

Criteria 2.6.1

MMS Program Outcomes

- 1 To thrive in complex reality and to acquire a systemic understanding of what organizations are, how they work, and how they can interact effectively with their commercial, social, and physical environment
- 2 To nurture and develop higher consciousness, cognitive flexibility by developing a strong base to build a professional career and to channel that knowledge into a targeted career direction
- 3 To Change the mindset of the Learner and to develop well-trained leaders and managers who are responsible citizens.

Semester I

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

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester I

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Perspective Management	1	Effective and Management Communication
2	Financial Accounting	2	Business Ethics
3	Business Statistics	3	Ecommerce
4	Operations Management	4	Organizational Behaviour
5	Managerial Economics	5	Introduction to Creativity and Innovation Management
		6	Foreign Language (Other than English)
		7	Negotiation and Selling Skills
		8	IT Skills for Management and Technology Platform
		9	Information Technology for Management
		10	Personal Grooming / Personal Effectiveness

Subjects	Co's No.	Course Outcomes
Perspective Management	CO1	To explain the relationships between organizational mission, goals, and objectives
	CO2	To comprehend the significance and necessity of managing stakeholders
	CO4	To conceptualize how internal and external environment shape organizations and their responses
	CO5	To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling, and leading functions of management
	CO6	To Understand organizational design and structural issues
	CO7	To understand that citizenship involves taking conscious steps for societal advancement at individual level and organizational level
	Financial Accounting	CO1
CO2		Demonstrate the competencies and experiential learning that enables students to function individual
CO3		Employ critical thinking to different analyse financial data as well as effects of financial accounting methods on the financial statement.
Operations Management	CO1	Understand the basic concepts, principles, tools, and techniques of operations management
	CO2	Understand the problems Issues and latest developments of operations management.

	CO3	Apply the concepts, tools and techniques learnt for operational analysis and decision making
	CO4	Evaluation for performing quantitative and qualitative analysis in the contemporary environment for acquiring problem solving and analytical thinking skill
Business Statistics	CO1	To know statistical techniques
	CO2	To understand different statistical tools
	CO3	To understand importance of decision support provided by analysis techniques
	CO4	To appreciate and apply it in business situations using case lets, modelling, cases, and projects
	CO5	To understand Managerial applications of Statistics
Managerial Economics	CO1	To enable the students to understand both the theory and practice of Managerial Economics
	CO2	To ensure that the students are in a position to appreciate the finer nuances of the subject.
	CO3	To help the students in applying the knowledge so acquired in policy planning and managerial decision making
Effective and Management Communication		In all social behaviour, communication is essential in building and maintaining human relationships
		In business, communication is essential for the smooth and efficient conduct of day-to-day transactions/activities.
		In recent years the importance of communication has greatly increased as a result of the growing complexity of businesses, as also the impact of rapid industrialization, globalization and the advent of modern technologies.
		English being globally the language of Management, those with good communication skills in English enjoy a distinct advantage in their work and careers.
Business Ethics		To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional, and business lives
		To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens
		To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making
		To expect an Integrity-driven workplace scenario from students
		To ensure sustainability as a compulsive tool of driving Organisational Vision and Mission

		To have a balance between the Theoretical and practical aspects of ethics in general and Ethics in business in particular.
Ecommerce		To understand the Introduction to Electronic Commerce: Meaning, nature and scope
		To understand the Business to Consumer E-commerce Applications
		To Understand Business to Business E-Commerce and applications
		To analysis the Electronic Payment Systems and Order Fulfilment
		To focus on the Security Issues in E-Commerce
		To understanding the Management Challenges and Opportunities of E- Commerce:
Organizational Behaviour		To provide students understanding how and why people behave in organizations as they do, either as individuals or in groups and how their behaviours affect their performance and performance of the organization.
		to provide understanding how to effectively modify their behaviour through motivation and leadership for enhanced performance. And, to provide understanding about related concepts such as Org. Structure, Design and Culture.
		To help students to understand human behaviour in organizations and equip them to enhance their performance as well as performance of the people reporting to them.
Introduction to creativity & Innovation Management		To make students aware of their own creative potential and the various ways that each one can contribute to innovation in an organization context
		To learn tools and techniques for creativity and Innovation
		To appreciate the importance and impact of innovation in today's business context
		To understand the process of innovation
		To understand the various issues related to managing innovation in an organization context
Foreign Language (Other than English) Chinese		The course should be able to enable basic communication in Chinese so that one can understand simple Chinese words and phrases
		To be able to use Chinese in everyday situations such as greeting a person asking for directions in short to be able to interact in a simple manner.

