



University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System
For
Master of Management Studies (MMS)
2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

MMS – SYLLABUS
MARKETING SPECIALIZATION

MMS – Semester – I (Core Subjects All Specialisations)

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

UA: - University Assessment; IA: - Internal Assessment

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

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5	
4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5	
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5	
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

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

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

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

Semester II Human Resource Specialisation Electives (Any Two)

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

Semester II Operations Specialisation Electives (Any Two)

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

Semester II Information Technology Specialisation Electives (Any Two)

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

Semester II Corporate Law Specialisation Electives (Any Two)

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

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Marketing Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Product & Brand Management	30	2	40 IA	60 UA	100	3	2.5
4	Sales Management & Sales Promotion	30	2	40 IA	60 IA	100	3	2.5
5	Consumer & Industrial Buyer Behaviour	30	2	40 IA	60 IA	100	3	2.5
6	Financial Aspects of Marketing	30	2	40 IA	60 IA	100	3	2.5
7	Marketing Elective – I	30	2	40 IA	60 IA	100	3	2.5
8	Marketing Elective – II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
			Total No of Credits					22.5

UA: - University Assessment; IA: - Internal Assessment

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

Semester III Marketing Specialisation Electives (Any Two)

Services Marketing
 Distribution and Supply Chain Management
 Marketing Research & Analytics
 Customer Relationship Management

MMS –Semester IV – Marketing Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Strategic Marketing Management	30	2	40 IA	60 IA	100	3	2.5
4	Integrated Marketing Communications & Digital Marketing	30	2	40 IA	60 IA	100	3	2.5
5	Marketing Elective – I	30	2	40 IA	60 IA	100	3	2.5
6	Marketing Elective – II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
Total No of Credits								17.5

UA: - University Assessment; IA: - Internal Assessment

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

Semester IV Marketing Specialisation Electives (Any Two)

Quantitative Models in Marketing
 Business to Business Marketing
 Media Planning & Strategy
 Emerging Trends in Marketing

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I
(All Specialisations)

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

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

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

Reference Text

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

Publications

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

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

Business Communication

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

Reference Text

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

Management Information Systems

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

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

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

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

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

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

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

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control • And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

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

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

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

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Schefler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

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

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

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

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

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

**MMS SEMESTER – II
MARKETING ELECTIVES**

Rural Marketing 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1.	<p>Introduction Definition – scope of rural marketing – concepts – components of rural markets –classification of rural markets – rural vs. urban markets</p> <p>Characteristics and Dimensions of Rural Markets - Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.</p>	1 Session of 3 Hours
2.	<p>Rural marketing environment</p> <p>Population – occupation pattern – income generation – location of rural population – expenditure pattern – literacy level – land distribution – land use pattern – irrigation – development programs – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas – rural areas requirement – problems in rural marketing – rural demand – rural market index</p>	2 Sessions of 3 Hours
	<p>Rural Market Behaviour</p> <p>Rural consumer dimensions - Rural Demand Dimension - Tapping the Rural Markets - Rural Market Segmentation - Basis and Strategies - Consumer Behavior in Rural Markets - Approach to Rural Markets of India - Marketing Research.</p>	1 Session of 3 Hours
3.	<p>Marketing of agricultural input</p> <p>-Illustration Consumable inputs – durable inputs – fertilizers – product – price – distribution – promotion – SWOT analysis of fertilizer market – agro chemicals – product - price – distribution – promotion – SWOT analysis of agro chemicals market – seeds – cattle – poultry – aqua feeds – tractors – power tillers – irrigation equipments – other farm machinery</p>	2 Sessions of 3 Hours
	<p>Marketing Communication in Rural Markets</p> <p>Promotion as a component in marketing communication - Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix - Evaluation of promotional activities.</p> <p>Channels of Distribution</p> <p>Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Managing physical distribution in rural markets - Storage, warehousing and transportation.</p>	2 Sessions of 3 Hours

