

UNIVERSITY OF MUMBAI



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

for

**Master of Management Studies (MMS)
Semester I & II**

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

(Effective from the academic year 2016 – 2017)

UNIVERSITY OF MUMBAI , MUMBAI
Masters in Management Studies - Semester I (CBGS)
with effect from Academic Year 2016-17

CORE								
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	27	2	40 IA	60 IA	100	3hr	4
2	Financial Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Statistics	27	2	40 IA	60 IA	100	3hr	4
4	Operations Management	27	2	40 IA	60 IA	100	3hr	4
5	Managerial Economics	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Effective and Management Communication	27	2	40 IA	60 IA	100	3hr	4
2	Business Ethics	27	2	40 IA	60 IA	100	3hr	4
3	Ecommerce	27	2	40 IA	60 IA	100	3hr	4
4	Organizational Behaviour	27	2	40 IA	60 IA	100	3hr	4
5	Introduction to Creativity and Innovation Management	27	2	40 IA	60 IA	100	3hr	4
6	Foreign Language (Other than English)	27	2	40 IA	60 IA	100	3hr	4
7	Negotiation and Selling Skills	27	2	40 IA	60 IA	100	3hr	4
8	IT Skills for Management and Technology Platform	27	2	40 IA	60 IA	100	3hr	4
9	Information Technology for Management	27	2	40 IA	60 IA	100	3hr	4
10	Personal Grooming / Personal Effectiveness	27	2	40 IA	60 IA	100	3hr	4
Total No of Credits								32

UA: University Assessment

IA: Internal Assessment

UNIVERSITY OF MUMBAI , MUMBAI
Masters in Management Studies - Semester II (CBGS)
with effect from Academic Year 2016-17

CORE								
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	Marketing Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Management	27	2	40 IA	60 IA	100	3hr	4
3	Operations Research	27	2	40 IA	60 IA	100	3hr	4
4	Business Research Methods	27	2	40 IA	60 IA	100	3hr	4
5	Human Resource Management	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Legal & Tax Aspects of Business	27	2	40 IA	60 IA	100	3hr	4
2	Cost & Management Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Environment	27	2	40 IA	60 IA	100	3hr	4
4	Ethos in Indian Management	27	2	40 IA	60 IA	100	3hr	4
5	Corporate Social Responsibility	27	2	40 IA	60 IA	100	3hr	4
6	Analysis of Financial Statements	27	2	40 IA	60 IA	100	3hr	4
7	Entrepreneurship Management	27	2	40 IA	60 IA	100	3hr	4
8	Management Information Systems	27	2	40 IA	60 IA	100	3hr	4
9	Developing teams & Effective leadership	27	2	40 IA	60 IA	100	3hr	4
10	Intellectual Capital and Patenting	27	2	40 IA	60 IA	100	3hr	4
Total No of Credits								32

UA: University Assessment

IA: Internal Assessment

UNIVERSITY OF MUMBAI



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

for

**Master of Management Studies (MMS)
Semester III & IV**

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

(Effective from the academic year 2016 – 2017)

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

FINANCE

CORE								
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 (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Financial Markets and Institutions	27	2	40 IA	60 IA	100	3	4
4	Corporate Valuation and Mergers & Acquisitions	27	2	40 IA	60 IA	100	3	4
5	Security Analysis and Portfolio Management	27	2	40 IA	60 IA	100	3	4
6	Financial Regulations	27	2	40 IA	60 IA	100	3	4
7	Derivatives and Risk Management	27	2	40 IA	60 IA	100	3	4
8	Summer Internship	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

