

TWO YEAR FULL-TIME DEGREE PROGRAM
MASTER OF MANAGEMENT STUDIES
(MMS)

University of Mumbai

Prospectus
&
Syllabus



Vidya Prasarak Mandal's
Dr. V.N. Bedekar Institute of Management Studies
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E-mail : vnbrims@vpmthane.org
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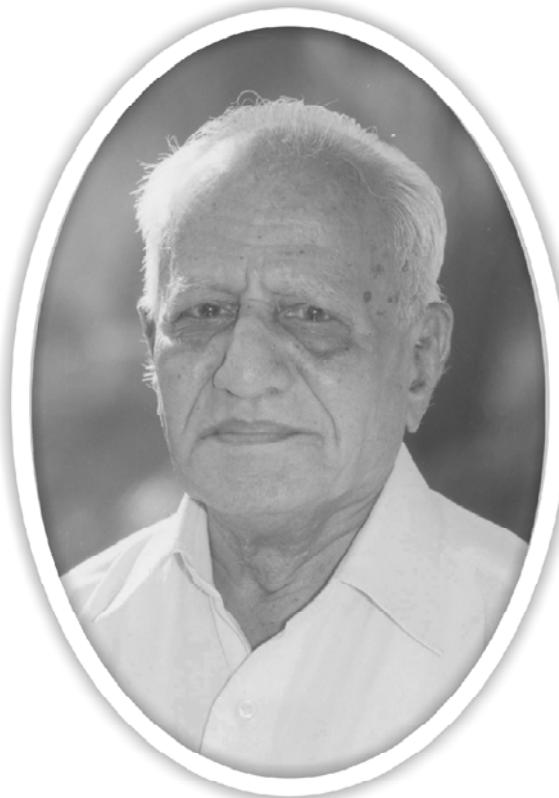
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Dr. V.N. BEDEKAR - A VISIONARY

Man With Vision



Dr. V.N. Bedekar

'A Leader's job is to look into future, and to see the organisation not as it is ... but as it can become'

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QUALITY POLICY

Every stakeholder says
Quality is Productivity
Productivity is Quality

Every member of VNBRIMS fraternity,
Is obsessed with quality
To continuously improve all round productivity

Every member of VNBRIMS fraternity
Is obsessed with nitty gritty to reach new levels of quality
To continuously improve all round productivity

Every member of VNBRIMS faculty
Is conscious of teaching, research and administration quality
To continuously improve all round productivity

Every member of student fraternity
Is guided by quality in every activity
To continuously improve all round productivity

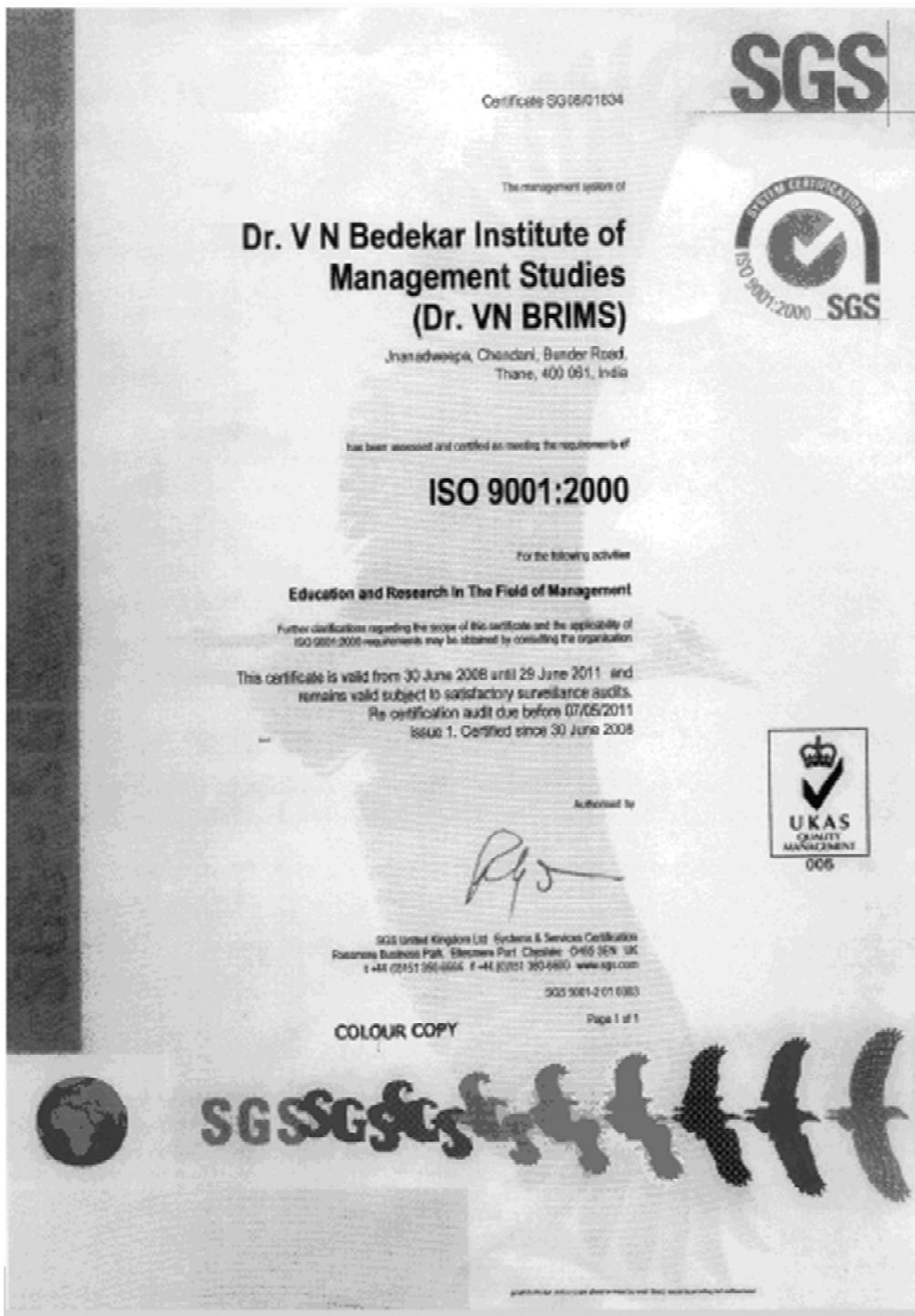
Every member of the Managing Trustees is obsessed with quality
Deftly leading every activity
To continuously improve all round productivity

