



Lagdu Singh Charitable Trust's (Regd.)

**THAKUR INSTITUTE OF
MANAGEMENT STUDIES & RESEARCH**

(Approved by AICTE, Govt. of Maharashtra & Affiliated to University of Mumbai)

• ISO 9001 : 2015 Certified

• Accredited with A+ Grade by National Assessment and Accreditation Council (NAAC)

C - Block, Thakur Educational Campus,
Shyamnarayan Thakur Marg, Thakur Village,
Kandivali (East), Mumbai - 400 101.

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Course Outcome for MMS Batch 2020 - 22

SN	Course	CO1	CO2	CO3	CO4	CO5
Sem I						
1	Organisation Behaviour	Define basic organizational behavior principles, and describe how these influence behavior in the workplace	Illustrate critical thinking and analysis skills through the use of management case studies and small group exercises	Articulate own management style as it relates to influencing and managing behavior in organization systems		
2	Perspective Management	Describe terminologies and process of Perspective Management	Understanding of Perspective Management so as to enable the students shoulder responsibilities in the ever changing global arena	Understanding industry analysis and sustainable competitive advantage		
3	Managerial Economics	Describe the theory and practice of Managerial Economics	Students develop and understanding of a businessman need to locate various factors affecting demand of his product and plan marketing and business strategies accordingly ²	Students analyze the relationship between costs, revenue, profits and losses	Students differentiate between various pricing practices	Students analyze the various market forms and their impact on the economy and business
4	Financial Accounting	Define the basic concepts of accounting and financial statements	Ability to apply the principles and concepts of accounting in preparing the financial statements			
5	Business Statistics	To know statistical techniques	To understand different statistical tools.	To understand importance of decision support provided by analysis techniques	To apply it in business situations using caselets, modeling, cases and projects.	

6	Operations Management	Explain operations management principles	Identify the roles and responsibilities of operations managers in different organizational contexts	Analyze issues related to basic operating principles		
7	Personal Grooming / Personal Effectiveness	To students will be able to understand their values and Goals	To summarize knowledge about being good team player	Develop an ability to deal with pressure effectively		
8	IT Skills for Management and Technology Platform	Explain different components of Information Technologies - Hardware, Software, Internet, Network, Security, Applications, Databases etc	Use Software Applications for improving efficiencies, effectiveness and decision making	Explain components of internet and related technologies		
9	Effective and Management Communication	Understand mechanics behind the communication process, difficulties experienced in communication	Identify different types of communication, impedance due to extraneous factors called "barriers"	Understand correct and effective Report writing techniques	Explain communication in groups, guidelines to improve performance/effectiveness in group interactions	
10	Business Ethics	Describe the basis and basics of Ethics	To understand the compulsive connection between Business and Ethics. How does it help the Business.	Summarize the importance and respect for ecological environment, green legislations	Knowledge and respect for Law and natural justice in business. Appreciating the role and importance of respecting the tenets of Natural Law in Business.	
11	Ecommerce	To understand basic concepts of online business	To know insides of Ecommerce	To know how technology helps bridging gaps in business		

12	Introduction to Creativity and Innovation Management	Students understand the difference and relationship between such terms as creativity, invention , innovation etc	Students can describe various tools and approaches to stimulating creativity and innovation. Some of these could include – Viewing from Multiple (stakeholder perspective), Lateral Thinking, 6 Thinking Hats, Brainstorming, Use of Analogies and metaphor, Problem reframing etc	Students develop and understanding of the various problems faced in managing an innovation project in an organizational context and how can it be managed effectively as a project		
13	Foreign Language (Other than English)	Preparatory foundation to be able to progress towards learning the language	Have a high comfort level if visiting any foreign country or if entertaining any foreign visitors to India			
14	Negotiation and Selling Skills	To explain negotiation frameworks	Students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales			
15	Information Technology for Management	Explain basic concepts and components of IT	Understand different application of computer and IT in business	Application of IT across the industries		



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Sem II						
16	Marketing Management	Apply knowledge of management theories and practices to solve business problems.	Able to use analytical and critical thinking abilities for data-based decision making	Understand value based leadership ability	Understand, analyze and communicate global, economic, legal, and ethical aspects of business.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
17	Financial Management	Understanding the basic concepts of corporate finance and Indian financial system	Ability to analyse the financial statements of companies using ratios	Ability to calculate the working capital requirements; analyse working capital policies and understanding operating and cash cycle	Ability to prepare pro-forma financial statements and calculate the EFR	Ability to use various evaluation techniques like NPV, IRR, PI, payback period etc. for evaluating capital expenditure decision
18	Operations Research	Identify and develop operational research models from the verbal description of the real system	Understand the mathematical tools that are needed to solve optimization problems	Understand how to translate a real-world problem, given in words, into a mathematical formulation		
19	Business Research Methods	To understand the importance of research and various methods that researcher used to investigate problems	Applying Modern Analytical tools for Business Management Decisions	To interpret the data to make meaningful decisions	To use Scientific Methods of research for better business decisions	
20	Human Resource Management	Students will be able to define the concepts of HRM	Students will be able to plan right recruiting methods and selection process for successful staffing practice	Design appropriate training programs and evaluate the training programmes to understand how beneficial training to the organization	Apply right performance appraisals and develop performance based compensation. Endeavor for good employer relation	