		Understand the elements of Chinese characters and evaluate the advantages as well as limitations of a pictographic writing system in contrast with western writing systems Understand the construction of Chinese characters recognizing approximately 120 Chinese characters as well as the radicals
		Read and write simple phrases in pinyin (spelling Chinese words with the western alphabet) Read signs written in Chinese and be able to read simple notices documents and articles written in Chinese
Negotiation & Selling Skills		The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management
		The module is designed to introduce the students to the basic elements of the selling
		The module will give the students a broad understanding regarding different models used for effective selling and negotiations.
		It also creates awareness among the students about the basic qualities, traits, and skills that they need to imbibe to be an effective management professional.
IT Skills for Management and Technology Platform		To have the basics practical skills of information Technology (I. Hardware - Software, Database, Networking, Communication Technology) with its application and usage.
Information Technology for Management		To understand the significance of information technology, conceptual framework of networking, communication technology, database etc. for individual & business management
		To understand role, impact and emerging trends of information technology for management and its application at individual ,organizational level society and similarly for business alignment.
Personal Grooming / Personal Effectiveness		Identify personal thinking habits and their impact
		Understand and address the barriers to personal effectiveness
		Apply clear and effective communication skills
		Develop effective time management skills and the ability to cope with stress

Semester II

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 Management	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

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester II

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Marketing Management	1	Legal & Tax Aspects of Business
2	Financial Management	2	Cost & Management Accounting
3	Operations Research	3	Business Environment
4	Business Research Methods	4	Ethos in Indian Management
5	Human Resource Management	5	Corporate Social Responsibility
		6	Analysis of Financial Statements
		7	Entrepreneurship Management
		8	Management Information System
		9	Developing teams & Effective leadership
		10	Intellectual Capital and Patenting

Subjects	Co's No.	Course Outcomes
Marketing Management	CO1	This coursework is designed to introduce the student to the basic elements of the marketing management terms, implementation of studied term in the industry and related process
	CO2	The scope of marketing management is quite broad, and the students will be exposed to the marketing concepts that will enable them to acquaint with contemporary marketing practices
	CO3	This module is to learn the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value.
	CO4	This module will give the student a very broad understanding of what marketing is all about and the vital role that it plays in every organization, every department, and every specialization
	CO5	The module will help the student to identify and solve many business problems by using a marketing perspective, as a universal concept.
Financial Management	CO1	To gain in-depth knowledge of corporate finance and understand the functions of finance management.
	CO2	Students should learn to analyse corporate financial statements and other parts of the annual report.
Operations Research	CO1	To know optimizing techniques
	CO2	To understand its use in decision making in business
	CO3	To Identify and develop operational research model from real system
	CO4	To appreciate the mathematical basis for business decision making
Business Research Methods	CO1	To understand the importance of research and various methods that researcher used to investigate problems
	CO2	Applying Modern Analytical tools for Business Management Decisions
	CO3	To derive strategies from the research
	CO4	To understand the challenges in collecting the data collection and analysis
	CO5	To interpret the data to make meaningful decisions.
Human Resource Management	CO1	To prepare a student for a career in industry and services.
	CO2	To facilitate learning in modern concepts, techniques and practices in the management of human resources
	CO3	To expose the student to different functional areas of Human Resource Management to enhance the effectiveness

Legal Aspects of Business & Taxation	CO1	To learn about the important provisions of some of the important business laws
	CO2	To get exposure to important provisions of Indian Income Tax Act and Indirect Taxes
Cost and Management Accounting	CO1	To understand the basic cost concepts and techniques of analyzing cost to have better management control and decision making
	CO2	Enable students to prepare various types of budgets and analyze the functional as well as the master budgets
	CO3	Understanding various responsibility centres and different transfer pricing methods for setting interdepartmental price
Business Environment	CO1	To sensitize the students to the multi-faceted environment of business
	CO2	to enable them to appreciate the finer nuances of the environment
	CO3	to improve their ability to operate effectively in the contemporary globalized world as managers or entrepreneurs
Ethos in Indian Management	CO1	To sensitize students to Indian culture and value systems and the impact of this on management thinking and action
	CO2	To increase the level of awareness of the thought leadership emanating from India and understand its relevance in modern times
	CO3	To bring to focus importance of ethical and responsible behavior on the part of young managers
Corporate Social Responsibility	CO1	To have a good understanding of the different ways in which CSR can be managed effectively and integrated throughout an organization and acquire the practical skills to develop, manage and measure the impact of a CSR strategy
	CO2	Understand the ways in which CSR interventions can be planned, implemented, monitored, and evaluated in an organization
	CO3	Create an integrated approach to embed CSR within the core business and culture of an organization
	CO4	Comprehend the ways in which CSR can make meaningful contribution to a sustainable culture within an organization
Analysis of Financial Statements	CO1	Understanding the macro factors affecting company's performance
	CO2	Ability to measure the financial health of a company using cash flow analysis
	CO3	Ability to measure the financial health of a company using on ratio analysis
	CO4	Understanding valuation concepts and techniques for different categories of companies