Every member of VNBRIMS is committed to
excellence, innovativeness and creativity
To continuously improve all round productivity

VNBRIMS is a role model says Narayana Murthy
VNBRIMS vows by Quality
To continuously improve all round productivity

- Dr. Guruprasad Murthy
Director-General, DR VN BRIMS

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Vidya Prasarak Mandal, Thane Trustees

Dr. V. V. Bedekar

Shri H. T. Thanawala

Shri S. K. Joshi

Shri S. V. Vengurlekar

Managing Committee

Dr. V. V. Bedekar	<i>Chairman</i>
Shri M. Y. Gokhale	<i>Treasurer</i>
Shri Uttam Joshi	<i>Secretary</i>
Shri J. N. Kayal	<i>Jt. Secretary</i>
Shri M. N. Patil	<i>Member</i>
Shri S. V. Karandikar	<i>Member</i>
Shri D. G. Joshi	<i>Member</i>
Dr. A. N. Bapat	<i>Member</i>
Smt. A. A. Bapat	<i>Member</i>
Shri Aniruddha Joshi	<i>Member</i>
Dr. Mahesh Bedekar	<i>Member</i>

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Governing Board

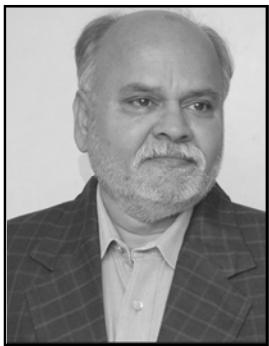
Dr. V. V. Bedekar	Chairman, Vidya Prasarak Mandal
Shri. S. V. Karandikar	Member, Vidya Prasarak Mandal
Shri Uttam Joshi	Secretary, Vidya Prasarak Mandal
Shri M.Y. Gokhale	Treasurer, Vidya Prasarak Mandal
Dr. Guruprasad Murthy	Director - General, DR VN BRIMS
Dr. P. M. Kelkar	Director, DR VN BRIMS
Shri. Ajit Paranjape	Director, Leica Division, Lab India Instruments Pvt Ltd.
Dr. S. Siddhan	Business Advisor to the Board, Arch Pharmalabs Ltd.
Dr. Vishnu Kanhere	Chartered Accountant & Management Consultant
Shri. R. V. Prabhudesai	Managing Director, Pitambari Products Pvt. Ltd.
Shri. Ulhas Nimkar	Managing Director, Texanlab Laboratories Pvt. Ltd.
Shri G. G. Sathe	Chartered Accountant

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Chairman's Message



I have great pleasure in presenting my thoughts for the MMS prospectus. Today DR VN BRIMS, though amongst the youngest institutions in the city conducting the MMS program, boasts of an excellent infrastructure, well – equipped library, State-of-the-Art Information Technology Centre, umpteen software packages like, to mention a few, SPSS, Tally, CMIE Prowess, Manupatra, J-STOR, EBSCO. DR VN BRIMS also provides uninterrupted leased line Internet access to stimulate intellectual activities to be ventured into by teachers and students. Above all there is a continuous effort to be abreast of changing times and a dynamic business environment on account of liberalisation, globalisation and privatisation. Students and teachers at DR VN BRIMS work in a Wi-fi environment and are provided with various facilities to make learning a pleasant and enjoyable experience. Two years of tough training with strict quality standards makes the DR VN BRIMS-MMS students rather unique, special and exclusive. Now, they are eagerly awaiting the recruiters for proud absorption.

DR VN BRIMS focuses attention not merely on acquisitions of skills, technical and conceptual, but also lays stress on the building of pro active, healthy, mindsets to handle emerging situations through a positive approach to life. In addition, through discourses on Indian Heritage and Management, DR VN BRIMS makes an effort to mould students' thinking and tries to develop holistic personalities – future leaders of business and industry– Managers, Management Thinkers and Entrepreneurs. The two year full time MMS degree program adopts a variety of approaches to develop students. Our learning and teaching processes transcend beyond the prescribed syllabus. Students are well equipped to work under pressure with positive mindsets and are trained to serve with pleasure. I am sure that recruiters will find our young, talented and trained students as invaluable human resources very suitable for placement. At a time when India is on its march to become a super economic power it is necessary that we have a 'large reservoir on management talent' available to help the country ride on the crest of the wave of high rates of annual economic growth–eight to nine per cent per annum. Young managers with the right skills, attitudes and above all motivation have to bring to fore their resources, initiative and capabilities to convert resources into results. I am sure that DR VN BRIMS – MMS students will be able to display their managerial talent and subserve the cause of economic development of our great country. VPM's DR VN BRIMS is committed to this cause.

I look forward to seeing my students entering industry, business, Government, academics and other fields, playing their roles as brand ambassadors of DR VN BRIMS and make our proud alma mater the cynosure of all eyes in the city, country and across 'different continents sooner rather than later', in all their activities.

Dr. Vijay V. Bedekar

Chairman, Vidya Prasarak Mandal, Thane

Dr. Guruprasad Murthy

Director - General, DR V N BRIMS



Dr. Guruprasad Murthy, M. Com. (Bom), Graduate of ICAME (Stanford, USA), Ph.D., LL.M. (Criminal Law), ACFE (USA) former Professor-Director, Jamnalal Bajaj Institute of management studies, University of Mumbai and former Principal, R.A. Podar College of Commerce and Economics, Matunga, Mumbai and is presently Director-General of Dr. V. N. Bedekar Institute of Management Studies (Thane). Dr. Murthy was an NRI

working for Emirates Airlines, Dubai (1994 to 2001). He was also a visiting professor in IIM-Ahmedabad and presently he is a visiting professor in different Management Institutes in India, including S.P. Jain Institute of Management and Research and many other Management Institutes in different parts of the World.