4.	<p>Marketing of consumables and durables Product – price – distribution strategies – product redesign – modification needs</p> <p>Marketing of agricultural produce and rural and cottage industry products Marketing of agricultural produce – regulated markets – formation of cooperative organizations – contract farming – agricultural exports zone (AEZ) – marketing of rural / cottage industries – artisan products</p>	2 Sessions of 3 Hours
5.	<p>Role of financial institutions in rural marketing Agricultural credit situation – types of credit – rural credit institutions – NABARD – commercial banks – state cooperative banks (SCB) – state cooperative agricultural and rural development banks (SCARDB) – regional rural banks RRB – local area banks – flow of institutional credit to agriculture – kisan credit card scheme – impact on rural market</p>	2 Sessions of 3 Hours
6.	<p>Role of cooperative institutions in rural marketing Cooperatives as organizations – structure of cooperative organizations – types – share of cooperatives in national economy – impact of cooperatives on rural marketing</p>	1 Session of 3 Hours
7.	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text:

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

**Event Management 100 marks (15 Sessions of 3 Hours Each) Sem II
Elective**

S. No.	Particulars	Sessions
1.	Principles of Event Management Historical Perspective Introduction to event Management, Size & type of event, Event Team, Code of ethics	1 Session of 3 Hours
2.	Principles of event Management, concept & designing. Analysis of concept, Logistics of concept	1 Session of 3 Hours
3	Feasibility, Keys to Success, SWOT Analysis	1 Session of 3 Hours
4	Event Planning & Team Management Aim of event, Develop a mission Establish Objectives Preparing event proposal Use of planning tools	2 Sessions of 3 Hours
5	Protocols, Dress Codes, Staging and Staffing Leadership Traits and Characteristics	2 Sessions of 3 Hours
6	Event Marketing & Advertising Nature of Marketing Process of Marketing Marketing Mix Sponsorship Image, Branding, Advertising, Publicity & Public Relations	2 Sessions of 3 Hours
7	Event Leadership & Communication Leadership skills Managing team Group development, Managing meetings Written communications (Official, demi-official, Invoice) Verbal Communications	2 Sessions of 3 Hours
8	Event Safety & Security Security, Occupational safety, Crowd management Major risks and emergency planning, Incident reporting, emergency procedures	2 Sessions of 3 Hours
9	Case Studies and Presentations.	2 Sessions of 3 Hours

Suggested Reading

: Event Management By Lynn Van Der Wagen & Brenda R Carlos.

**Retail Management 100 marks (15 Sessions of 3 Hours Each) Sem II
Elective**

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

Reference Text:

1. Retailing Management – Michael Levy
2. Retail Management – Barry Berman & Joel Evans
3. Retailing Management – Text & Cases – Swapna Pradhan
4. Retail Management – Lusch, Dunne
5. Retail Management – Gibson Vedamani
6. Retail Management – Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava – Oxford Publications
7. Retailing & E – Tailing – S.L Gupta, Ramesh Mittal, Ruchi Nayyar – International Book House Ltd
8. Retailing – An Introduction – Roger Cox, Paul Brittain – Pearson Publications

Export Documentation & Procedures 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1.	Financial transactions between exporter & importer open account D/P, D/A, Letters of credit etc. – Exchange control regulations regarding export and foreign exchange expenditure on export promotion, pre-shipment and post-shipment finance from banks - policies of ECGC.	2 Sessions of 3 Hours
2.	Significance of Procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned documentation system; Official Machinery for trade procedures and documentation; ITC (HS) classification system; Role of ICC; INCOTERMS; Nature of Export Trading Houses	2 Sessions of 3 Hours
3.	Export Order Processing; Export Contract; Export Price Quotations; Shipping and custom clearance of export & import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance & claim procedure.	2 Sessions of 3 Hours
4.	Export procedures and documentation – registration with various agencies – compulsory quality control and pre-shipment with inspection – processing export orders – export production and packing – procedure for claim of central excise duty on export goods – customs and shipment procedure – duty drawback – procedures to claim REP license and cash assistance – export houses etc.	3 Sessions of 3 Hours
5	Major Export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institutions – role of export promotion councils, commodity boards and ITPO.	2 Sessions of 3 Hours
6	Regulations for International Trade:- Major Laws governing India's export – import trade – Foreign Trade (Development & Regulation) Act, Pre – shipment Inspection & Quality Control Act 1963 & Customs Act 1962; Foreign Exchange Management Act 2000	2 Sessions of 3 Hours
7	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
3. A Guide on Export Policy Procedure & Documentation–Mahajan
4. How to Export – Nabhi Publications
5. Export Management – D.C. Kapoor
6. International Marketing – Rakesh Mohan Joshi – Oxford Publications
7. International Marketing and Export Management – Gerald Albaum and Edwin Duerr
– Pearson Publications