FINANCE

1 ELECTIVES OUT OF 9								
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 (In hours)	No of Credits
1	Banking and Financial Services Institutions	27	2	40 IA	60 IA	100	3	4
2	Investment Banking	27	2	40 IA	60 IA	100	3	4
3	Wealth Management	27	2	40 IA	60 IA	100	3	4
4	Infra and Project Finance	27	2	40 IA	60 IA	100	3	4
5	Strategic Cost Management	27	2	40 IA	60 IA	100	3	4
6	Commodities Markets	27	2	40 IA	60 IA	100	3	4
7	Mutual Fund	27	2	40 IA	60 IA	100	3	4
8	Financial Modeling	27	2	40 IA	60 IA	100	3	4
9	International Finance	27	2	40 IA	60 IA	100	3	4
Total No of Credits								36

UA: University Assessment

IA: Internal Assessment

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

SYSTEMS

CORE								
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 (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Database Management System & Data Warehousing	27	2	40 IA	60 IA	100	3	4
4	Enterprise Management System	27	2	40 IA	60 IA	100	3	4
5	Big Data and Business Analytics	27	2	40 IA	60 IA	100	3	4
6	Knowledge Management	27	2	40 IA	60 IA	100	3	4
7	Software Engineering	27	2	40 IA	60 IA	100	3	4
8	Summer Internship	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

SYSTEMS

1 ELECTIVES OUT OF 8								
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 (In hours)	No of Credits
1	Cloud Computing & Virtualization	27	2	40 IA	60 IA	100	3	4
2	Information System Security and Audit	27	2	40 IA	60 IA	100	3	4
3	Data Mining and Business Intelligence	27	2	40 IA	60 IA	100	3	4
4	IT Consulting	27	2	40 IA	60 IA	100	3	4
5	Digital Business	27	2	40 IA	60 IA	100	3	4
6	Software Project management	27	2	40 IA	60 IA	100	3	4
7	Governance of Enterprise IT & Compliance	27	2	40 IA	60 IA	100	3	4
8	Cyber Laws & Managing Enterprise IT Risk	27	2	40 IA	60 IA	100	3	4
Total No of Credits								36

UA: University Assessment

IA: Internal Assessment

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

HRM

CORE								
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 (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Training & Development	27	2	40 IA	60 IA	100	3	4
4	Compensation and Benefits	27	2	40 IA	60 IA	100	3	4
5	Competency Based HRM and Performance Management	27	2	40 IA	60 IA	100	3	4
6	Labour Laws and Implications on Industrial Relations	27	2	40 IA	60 IA	100	3	4
7	HR Planning and Application of Technology in HR	27	2	40 IA	60 IA	100	3	4
8	Summer Internship	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

HRM

1 ELECTIVES OUT OF 7								
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 (In hours)	No of Credits
1	Personal Growth Laboratory	27	2	40 IA	60 IA	100	3	4
2	Global HRM	27	2	40 IA	60 IA	100	3	4
3	Employee Branding and Employer Value Proposition	27	2	40 IA	60 IA	100	3	4
4	HR Analytics	27	2	40 IA	60 IA	100	3	4
5	O.S.T.D.	27	2	40 IA	60 IA	100	3	4
6	HR Audit	27	2	40 IA	60 IA	100	3	4
7	Employee Relations , Labour Laws and Alternate Dispute Resolution	27	2	40 IA	60 IA	100	3	4
Total No of Credits								36

UA: University Assessment

IA: Internal Assessment

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

OPERATIONS

CORE								
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 (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Supply Chain Management	27	2	40 IA	60 IA	100	3	4
4	Operations Analytics	27	2	40 IA	60 IA	100	3	4
5	Service Operations Management	27	2	40 IA	60 IA	100	3	4
6	Manufacturing Resource Planning & Control	27	2	40 IA	60 IA	100	3	4
7	Materials Management	27	2	40 IA	60 IA	100	3	4
8	Summer Internship	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