An eminent management expert and a noted authority in Finance and Accounting, Dr. Murthy is a well-known author, researcher, teacher and management consultant to several public and private sector organizations, including the World Bank, all over the World. He is a prolific writer and has several books and research papers to his credit. He has won several national and international awards for his contribution to management from time to time.

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From the Director-General's Desk

MMS Program at DR VN BRIMS will soon enter its third year. Launched in the academic year 2005-2006, DR VN BRIMS has made every effort to provide quality management education to its students. Over the last five years several events, episodes and experiences have made DR VN BRIMS feel proud of itself . Starting in August 2005 , DR VN BRIMS saw several things happen - students winning 'awards in inter business school' competitions, publications, seminars addressed by eminent personalities including Shri N. R. Narayana Murthy of Infosys. It was indeed a proud day for DR VN BRIMS when at its annual seminar on "Challenges for Indian Multinationals", held on 17th May, 2006, Mr. Narayana Murthy said “..... **You have to showcase a wonderful role model in creating excellent institutions like this.**” This was by no means a mere milestone for any program in its very first year of existence. Similarly DR VN BRIMS staff - teachers, library, administration and information technology centre have all ventured to create a quality policy document to enhance and continuously upgrade and update their service standards in respect of every aspect of DR VN BRIMS. These activities and approaches to improve performance of every stakeholder of DR VN BRIMS continues and that too with unabated vigor and rigor and unstinted support by the management – Vidya Prasarak Mandal – Thane under the enlightened leadership of Dr. Vijay Bedekar and his team of trustees. The students at DR VN BRIMS go through rigorous 'education and training, including a summer placement intercepting their two years of study for the MMS Program. The focus of DR VN BRIMS is on blending different kinds of skills – hard and soft. An effort is made to develop a right balance between different competencies - quantitative and qualitative. Thus, the MMS students at DR VN BRIMS go through tough quality standards with respect to academic inputs, exposure to practices of management in business and industry through visiting faculty and full time faculty who have rich hands on industry experience. Above all, discipline, personality development and character building are mantras of education at DR VN BRIMS. We provide education and training to leaders of tomorrow and hence great care is taken to transcend beyond prescribed syllabus, classroom inputs and routine teaching pedagogy. Special effort is made to provide inputs on Indian Heritage and Management and a lot of attention is given to value based education leading to holistic development of students' personalities. Keeping in mind the pace of economic development of our country – eight to nine percent per annum and also the required high rates of growth for years to come, the wealth producing resources of India have to multiply at above average rate consistently and continuously. Human resources, at all levels of responsibility across different sectors of our economy – primary, secondary and tertiary, need to possess the right competencies to convert inputs into value added higher and higher outputs. Our students are eagerly looking forward to contribute their mite to subserve the cause of economic development of India as future managers in various roles in the country or across the globe. I am sure that with passage of time the unique selling proposition of our students at DR VN BRIMS will find many emulators and that successive batches will prove themselves to make the DR VN BRIMS-MMS a great, glorious and grand product.

Dr. Guruprasad Murthy

Director - General, Dr. V. N. Bedekar Institute of Management Studies (DR VN BRIMS)

Dr. Prabhakar Mukund Kelkar

Director - DR V N BRIMS



Dr P. M. Kelkar is a professional manager with long standing experience in Pharma Industry. He is a product of the prestigious erstwhile University Department of Chemical Technology (Now known as UICT), University of Mumbai. He has completed M.Sc. Tech In Pharmaceuticals & Fine Chemicals at UICT & Ph. D. Tech. Degree in Medicinal Chemistry at the Central Drug Research Institute, Lucknow. He has more than 30 years of rich industrial experience in management cadre and has held several important positions initially R & D of Ciba-Geigy, Roche Products & Johnson & Johnson and later as Quality Assurance & Technical Services Manager for Johnson & Johnson Medical, Asia-Pacific, Singapore. He has several research papers to his credit and is actively associated with Safety, Quality Management & Regulatory Compliance movement. He was an industry member of Academic Council, University of Mumbai and has been the examiner for Ph.D thesis. He was also a member of American Chemical Society, Bombay Chamber of Commerce & Industry and Assocham. He has participated in number of key national and international conferences.

He has visited almost all advanced countries for acquiring and sharing knowledge on R&D, Quality Management issues and Tools, SHE Compliance, Customer Complaint Databases, Customer Service Measurement and Management of Product Recalls.

He has also been the proud Recipient of several awards including:

- ★ Late Raosaheb V.N. Mandlik Prize for Technology (1967),
- ★ GOI Open Merit Scholarship for 3 Years (1967- 70) ,
- ★ UGC, CSIR & NIH Research Scholarships for 7.5 Years (1970-77)

His diverse experience and achievements make him versatile as a Manager, Teacher, Researcher, Consultant and an Expert in his areas of interest.

I welcome you all to Vidya Prasarak Mandal (VPM), Thane's Dr. V. N. Bedekar Institute of Management Studies, Thane. VPM was established as a trust in 1935 to meet primary, secondary and higher educational needs of community in and around Thane. When the Management School started in 1974, it used to run only the evening DMS program and many of the current industry managers have passed out from our institute. But it is only in 2005 that we established Dr. V. N. Bedekar Institute of Management Studies and got AICTE approval to run 2 year full time MMS course affiliated to Mumbai University.

Our Vision is "To be amongst the top management institutes in the country and become the world class center of excellence in learning and innovation driven by social sensitivity and state-of-the-art technology". In last 4 years of our existence, we have worked hard and made every possible move to fulfil this vision.

Now our Institute has rightfully earned place of eminence amongst Management Schools in state of Maharashtra. Our highly experienced and learned management, qualified and dedicated faculty and courteous and ever helpful non-teaching staff are making every effort to create an environment suitable to impart high quality education that will generate successful managers of tomorrow. Our efforts were well rewarded when we received ISO 9001-2000 Certification from SGS in 2008 demonstrating that our systems meet world-class standards of operation.