MMS SEMESTER – III
(Core Papers All Specialisations)

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

SL. No.	Particulars	No. of Sessions
01	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	2 Sessions of 3 Hours
02	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	1 Session of 3 Hours
03	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	1 Session of 3 Hours
04	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	1 Session of 3 Hours
05	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	2 Sessions of 3 Hours
06	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	1 Session of 3 Hours

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

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

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

Reference Text

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

**MMS SEMESTER – III MARKETING
MAJORS**

Product & Brand Management University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem III Major

S. No.	Particulars	Sessions
1.	<p>Role of Product Management in Contemporary Marketing Environment</p> <p>Functions, limitations, Challenges & Conflicts of Product Management</p>	2 Sessions of 3 Hours
2.	<p>Product Strategy and Integration with Marketing Mix elements, Product Planning and Marketing Planning:</p> <p>Understanding the relationship , Category Planning and Evaluation</p> <p>Importance of Market Planning & Preparation of Marketing Plan</p> <p>Customer & Competitor Analysis</p>	2 Sessions of 3 Hours
3.	<p>Use of secondary sources of data for product market analysis, opportunity analysis, demand potential, media planning etc., sources such as CMIE, R K Swamy, BBDO Index,</p> <p>GIS/NRS/IRS, ORG retail audit etc.</p> <p>Maintaining fact book & setting up MIS system</p> <p>Different Importance of Marketing Mix elements for different product categories</p>	2 Sessions of 3 Hours
4.	<p>Managing new product process & diffusion of innovation</p> <p>Managing existing product over product life cycle.</p> <p>Financial Analysis for Product Management</p> <p>Giving brief to advertising agency & evaluating advertising & media plan.</p> <p>Assessing research requirements, actioning & monitoring output. Creativity & Product Management.</p>	3 Sessions of 3 Hours
5	<p>Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of brand building process</p> <p>Customers and Brands: Understanding brands from the customer's perspective</p> <p>Brand Positioning</p> <p>Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships etc.</p>	2 Sessions of 3 Hours

6	<p>Articulating the Brand Identity: Logos, Mascots, Taglines, Packaging etc.</p> <p>Executing the Brand Identity through the 4P's Executing the Brand Identity through 'Promotion' Brand Extensions Brand Product Portfolio Brand Equity: Development and Measurement Managing the Brand Portfolio over time</p>	2 Sessions of 3 Hours
7	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text:

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

Sales Management & Sales Promotion 100 marks (15 Sessions of 3 Hours Each) Sem III Major

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

8	<p>Sales Force Performance Evaluation & Control Performance Evaluation for Salesmen and setting Standards of performance, Recording actual performance, Evaluation and Sales Meetings and Field Sales Control and Sales meetings - Planning and staging sales meetings, Sales contests, Sales Control Sales Audit, Sales analysis and Marketing cost analysis.</p>	<p>2 Sessions of 3 Hours Each</p>
9	<ul style="list-style-type: none"> • Presentations and Case Studies 	<p>2 Sessions of 3 Hours Each</p>

Reference Text

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

Consumer & Industrial Buyer Behaviour 100 marks (15 Sessions of 3 Hours Each) Sem III Major

