

# Industry Driven Curriculum

## MMS Program Structure (as per NEP) – University of Mumbai

Year	Level	Semester	Major		R M	OJT/ FP	RP	Cum. Cre.	Degree / Diploma
			Mandatory (Sub.*Cr.)	Elective(Sub.*C r.)					
First	6	Semester I	22 (3*4+5*2)	4 (2*2)	-	-	-	26	PG Diploma in Management after 3 year UG Degree
		Semester II	14 (2*4+3*2)	4 (2*2)	4	4	-	26	
Cumulative Credits FY			36	8	4	4	-	52	
R: MP – 5 C									
R: MP – 5 D									
Exit Option: PG Diploma with additional 4 credits of OJT									
Second	6.5	Semester III	8 (1*4+2*2) 1 Core UA (4 Credit) 1 Core IA (2 Credit) 1 Core Specialization (2 Credit)	10 (5*2) Electives	-	8	-	26	PG Degree after 3 year UG Degree
		Semester IV	10 (2*4 + 1 Seminar *2) 1 Core UA (4 Credit) 1 Core IA (4 Credit) 1 Seminar IA	8 (2*4) Electives			8 (2*4) Research Project	26	
Cumulative Credits SY			18	18	-	8	8	52	
Cumulative Credits FY+SY			54	26	4	12	8	104	

FYMMS Syllabus Outline				
Semester I				
Sr.	Course Type	Course	Number of Credits	IA/UA*
1	Mandatory - General Management	Fundamentals of Management Theory and Practice	2	IA
2	Mandatory - Quantitative Techniques	Business Statistics	2	IA
3	Mandatory - Economics	Managerial Economics	2	IA
4	Mandatory - Finance	Financial Accounting for Business	2	IA
5	Mandatory - Human Resource	Organizational Behaviour	2	IA
6	Mandatory - Marketing	Fundamentals of Marketing	4	IA
7	Mandatory - Operations	Operations Management	4	IA
8	Mandatory - Systems	Information Technology for Business	4	IA
Elective Courses (Any Two)				
1	Elective	Managerial Communication	2	IA
2	Elective	Creativity and Design Thinking	2	IA
3	Elective	Legal and Tax Aspects of Business	2	IA
4	Elective	Bhartiya Management	2	IA

**\*IA – Internal Assessment; UA – University Assessment**

#### **Suggested Workshops - Semester I:**

1. Basic Software Tools: MS Excel & Advance Excel
2. Personality Development, Grooming & Presentation Skills Training

#### **Suggested Workshops - Semester II:**

1. Advanced Software Tools: Power Bi, Tableau, R Programming, SPSS
2. Social Media Marketing

FYMMS Syllabus Outline				
Semester II				
Sr.	Course Type	Course	Number of Credits	IA/UA*
1	Mandatory - General Management	Business Research Methods	4	IA
2	Mandatory - Finance	Corporate Finance	4	IA
3	Mandatory - Human Resource	Human Resource Management	4	IA
4	Mandatory - Marketing	Application of Marketing Theory and Practise	2	IA
5	Mandatory - Operations	Decision Models in Management	2	IA
6	Mandatory - Systems	Information Systems and Digital Transformation	2	IA
7	OJT / Field Project	OJT / Field Project	4	IA
Electives – Any Two				
1	Elective	Entrepreneurship Management	2	IA
2	Elective	Economic Environment and Policy	2	IA
3	Elective	Business Analytics	2	IA
4	Elective	Cost and Management Accounting	2	IA
5	Elective	Foundations of Strategy	2	IA

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**Note: For Field Project (F.P.) / On the Job Training (OJT), Please refer MMS syllabus, University of Mumbai & Contact Program Incharge / Academic Co-ordinator at the institute.**

### SYMMS Syllabus Outline

#### Semester III

Sr.	Course Type	Course	Number of Credits	IA/UA*
1	Mandatory - General Management	Corporate Strategy	4	UA
2	Mandatory - General Management	Project Management	2	IA
<b>OJT/ Summer Internship</b>				
3	Summer Internship	Summer Internship	8	IA

#### Semester III

#### Finance Specialization

Sr.	Course Type	Course	Number of Credits	IA/UA*
<b>Mandatory</b>				
1	Mandatory	Financial Markets and Institutions	2	UA
<b>Electives (Any 5 including Open Elective)</b>				
1	Elective	Corporate Valuation	2	IA
2	Elective	Financial Modelling	2	IA
3	Elective	Derivatives and Risk Management	2	IA
4	Elective	Security Analysis & Portfolio Management	2	IA
5	Elective	Global Financial Management and Markets	2	IA
6	Elective	Commercial Banking	2	IA
7	Elective	Mutual Funds and Insurance	2	IA
8	Elective	Emerging Technologies in Finance and Block-chain	2	IA
9	Elective	Corporate Restructuring and Mergers and Acquisition	2	IA
10	Elective	Direct and Indirect Taxes	2	IA
11	Elective	SWAYAM Course	2	IA