Entrepreneurship Management	CO1	To acquaint the students with both the theory and practice of Entrepreneurship
	CO2	to expose the students to the finer nuances of the subject
	CO3	to re-orient the outlook of students towards new business ventures and startups and also to help them to look at these as a possible career option
Management Information System	CO1	To understand the basic concept data and information , Framework / structure and role of Information and Information Systems for business
	CO2	Determining Information Needs for an individual & Organization for decision making process
	CO3	To understand the requirement & analysis of MIS across the functions of the Management and Sectors of the industry and business
	CO4	To emphasis the Information System Development Process and Security /Privacy of MIS
Developing Teams and Effective Leadership	CO1	Developing and managing a team
	CO2	Understand how to adapt your leadership style to effectively lead and influence others
	CO3	Strategies for coping with team challenges
	CO4	Define your leadership philosophy and learn how to communicate it
	CO5	Earning trust and building relationships
	CO6	Leading virtual teams
Intellectual Capital and Patenting	CO1	To ensure the fact that students of Business and Managerial Studies are aware of the concept and respect of Intellect and Intellectually driven properties.
	CO2	To know and study about the concept and types of Intellectual Property Rights.
	CO3	To understand and appreciate the need to honour and not infringe upon the Intellectual Property Right of others.
	CO4	To inculcate in the minds of the young managers, entrepreneurs and professionals, the processes and patterns that are emerging in the field of Intellectual Property.
	CO5	To encourage the business fraternity to develop new products, ideas, constructs and properties on a continual basis.
	CO6	To study, understand and acknowledge the trends across the globe in areas of Patenting and Intellectual Property Rights especially in the areas where India is a major player viz. Information Technology, Media, Automobiles and Education.

Semester III

Semester III

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

	Subjects	Co's No.	Course Outcomes
Common Subject	International Business	CO1	Acquiring knowledge of Trade theories, PEST Analysis, Mode of Entry, FDI, GATT, WTO, World Bank, IMF, trade agreements, International Finance, International Marketing, International HR, International Operations
		CO2	Understanding global best business practices
		CO3	Analysing trends in global business
		CO4	Understand application of international business concepts in the industry
	Strategic Management	CO1	Analyse the concepts of SM and its illustration in the organisation
		CO2	Apply his/her knowledge of SM to resolve departmental issues in logistics
		CO3	Formulate and evaluate the strategy of the organization towards achieving organisational objectives
		CO4	Apply the different types of strategies for implementation in various functional departments
		CO5	Evaluate the strategic fit of the organisations by using different strategic matrixes

FINANCE SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Financial Markets and Institutions	1	Banking and Financial Services Institutions
2	Corporate Valuation and Mergers & Acquisitions	2	Investment Banking
3	Security Analysis and Portfolio Management	3	Wealth Management
4	Financial Regulations	4	Infra and Project Finance
5	Derivatives and Risk Management	5	Strategic Cost Management
	Summer Internship	6	Commodities Markets
		7	Mutual Fund
		8	Financial Modeling
		9	International Finance

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

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

Financial Markets and Institutions	CO1	To understand different components of the Indian Financial system and their functions.
	CO2	To comprehend various products issued through different financial institutions in the primary and secondary markets
	CO3	To understand the fixed income market, the different instruments and concepts related to it
Corporate Valuation and Mergers & Acquisitions	CO1	To understand the process and set of procedures to be used to estimate the value of a company.
	CO2	To learn to make strategic decisions in M&A to enhance a company's growth.
Security Analysis and Portfolio Management	CO1	To understand the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions
	CO2	To understand the need for continuous evaluation and review of the portfolio with different techniques.
	CO3	To learn technical analysis to predict price movements based on indicators and forecasting techniques.
Financial Regulations	CO1	To understand the regulations and its framework involved in financial system
	CO2	To learn major intricacies of financial regulations.

Derivatives and Risk Management	CO1	To understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.
	CO2	To learn the derivatives pricing and application of strategies for financial risk management
	CO3	To acquaint learners with the trading, clearing and settlement mechanism in derivatives markets.
Financial Modelling	CO1	To develop excel proficiency.
	CO2	To learn how to develop models in various areas of finance.
	CO3	To understand the basic tools of financial modelling
Banking and Financial Services Institutions	CO1	To understand different product and services provided by different financial institutions in India.
	CO2	To comprehend various fund-based and fee-based services provided by financial institutions.
	CO3	Ability to understand different insurance and mutual fund product and plans available in india
Investment Banking	CO1	The main objective of the course is to provide students with the necessary theoretical and conceptual tools used in investment banking.
	CO2	This course will provide an introduction and general understanding of investment banking activities.
	CO3	The final objective of this course is to show how corporate governance, ethics and legal considerations factor into investment banking deals.
	CO4	To understand the basic concepts and fundamentals used in wealth management.
	CO5	Capability to design appropriate portfolio for the investors based on their risk appetite.
Infra and Project Finance	CO1	To learn different sources of project and infrastructure financing.
	CO2	To understand regulatory framework, policies, procedures of project and infrastructure financing.
	CO3	Ability to apply the principles and concepts of project analysis – market demand, technical and financial
	CO4	Understanding the due-diligence process and various techniques of project evaluation