S. No.	Particulars	Sessions
1.	Diversity of consumer behavior; Role of consumer behavior in marketing strategy.	1 Session of 3 Hours
2.	Individual aspects of consumer behavior: Perception, Learning & Information Processing, Motivation and Involvement, Attitudes and Personality	1 Session of 3 Hours
3.	External Influences: Group behavior; Social class; Opinion leaders; Reference Groups. Role of Culture and Subcultures; Family	1 Session of 3 Hours
4.	Consumer decision process: Problem recognition; Search and evaluation of alternatives; Purchase process; Post purchase behavior and cognitive dissonance. Consumer adoption process and diffusion of innovation; Situational influences.	2 Sessions of 3 Hours Each
	Cross-cultural issues of consumer behaviour Rural consumer behaviour Organisational buying behaviour Behaviour for FMCGs v/s Consumer durables v/s Services Consumer behavioural research	2 Sessions of 3 Hours Each
5.	Organization buying process: Roles of buying centers/ Decision making units.	1 Session of 3 Hours
6.	Application of consumer behavior studies in Consumerism in India and global markets.	1 Session of 3 Hours
7	To understand the industrial products, characteristics and applications Differences between Industrial Marketing and Consumer Marketing with specific reference to the Marketing mix Segmenting the Industrial Markets and positioning the products Vendor selection process, value analysis and value engineering Importance of costing, pricing and bidding; Factors influencing industrial product pricing	2 Sessions of 3 Hours Each

8	<p>Industrial buying behaviour; the importance of decision making process in Industrial Marketing</p> <p>Use of various promotional tools, viz., advertising, catalogues, brochures, participation in exhibitions – the effectiveness of each of these tools in Industrial Marketing</p> <p>Role of Personal Selling in Industrial Marketing; Importance of consultants and expectations from the consultants in marketing</p>	2 Sessions of 3 Hours Each
9	Case Studies and Presentation.	2 Session of 3 Hours

Reference Text:

1. Consumer Behavior Schiffman & Kanuk 6th edition Prentice Hall India
2. Consumer Behavior Loudon & Della Bitta 4th edition Tata McGraw Hill
3. Consumer Behaviour in Indian Context, Suja R Nair, Himalaya Pub. House\
4. Consumer Behavior building marketing strategy: Hawkins Best & Coney 7THedition McGraw Hill International edition
5. Satish Batra & S. H. H. Kazmi: Consumer Behavior Text & Cases (Excel)
6. Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.
7. Industrial Marketing Management – By Michael D. Hutt [Arizona State University], Thomas W. Speh [Miami University] – Published by Holt Sarenders
8. Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill
9. Consumer Buyer Behaviour – Rajneesh Krishna – Oxford Publications
10. Case Studies in Consumer Behaviour – Dr S Ramesh Kumar – Pearson Publications
11. Consumer Behaviour – Leon G Schiffman, Leslie Lazar Kanuk, S Ramesh Kumar – Pearson Publications

**Financial Aspects of Marketing 100 marks (15 Sessions of 3 Hours Each)
Sem III Major**

S. No.	Particulars	Sessions
1.	<p>Sales Revenue as an Integral Elements of Cost - Revenue –</p> <ul style="list-style-type: none"> a. Investment Framework by ROI b. Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc. c. Analysis of Marketing Costs in terms of Engineered Costs, Capacity(fixed) Costs and Managed Costs d. Classification of Marketing Costs by Function - Marketing e. Cost allocations and its limitations for Managerial Decisions 	3 Sessions of 3 Hours
2.	<p>Marketing Investment</p> <ul style="list-style-type: none"> a. Management of Accounts Receivables and Inventories b. Credit decisions and Credit Policy c. Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the Probability Theory and Decisions Trees d. Evaluating Return on Marketing Investment e. Developing and Launching New Products and the Concept of Investment in Life Cycle of Product f. Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming. 	3 Sessions of 3 Hours