OPERATIONS

1 ELECTIVES OUT OF 9								
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 (In hours)	No of Credits
1	World Class Manufacturing	27	2	40 IA	60 IA	100	3	4
2	Business Process Re-Engineering And Benchmarking	27	2	40 IA	60 IA	100	3	4
3	Technology Management & Manufacturing Strategy	27	2	40 IA	60 IA	100	3	4
4	Strategic Operations Management	27	2	40 IA	60 IA	100	3	4
5	Industrial Engineering Applications & Management	27	2	40 IA	60 IA	100	3	4
6	TQM	27	2	40 IA	60 IA	100	3	4
7	International Logistics	27	2	40 IA	60 IA	100	3	4
8	Quantitative Models in Operations	27	2	40 IA	60 IA	100	3	4
9	Productivity Management	27	2	40 IA	60 IA	100	3	4
Total No of Credits								36

UA: University Assessment

IA: Internal Assessment

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

MARKETING

CORE								
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 (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Sales Management	27	2	40 IA	60 IA	100	3	4
4	Marketing Strategy	27	2	40 IA	60 IA	100	3	4
5	Consumer Behaviour	27	2	40 IA	60 IA	100	3	4
6	Services Marketing	27	2	40 IA	60 IA	100	3	4
7	Product & Brand Management	27	2	40 IA	60 IA	100	3	4
8	Summer Internship	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

MARKETING

1 ELECTIVES OUT OF 11								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continu ous Assess ment	Semeste r End Examina tion	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Retail Management	27	2	40 IA	60 IA	100	3	4
2	Rural Marketing	27	2	40 IA	60 IA	100	3	4
3	Marketing Analytics	27	2	40 IA	60 IA	100	3	4
4	Digital Marketing	27	2	40 IA	60 IA	100	3	4
5	Customer Relationship Management	27	2	40 IA	60 IA	100	3	4
6	Marketing Research & Analysis	27	2	40 IA	60 IA	100	3	4
7	Event Management	27	2	40 IA	60 IA	100	3	4
8	Health Care Marketing	27	2	40 IA	60 IA	100	3	4
9	Distribution & SCM	27	2	40 IA	60 IA	100	3	4
10	Tourism Marketing	27	2	40 IA	60 IA	100	3	4
11	Marketing of Banking & Financial Services	27	2	40 IA	60 IA	100	3	4
Total No of Credits								36

UA: University Assessment

IA: Internal Assessment

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

FINANCE

CORE								
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 (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	-	-	-
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Commercial Banking	27	2	40 IA	60 IA	100	3	4
2	Business Analytics	27	2	40 IA	60 IA	100	3	4
3	Venture Capital and Private Equity	27	2	40 IA	60 IA	100	3	4
Total No of Credits								20

UA: University Assessment

IA: Internal Assessment

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

SYSTEMS

CORE								
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 (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	-	-	-
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4
1 ELECTIVES OUT OF 3								
1	Strategic Information Technology Management	27	2	40 IA	60 IA	100	3	4
2	System Applications and Case Study	27	2	40 IA	60 IA	100	3	4
3	Managing Technology Business and IT Resource Management	27	2	40 IA	60 IA	100	3	4
Total No of Credits								20

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

HRM

CORE								
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 (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	OD and Change Management	27	2	40 IA	60 IA	100	3	4
2	Strategic HRM	27	2	40 IA	60 IA	100	3	4
3	Management of Corporate Social Responsibility in organizations	27	2	40 IA	60 IA	100	3	4
Total No of Credits								20

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

OPERATIONS

CORE								
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 (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4
1 ELECTIVES OUT OF 3								
1	Operations Applications and Cases	27	2	40 IA	60 IA	100	3	4
2	Strategic Sourcing in Supply Management	27	2	40 IA	60 IA	100	3	4
3	Operations Outsourcing & Offshoring	27	2	40 IA	60 IA	100	3	4
Total No of Credits								20

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

MRKETING

CORE								
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 (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Integrated Marketing Communications	27	2	40 IA	60 IA	100	3	4
2	Business to Business Marketing	27	2	40 IA	60 IA	100	3	4
3	International Marketing	27	2	40 IA	60 IA	100	3	4
4	Trends in Marketing	27	2	40 IA	60 IA	100	3	4
Total No of Credits								20