Course Outcome:

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II1
SUBJECT TITLE	:	SALES AND DISTRIBUTION MANAGEMENT
SUBJECT CODE	:	33

Course Objectives:

The course focuses on explaining concepts with the help of latest examples and learning-outcome based text in all the chapters. It gives an exposure to key concepts, theories, and recent developments in sales and distribution, and illustrates their applicability in tackling the challenges in sales and distribution business.

Course Outcomes:

Student should be able to

1	Recognise and demonstrate the significant responsibilities of sales person as a KEY individual.
2	Describe and Formulate strategies to effectively manage company's sales operations
3	Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team
4	Illustrate the fundamentals of Distribution channels

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Sales Management
2	The Selling Process Strategic Planning, Sales Strategy, Sales Forecasting and Budgeting
3	Management of Sales Territories and Quotas Organizing and Staffing the Salesforce
4	Training, Motivating, Compensating, and Leading Salesforce. Controlling the Salesforce.
5	Sales Promotion
6	Introduction to Distribution Management Marketing Channels
7	Channel Institutions: Retailing Channel Institutions: Wholesaling
8	Designing Channel Systems Channel Management Channel Information Systems
9	Case Study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks

weightage.

Reference books:

Sr. No.	Author	Title
1	Krishna K Havaladar and Vasant M Cavale	SALES AND DISTRIBUTION MANAGEMENT

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	Service Marketing and Integrated Marketing Communication
SUBJECT CODE	:	34

Course Objectives:

Rural markets represent a substantial portion of the Global Marketplace. Despite of huge potential, rural markets have been traditionally ignored by most multinationals from advanced countries, as well as by local large-scale manufacturers of packaged products.

The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. It covers aspects like relevance and scope of rural market in India, the environment prevailing these dynamics involved in the behavior of rural consumers, rural markets research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distributions includes traditional and modern channels.

Course Outcomes:

Student should be able to

1	Explore the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.
2	• Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.
3	To acquaint the students with the appropriate concepts and techniques in the area of rural marketing
4	Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
5	Understand the concept and methodology for conducting the research in rural market.

Course Content:

S#	Topics/ Sub-topics
1)	Introduction to Services and the difference between goods and services Service consumer behaviour and the service delivery process Creative execution Tools and technologies for brand optimization
2)	The 7P's of services marketing. Managing People, physical evidence and process
3)	Managing Pricing and Communications for Services
4)	Measuring customer satisfaction and managing service quality
5)	Brands and IMC
6)	Crafting the brand message and positioning
7)	Programmatic advertising

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III
SUBJECT TITLE	:	Retail Management & E-Commerce
SUBJECT CODE	:	35

Course Outcome:

To understand the functions of retail business and various retail formats and retail channels

To integrate the various Supply Chain partners and how to collaborate with them

To understand the different omni channel approach for sustainable

Course Content:

S#	Topics/ Sub-topics
1)	An Overview of the Retail Environment 1) Theories of Retail Development and Retail Formats 2) Retail in India 3) Retail in Key Regions of the World
2)	Understanding the Retail Consumer 1) Retail Consumer and Strategy 2) Store Site Selection 3) Methods of Retail Expansion

3)	Basics of Retail Merchandising 1) The Process of Merchandise Planning 2) The Methods of Merchandise Procurement
4)	Retail Pricing and Evaluation of Performance
5)	Managing Retail 1) Store Design, Layout, and Visual Merchandising 2) The Legal and Ethical Aspects of the Retail Business 3) Retail Store Operations
6)	Introduction to Electronic Commerce
7)	Electronic Commerce: Security and Payments
	Electronic Commerce: Marketing and Advertising

Text books:

S#	Author	Title
1)	Dr.Ashish A linge, Dr. Milind A Barhat	Fundamentals of Retail Management
2)	GILBERT, PEARSON INDIA	Retail Marketing Management
3)	Barry Berman, Joel Evans, Patrali Chatterjee	Retail Management: A Strategic Apporach
4)	Parag Kulkarni, Sunita Jahirabadkar & Pradip Chande	E-Business

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	Project
SUBJECT CODE	:	36

Sem. III

Human Resource

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization Human Resource
SUBJECT TITLE	:	Compensation Management
SUBJECT CODE	:	37

Course Objectives:

Students must be able to,

The art and science of compensation practice. Strategic Compensation: A Human Resource Management Approach illustrates the art and science of compensation practice and its role in promoting a company's competitive advantage

Course Outcomes:

Student should be able to

1	To learn basic compensation concepts and the context of compensation practice
2	To illustrate different ways to strengthen the pay-for-performance link
3	To learn the concepts of Payment and employee benefits issues for contingent workers.
4	To understand the Legally required employee benefits.
5	To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Human Resources Philosophy and Approach for an Organization
2	Reward Strategies – Articulating and understanding business context for reward strategies
3	Elements of Reward Strategy – Understanding Reward Management
4	Compensation / Remuneration place in Reward Strategy
5	Understanding Elements of Compensation Structure Fixed , Cash Benefits, Retirals and Social Security, Variable Pay / Incentives / Stock Options
6	Costing the CTC of each element of Compensation Structure (excluding stock options)
7	Understanding Inflation – Neutralization of Inflation – Dearness Allowance Consumer Price Indices Understanding Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act

8	Labour laws: Leave encashment , Maternity, Paternity, Minimum Wages, Payment of Wages Types of Variable Pay Understanding Income Tax
9	Employer Branding: Social Media Jobs ATS Social Quotient
10	Arriving at the CTC of an employee/ candidate – costing elements, designing a salary offer template Making a salary offer to a candidate – understanding salary ranges
11	Remuneration Survey- conducting a survey, benchmarking, arriving at a comparator, target position, understanding median, percentile, ageing of market data Converting Remuneration Survey results into a Salary Proposal
12	Equity Compensation Plans – objective of equity compensation, types of Stock Plans, Valuing stock grants, SEBI Guidelines, taxability of stock options

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Bohlander, Snell, Sherman	Managing Human Resources
2	George T Milkovich	Compensation
3	Shiv Khera	You Can Win
4	P. Subha Rao	Textbook of HRM

To understand the functions of retail business and various retail formats and retail channels
 To integrate the various Supply Chain partners and how to collaborate with them
 To understand the different omni channel approach for sustainable

Course Content:

S#	Topics/ Sub-topics
1)	An Overview of the Retail Environment 4) Theories of Retail Development and Retail Formats 5) Retail in India 6) Retail in Key Regions of the World
2)	Understanding the Retail Consumer 4) Retail Consumer and Strategy 5) Store Site Selection 6) Methods of Retail Expansion
3)	Basics of Retail Merchandising 3) The Process of Merchandise Planning 4) The Methods of Merchandise Procurement
4)	Retail Pricing and Evaluation of Performance
5)	Managing Retail 4) Store Design, Layout, and Visual Merchandising 5) The Legal and Ethical Aspects of the Retail Business 6) Retail Store Operations
6)	Introduction to Electronic Commerce
7)	Electronic Commerce: Security and Payments
	Electronic Commerce: Marketing and Advertising

Text books:

S#	Author	Title
1)	Dr.Ashish A linge, Dr. Milind A Barhat	Fundamentals of Retail Management
2)	GILBERT, PEARSON INDIA	Retail Marketing Management
3)	Barry Berman, Joel Evans, Patrali Chatterjee	Retail Management: A Strategic Apporach
4)	Parag Kulkarni, Sunita Jahirabadkar & Pradip Chande	E-Business

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	III- Specialization Human Resource
SUBJECT TITLE	:	Performance management System
SUBJECT CODE	:	38

Course Objectives:

Students must be able to,

The art and science of compensation practice. Strategic Compensation: A Human Resource Management Approach illustrates the art and science of compensation practice and its role in promoting a company's competitive advantage

Course Outcomes:

Student should be able to

1	To learn basic compensation concepts and the context of compensation practice
2	To illustrate different ways to strengthen the pay-for-performance link
3	To learn the concepts of Payment and employee benefits issues for contingent workers.
4	To understand the Legally required employee benefits.
5	To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Performance Management System Performance management in emerging markets
2	The three levels of performance management
3	Emerging markets and the global, competitive marketplace
4	Performance Management Tools.
5	What is performance management
6	Traditional use of measures
7	Measurement and metrics Introduction Purpose of Measurement of Performance
8	The performance management process