We deliver education not only through class-room learning and but also make sure that the syllabus is covered 100%. This year, we have had several discussions with industry members and educationists to identify gaps that exist in current Mumbai University MMS syllabus and the Industry Expectations. We have now made plans to bridge those gaps through extra coaching, cross-functional and interdependent learning. You will see those gaps being addressed during this academic year. We are perhaps the only management institute which works as per the teaching pedagogy which is researched and developed by our qualified teachers under expert's guidance.

We boast of our infrastructure the details of which are given on page — of this prospectus. Our campus is busy with activities such as daily classes, guest lectures, yearly workshops and seminars. Our Research Wing headed by the Director General Dr. Guruprasad Murthy guides us in perfecting education delivery and takes care of all publications on workshops, seminars as well as Dr.V. N. Bedekar Research Volumes. Details of these seminar proceedings and books are available on our institute's website www.vpmthane.org

As you will realize out during the next 2 years, Mumbai University MMS Syllabus is quite exhaustive and one has to put in lot of hard work in developing an in-depth understanding of various management subjects, provide continuous attention to class-room studies, internal assessments, intensive summer projects in industry and specialization projects again preferably in industry.

Even in this challenging time, our placement cell constantly works towards getting the industry recruiters on site to assist you in your career but we also seek your support to be successful. You need to assist your teachers in your own personality development through presentations, participation in workshops and seminars, business quiz and other competitions held in reputed B-schools.

I wish your stay in our institute works out to be a very useful, rewarding and enjoyable experience. Best Luck!

Dr. Prabhakar M. Kelkar

Director, Dr. V. N. Bedekar Institute of Management Studies (DR VN BRIMS)

Brief History of Dr. V.N. Bedekar Institute of Management Studies

VPM was established in 1935 and it took up the national and humanitarian cause of meeting the urge of young and old, unprivileged to have access to primary and secondary education. VPM as on today is a pioneer educational institute in Thane, enthusiastically and zealously catering to the basic needs of education to nearly 14,000 students everyday, across faculties in Arts , Commerce, Science, Law, Polytechnic and Management Studies.

The Management Institute is 36 years old and was established on 3rd July 1973. It was then named as Department of Management Studies. It was a sapling planted by Dr. V.N. Bedekar who had the dreams of making Thane a hub of management education par excellence.

Dr. V.V. Bedekar fulfilled the dreams of his father Dr. V.N. Bedekar in the academic year 2005-06. His drive and leadership resulted in the institute getting approval from AICTE to conduct the two year full time MMS program with affiliation to the University of Mumbai. DR VN BRIMS has been given permission by the AICTE to add 60 more students to the MMS Course resulting in 2 Divisions of 60 students each w.e.f. July 2007.



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Our Vision

To be amongst the top management institutes in the country and become the world class centre of excellence in learning and innovation driven by social sensitivity and state of art technology.

Our Mission

- To propagate knowledge to society to the best of our ability.
- To standardize, institutionalize the academic environment.
- To develop promising managers by nurturing their skills.
- To facilitate and empower knowledge with practical approach, while imbibing human values.

Prospectus

Our USP

- *Close Proximity to Thane Station*
- *Sprawling Campus of 13.5 acres*
- *Excellent Infrastructure*
- *State-of-the Art IT Centre*
- *Campus wide Wi-fi Connectivity*

Students' Development

- *Holistic development of students' personalities*
- *Value based education*
- *Focus on Indian Heritage and Management*
- *Focus on Research and Development in management.*

Facilities available for recruiters

- *Pre-placement Talks*
- *Conference Rooms*
- *LCD Projectors*
- *Leased line providing smooth connectivity*

Facilities for learning

- *Excellent visiting faculty who are practising managers in industry and business*
- *Erudite full-time teaching staff, many with industry experience*
- *Excellent library with 9104 books, 92 journals, 15 news papers and 2 databases.*
- *State-of-the-art IT Centre*
- *Wi-fi campus*
- *Library and IT facilities (7am -11 pm)*
- *Access to multi-faculty library (arts, science, commerce, law and polytechnic)*

INFRASTRUCTURE

...Our Assets

CAMPUS:-

DR VN BRIMS boasts of a sprawling campus spread over 13.5 acres of land. The entire campus is Wi-Fi enabled, thus ensuring smooth accessing of knowledge. Nestled in the heart of Thane, DR VN BRIMS enjoys a panoramic view of the railway network with the greenery and picturesque view of the beautiful Parsik hills. DR VN BRIMS Campus turns into a perfect eye-candy during monsoons. In addition the Institute is strategically located very close to the Thane -Belapur Industrial belt.

CLASSROOMS :-

The classrooms at DR VN BRIMS are designed in such a way that students feel at home, 4 fully air-conditioned, spacious and sufficiently ventilated classrooms provide impetus to the learning process at DR VN BRIMS. Every classroom is well-equipped with modern teaching aids such as LCD and overhead projectors.

CONFERENCE ROOMS :-

Apart from the classrooms, DR VN BRIMS has 3 spacious, well-equipped conference rooms for group discussions & meetings .

IT CENTRE:-

DR VN BRIMS has a State-of-the-Art IT Centre with all the facilities to make learning an enjoyable experience. It has sufficient capacity to accommodate 100 students at a time. Dedicated leased lines provide uninterrupted connectivity.

LIBRARY :-

The library holds a rich collection of books, research reports, magazines, journals and periodicals. It is well stocked with around 9104 books and subscribes to 92 (national and international) journals, 15 newspapers and 2 online databases for social sciences and management. Database search services like EBSCO and Proquest JSTOR, RBI publications, e-library are the other facilities that the library provides. External membership facility and extensive work hours (7a.m.-11 p.m.) enable students to gain knowledge according to their convenience .

The collection is updated as per the requests made by the different users. The library is also equipped with 22 computers for better connectivity and several network outlets to enable use of laptops.

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Our Flagship Course
MMS

University of Mumbai, AICTE Approved



Type of the wise who soar but never roam
True to the kindred points of heaven and home.