Strategic Cost Management	CO1	To understand the concepts and techniques in cost and management accounting.
	CO2	To learn the application of cost and management accounting techniques in strategic decision making.
	CO3	Understanding and applying the concepts of life-cycling costing, Kaizen costing, target costing, environmental costing
Commodities Markets	CO1	To gain the knowledge of emergence of commodities markets and understand its future.
	CO2	To understand the dynamics of world commodities markets.
	CO3	To understand the ecosystem of Indian commodities markets.
	CO4	To acquaint learners with the trading, clearing and settlement mechanism in commodities markets.
Mutual Fund	CO1	To get complete understanding of mutual fund industry.
	CO2	Students should understand how mutual funds are marketed and how the schemes are to be evaluated.
	CO3	Students should get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution.
	CO4	Using quantitative tools to measure the performance of mutual fund
International Finance	CO1	To understand the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital, risk profile of international investors, ways of managing risk emanating from newer and uncharted sources of risk and changing trade-off between desired return and risk with special reference to the Indian economy, the US economy and the Euro-zone.
	CO2	To learn the concepts and terminology related to fundamentals of international finance, foreign exchange markets and arithmetic, currency and interest rate swaps, exchange rate regimes, interest rate and purchasing power parity, balance of payments, historical perspective on exchange rates, gold standard, Bretton Woods system, fixed and fluctuating rate regimes, euro currency markets, international equity markets and international debt markets.
	CO3	To understand the regulatory framework for financing international operations

SYSTEMS SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Database Management System & Data Warehousing	1	Cloud Computing & Virtualization
2	Enterprise Management System	2	Information System Security and Audit
3	Big Data and Business Analytics	3	Data Mining and Business Intelligence
4	Knowledge Management	4	IT Consulting
5	Software Engineering	5	Digital Business
	Summer Internship	6	Software Project management
		7	Governance of Enterprise IT & Compliance
		8	Cyber Laws & Managing Enterprise IT Risk

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

Database Management System and Data Warehousing	CO1	To understand the introduction, Meaning and Definition of Database, Database Environment
	CO2	To understand the Data Models : The importance of data models, Basic building
	CO3	Understand applications of Database Management System(DBMS) & RDBMS
	CO4	To understand the Object-Relational Database Management System(ORDBMS)
	CO5	Overview of Structured Query Language and application DBMS to business
Enterprise Management Systems (EMS)	CO1	To understand the Enterprise Resource Planning (ERP) - Meaning and Concept of ERP, Functional view of business processes and how they are integrated using an ERP, Merits and Demerits of ERP
	CO2	To understand the Enterprise Content Management – Role of content management
	CO3	To understand the applications areas of ERP, in various industry verticals and business

	CO4	To understand Enterprise Portals – Concept of an enterprise portal
	CO5	To understand the Enterprise Application Integration- Challenges in integrating
Big Data and Business Analytics	CO1	To understand the Introduction to Big Data and Business Analytics and its applications
	CO2	To understand the Business Analytics Cycle Introduction, Analytical Tools & Methods
	CO3	To understand Data Mining & decision Making concepts, Predictive Analysis, Forecasting Optimization, Simulation, and Business Metrics tc.
	CO4	To understand the Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications
Knowledge Management	CO1	To understand the introduction to Meaning of data, information, knowledge\
	CO2	To Know the conceptual background and framework of KM
	CO3	Understand the KM Foundations and Solutions KM Foundations
	CO4	To know the Organizational Structure, Culture, Communities and KM practices, Information Technology as an enabler.
Software Engineering	CO1	To understand the in details software development process with issues /challenges In analysis, design, implementation ,maintenance etc.
	CO2	Ability to analyze, design, verify, validate, implement, apply and maintain software systems.
	CO3	To help students to develop skills that will enable to construct high quality software and reliability.
Cloud Computing and Virtualization	CO1	To understand the Enabling Technologies and Cloud Computing Models including Infrastructure/Platform/Software
	CO2	Understand the Cloud Operating System, Cloud Architectures including Federated Clouds ,Scalability, Performance, Quality of Service, Data centers for Cloud Computing
	CO3	Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology
Information System Security and Audit	CO1	To understand the Need for Information Security and Audit in an organization Identifying Information Assets in an organization

	CO2	To understand the framework of Concept of Systems Audit
	CO3	Understand the System & Infrastructure Maintenance
	CO4	To Know the insights of Security Administration & Operations'
	CO5	To understand the Global & Indian perspective
Data Mining and Business Intelligence	CO1	To understand the Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?,
	CO2	To understand the framework of Classification on Data Mining system
	CO3	Understand the Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.
	CO4	Focus on Business Intelligence
	CO5	To understand the Business Intelligence Essentials
IT Consulting	CO1	To understand the Data warehousing Components –Building a Data warehouse
	CO2	To understand the framework of The Structure of the Data Warehouse, Granularity
	CO3	To understand the Normalization and denormalization Triggering the Data Warehouse Record
Digital Business	CO1	To understand the Introduction to Digital Business ,framework of Drivers of digital business-, Mobile, Cloud Computing, Social media
	CO2	To understand the E-Business- Meaning, Retailing in e- Business-products and services, consumer behavior
	CO3	Developing the Digital Business Support services- e-CRM, e-SCM, e-banking, ERP, Mobile Computing
	CO4	To know about -Building Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, Information Super Highway, Collaboration Tools
Software Project Management	CO1	To understand the Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development
	CO2	To understand the project management process, project integration Management, the project charter, project planning framework, the contents of a project plan, the planning process.
	CO3	Understand the Introduction, developing the project schedule, project management software tools, methods of budgeting, developing the project budget, improving cost estimates, finalizing the project
	CO4	To know the Organization and project planning, the project team, the Project environment.