9	Barriers to measurement
10	Feedback mechanism
11	Connecting PM to Increment, promotion & Variable pay

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Bohlander, Snell, Sherman	Managing Human Resources
2	Thomas Harris.M.D.	I'M ok-You're ok
3	Mark Bussin	The Performance Management Handbook for Emerging Markets: A practical and informative handbook for managing performance for the world of work in Emerging Markets
4	P. Subha Rao	Textbook of HRM

COURSE NAME	:	M.M.S. (MANAGEMENT)
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SEMESTER	:	II- Specialization Human Resource
SUBJECT TITLE	:	Learning & Development
SUBJECT CODE	:	39

Course Objectives:

Students must be able to,

Understand the importance of competency of individuals and groups to successfully complete Goals. The application or use a set of related knowledge, skills, and abilities required to successfully perform "critical work functions" or tasks in a defined work setting.

Competencies often serve as the basis for skill standards that specify the level of knowledge, skills, and abilities required for success in the workplace as well as potential measurement criteria for assessing competency attainment.

Course Outcomes:

Student should be able to

CO1	Design system that will give the output (the results achieved), outcomes, processes required for reaching the results and also the inputs (knowledge, skills and attitudes).
CO2	Measure results and review the progress in the achievement of set targets
CO3	Defining business plans in advance for shaping a successful future
CO4	Create a learning culture and an open system

Course Content:

Unit & Sub-Unit	Topics/Sub-topics	Hours
1	How We Learn: Acquiring and Remembering Information "The Mechanics of Memory "Three Strategies for Learning and Remembering	10

	Strategies for How We Might Intend to Learn "	
2	How Personality Traits Do and Do Not Support Different Kinds of Learning Stereotypes and Performance	6
3	Strategies for How We Might Practice What We've Learned	3
4	Training Administration, training budget, design training calendar /schedules, Training Need assessment	6
5	Competency modeling and mapping, Designing Training Modules, E-learning and use of technology in training	5
6	Leadership Development.	3
7	Peak Performance centre – Types of learning styles.	2
8	Training evaluation, Cost Benefit Analysis and ROI, Management Development.	5
9	Planning & Organizing conferences, seminar etc. Training Audit.	5
	Total	45

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books and Websites:

Sr. No.	Author	Title	Publisher and Edition
1	Dr. Pierce Howard	Learning: The Owner's Manual	
2	Raymond A Noe	3. Employee Training and Development	3ed. McGraw Hill
3	James Neil	Effective Performance Appraisal	

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II- Specialization Human Resource
SUBJECT TITLE	:	Advance HR Management.
SUBJECT CODE	:	40

Course Objectives:

Students must be able to,

Manage and understand Seamless Experience for the Staff and other people associated with the Business Organization.

Basic understanding about the Availability of Resources, Easy access to Data, Ontime Payroll, Enduring compliance etc.

Course Outcomes:

Student should be able to

1	To learn basic HR concepts and the context of Organizational practice
2	To illustrate different ways to strengthen the workplace.
3	To learn the concepts of Manpower Planning.
4	To understand the Legally required employee benefits.
5	To learn some of the implications for strategic Management and Business Planning.

Course Content:

Unit & Sub-Unit	Topics/Sub-topics
1	Introduction to Advance Human Resource Management Concepts.
2	Human Resource Planning and Retention Strategies.
3	Selecting Human Resources using Psychometric Techniques.

4	Strategic HRM.
5	Internal Mobility ,Promotions and Transfer.
6	Personnel Records and Policies.
7	Wage and Salary Structure.
8	Compensation Administration
10	Absenteeism and Labour Turnover.

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Gary Dessler.	HRM TEXT
2	Biju Varkkey	Human Resource Text and cases.
3	John Wilsey.	Human Resource Management.
4	P. Subha Rao	Textbook of HRM

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	Industrial relation & Labor Law
SUBJECT CODE	:	41

Course Objectives:

To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, analytical, practical and legal aspects.

Course Outcomes:

Student should be able to

1	Students will know the development and the judicial setup of Labour Laws.
2	They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice
3	Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.

Course Content:

Unit & Sub-Unit	Topics/Sub-topics

1	Indian Industrial relations-An Overview Industrial Relations: Concepts, Structure & Functions
2	The Indian Industrial worker Trade Unions
3	Employers Federation Wages & Industrial relations
4	Collective Bargaining Employee Grievances
5	Discipline Industrial Conflict
6	Labour welfare & Social security Workers Participation in Management
7	Central Board of workers education Scheme Technology & Industrial Relations
8	India & the ILO Worker Development
	Sexual Discrimination & Sexual Harassment
9	Case study

Notes: This specification table shall be treated as a general guideline and actual distribution of marks may slightly vary from table. But the questions from each topic should be asked as per marks weightage.