3.	<p>Policy Decisions and Marketing Finance</p> <ul style="list-style-type: none"> a. Pricing of Joint Product and Application of Linear Programming b. Pricing of New Products under ROI Concept c. Bayesian Decision Theory and Pricing d. Government Price Control e. Dual Pricing f. Approaches of Government Bodies to Development "Fair Price" g. Submitting Tenders h. Applications of DCF Technique. i. Export Marketing and Finance - Financial Incentives, Export Costs and Export Pricing - Export Credit - Tax Concessions. j. Applications and Forecasting Techniques to Developing Marketing Budgeting - Developing Sub-budgets by Marketing Segments - Advertising Budget- Budgeting Sales fore Efforts - Optimum Level and Allocation for Selling Efforts among Dealers Developing Comparison Plans for Sales Force - budgeting Samples. k. Warehousing decisions - Transportation Decision - Deliver Route Decisions - Cost Analysis for Distribution alternatives Financial Analysis for switching over form. l. Soul selling agency to Direct selling to Trade Channels - Economics of directs rating by manufacturer. Impact of marketing strategies on organization structure design and consequent financial implications. m. The Concept of Marketing Cost & Value - Measuring Marketing Value - "Value Added" by marketing effort Productivity Marketing and its social justification. 	<p>4 Sessions of 3 Hours</p>
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4.	<p>Target Pricing</p> <ul style="list-style-type: none"> a. Pricing of Turn Key Project b. Notional Pricing c. Brand Valuation d. Financial Aspects of Brand Management e. Impact of Transfer Pricing f. Mechanism on Marketing Performance g. Value Chain Analysis & relevant decisions about Marketing Costs & Marketing Investments. 	3 Sessions of 3 Hours
5	Case Studies and Presentation.	2 Sessions of 3 Hours

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

**MMS SEMESTER – III MARKETING
ELECTIVES**

**Services Marketing 100 marks (15 Sessions of 3 Hours Each) Sem III
Elective**

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

References

Services Marketing – Valarie Zeithml
Services Marketing- E Rampal Gupta

Gronroos, C. (2004). *Service management and marketing. A customer relationship management approach*.
New York: John Wiley.

Hoffman, K. D., & John, E. G. B. (2006). *Marketing of services. Concepts strategies and cases*. New Delhi. Thomson-South Western.

Lovelock, C., & Chatterjee, J. (2006). *Service marketing. people technology and strategy*.
Shanker, R. (2002). *Services marketing. The Indian perspective*. New Delhi. Excel Books.

Distribution & Supply Chain Management 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	Concept of Physical Distribution Channels of Distribution Transportation and its Role in Distribution Inventory Management and its Role in Distribution Warehousing and Warehouse Management Introduction and Role of Unitization Introduction to Logistics and Supply Chain Key Issues and Challenges in Logistics Planning framework for Logistics Understanding the Logistic Process Planning Physical Distribution Distribution: Tactical and Operational Techniques New Concepts in Logistics Channel Management and Communication Distribution Control and Performance Evaluation	5 Sessions of 3 Hours
2	Warehousing – Why? Types and functions, Distribution Requirement Planning (DRP), Concept of Inventory Management Inventories Control Techniques-ABC Analysis and VED Analysis, E.O.Q., Reorder level, Standard deviation Reliability Characteristics and check Techniques, Floating or Process stock, Location and Selection of Warehouses Operations of warehouses, Material Handling, Characteristics of good warehousing Elements of transportation, Types of Carrier and their Productivity Analysis, Transportation Planning, Freight Rate Breakup	4 Sessions of 3 Hours
3	Introduction to Supply Chain Management	2 Sessions of 3 Hours
4	Integrated Supply Chain Management	2 Sessions of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

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

Marketing Research & Analytics 100 marks (15 Sessions of 3 Hours Each)
Sem III Elective