-William Wordsworth

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CORE FACULTY

Dr. Gururprasad Murthy

Professor / Director - General

Dr. P. M. Kelkar

Professor / Director

R. S. Verma

Reader

Educational Qualification: B. Com., F.I.C.W.A., MBA (Finance& Accounting)

Work Experience:

Over 24 years of industrial experience and 8 years experience in academics Management Accounting, Strategic cost Management, Financial Management General Management

Areas of Interest:

Sukhada Tambe

Reader

Educational Qualification: MLS (MILS), UGC-NET, M.A. (Economics), FDP (IIM-K)

Work Experience:

5 years in academics Human Resources Management, Organizational Behavior, International Finance

Areas of Interest:

Dr. Amol Gore

Reader

Educational Qualification: BE, Master of Science in Engineering, PhD

Work Experience: 4 years in industry & 1 year in academics

Areas of Interest: Operations, General Management

Lt. Col. V. V. Raman

Reader

Educational Qualification: B.Tech (Civil), MBA (HR), MSc (Psychology)

Work Experience: 25 years in Army and 2 years in Industry, 5 years teaching

Areas of Interest: Principles of Management, StrategicManagement, Business Communication, High performance leadership

Dr. A. B. Dhopeshwarkar

Reader

Educational Qualification: M.A., Ph.D (Economics), DHE

Work Experience: 35 years in academics

Areas of Interest: Economics

Prospectus

Dr. V. M. Abraham Reader	Educational Qualification: B.Sc. PGDM (FAM), MBA, Ph.D. Work Experience: 35 years in industry Areas of Interest: General management, Marketing Management
Maheshwari Rajan Lecturer	Educational Qualification: B.Com, A.C.A. Work Experience: 4 Years in academics Areas of Interest: Management Accounting,
Suman Mathur Lecturer	Educational Qualification: B. Sc., B. Ed., MCA Work Experience: 14 years experience in academics and software development Areas of Interest: Software development
Gitanjali Kapoor Lecturer	Educational Qualification: M.A. (Economics), M. Phil PGDBA Work Experience: 2 years in academics Areas of Interest: Economics, Marketing Management
Suchitra Phadnis Lecturer	Educational Qualification: B. Com , M.A. (French), Special Diploma in teaching French Work Experience: 4 years in academics Areas of Interest: General Management, French Language
Seema Agarwal Lecturer	Educational Qualifications: BSc (Biology), MBA (Marketing) Work Experience: 3 years in academics Areas of Interest: Marketing management and General Management
Saroj Mishra Lecturer	Educational Qualification: MSc. (Mathematics), B.Ed Work Experience: 2 years in academics Areas of Interest: Operations Research, Business Mathematics
Sandeep Bhavsar Librarian	Educational Qualification: B.Com, M.L.I.SC, Diploma in Advanced Software Technology (DAST), MAH-SET Work Experience: 4.5 years Areas of Interest: e-resources, Open Source Software

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SUPPORT TEAM

Deepak Gokhale	-	Administration
Kishor Nimkar	-	Administration
Deepti Gokhale	-	Administration
Anil Karandikar	-	Placement Cell
Deepali Hindalekar	-	Library

Prospectus

VISITING FACULTY

Name	Qualifications
❖ Mr. Agnihotri Deepak	B.Com., MBA (University of Missouri, USA)
❖ Prin. Bhide Y.B.	M.Com., D.B.M. (JBIMS)
❖ Ms. Bhalerao Radhika	B.Com., MBA (Finance)
❖ Mr. Chitnis Kailash	B.Com. (Hons), MBA
❖ Mr. Dixit Subhash	M.E., DBM (JBIMS)
❖ Ms. Gaikwad Purva	B.Sc., B.Ed , MMS, UGC-NET
❖ Mr. Ganatra G.K	B.E.(Mech), M.Tech. (Production) from U.K.
❖ Mr. Gokhe B.M.	B.Tech.,(Agril Engg.), M.Tech.(Agril Engg), MMS (Marketing)
❖ Mr. Gupte Virendra	B.A.,LLB,DIM, Diploma in French
❖ Mr. Joshi M.D.	B.Sc. (Chem), L.L.M., PGDPM & IR, PGDHRD, DLC on IPR
❖ Mr. Kelkar Suman	M.Sc.(Mathematics), IIT – Bombay, CAIIB, PGDCM
❖ Mr. Krishnamoorthy M.	M.Com., ACA
❖ Mr. Krishnan S.	B.A, M.A., DCA, PGDPM
❖ Mr. Mali Prashant	MCA, MBA, CISSP, OCP-DBA, CNA, LLB
❖ Mr. Mehta Jigar	MMS(Marketing)
❖ Mr. Murdeshwar D. M.	B.Sc.(Hons), D.B.M, LLM,C.S.(Inter)
❖ Mr. Nijasure K.K.	M.Com., CA
❖ Mr. Pal Kaustubh	B.E., MMS

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❖ Mr. Patil Suresh	M.Com, PGDPM, PGDTD
❖ Dr. Patkar Vilasini	M.Com., DHE, PhD
❖ Mr. Parsuraman A.R.	M.Com., FICWA, ACS, DMS, MFM (JBIMS)
❖ Mr..Patwardhan A.R	B.Com., LLB, MLS (MILS)
❖ Mr. Phanse Sameer	B.E. (Electrinics), MMS
❖ Ms. Prabha Laxmi	M.Com. (Gold Medalist)
❖ Ms. Prabhu Alka	B.Sc., DMS, MMM
❖ Mrs. Raj Mala	BFA, MBA (Marketing)
❖ Mrs. Roy Dolly	B.Com., M.Ed., & MBA
❖ Mr. Sabherwal P.K	B.E. (Hons) (Mech), PGDIM, PGDBM, SMP (IIM-A), TMP (IIM-A)
❖ Mrs. Shastri Neelima	M.Sc.(Stats), Diploma in computers
❖ Mr. Shenoy Ajit	B.E.(Production), MMM
❖ Mr. Singh Amitpal	B.M.S., MMS (Finance)
❖ Mr. Singh Rajkumar	M.Com., MMS(Finance)
❖ Mr. Soun Kuldeep Singh	B.Com.,MHRDM
❖ Mr. Thakar Chandrashekhar	B.Com., MSW, LLB
❖ Mr. Thatte Rajeev	B. Pharm, MMS, (JBIMS) SMEDP (IIM-A)
❖ Mr. Vieira Arloph	M. Pharm (Bom.), MAM
❖ Ms. Wagh Manisha	B.Com., LLM
❖ Mr. Yadav Girish	B.Tech, (Comp. Science), MFM (JBIMS)

Prospectus

MMS PROGRAM INFORMATION

Admission :

Admissions to the 2 year full time MMS Degree Program will take place through the centralized admission procedure laid down by the DTE Mumbai, Maharashtra State.