Reference books:

Sr. No.	Author	Title
1	Bohlander, Snell, Sherman	Managing Human Resources
2	Dr. Piyali Ghosh & Dr. Shefali Nandan	Industrial Relations & Labour Law

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II
SUBJECT TITLE	:	Project
SUBJECT CODE	:	42

SPECIALIZATION – BUSINESS ANALYTICS

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II- Business Analytics
SUBJECT TITLE	:	Statistics (Using Excel or SPSS)
SUBJECT CODE	:	39

Course Outcome:

To understand Managerial applications and techniques of Statistics

To appreciate and apply it in business situations using caselets, modeling, cases and projects

Course Content:

S#	Topics/ Sub-topics	Hours
1)	Quantitative Analysis and descriptive statistical measures Hypothesis Testing	2
2)	Inferential Statistics Probability distribution	2
3)	Sampling distribution Clustering	2
4)	Anova Forecasting	2
5)	Introduction to Data Mining Data Mining Process	2

	Linear Regression, Classification and Regression Trees	
6)	Documentation, Storage and Report Writing	1
7)	Advance Excel or SPSS	4

Text books:

S#	Author	Title
1)	Richard Levin , David Rubin, Prentice Hall of India	Statistics for Management
2)	Aczel Sounderpandian, Tata McGraw Hill	Complete Business Statistics
3)	Albright, Winston, Zappe, Thomson	Data Analysis and Decision Making

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II- Business Analytics
SUBJECT TITLE	:	Python for Business Analysis
SUBJECT CODE	:	39

Course Outcome:

To acquire programming skills in core Python

To develop the ability to write database applications in Python

Course Content:

S#	Topics/ Sub-topics
1)	Introduction to Python Programming in Python (data types) Python for Data Science
2)	Programming related coding skills (working with lists, list of lists, tuples, dates and times, dictionaries, flow of statements) Introduction to string operations
3)	Practical using Python software
4)	EDA and Data Visualisation: Data Visualisation Exploratory Data Analysis
5)	Data Analysis in Excel Data Storytelling
6)	Text Analytics & Processing + Text-Based Predictive Modelling
7)	Project

Text books:

S#	Author	Title
1)	Paul Barry	Head First Python: A Brain-Friendly Guide
2)	Wes Mckinney	Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II- Business Analytics
SUBJECT TITLE	:	Introduction to Machine Learning
SUBJECT CODE	:	39

Course Outcome:

To understand a wide variety of learning algorithms

To apply the algorithms to solve real problems

Content :

S.No	Topics/ Sub-topics
1)	Introduction to Machine Learning
2)	Tree Based Models
3)	Model Selection
4)	Time Series Forecasting
5)	Operations Research
6)	Logistic Regression
7)	Unsupervised Learning: Clustering
8)	Business Problem Solving

Text books:

S#	Author	Title
1)	Tom M. Mitchell	Machine Learning
2)	Sebastian Raschka and Vahid Mirjalili	Python Machine Learning

COURSE NAME	:	M.M.S. (MANAGEMENT)
SEMESTER	:	II- Business Analytics
SUBJECT TITLE	:	Introduction to Artificial Intelligence
SUBJECT CODE	:	39

Course Objectives

- 1) To increase the understanding of how managers use business analytics to articulate and solve business problems that will support managerial decision making.
- 2) To become familiar with the software package (Excel, Python, R) that is needed for understanding data gathering, analysing business data and input considerations to interpret output (graphs, tables, mathematical models, etc.)