SL.No	Particulars	Sessions
1	<p>Introduction to MR Need and Scope of MR Structure of MR studies</p> <p>Quantitative and Qualitative analysis during various decision phases, scaling</p> <p>Opportunity Analysis: Attitude and motivation research; focus groups and depth interviews; concept tests and CUT</p>	2 Sessions of 3 Hours
2	<p>Test marketing and market segmentation Advertising Research concepts of copy testing, Ad, recall, Ad. Comprehension, Opening and Punch/Base line Research. Stages involved in Advertising research</p> <p>Types of advertising research- Print, Out-door, TV/Cinema, Mobile outdoor media, effectiveness of each medium and how to determine it, suitability of each medium to our products and industry, NRS/IRS-How to read and use them for decision making</p>	3 Sessions of 3 Hours
3	<p>Brand Equity Research Positioning Research Brand Valuation Research Corporate Image Measurement Research Sales Promotion Research Campaign Tracking Research Research for Advertising planning; advertising objectives and media experiments Advertising Research for monitoring and control: pre/post testing of ads; DARs and Tracking studies; Consumer panels</p>	3 Sessions of 3 Hours
4	<p>Understanding and Application of Marketing Analytic Tools</p> <ol style="list-style-type: none"> a. Forecasting Models b. Regression Models c. Discriminant Analysis d. Logistic Regression e. Factor Analysis f. Cluster Analysis g. Multidimensional Scaling h. Conjoint Analysis i. Survival Analysis 	3 Sessions of 3 Hours

5	Introduction to Data Warehousing	1 Session of 3 Hours
6	Analytics for Big Data	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
2. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
3. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
4. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
5. Marketing Research – Burns , Alvin, Bush, Ronald (3rd edition Prentice Hall)
6. Rajendra Nargundkar: Marketing Research (Macmillan)
7. S. L. Gupta: Marketing Research (Excel Books)
8. Marketing Research – Sunanda Easwaran and Sharmila J Singh – Oxford Publications
9. Marketing Research – Nigel Bradley – Oxford Publications
- 10 .Marketing Research – An Applied Orientation – Naresh K Malhotra – Pearson Publications

Customer Relationship Management 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	Introduction to Customer Relationship Management (“CRM”)	1 Session of 3 Hours
2	CRM-An enterprise-wide (vs. program /project) view	1 Session of 3 Hours
3	CRM Strategy, Planning, Process and Structure	1 Session of 3 Hours
4	CRM and its measurement-Customer Equity and Customer Life Time Value (“CLV”)	2 Sessions of 3 Hours
5	Technology challenges and issues in making CRM a reality	2 Sessions of 3 Hours
6	CRM Implementation- a key to success	2 Session of 3 Hours
7	CRM in different markets –B2B, B2C, services and manufacturing e-CRM	2 Sessions of 3 Hours
8	CRM and its economics	1 Session of 3 Hours
9	Current Trends, Issues and Challenges in CRM	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours

1. Customer Relationship Management, Jagdish Sheth & G shainesh
2. CRM : Emerging Concepts, Tools and Applications : Jagdish Seth & Parvatiyar
3. CRM Essentials, J W Gosney