	CO5	To understand the Managing Project Procurement and Outsourcing , project procurement management, outsourcing.
Governance of Enterprise IT and Compliance	CO1	To understand the Need for IT Governance (COBIT Framework)Importance and need of IT Governance and Compliances to know the laws , norms like IT Act, Sarbanes Oxley and the Graham
	CO2	Understand concepts on Governance of Enterprise IT and Management of Enterprise IT.
	CO3	Understand and comply with sample Process standards, Legal and Regulatory requirements.
Cyber Law and Managing Enterprise IT Risk	CO1	To understand the Basic Concepts of Technology and Law and Law of Digital Contracts
	CO2	Understand Intellectual Property Issues in Cyber Space
	CO3	To know the insights to Rights of citizens and E-Governance
	CO4	To get aware the Information Technology Act 2000 , Understanding Enterprise IT Risk

HRM SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Training & Development	1	Personal Growth Laboratory
2	Compensation and Benefits	2	Global HRM
3	Competency Based HRM and Performance Management	3	Employee Branding and Employer Value Proposition
4	Labour Laws and Implications on Industrial Relations	4	HR Analytics
5	HR Planning and Application of Technology in HR	5	O.S.T.D.
	Summer Internship	6	HR Audit
		7	Employee Relations , Labour Laws and Alternate Dispute Resolution

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

Training and Development	CO1	Learning the intricacies of process of training and development and audit
	CO2	Introduction to the concept of human resource development
	CO3	Introduction to training, structure, need assessment and evaluation of training

	CO4	Introduction to preparation of training budget, calendar and training modules.
Compensation and Benefits	CO1	To understand the concept of compensation, various elements, inflation, laws related to compensation, variable pay and income tax
	CO2	Understanding business context for reward strategies and preparing strategies
	CO3	Understanding Elements of Compensation Structure
	CO4	Understanding Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act
Competency Based HRM and Performance Management	CO1	To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.
	CO2	To understand the concept of competency and competency based HR practices.
	CO3	To understand the various approaches towards building a competency model
	CO4	To understand how to integrate the applications of competency model with other HRM functions.
	CO5	To impart the understanding about the Performance Management system and strategies adopted by the Organizations
Labour Laws and Implication on Industrial Relations	CO1	Understanding Nature and Importance of Labour Laws\
	CO2	To understand various legislations with their history, basic provisions & case laws
	CO3	To study current amendments in Labour laws
	CO4	Highlight Labour Laws with IR implications
Human Resources Planning and application of Technology in HR	CO1	To understand the concept of HR Planning and application of technology in HR
	CO2	Learning the concept of job analysis and selection
	CO3	Overview of application of technology in HR
Personal Growth Laboratory	CO1	Basics of personality, personality types
	CO2	Introduction to emotional intelligence

	CO3	Stress and stress control techniques
	CO4	Introduction to NLP and transactional analysis
	CO5	Techniques of effective team building
Global HRM	CO1	To understand the concept of Human Resource Management in an international context, understand the challenges of operating in different geographies and relevant differences in culture
	CO2	Learning planning and recruitment techniques in the international context
	CO3	Study of International Compensation and Benefits, global practices and challenges
	CO4	Understanding employment law in international context
Employee Branding and Employer Value Proposition	CO1	Concept of Employee Brand
	CO2	Concept of Employer Value Proposition
	CO3	Creating and Nurturing Employee Brand
	CO4	Understanding the concept of Employer Value Proposition
HR Analytics	CO1	Basics of HR Analytics
	CO2	Introduction to latest technologies including SPSS, Big Data
	CO3	Using HR Analytics for various functions of HR
	CO4	Different Analysis Strategies
	CO5	Ethics and Limitations while using HR Analytics
O.S.T.D.	CO1	To understand the organizational design and different factors affecting organizational design
	CO2	To study the evolution of organizational theories
	CO3	To appreciate the organizational culture and its effect on organizational design
HR Audit	CO1	Understanding HR Accounting and Audit with study of various instruments such as HR Score Card. Learning to calculate HR cost, investments and return on investments and preparing HR Audit Reports
	CO2	Exploring recent advancements in Human Resource Audit and Accounting
Employee Relations and Labour Laws and Alternate Dispute Resolutions	CO1	Understanding Nature and Importance of IR

	CO2	To understand Conflict preventing & resolution methods under IR
	CO3	Discussing practical cases in IR
	CO4	New trends in IR and future of IR

OPERATIONS SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Supply Chain Management	1	World Class Manufacturing
2	Operations Analytics	2	Business Process Re-engineering And Benchmarking
3	Service Operations Management	3	Technology Management & Manufacturing Strategy
4	Manufacturing Resource Planning & Control	4	Strategic Operations Management
5	Materials Management	5	Industrial Engineering Applications & Management
	Summer Internship	6	TQM
		7	International Logistics
		8	Quantitative Models in Operations
		9	Productivity Management