Course Outcome:

To comprehend the in-depth knowledge of AI principles and techniques

To apply the principles and algorithms to design information system capable of automated reasoning

Content :

S#	Topics/ Sub-topics
1)	Introduction to Artificial Intelligence Problem solving (Formulating and implementing constraints in problems) characteristics of an intelligent system
2)	Predicate logic: Elements and Inference in predicate logic
3)	Informed Search Strategies
4)	Neural Networks
5)	Deep Learning
6)	natural language processing
7)	speech recognition
8)	Capstone Project (on any one) Marketing, Web and Social Media Analytics Fraud & Risk Analytics Supply Chain and Logistics Analytics Human Resources Analytics

	Business Understanding and Exposure Identify KPI and Framework Building Dashboards Identify Business Insights and Implications
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Text books:

S#	Author	Title
1)	Stuart J. Russell and Peter Norvig	Artificial Intelligence: A Modern Approach
2)	Neil Wilkins	Artificial Intelligence: An Essential Beginner's Guide to AI, Machine Learning, Robotics, The Internet of Things, Neural Networks, Deep Learning, Reinforcement Learning and Our Future

Text books:

S#	Author	Title
1)	James R. Evans	Business Analytics
2)	R N Prasad, Seema Acharya	Fundamentals of Business Analytics
3)	<i>By Stuart Russell & Peter Norvig</i>	Artificial Intelligence – A Modern Approach (3rd Edition)
4)	John D. Kelleher, Brian Mac Namee, Aoife D'Arcy	Fundamentals of Machine Learning for Predictive Data Analytics: Algorithms, Worked Examples, and Case Studies

COURSE NAME	:	M.M.S. (MANAGEMENT)
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SEMESTER	:	II- Business Analytics
SUBJECT TITLE	:	Data Science
SUBJECT CODE	:	39

Course Outcome:

To comprehend skills required to work on data structure and data analysis

To understand the concepts required to make strategic and effective business decisions

Course Content:

S#	Topics/ Sub-topics
1)	Introduction to Data Science
2)	Data Analytics Overview Big Data fundamentals Business Intelligence Exploratory Data Analysis(EDA)
3)	Data Types, Structures & Algorithms
4)	Data Acquisition, Data Visualization, Data Mining, Data Manipulation, Data Warehousing and Data Science Life Cycle Basic excel
5)	Statistical Foundations of Data Science, Exploratory data analysis Predictive Analytics and Segmentation using Clustering
6)	Information Security, backup and Privacy
7)	Project, Data Scientist Roles and Responsibilities

Text books:

S#	Author	Title
1)	Joel Grus	Data Science from Scratch
2)	Jake VanderPlas	Python Data Science Handbook: Essential Tools for Working with Data

Sr. No	Components	Marks 4 Credit	Marks 2 Credit
1	Internal Continuous Assessment		

Evaluation

	(1) Internal Written Exam/Assignment	20	10
	(2) Presentation	20	10
	(3) Oral Exam	10	5
	Total	50	25
2	External Semester End Examination		
	Short Answer - Attempt any 4 out of 7	20	10
	Long Answer - Attempt any 3 out of 5	30	15
	Total	50	25
	Grand Total Internal + External	100	50
	Minimum Passing Criteria	50 in each component	50 in each component

PASSING PERFORMANCE GRADING:

The Performance Grading of the learner shall be on ten point scale be adopted uniformly.

Letter Grades and Grade Point

Semester GPA/ Program CGPA Semester / Program	% of Marks	Alpha-Sign/Letter Grade Result	Grading Point
9.00 – 10.00	90.0 - 100	O (Outstanding)	10
8.00 - < 9.00	80.0 < 90.0	A+ (Excellent)	9
7.00 - < 8.00	70.0 < 80.0	A (Very Good)	8
6.00 - < 7.00	60.0 < 70.0	B+ (Good)	7
5.50 - < 6.00	55.0 < 60.0	B (Average)	6
5.00 - < 5.50	50.0 < 55.0	C (Pass)	5
Below 5.00	Below 50	F (Fail)	0
AB (Absent)		Absent	

NOTE : VC : Vocational Courses, SEC : Skill Enhancement Courses, AEC : Ability Enhancement Courses, VEC : Value Education Courses, VSC : Vocational Skill Course, IKS : Indian Knowledge System, OJT: On The Job Training, FP: Field Projects.

The performance grading shall be based on the aggregate performance of Internal Assessment and SemesterEnd Examination.

The Semester Grade Point Average (SGPA) will be calculated in the following manner:
$$SGPA = \frac{\sum CG}{\sum C}$$
for a semester, where C is Credit Point and G is Grade Point for the Course/ Subject.

The Cumulative Grade Point Average (CGPA) will be calculated in the following manner:
$$CGPA = \frac{\sum CG}{\sum C}$$
for all semesters taken together.