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

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

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

Reference Text

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

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

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

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

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

**MMS SEMESTER – IV
MARKETING MAJORS**

Strategic Marketing Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Major

SL.No	Particulars	Sessions
1	Introduction to Strategic Marketing Management : Strategic Marketing Management - Objectives & concept of Strategic Marketing Management - Strategy Definition.	1 Session of 3 Hours
2	Principles of Strategic Marketing Management	1 Session of 3 Hours
3	Strategy Formulation : Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. 4Ps : Product, Price, Place and Promotion.	2 Sessions of 3 Hours
4	Strategic Marketing Analysis : SWOT Analysis, GAP Analysis - Competitive Analysis - Porter's 5 forces Model of competition, GE 9 Cell Model, Product Portfolio Analysis - BCG Matrix, Ansoff Matrix, McKinsey's 7s framework for analyzing and improving organizational effectiveness.	2 Sessions of 3 Hours
	Marketing Strategy Implementation : Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services etc. Constraints in marketing strategy implementation. Specific strategy initiatives : Product Life Cycle. Marketing Warfare strategies. Competitive Strategies. New product development and introduction strategies, Planned or unplanned strategic withdrawals (Exit Strategies / Obsolescence, Contingency / Alternative strategic planning). Brand Strategies in FMCG markets. Rural and Export marketing strategies - Introduction.	2 Sessions of 3 Hours
	Pricing Strategies : Introduction to Pricing, Types of Pricing, Pricing Strategies, pricing New Products, Market Segmentation and Pricing.	1 Session of 3 Hours
	Marketing Plan Formulation : Go to Market Strategies.	1 Session of 3 Hours
	Marketing Strategy Evaluation : Marketing Audit Introduction & Scope.	1 Session of 3 Hours

	Marketing Strategy Case Studies : One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.	1 Session of 3 Hours
	Governance Strategies : Corporate Governance, Corporate Ethics, and Social Responsibility.	1 Session of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

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

**Integrated Marketing Communications & Digital Marketing 100 marks
(15 Sessions of 3 Hours Each) Sem IV Major**

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Communication Process – Communication models for urban and rural • Communication, Integrated Market Communications 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Advertising – Organizational structure of advertising agency and its function. • Evaluation of agency functioning. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Advertising objectives with specific reference to DAGMAR, Brand objectives, • Consumer attitude and market structure 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Brand position and brand image strategy development. • Persuasion and attitudinal change through appropriate copy development • Creative decisions, Copy decision – Creation and production of the Copy 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Advertising Research • Advertising budget, Media planning and Media research 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Basics of Project Management Public relations & Publicity campaigns 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Event management, Role of advertising manager in firms, advertising briefs, Agency coordination activities, managing advertising campaigns 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Promotions – Trade and Consumer Promotions. Strategies and tactics for effectiveness. With select case studies • Personal selling – Conventional selling practices and new trends – call centers, multi-level marketing, viral marketing • Direct marketing – the evolution from mail order selling to database marketing. The emerging trend towards CRM • PR and media management – profiling target audiences and crafting media exposure strategies. Building media relationships • Evaluating IMC Programs- using appropriate metrics, determining effectiveness levels, setting benchmarks. 	2 Session of 3 Hours

9	<p>Understanding Social Media Marketing</p> <p>a. Social Networking (Facebook, LinkedIn, Twitter, etc.)</p> <p>b. Social Media (Blogging, Video Sharing - Youtube, Photosharing – Instagram, Podcasts)</p>	1 Session of 3 Hours
10	<p>E-Commerce – Overview</p> <p>Understanding Internet Marketing</p> <p>Search Engine Optimisation</p> <p>Search Engine Marketing</p> <p>Email Marketing</p> <p>Digital Display Marketing</p>	1 Session of 3 Hours
11	<p>Introduction to New Age Media (Digital) Marketing</p> <p>Internet Marketing – Overview</p> <p>Social Media Marketing – Overview</p> <p>Mobile Marketing – Overview</p>	1 Session of 3 Hours
12	<p>Understanding Mobile Marketing</p> <p>Mobile Application Ecosystem</p> <p>SMS Marketing</p> <p>Emerging Technologies - NFC</p> <p>Web Analytics</p> <p>Copy Writing – New Age Media</p> <p>Planning Integrated Digital Marketing Campaigns</p>	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Presentations and Case Studies 	2 Session of 3 Hours

Reference Text

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

MMS SEMESTER – IV
MARKETING ELECTIVES

Quantitative Models in Marketing 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

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

Reference Text:

Quantitative models in marketing – By William King

Business to Business Marketing 100 marks (15 Sessions of 3 Hours Each)
Sem IV Elective