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

Supply Chain Management	CO1	Understand the concepts of Distribution, logistics and supply chain management.
	CO2	Analyze the concepts of SCM and its illustration in the organization
	CO3	Analyze the different type of distribution strategies in the modern world
	CO4	Apply his/her knowledge of SCM to resolve departmental issues in logistics
	CO5	Evaluate the strategy of the organization towards achieving supply chain objectives
Operations Analytics	CO1	To understand basic aspects of analytics and evaluation
	CO2	To learn various analytical techniques applied in complex real life situations
	CO3	To be able to scale up an academic model to workable practical model by carrying the process of analytical framework.
Service Operations Management	CO1	Understanding various types of Service Industry
	CO2	Site selection for service location

	CO3	Role of Operations for Profitability in Service industry
	CO4	Inventory management in Service industry
	CO5	Basics of Outsourcing/Offshoring in Services
Manufacturing Resource Planning and Control	CO1	To understand importance of manufacturing resources planning and control to achieve continuous improvement in the better performance.
	CO2	To give knowledge of quantitative methods as well as various tools of resources planning like MRP1,MRP2 & ERP for decision making in operations.
Materials Management	CO1	Importance of Materials Management w.r.t. Business
	CO2	Learning various aspects of Purchase & warehousing
	CO3	Understanding documents control w.r.t. Material movement
	CO4	Materials planning with quantitative models
	CO5	Financial aspects of Materials Management
	CO6	Importance of Ethics in Materials Management
World Class Manufacturing	CO1	To meet global markets which are more turbulent, dynamic and complex.
	CO2	To understand the relevance of World Class Performance in competitive framework
	CO3	To understand global markets relationship to world class performance
	CO4	To build the framework for world class manufacturing
	CO5	To understand the state Indian manufacturing in relation to world class standards and performance issues
Business Process Re-engineering and Benchmarking	CO1	To understand business process reengineering
	CO2	To know the tools and techniques for business process reengineering
	CO3	To understand the importance of Benchmarking the business processes
	CO4	Role of leadership, technology in Business process reengineering
Technology Management and Manufacturing Strategy	CO1	How technology can be used in a corporate to gain strategic advantage
	CO2	Contribution of Technology in New product development

	CO3	Use of technology in Product design
	CO4	Application of Technology in a manufacturing company
	CO5	How to compete with better Manufacturing strategy
	CO6	Application of JIT, TOC and Customization as tools to compete in a manufacturing organisation
Strategic Operation Management	CO1	Importance of aligning operations strategy to corporate strategy
	CO2	Development of operations strategy and linking market requirements to operations
	CO3	Implementation of operations strategy
	CO4	Various alternatives available in capacity and manufacturing process decisions
	CO5	Understanding the importance and issues in strategic resource management
	CO6	Role of technology in operations strategy
	CO7	Understanding of application oriented OM tools like Process analysis, project management and ERP systems
Industrial Engineering Application and Management	CO1	To understand industrial engg fundamentals in relation to production and manufacturing
	CO2	To understand the framework of industrial engineering and its applications
	CO3	Understand applications in service as well as manufacturing domains
	CO4	Developing insights to manage methods and processes for an organization
	CO5	To understand optimal utilization of resources without capital investment
Total Quality Management	CO1	Know concept of Total Quality management
	CO2	Know the tools for quality control and management
	CO3	Understand relation of cost and value to business
	CO4	To understand role of employee and their involvement
	CO5	To understand role and functioning of quality circles
International Logistics	CO1	Develop knowledge about international logistics and understand role of various players like logistics firms, Companies, governments, physical flow of goods, physical facilities and more importantly sources of information for international logistics.

Quantitative models in Operations	CO1	To understand the various advance techniques of Operations Research
	CO2	To be able to apply the above techniques for industrial applications
	CO3	To be able to develop an art of model building to real life situation
Productivity Management	CO1	To understand importance, scope and application of productivity
	CO2	To understand linkage of productivity concept from individual, department wise & functional areas, sectors of economy, national and international economy.
	CO3	Various approaches, measurement of productivity planning & conditions improvement as one of the competitive dimension in any business.
	CO4	Productivity as a system approach.

MARKETING SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Sales Management	1	Retail Management
2	Marketing Strategy	2	Rural Marketing
3	Consumer Behaviour	3	Marketing Analytics
4	Services Marketing	4	Digital Marketing
5	Product & Brand Management	5	Customer Relationship Management
	Summer Internship	6	Marketing Research & Analysis
		7	Event Management
		8	Health Care Marketing
		9	Distribution & SCM
		10	Tourism Marketing
		11	Marketing of Banking & Financial Services

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (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	Continous 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

MRKETING

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	Continous Assessment	Semester End Examination	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

Sales Management	CO1	To understand function of sales and its importance
	CO2	To comprehend the art of managing the sales force
	CO3	To motivate and manage sales force effectively
	CO4	To develop critical thinking skills and situational leaderships