Fees :

The interim fees at the institute for the academic year 2009-10 is Rs. 97,000/- plus other fees as levied by University of Mumbai.

A proposal has been submitted to the Shikshan Shulka Samiti for final fixation of fees for the academic year 2009-10 .The difference in fees, if any, should be paid by the students as and when that is declared by Shikshan Shulka Samiti.

Eligibility :

Basic Qualification: In order to secure admission to first year of two year full time MBA/ MMS program, the candidate should fulfill the following eligibility criteria.

Passed with minimum of 45% marks in aggregate (40% in case of backward class candidates from Maharashtra state only) in any Bachelor's degree of minimum three years duration in any discipline recognized by the Association of Indian Universities.

OR

Appeared for the final year examination of any Bachelor's degree of minimum three years duration in any discipline recognized by the Association of Indian Universities.

[N.B. Candidates appeared for final year examination fulfilling the remaining eligibility criteria will be offered provisional admission subject to the condition that they will pass the examination with the required percentage of marks on or before 31st August 2005.]

Eligibility criteria would be as per the direction laid down by the Government of Maharashtra and the University of Mumbai Authorities from time to time. The candidates must produce the mark sheets for the qualifying examination on or before 31st December, and the provisional eligibility certificate on or before 7th September. If the candidate fails to produce the above he/she will be ineligible for admission to the course. (as per the directions of the Government of Maharashtra.)

Candidates who are graduates of University of Mumbai will be required to produce a transference certificate from the constituent college of the University last attended by them.

Candidates who are graduates of other Universities will be required to produce at least a provisional statement of eligibility issued by the Registrar, University of Mumbai, declaring them eligible for admission to the course.

The candidates would be advised by the office about the fees payable for the eligibility certificate/migration certificate.

About the MMS Degree Program

CALENDAR OF SEMESTERS

First Semester	August to November
Third Semester	July to November
Second / Fourth Semesters	January to April

The above calendar will be subject to changes as may be necessary or prescribed by the University or other competent authorities from time to time.

- a) No Transfer in Second Year MMS Program from one institute to another will be allowed.
- b) Students are informed that for granting of the terms / semester the minimum attendance required is 75% in each subject, failing which they will not be permitted to appear for the ensuing semesters' end examination.

Exemptions

No exemption in any course is allowed even if the applicant has studied similar courses in any other program.

Evaluation, standard of passing & award of degree

The assessment of candidates for the first two semesters is conducted by the Institute and for the third and fourth semesters by the University/Institute as indicated in the Annexures.

In order to pass in a course/paper in any semester, a candidate is required to obtain a minimum of 50% marks assigned to that course/paper.

Candidates successfully completing the program will be awarded Degree by the University of Mumbai. To successfully complete the programme, the candidate must obtain a minimum of 50% of the total marks assigned to each course of the program.

Declaration of the results will be only in two categories, pass – eligible for the award of Degree or fail – not eligible for the award of Degree.

University of Mumbai Circular No. UG/238 of 2009 dated 24th June 2009

R 1770-B

- i) In order to pass in a University Assessment / Internal Assessment in a subject / paper in any term (Semester in the case of the M.M.S. degree course), candidate must have obtained a minimum of 50% marks.
- ii) A candidate obtaining less than 50% marks in more than two papers in any one semester is declared to have failed in that semester and shall not be permitted to proceed to the next semester. He/She will however, be eligible to repeat the same semester in the following year, by re--registering himself/herself in the next academic year and paying the course fees, as prescribed.

- iii) A candidate obtaining less than 50% marks in two or less than two papers in the first term (Semester) examination be permitted to attend the second term (Semester) of the first year; however, he/she will be required to pass in those respective papers (two or less) in the supplementary examination, which will be held at the end of first year, failing which he/she will not be permitted to proceed to third semester (in the second year of the M.M.S. degree course). Such supplementary examination can be held latest upto first week of July, as per individual institution's convenience and students are expected to report at the campus for 2nd year (Semester III) latest by 15th July. Hence supplementary examination can be held on or before first week of July and upon passing of which, they can resume third semester.
- iv) A candidate failing in two or less than two subjects in the first or second term (Semester) examination will be required to reappear in the supplementary examinations to be hold at the end of the first year, by the Institution conducting M.M.S. course. This supplementary examinations will be held (For the first and second term together) only once in a year, at the end of theyear. Failure to pass in any one or more subjects in the supplementary examinations will disqualify the candidate from proceeding to second year as he will be declared as 'fail' and will be required to re-register for the first and or second term (semester) as the case may be in the next academic year.
- v) In order to be eligible for admission to the third semester (in the second year), a candidate must have passed in all the papers of the first and second semester examinations conducted by the Institution.
- vi) Third or Fourth semester examination for which assessment is done by the Institution (Internal Assessment) : A candidate failing into two or less than two subjects in the 3rd and 4th semester of both for which assessment is done by the Institution (Internal Assessment) will be required to appear in the supplementary examinations in the subjects. These supplementary will be held by the Institution conducting the M.M.S. course, for the 3rd and 4th semester together, only once in a year at the end of the year.
- vii) Third or Fourth semester examination for which assesment is done by the University: At present, University Examination are held once a year (a) For Semester III in December, (b) For Semester IV in May. Student failling in any of the University papers has to wait for one year. Since these students get employed soon after Semester IV examination (i.e by 1st June), it is suggested that the University Examination) of Semester III be hold once again in May after Semester IV examination, and Semester IV examination once again be held in December after Semester III Examination. In other words, exams in respect of University Assessment subject also be held twice a year, instead of once, which will reduce waiting time of the students who have failed in the original exam by around 6 months. This will

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facilitate convenience of the students, who are employed immediately upon completion of M.M.S. programme.