21	Legal & Tax Aspects of Business	Correlate the legal issues and problems with applicable act under the course.	Apply legal problem solving skills and concepts, including diagnosing a problem	Determine the need for planning factual investigation, identifying and formulating relevant legal theories, generating alternative solutions and strategies, developing & implementing a plan of action		
22	Cost & Management Accounting	Students explain the elements of cost and differentiates between the role of cost accounting, Management accounting and Financial Accounting.	Prepares the cost sheet, Computes the Cost	. Apply tools and techniques of Cost and management accounting for Decision making (Marginal, Standard, Budget, ABC, Responsibility Accounting)	Explains basics of Target Costing, Lifecycle Costing, Environmental Costing, Service Costing	
23	Business Environment	Students will develop basic understanding of concepts in the marketing with respect to historical development of the subject	Making students familiar with the Fundamental concepts and vocabulary or practices from business perspective in the Organization.	Helping students to focus on Important issues related to success in consumer buying behavioral process vis a vis organizational buying		
24	Ethos in Indian Management	To understand the distinctive characteristics of the Indian ethos	To know the meaning of corporate dharma and corporate karma. To understand the significance of Ethics as part of the Indian ethos.	To understand the role of human values and professional values in our decisions and everyday life and business		

25	Corporate Social Responsibility	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	Understand the ways in which CSR interventions can be planned, implemented, monitored and evaluated in an organization	Create an integrated approach to embed CSR within the core business and culture of an organization		
26	Analysis of Financial Management	Understanding the macro factors affecting company's performance	Ability to measure the financial health of a company using cash flow analysis	Understanding the mechanism of calculating cash flow and specific ratios after considering some special items in financial statements		
27	Management Information Systems	Role of Information system in various organization	Role of Information System in analyzing as well as decision making process			
28	Developing teams & Effective Leadership	To understand types of Teams and Team Building Stages	Manage your team, your boss, and your colleagues more effectively			
29	Intellectual Capital and Patenting	To appreciate the meaning of Intellectual Property	Understanding of the philosophical, ideological and Legal framework as used in the context of Intellectual Property			
30	Entrepreneurship Management	Demonstrate an ability to find an attractive market that be can be reached economically	Design a well presented business plan that is feasible for the student	Analyze the SME sector of India and prepare the project report		



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Sem III						
31	International Business	Understanding the scope of International Business,	Students will be evaluating the country attractiveness, impact on business models.	Understand International Finance decisions and impact on operations.		
32	Strategic Management	To appreciate the role of Strategic thinking in changing business environment	To understand the process of Strategy Formulation, Implementation & Evaluation	Focus on application & decision making		
33	Financial Markets & Institutions	Understanding Indian financial system and its components	Understanding the role of RBI in the IFS	Comprehension of SE functioning and various products issued by different financial institutions in primary market of India	Ability to understand different financial products issued in domestic and foreign markets and the working of clearing houses, broking houses, stock exchanges	Understand new markets, products and players
34	Security Analysis and Portfolio Management	Understanding the basics of securities	Understand the risk return analysis	Ability to calculate prices using EMH	Ability to carry on company analysis and valuation of equity shares	Understand the fixed income securities
35	Corporate Valuation and Mergers & Acquisitions	Understanding the basic concepts of valuation and the interplay of factors affecting valuation	Ability to calculate the elements of risk, return and cash flows	Overview of valuation using discounted cash flow methods and ability to calculate the same	Understanding of different alternative methods used in valuation	Ability to calculate the value of a company