	CO5	To learn the art of solving problems related to sales process on the field
Marketing Strategy	CO1	To understand and predict changes in the macroeconomic environment and its impact on marketing programmes
	CO2	To develop an ability to respond rapidly to changes driven by consumer behaviours / new technologies etc.
	CO3	Understanding the basics of Marketing strategy and tactics
	CO4	Understanding issues in formulating product and brand policies
Consumer Behaviour	CO1	An understanding of the pre and post purchase consumer behaviour.
	CO2	To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.
	CO3	To understand the psychological and physiological aspects of consumer behaviour
Services Marketing	CO1	To familiarize students to basic concepts and decision making processes involved in Services Management
	CO2	To help students to understand application of these concepts to various industries in service sector
Product and Brand Management	CO1	To expose and sensitize the students with the practices of product and brand management.
	CO2	To understand the key issues in Product and Brand Management
	CO3	Understanding the functions of Product Management
	CO4	Understanding the relationship between Product strategy and PLC
Retail Management	CO1	To develop the analytical ability of the students to attain an insight into Retail Management contexts
	CO2	To Understand the techniques for optimal utilization of resources
	CO3	Understanding the Key elements in Retail planning process
Rural Marketing	CO1	To develop an understanding of the rural economy of India
	CO2	To develop a marketing program for rural consumers
	CO3	Understanding how rural consumers behave and what factors affect their behaviour
Marketing Analytics	CO1	To develop an understanding of the rural economy of India
	CO2	To develop a marketing program for rural consumers
	CO3	To understand the financial implications of various marketing strategies through examples.

	CO4	To understand how external data sources are used on top of internal data sources to derive better insights. The students will learn how data exploration is used in real world problem solving. The students will be able to understand the application of Market Basket Analysis from the analytics view point.
Digital Marketing	CO1	To understand the new media, Different types, their strengths and the way customer interacts with new / digital media.
	CO2	To develop the skills to strategize and execute campaigns on new / digital media
	CO3	To understand the growing importance of digital media in comparison with traditional media
	CO4	To understand how consumers interact with digital media and use the same for marketing strategies
Customer Relationship Management	CO1	To provide insights into CRM concepts and its applications in maximising customer lifetime value.
	CO2	To appreciate the Importance of acquiring and retaining customers.
	CO3	To understand relationship marketing and Its role in brand building.
	CO4	To develop conceptual knowledge of technological tools used in CRM.
Marketing Research and Analysis	CO1	This course is designed to acquaint students with the marketing research process, applications and statistical tools & techniques
	CO2	This course will help students explore different approaches of Marketing research and acquaint them with contemporary marketing research practices.
	CO3	To understand the purpose of marketing research. To describe a marketing information system and explain how it differs from marketing research. Be familiar with various stages of the marketing research process
	CO4	Understand the fundamentals of Qualitative research.
Event Management	CO1	To familiarize students the basic concepts and decision making processes involved in Event Management
	CO2	To develop the conceptual & management skills at various levels in the area of overall event management; which will enable students to analyze, develop, conceptualize and formulate strategies in marketing of events
	CO3	To understand various aspects of planning events from the perspective of execution.
	CO4	To understand how event management companies align their capabilities to deliver customer satisfaction

Healthcare Marketing	CO1	To understand trends and opportunities in the health care sector
	CO2	Formulate marketing strategy and tactics for the health care sector
	CO3	To understand various market forces and its linkages with Healthcare sector
	CO4	Understanding the role of IRDA and insurance companies in healthcare sector
Distribution and Supply Chain Management	CO1	To develop an understanding of the role of distribution and supply chain in marketing and its importance in creating value to the customer.
	CO2	To understand Key challenges in managing conflicts
	CO3	Understanding basics of supply chain and key issues in managing supply chains.
Tourism Marketing	CO1	To understand the application of marketing concepts to the tourism industry.
	CO2	To understand the potential of India for domestic and foreign tourists
	CO3	To understand the interplay between pricing and the totality of service offerings / value propositions.
Marketing of Banking and Financial Services	CO1	To develop an understanding into the concept and practices in the BFS industry
	CO2	To familiarise students with the importance of banking services and NBFCs
	CO3	To understand the role of customer service and satisfaction in the banking industry

Semester IV

Semester IV

Sr. No.	Common subjects
1	Project Management (UA)

Common Subject	Project Management	CO1	To introduce students of Management to concepts of Project
		CO2	To apply and evaluate success parameters of cost ,time and quality in project management
		CO3	To apply various techniques as cpm/pert/earned value analysis and projected financial statements
		CO4	To enable student to conceive an idea, evaluate it's feasibility and make it workable.