Details regarding the minimum passing standing in respect of the subject covered under University Assessment (UA)-60 marks and Internal Assessment (IA)-40 marks is as follows:

a) University Assessment 30 out of 60	50%
b) Internal Assessment 20 out of 40	50%
(Consisting of (a) Mid Term Test, (b) Presentation, (c) Project (d) Attendance)	
Total (a + b) Aggregate 50 out of 100	50%

(This is to ensure that on par with all other subject minimum aggregate passing standard is maintained i.e. @ 50% - 50 marks out of 100)

Subjects covered are as follows

- 1 3.0.1. International Business
- 2 3.1.1. Marketing Strategy
- 3 3.2.1. Advanced Financial Management
- 4 3.3.1. Organizational Theories and Structured Design
- 5 3.4.1. Operations Planning and Control
- 6 3.5.1. Software Engineering
- 7 4.1 Management Control System

Prospectus

UNIVERSITY OF MUMBAI

ARE YOU A CANDIDATE APPEARING FOR UNIVERSITY EXAMINATIONS THIS YEAR ? IF SO, ATTENTION PLEASE.

You will benefit by READING SLOWLY AND CAREFULLY the following :-

1. **You know** Examinations are to test your knowledge. **USE OF UNFAIR MEANS** like copying and helping to copy in the Examination Hall is a Malpractice. You are punishable under law, if you help in the use of unfair means, you will attract the attention of **MAHARASHTRA ACT No. XXXI OF 1982**.
2. **Please write your correct Seat Number at the place provided at the Centre of Answer book only.** And confirm that you have written your correct Seat Number. If the Seat Number is written wrongly the student will be solely responsible for errors in result and representation will not be considered.
3. Please note that your answer-books are sent under code numbers to the examiners. Hence, **Do not WRITE** your Seat Number at any place in the answer book, except at the Centre of Answer book where space is provided for candidate's seat number.
4. **Do not** give undue pressure while writing your seat number at the Centre of Answer book. Such an act on the part of the candidate amounts to revealing identity.
5. Students must struck off (by pen) the blank portion of every page, all blank pages of the answerbooks as well as supplement (if any) after completion of writing answers to the questions.
6. **DO NOT REVEAL YOUR IDENTITY IN ANY FORM IN THE ANSWERS WRITTEN BY YOU OR IN ANY OTHER PART OF THE ANSWER BOOK.**
7. Writing your number or name or putting your signature is revelation of identity. USE of religious invocations of any writing that is not relevant to the answers, outside the part of the answers will be treated as attempts to reveal identity.
8. **Though** underlining of answers for focussing attention is permitted, use of varied inks, except for illustrations and figures must be avoided. **DO NOT** use any symbol like **encircling** the question or using colour arrows for P.T.O.; these will all be considered as attempts to readily identify the specific answer book.
9. **The answer-books** will be scrutinised before sending to examiners. 'If the University' authorities are convinced that any candidate has attempted to reveal his/her identity by specific means, stated above or by any other means the answer-books may not be sent to the examiner for evaluation and the candidate's name reported for use of unfair means.
10. **Bringing written notes and printed pages to the Examination Hall during the theory and practical examinations is an offence.** "It was in your pockets or handbag and you did not notice, or that you did not make use of it" is no excuse. Possession of any written notes and printed matter or a subject of the Examinations, inside the Hall is improper and illegal.
11. **Possession of "PAGER & MOBILE TELEPHONES"** in the Examination Hall during the theory and practical examinations is strictly prohibited. If the candidates are found in possession of the "PAGER & OR MOBILE TELEPHONES OR ANY

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OTHER SIMILAR DEVICE" while in the examination, such act on their part will be considered as use of unfair means.

12. **Avoid writing on your palms, on the body, or on the clothes.** If you are seen with such writing, inside the Hall, you are liable for punishment.
13. **Any evidence of written/printed matter in your possession in the Examination Hall can LAND YOU IN THE JAIL.** "I am sorry, I did not know" will not cut any ice with the authorities.
14. **DO NOT COPY answers from neighbour students.** DO NOT ask others in the Hall for answers. If caught, you can be punished with IMPRISONMENT for six months, and/or fine upto Rs. 500/-.
15. **DO NOT ALLOW other candidates to copy from your answerpaper.** DO NOT lend him/her your answer book, even, if he/she is a very good friend or close relative. Helping others is as much an offence as copying by yourself. The punishment will be the same : IMPRISONMENT for six months, and/or fine upto Rs. 500/-
16. **If caught in any malpractice** indulged by you or in helping others, you will be taken to POLICE Station immediately. Same treatment, whether you are male or female.
17. **DO NOT BRING WRITTEN ANSWER BOOKS into the Examination Hall.** If caught, you are liable for punishment under MAHARASHTRA ACT No. XXXI of 1982 and Maharashtra Universities Act, 1994.
18. **DO NOT SEND YOUR FRIEND OR ANY OTHER PERSON TO APPEAR IN THE EXAMINATION ON YOUR BEHALF.** Both will be liable for punishment under the MAHARASHTRA ACT No. XXXI of 1982 and Maharashtra Universities Act. 1994.
19. **All offences in the Examination Hall are NON-BAILABLE and cognisable.** Trial in Court shall be summary. Your name may appear in the newspaper for your malpractice.
20. **In addition to Police action, and punishment under the Maharashtra Act XXXI, 1982,** the University will also enquire into your use of unfair means. The University also will punish you, by declaring your result for the Examination void, and by debarring you for subsequent Examinations.

If you practice UNFAIR MEANS, YOU ARE A LOSER ALL THE WAY. You fail in the Examination, you are debarred, you are punished by the Court and you CANNOT SHOW YOUR FACE to friends, relatives and neighbours.

STUDY WELL, WORK HARD, WRITE EXAMINATIONS ON YOUR OWN. YOU WILL COME OUT WITH FLYING COLOURS.

We wish you the **BEST OF LUCK** in the Examination.

MUMBAI - 400 098.
SEPTEMBER, 2005.