36	Financial Regulations	Understanding the financial regulations framework and its significance in financial system	Clarity and understanding the framework of various financial regulatory and statutory bodies	Clarity and understanding of the regulatory framework with respect to SEBI in regulating the capital market	Understanding the regulatory framework of IRDA and CCI	Understanding the significance of FEMA and foreign trade policy regulations framework
37	Derivatives and Risk Management	Understanding the basics of derivatives markets	Understanding the process of pricing and valuation of forwards and futures	Understanding mechanics of options and creating synthetic options	To understand pay off of each strategy	Valuations of options and creating scenario analysis using Excel
38	Banking and Financial Services Institutions	Understanding different kinds of financial services available in Indian financial institutions	Comprehension of various services and products available for retail and corporates by banks in India	Ability to understand different insurance products and plans available in India	Ability to comprehend different mutual fund products and plans available in India	Ability to understand concept of leasing and leasing procedures followed by various Indian financial institutions
39	Investment Banking	Clarity and understanding of the basic concepts of investment banking	Understanding the concept of market intermediaries, support service providers and regulatory provisions of market and security issuance	Understanding the concept of IPO, FPO and important provisions of ICDR		
40	Wealth Management	Apply the concept of wealth management and evaluate the different sources of investment vehicles	Create client profile using investor psychology, need type and expectation of the clients	Demonstrate knowledge and understanding with all areas of the strategic financial planning process		
41	Infra and Project Finance	Understanding of the basic concepts of project planning	Ability to apply the principles and concepts of project analysis – market demand, technical and financial			

42	Strategic Cost Management	Ability to identify activities in an organization and assign the cost of each activity with resources to all products and services according to the actual consumption by each and Ability to prepare profit statement under ABC system	Ability to apply lean costing methods to accounting processes	Understanding the basic concepts of SCM		
43	Commodities Markets	Understanding emergence of commodities markets and its future	Understanding the arithmetic behind commodity derivative prices			
44	Mutual Funds	Understanding the concepts of investing in mutual fund	Ability to select mutual fund schemes	Ability to make financial plan and maximize the wealth of investors		
45	Financial Modeling	In Financial Modeling you learn to gather historical information on companies and analyze company / industry performance on various financial parameters	Based on this model companies / investors can arrive at a suitable valuation for the companies.			
46	International Finance	To Understand international capital and foreign exchange market	Identify risk relating to exchange rate fluctuations and develop strategies to deal with them	Develop strategies to deal with other types of country risks associated with foreign operations	Express well considered opinion on issues relating to international financial management	
47	Training & Development	Students will Understand the needs and implementation of overall development of organization	Describing various methods associated with training and development	To familiarize you with the levels, tools and techniques involved in evaluation of training effectiveness		

48	Compensation and Benefits	To understand the concept of compensation, various elements, inflation, laws related to compensation, variable pay and income tax	Students will Understand business context for reward strategies and preparing strategies	Students will understand legal aspects of C&B		
49	Competency Based HRM and Performance Management	students will be equipped with the provisions under the various labour laws and their application in various organizational sectors	students with clear conceptual knowledge			
50	Labour Laws and Implications on Industrial Relations	students will be equipped with the provisions under the various labour laws and their application in various organizational sectors	students with clear conceptual knowledge			
51	HR Planning and Application of Technology in HR	Students will have a clear knowledge about the HR Planning and forecasting	Students will learn the concept of job analysis and selection	Students understand the nuances of workforce diversity	Students will able to understand the application of technology in HR	
52	O.S.T.D.	Students will understand the organizational design and different factors affecting organizational design	Students will learn the evolution of organizational theories	Students will learn and understand various dimensions of organizational culture and its effect on organizational design		
53	Personal Growth Laboratory	Basics of personality, Meaning of personal growth, meaning of self-awareness and self esteem	Methods of improving creativity, Basics of different type of thinking techniques			

54	Global HRM	Students will have a clear knowledge about the concepts of Ghrm & Shrm	Students will be able to use right recruiting methods and selection process for successful staffing practice respective to SHRM	Design appropriate training programs and evaluate the training programmes to understand how beneficial training to the organization globally	Apply right performance appraisals and develop performance based compensation. Endeavor for good employer relation in strategic perspective	
55	Employee Branding and Employer Value Proposition	Learning factors leading to birth of employee brand	Creation and Operationalization of Employee Brand			
56	HR Analytics	Create buy in for HR analytics driven solutions and decisions	Drive short, long and medium term results through effective application of analytics	Develop strong foundational skills in statistics to deliver quality results	Apply analytics maturity model to plan for your HR's journey	
57	HR Audit	Students will understand the process and implementation of HR audit	Effective utilization of HR scorecard			
58	Employee Relations, Labour Law and Alternate Dispute Resolution	Discuss the history of the IR movement and growth in India	Understanding various methods to solve the conflict. Drafting simple settlement agreements and discuss issues related to enforceability of agreements			
59	Sales Management	Apply the knowledge of sales management in a job	Able to understand the connect with theoretical concepts and work challenges	To understand managing of sales force	To develop selling & negotiation skills	Effective decision making & problem solving in the field of sales
60	Marketing Strategy	To be able to understand the underlying theories in the area of marketing strategies	To be able to analyze the environment and impact over business	To be able to connect the theories and practical challenges		