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### Semester III - Human Resource Specialization Outline

#### Human Resource Specialization

Sr.	Course Type	Course	Number of Credits	IA/UA*
<b>Mandatory</b>				
1	Mandatory	Competency-based HRM & Performance Management System	2	UA
<b>Electives (Any 5 including Open Elective)</b>				
1	Elective	Artificial Intelligence (AI) in Human Resource Management	2	IA
2	Elective	Compensation and Benefits	2	IA
3	Elective	Employer Branding and Employee Value Proposition	2	IA
4	Elective	HR Analytics	2	IA
5	Elective	HR Planning and Application of Technology in HR	2	IA
6	Elective	Learning and Development	2	IA
7	Elective	Global HRM	2	IA
8	Elective	Organization Theory, Structure and Design	2	IA
9	Elective	SWAYAM Course	2	IA

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Semester III - Marketing Specialization Outline				
Marketing Specialization				
Sr.	Course Type	Course	Number of Credits	IA/UA*
Mandatory				
1	Mandatory	Marketing Strategy	2	UA
Electives (Any 5 including Open Elective)				
1	Elective	Consumer Buying Behaviour	2	IA
2	Elective	Sales Management	2	IA
3	Elective	Product Management	2	IA
4	Elective	Brand Management	2	IA
5	Elective	Digital Marketing	2	IA
6	Elective	Marketing Analytics	2	IA
7	Elective	Retail Management	2	IA
8	Elective	Rural Marketing	2	IA
9	Elective	Tourism Marketing	2	IA
10	Elective	SWAYAM Course	2	IA

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Semester III - Operations and Supply Chain Specialization Outline				
Operations and Supply Chain Specialization				
Sr.	Course Type	Course	Number of Credits	IA/UA*
Mandatory				
1	Mandatory	Supply Chain Management	2	UA
Electives (Any 5 including Open Elective)				
1	Elective	Logistics Management	2	IA
2	Elective	Warehouse Management	2	IA
3	Elective	Business Process Management for Risk & Performance Management	2	IA
4	Elective	Global Supply Chain Management	2	IA
5	Elective	Service Operations Management	2	IA
6	Elective	Operations Analytics	2	IA
7	Elective	Manufacturing Resource Planning & Control	2	IA
8	Elective	Production Planning & Control	2	IA
9	Elective	Purchase and Materials Management	2	IA
10	Elective	SWAYAM Course	2	IA

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Semester III - System & Digital Business Specialization Outline				
System & Digital Business Specialization				
Sr.	Course Type	Course	Number of Credits	IA/UA*
Mandatory				
1	Mandatory	Strategic Information Technology & Resource Management	2	UA
Electives (Any 5 including Open Elective)				
1	Elective	Digital Business	2	IA
2	Elective	Software Project Management	2	IA
3	Elective	Enterprise Systems for Business	2	IA
4	Elective	Big Data, Business Analytics & FinTech Warehousing	2	IA
5	Elective	Advanced Database & Data	2	IA
6	Elective	Knowledge Management	2	IA
7	Elective	Business Applications of Networking & Telecommunication	2	IA
8	Elective	Data Mining and Business Intelligence	2	IA
9	Elective	Block chain Technology for Business	2	IA
10	Elective	SWAYAM Course	2	IA

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### Semester III - Open Electives (Across Specializations) - Basket Outline

#### Open Electives (Across Specializations)

1	Open Elective	Marketing of Financial Products and Services	2	IA
2	Open Elective	Climate Risk and Sustainable Finance	2	IA
3	Open Elective	Acquiring and Managing Talent	2	IA
4	Open Elective	Labour, Social Security and Welfare Law	2	IA
5	Open Elective	Services Management	2	IA
6	Open Elective	Events Management	2	IA
7	Open Elective	Quality Management	2	IA
8	Open Elective	Predictive Analytics	2	IA
9	Open Elective	Data Mining and Business Intelligence	2	IA
10	Open Elective	Blockchain Technology for Business	2	IA
11	Open Elective	Enterprise Risk Management [Approved under OE Basket]	2	Virtual (By IRM)
12	Open Elective	SWAYAM Course	2	Through SWAYAM Process

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**IRM: Institute of Risk Management, as per syllabus copy**

### Outline of Semester IV - Mandatory Courses

Semester IV				
Mandatory Courses				
Sr.	Course Type	Course	Number of Credits	IA/UA*
1	Mandatory - General Management	International Business	4	UA
2	Mandatory - General Management	Business Ethics and Corporate Governance	4	IA
Seminar				
3	Mandatory	Seminar Paper	2	IA
Research Project				
4	Mandatory	Research Project(s)	8	IA