PRAKASH J. WANIS
O.S.D.-CUM-CONTROLLER OF EXAMINATIONS

Prospectus

SEXUAL HARASSMENT SUPREME COURT GUIDELINES

The GUIDELINES and NORMS prescribed herein are as under:

HAVING REGARD to the definition of “human rights” in Section 2 (d) of the Protection of Human Rights Act, 1993.

TAKING NOTE of the fact that the present civil and penal laws in India do not *adequately* provide for specific protection of women from sexual harassment in workplaces and that enactment of such legislation will take considerable time.

It is necessary and expedient for employers in workplaces as well as other responsible persons or institutions to observe certain guidelines to ensure the prevention of sexual harassment of women:-

1. Duty of the employer or other responsible person in workplaces and other institutions:

It shall be the duty of the employer or other responsible person in workplaces or other institutions to prevent or deter the commission of acts of sexual harassment and to provide the procedures for the resolution, settlement or prosecution of acts of sexual harassment by taking all steps required.

2. Definition:

For this purpose, sexual harassment includes such unwelcome sexually determined behavior (whether directly or by implication) as:

- (a) physical contact and advances;
- (b) a demand or request for sexual favours;
- (c) sexually-coloured remarks;
- (d) showing pornography;
- (e) any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Where any of these acts is committed in circumstances whereunder the victim of such conduct has a reasonable apprehension that in relation to the victim's employment or work whether she is drawing salary, or honorarium or voluntary, whether in government, public or private enterprise such conduct can be humiliating for instance when the woman has reasonable grounds to believe that her objection would disadvantage her in connection with her employment or work including recruiting or promotion or when it creates a hostile work environment. Adverse consequences might be visited if the victim does not consent to the conduct in question or raises any objection thereto.

3. Preventive steps:

All employers or person in charge of workplace whether in the public or private sector should take appropriate steps to prevent sexual harassment. Without prejudice to the generality of this obligation they should take the following steps:

Vishaka v. State of Rajasthan (Verma, C.J.)

- (a) Express prohibition of sexual harassment as defined above at the workplace should be notified, published and circulated in appropriate ways.
- (b) The rules/regulations of government and public sector bodies relating to conduct and discipline should include rules/regulations prohibiting sexual harassment and provide for appropriate penalties in such rules against the offender.
- (c) As regards private employers steps should be taken to include the aforesaid prohibitions in the standing orders under the Industrial Employment (Standing Orders) Act, 1946.
- (d) Appropriate work conditions should be provided in respect of work, leisure health and hygiene to further ensure that there is no hostile environment towards woman employee should have reasonable grounds to believe that she is disadvantaged in connection with her employment.

4. Criminal proceedings:

Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the employer shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.

In particular, it should ensure that victims, or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment. The victims of sexual harassment should have the option to seek transfer of the perpetrator or *their own transfer*.

5. Disciplinary action:

Where such conduct amounts to misconduct in employment as defined by the relevant service rules, appropriate disciplinary action should be initiated by the employer in accordance with those rules.

6. Complaint mechanism:

Whether or such conduct constitutes an offence under law or a breach of he service rules, an appropriate complaint mechanism should be created in the employer's organization for redress of the complaint made by the victim. Such complaint mechanism should ensure time-bound treatment of complaints.

7. Complaints Committee:

The complaint, mechanism referred to in (6) above, should be adequate to provide, where necessary, a Complaints Committee a special counsellor or other support service; including the maintenance of confidentiality.

The Complaints Committee should be headed by a woman; and not less than half of its members should be women. Further, to prevent the possibility of any undue pressure or influence from senior levels, such

SUPREME COURT CASES (1997) 6 SCC

Complaints Committee should involve a third party, either NGO or other body who is familiar with the issue of sexual harassment.

The Complaints Committee must make an annual report to the Government Department concerned of the complaints and action taken by them.

The employers and person-in-charge will also report on the compliance with the aforesaid guidelines including on the reports of the Complaints Committee to the Government Department.

8. *Worker's initiative:*

Employees should be allowed to raise issues of sexual harassment at worker's meeting and in other appropriate forum and it should be affirmatively discussed in employee meetings.

9. *Awareness:*

Awareness of the rights of female employees in this regard should be created in particular by prominently notifying the guidelines (and appropriate legislation when enacted on the subject) in a suitable manner.

10. *Third-party harassment:*

Where sexual harassment occurs as a result of an act or omission by any third party or outsider, the employer and person-in-charge will take all steps necessary and reasonable to assist the affected person in terms of support and preventive action.

11. The Central/State Governments are requested to consider adopting suitable measures including legislation to ensure that the guidelines laid down by this order are also observed by this order are also observed by the employers in private sector.

12. These guidelines will not prejudice any rights available under the Protection of Human Rights Act, 1993.

Action against ragging: Maharashtra Prohibition of Ragging Act 1999 which is in effect from 15th May, 1999 has the following provisions for Action against Ragging.

- a) Ragging within or outside of any educational institution is prohibited,
- b) Whosoever directly or indirectly commits, participates in, abets, or propagates ragging within or outside any educational institution shall, on conviction, be punished with imprisonment for a term up to 2 years and / or penalty, which may extend to ten thousand rupees.
- c) Any student convicted of an offence of ragging shall be dismissed from the educational institution and such student shall not be admitted in any other educational institution for a period of five years from the date of order of such dismissal.

- d) Whenever any student or, as the case may be, the parent or guardian or a teacher of an educational institution complaints, in writing, of ragging to the head of the educational institution, the head of educational institution shall, without prejudice to the foregoing provisions, within seven days of the receipt of the complaint, enquire into the matter mentioned in the complaint and if, prime facie, it is found true, suspend the student who is accused of the offence, and shall, immediately forward the complaint to the police station having jurisdiction over the area in which the educational institution is situated, for further action. Where, on enquiry by the head of the educational institution, it is found that there is no substance, prime facie in the complaint received, he/she shall intimate the fact, in writing, to the complainant. The decision of the head of the education institution shall be final.
- e) If the Head of the educational institution fails or neglects to act in the manner specified in section "d" above when a complaint of ragging is made, such person shall be deemed to have abetted the offence and shall, on conviction, be punished as provided for in section "b" above.