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Industrial Marketing, • Differences between Industrial & Consumer Marketing 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Industrial Marketing Environment, • Types of Customers, • Types of buying situations, • Segmentation 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Derived demand concepts, • Industrial Buyer Behavior & Industrial Marketing Research 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Industrial Advertising & Promotions, • Branding of Industrial, High Technology & Commodities 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • B2B Product Decisions, • New Product Development, • Industrial Pricing Decisions 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> • Role of after sales services in Industrial Marketing • Industrial Distribution 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • B2B selling & Sales management, • key account management concepts, • Negotiated selling, • Bidding for contracts, • selling to Govt. customers 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Presentations and Case Studies 	2 Sessions of 3 Hours Each

1. Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.
2. Industrial Marketing Management – By Michael D. Hutt [Arizona State University], Thomas W. Spoh [Miami University] – Published by Holt Sarenders
3. Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill

Media Planning & Strategy 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Role and importance of media planning	1 Session of 3 Hours
2	Media planning concepts	1 Session of 3 Hours
3	Determining a “media mix”	1 Session of 3 Hours
4	Media models	1 Session of 3 Hours
5	Qualitative inputs for the planning process	1 Session of 3 Hours
6	Media research	2 Sessions of 3 Hours Each
7	Scheduling tactics	2 Sessions of 3 Hours Each
8	Achieving cost-effectiveness	2 Sessions of 3 Hours Each
9	Media in India	1 Session of 3 Hours
10	Special issues in Indian media	1 Session of 3 Hours
11	Presentations and Case Studies	2 Sessions of 3 Hours Each

Reference Books

Jack Z. Sissors and Roger Baron (2002). Advertising Media Planning 7th edition. New York: McGraw-Hill

Dennis Martin and Robert Coons (2002). Media Flight Plan IV . Provo, Utah: Deer Creek Publishing. (This is a software program that you must purchase, Mac OS version preferred).

Clarke Caywood (ed) (1997). The Handbook of Strategic Public Relations and Integrated Communications, New York: McGraw-Hill. (Readings are on Reserve in JRR)

Esther Thorson and Jeri Moore (eds.) (1996) Integrated Communication. Mahwah, NJ: Lawrence Erlbaum (Readings are on Reserve in JRR)

Emerging Trends in Marketing 100 marks (15 Sessions of 3 Hours Each)
Sem IV Elective

SL.No	Particulars	Sessions
1	01. Emerging Trends in Marketing – An Overview	1 Session of 3 Hours
2	01. Reasons for Emerging Trends	1 Session of 3 Hours
3	01. Emerging Trends – An Indian Perspective	1 Session of 3 Hours
4	01. Challenge for Marketers in the New Economy	1 Session of 3 Hours
5	01. Understanding Various Emerging Trends a. Customer Experience Marketing b. Data Driven Marketing c. Green Marketing d. Social Marketing e. Referral Marketing f. Cause Related Marketing g. Event Based Marketing h. Crowd sourcing i. Bottom of the Pyramid Marketing j. Collaborative Marketing k. Experiential Marketing l. Engagement Marketing	5 Sessions of 3 Hours Each
6	Entertainment Marketing a. Using Movies / Serials / Forms of Entertainment for Marketing b. Marketing of Movies / Serials / Forms of Entertainment	2 Sessions of 3 Hours Each
7	Sports Marketing 01. Gaming and Marketing 02. Marketing to Emerging Segments like Kids, Women etc.	2 Sessions of 3 Hours Each
8	Presentations and Case Studies	2 Sessions of 3 Hours Each

Reference Books: -

Marketing in the Cyber Era: - Ali Ghorbani
Marketing Case Studies

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

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

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

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

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

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

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

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

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

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

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

Learning Hours

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

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

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

The learning activities consist of the following:

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

Credit Point Computation

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

Credit completion and Credit accumulation:

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

Introduction of Grading System at the University of Mumbai

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

What is Grading?

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

The Seven Point Grading System

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

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

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

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

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

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

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

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

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

Σ **C:** Sum of Credits points

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

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

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

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

Special Point to Note:

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

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

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

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

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

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

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

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

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

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

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

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

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

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

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

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

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