FINANCE SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Commercial Banking
	2	Business Analytics
	3	Venture Capital and Private Equity

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

Commercial Banking	CO1	To understand the concepts and fundamentals of Commercial Banking,
	CO2	To understand the Structure and growth of banking and various services rendered through commercial banks.
	CO3	Knowledge and understanding of the history of Indian banking, banking sector reforms and related areas
	CO4	To understand important banking laws
Business Analytics	CO1	To gain understanding of relevant statistical tools applicable for Business Analytics.
	CO2	To evaluate various models of Business Analytics.
	CO3	To learn data mining techniques using Excel and R.
Venture Capital and Private Equity	CO1	To develop general understanding of the venture capital and private equity industry globally and the various players involved.
	CO2	Provide an understanding of the private equity investment process starting from fund raising to exiting.
	CO3	Develop analytical valuation and deal structuring techniques used in venture capital and buyouts.
	CO4	To prepare students for future jobs in VCPE and related industries.

SYSTEMS SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Strategic Information Technology Management
	2	System Applications and Case Study
	3	Managing Technology Business and IT Resource Management

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

Strategic Information Technology Management	CO1	To understand the strategic use of Information Technology for Competitive Advantage
	CO2	To understand Emerging trends of information technology to devise organization /business strategy
	CO3	Understand Role of Information Systems in Business Activities and Strategic Role of IT in gaining competitive advantage
System Applications and Case Study	CO1	To understand the Importance , scope and need of case study and applications areas of information technology/information system for business
	CO2	To have the practical applications areas of information technology & Information System across the various functions and sectors of the industry
	CO3	Understanding the IT applications across various industry sectors
	CO4	Understand the Role of IT in Govt. related areas like Passport, RTO etc.
Managing Technology Business and IT Resource Management	CO1	To understand the Need and Significance of IT resource management

	CO2	Understand applications of Determining IT and Information System's Resource Needs and Business
	CO3	IT & Information Systems resources Implementation and Acceptance
	CO4	Gaining an insight on the challenges in implementing IT based Systems

HRM SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	OD and Change Management
	2	Strategic HRM
	3	Management of Corporate Social Responsibility in organizations

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

OD and Change Management	CO1	Basics of Change Management
	CO2	Understanding OD Approaches and Models
	CO3	Understanding Organizational Development – Diagnostics
	CO4	Different Strategies, Approaches and Models
	CO5	Trends in OD and Change Management

Strategic HRM with Global Perspective	CO1	To learn the basics of HR strategy formulation and implementation in domestic as well as international scenario, talent management and competency based HRM
	CO2	Learning basics of competencies and competency based HR practices
	CO3	Learning Strategies for Improving Organizational Effectiveness
Management of Corporate Social Responsibility in Organization	CO1	Basic Concepts of CSR and its relevance to the organization
	CO2	History and evolution of CSR in the international arena as well as Indian context
	CO3	Detailed knowledge about provisions for CSR in the Companies Act 2013
	CO4	Introduction to various tools for monitoring and evaluation of CSR programmes

OPERATIONS SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Operations Applications and Cases
	2	Strategic Sourcing in Supply Management
	3	Operations Outsourcing & Offshoring

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

Operations Application and Cases	CO1	To enable a student to understand the complex processes and operations of product & service industry
	CO2	To apply various techniques, tools & practices in different situations to design & execute system in best manner
	CO3	To develop a model as an extension from academic to practical complex real life situation.
Strategic Sourcing in Supply Management	CO1	Introduce various parameters required to develop and implement a procurement strategy that aligns with the overall competitive strategy of the organization.
	CO2	Provide knowledge to understand how Strategic sourcing enhances efficiency and value, ultimately impacting the profitability of the entire organization.
	CO3	Familiarize with concepts of ethical and contractual risk management, sustainability, and legal issues faced by purchasing and supply chain managers.
Operations Outsourcing and Offshoring	CO1	To understand the size & extent of Outsourcing & Offshoring
	CO2	To know the risks & benefits of Outsourcing & Offshoring

	CO3	To understand the decision making process for Outsourcing & Offshoring
	CO4	Financial Evaluations for the Outsourcing & Offshoring
	CO5	Non-financial Evaluations for the Outsourcing & Offshoring

MARKETING SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Integrated Marketing Communications
	2	Business to Business Marketing
	3	International Marketing
	4	Trends in Marketing

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								
Sr. No.	Subject	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	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

Integrated Marketing Communication	CO1	To understand how key elements of IMC i.e. Advertising, Public Relations, Sales Promotion, Direct Marketing are integrated
	CO2	Understanding Basics of IMC
	CO3	To learn how to Manage perceptions during crisis
	CO4	To understand direct marketing tools and techniques
	CO5	To Familiarize the different aspects of direct selling in person and through internet

Business to Business Marketing	CO1	To develop an understanding of key aspects of B2B Marketing and manage marketing programmes for B2B markets
	CO2	To understand basics of B2B Marketing
	CO3	To understand the consequences of investment decisions in identifying markets
	CO4	To understand strategies for value added products and services
	CO5	To understand various models of organisation buying behaviour
International Marketing	CO1	To develop an understanding of key issues in marketing across borders
	CO2	To study the impact of various factors on a firm's business model and entry modes in international markets
	CO3	Understanding STP in the global context
Trends in Marketing	CO1	To develop an appreciation of the impact of rapidly changing environment on marketing strategies and giving insights to students to respond to these changes
	CO2	Understanding the impact of key drivers on marketing programs
	CO3	Understanding characteristics of BoP markets