Semester IV - Finance Specialization Outline				
Elective Courses - Finance Specialization (Any 2)				
Sr.	Course Type	Course	Number of Credits	IA/UA*
1	Elective	Financial Market Regulations	4	IA
2	Elective	Behavioural Finance	4	IA
3	Elective	Investment Banking and Alternate Investment Funds	4	IA
4	Elective	Fixed Income Securities	4	IA
5	Elective	Wealth Management	4	IA
6	Elective	SWAYAM Course	4	IA

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Semester IV - Human Resource Specialization Outline				
Elective Courses - HR Specialization (Any 2)				
Sr.	Course Type	Course	Number of Credits	IA/UA*
1	Elective	Human Resource Capital, Accounting and Audit	4	IA
2	Elective	Industrial Relations and Alternate Dispute Resolution	4	IA
3	Elective	OD and Change Management	4	IA
4	Elective	Strategic Human Resource Management	4	IA
5	Elective	SWAYAM Course	4	IA

Semester IV - Marketing Specialization Outline				
Elective Courses - Marketing Specialization (Any 2)				
Sr.No.	Course Type	Course	Number of Credits	IA/UA*
1	Elective	Global Marketing	4	IA
2	Elective	Technology Strategy	4	IA
3	Elective	Business to Business Marketing	4	IA
4	Elective	Social Marketing	4	IA
5	Elective	SWAYAM Course	4	IA

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Semester IV - Operations and Supply Chain Specialization Outline				
Elective Courses - Operations and Supply Chain Specialization (Any 2)				
Sr.	Course Type	Course	Number of Credits	IA/UA*
1	Elective	Operations Strategies	4	IA
2	Elective	Operations Applications and Cases	4	IA
3	Elective	Lean Management	4	IA
4	Elective	Demand Forecasting and Inventory Management	4	IA
5	Elective	Productivity Enhancement in Operations Management	4	IA
6	Elective	SWAYAM Course	4	IA

Semester IV - System & Digital Business Specialization Outline				
Elective Courses - System & Digital Business (Any 2)				
Sr.	Course Type	Course	Number of Credits	IA/UA*
1	Elective	Information Systems Security and Audit	4	IA
2	Elective	IT Governance, Compliance and Cyber Laws	4	IA
3	Elective	IT Consulting & Managing for Business	4	IA
4	Elective	System Applications and Negotiations-Case Study	4	IA
5	Elective	IoT, Cloud Computing, and Virtualization for Business	4	IA
6	Elective	SWAYAM Course	4	IA

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## **Final Semester IV: Seminar Paper & Research Projects:**

Students are required to complete a Seminar Paper and Research Projects as a part of the academic requirements of the Course/ MMS Program as per norms of the University of Mumbai.

- The MMS specialization project is the culmination of MMS program. The students are expected to synthesize, integrate and apply skills that they have acquired during entire program.
- Every student will have to compulsorily work under a Faculty member from the area of specialization.
- The evaluation of the project report will be done in two phases viz. – Black Book (printed report) and the viva-voce examination.
- The soft copy of the project will be checked by the student for plagiarism through the Learning Resource Centre and the output report should be attached to the hard copy of the project. This will have to be done before the submission.
- The report should reflect original work.
- The student should report to the Faculty Guide once in a week to discuss the issues originating from the project. The Faculty Guide has the authority to refuse signing the project if this condition is not satisfied.
- Two hard copies of the project one a spiral bound copy and another in black leather and embossed in golden duly signed by the respective Project Guide are to be submitted to the office on the date as intimated.
- The bound copy has to be accompanied by a certificate of authenticity of work done signed by the Guide. Please note, there will be no extension of the deadline for signing this certificate.
- Students will be given model project guidelines and are encouraged to use these for writing their project reports.
- Student will be required to undergo a viva voce the schedule of which will be announced by the Institute.





### **Mandatory Core Course: Seminar Paper (2 Credits)**

- The Seminar work should be undertaken in the selected functional area (Finance / Marketing / Human Resource / Operations / Systems)
- The topic selected and research work conducted for the Seminar Paper should incorporate both primary and secondary data components.
- The Seminar work completed by students should be submitted as a written Seminar report of minimum 6000 words, Times New Roman, Text Font:12, Title Font: 14, Line Spacing: 1.5
- Structure of the report to include following components:
  - Introduction
  - Literature review
  - Theoretical / conceptual framework of Research and Research Methodology
  - Data analysis and interpretation
  - Result discussions, findings, managerial implications and recommendations.

### **Mandatory Core Course: Research Project (8 Credits)**

As part of completion of MMS Program, students in the Semester IV are expected to work on two (2) projects (each project of 4 credit) in areas as follows:

1. Project Report on topic of General Management (4 credits – 100 Marks)
2. Project Report on topic of Social Relevance (4 credits – 100 Marks).

#### **Evaluation Pattern:**

Evaluation during the research project involves two key components: External Evaluation (50%) and Internal Evaluation (50%) for both the semesters.

For more details, kindly refer MMS Semester IV (Detailed Syllabus) of the University of Mumbai. Student will be required to undergo a viva voce the schedule of which will be announced by the Institute.