PASSING STANDARD:

Passing 50% in each subject /Course separate Progressive Evaluation (PE)/Internal Evaluation and Semester-End/Final Evaluation (FE) examination.

- A. Carry forward of marks in case of learner who fails in the Internal Assessments and/ or Semester-end examination in one or more subjects (whichever component the learner has failed although passing is on total marks).
- B. A learner who PASSES in the Internal Examination but FAILS in the Semester-end Examination of the Course shall reappear for the Semester-End Examination of that Course. However, his/her marks of internal examinations shall be carried over and he/she shall be entitled for grade obtained by him/her on passing.
- C. A learner who PASSES in the Semester-end Examination but FAILS in the Internal Assessment of the course shall reappear for the Internal Examination of that Course. However, his/her marks of Semester- End Examination shall be carried over and he/she shall be entitled for grade obtained by him/her on passing

ALLOWED TO KEEP TERMS (ATKT)

- A. A learner shall be allowed to keep term for Semester II irrespective of the number of heads/courses of failure in the Semester I.
- B. A learner shall be allowed to keep term for Semester III wherever applicable if he/she passes each of Semester I and Semester II.

OR

- C. A learner shall be allowed to keep term for Semester III wherever applicable irrespective of the number of heads/courses of failure in the Semester I & Semester II.
- D. A learner shall be allowed to keep term for Semester IV wherever applicable if he/she passes each of Semester I, Semester II and Semester III.

OR

- E. A learner shall be allowed to keep term for Semester IV wherever applicable irrespective of number of heads/courses of failure in the Semester I, Semester II, and Semester III

University of Mumbai's
Garware Institute of Career Education and Development
Board of Studies – Committee members for MMS(Management)
Held on 22nd June, 2024 at 11:30 am

Sr. No.	Name	
1	Dr. Keyurkumar M. Nayak, Director, UM-GICED	Chairman
2	Ms Tapashree Boss Course Coordinator	Member Secretary
3	Dr. Uday Paliwal Dean faculty of commerce Nirma University	Industry Expert
4	Dr Viral BhattDirector Karnavati University	Industry Expert
5	Mrunal PatilAlumni	Subject Expert
6	Dr Rupa ShahSubject Expert	Subject Expert
7	Mr Pritesh Ashok Arte	Others University
8	Mr Ajitabh Dutta	Others University
9	Mr Aayush Bansal	Subject Experts

Km Nayak

Dr. Keyurkumar M. Nayak,
Director,
UM-GICED

KR Laghate

Prof.(Dr.) Kavita Laghate
Dean,
Faculty of Commerce & Management

Justification for MMS (Management)

1.	Necessity for starting the course	The University of Mumbai's Garware Institute of Career Education & Development plans to introduce a two year Full Time MMS(Management). It will equip the students with necessary knowledge, skills, various methods, practices and techniques used in the management.
2.	Whether the UGC has recommended the course:	Yes, UGC has recommended the course as per gazette no. DL(N)-04/0007/2003-05 dated 11th July 2014. UGC encourages the incorporation of skill oriented and value-added courses to develop skilled manpower.
3.	Whether all the courses have commenced from the academic year 2024-2025	Yes, it would be commencing from the Academic year 2023-24 as per NEP 2020. However, the course was launched in the year 2009 for PG Diploma in Management.
4.	The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?	Yes, this course is self-financed. The expert visiting faculty from industries come to teach this course.
5.	To give details regarding the duration of the Course and is it possible to compress the course?	The duration of the course is two year (Four Semesters). It cannot be further compressed.
6.	The intake capacity of each course and no. of admissions given in the current academic year:	The intake capacity of this course is 60 students. The admission procedure is still ongoing.
7.	Opportunities of Employability/ Employment available after undertaking these courses:	Employment opportunities in Banks, Non Banking Financial Companies, Financial Advisor, Insurance Company, Supply Chain, Transport Companies, Export- Import Trade, Automobile Retail Sales, Product Marketing, HR Consultants, Out-sourcing firms, Sales Organizations, Channel Management, Distribution, Advertisement and Corporate Communication Departments, Market Research Companies

Km Nayak

Dr. Keyurkumar M. Nayak,
Director,
UM-GICED

KR Laghate

Prof.(Dr.) Kavita Laghate
Dean,
Faculty of Commerce & Management