61	Consumer Behaviour	To recognize trends based on current research related to consumer behavior	To understand the three major influences on customer choice, the process of human decision making in a marketing context, the individual customer make up	Students will gain strategic understanding of the various theories of consumer behavior and will be able to apply this knowledge in formulation of effective marketing strategy		
62	Services Marketing	Students will be able to understand Fundamentals of services	Students will be able to understand Gaps in service delivery	Students will be able to understand use of CRM in customer satisfaction and retention. The students will be able to understand how to use complaints as an opportunity for service recovery and enhance customer loyalty understand how to use complaints as an opportunity for service recovery and enhance customer loyalty		
63	Product & Brand Management	Apply the fundamental concepts of product and brand development and management.	Students will be able to identify, discuss and indicate variables that drive the success of brands and product lines and the interrelationships among these variables.	Students will be better equipped to utilize methods to interpret, relate and evaluate product and brand strategies in an array of customer contexts and competitive contexts.		

64	Digital Marketing	Students will demonstrate knowledge, skills, and abilities in the fundamentals of digital marketing and understand the link to organizational strategy and business success	Students will understand and identify how changing technology impacts the Digital Marketing environment			
65	Retail Management	Students understands key function area of a retail organization	Students define clear objectives for business	Students identifies the challenges of retail environment	Students can design business and marketing plan for a retail organization	Students identifies different requirement for different functional areas
66	Rural Marketing	Able to understand the basic concepts of rural marketing	To analyze some of the challenges and opportunities of rural markets			
67	Marketing Analytics	The students learn and understands how to work out pricing, breakeven analysis, and framing of marketing budgets	To understand the financial implications of various marketing strategies through examples			
68	Customer Relationship Management	To understand concept of the Customer Relationship Management	To acquaint the students with application of CRM for better strategic decisions	To accustom students to CRM practices in various sectors		
69	Marketing Research & Analysis	To understand the purpose of marketing research. To describe a marketing information system and explain how it differs from marketing research	Recap of understanding which the students gained in Business Research Methods			
70	Event Management	To understand various aspects of planning events from the perspective of execution	To understand the financial aspects of conducting an event			

71	Health Care Marketing	To sensitize students to Government policies pertaining to health care	To understand various market forces and its linkages with Health care sector			
72	Distribution & SCM	Understand the structure of distribution and supply chains and the different ways through which supply chains can become competitive in the market	Identifies what decisions companies face in designing, managing, evaluating, and modifying their channels, distribution and supply chain management.	Applies strategies to manage channel and supply chain conflicts		
73	Tourism Marketing	To understand the potential of India for domestic and foreign tourists	To understand the application of ecosystem concept in tourism marketing			
74	Marketing of Banking & Financial Service	To familiarise students with the importance of banking services and NBFCs	To understand the role of customer service and satisfaction in the banking industry			
75	Supply Chain Management	Apply the concepts, knowledge and skills of Supply Chain Management	Apply the basic theoretical framework of Supply Chain Management	Apply basic concepts in logistics, distribution and procurement to supply chain domain		
76	Operations Analytics	Perform supply chain analytics	Define performance metrics	Measure of accuracy in forecasting		
77	Service Operations Management	Apply a range of methods for assessing the needs, expectations and perceptions of customers.	Apply the principles, tools and techniques of service design	Apply the general approaches to, and specific methods for improving service		
78	Manufacturing Resource Planning & Control	Understand concept of Planning & Control of Operations	Apply basic concepts of Planning & Control of Operations in decision making	Implement MRP based projects		
79	Materials Management	Lead-time reduction through streamlined flows of information and products	Continuous improvement of customer service supported by WCM	Lean thinking and WCM approach in Japan		

80	World Class Manufacturing	Students understand the concept of materials management	Students are able to manage and plan material flows.	Students are able to apply techniques of materials management.		
81	Business Process Re-engineering and Benchmarking	Differentiate between Continuous Improvement and Business Process Reengineering	Apply basic concepts of Business Process Reengineering and Benchmarking in the Industry	Implement the project on Business Process Reengineering and Benchmarking in the industry		
82	Technology Management & Manufacturing Strategies	define manufacturing and service frameworks	differentiate between job shops, flow lines, assembly lines and work cells	measure technology impacts on manufacturing processes	Distinguish between Manufacturing control, lean thinking, TOC and JIT.	
83	Strategic Operations Management	Achieving strategic fit between corporate strategy and operations strategy and global economy, Understanding the competitive priorities	Understanding Value chain concept , core competence and distinctive capabilities			
84	Industrial Engineering Applications & Management	To understand the concepts of productivity	To get acquainted with motion study concepts	To know the various techniques of plant layout		
85	Total Quality Management	Interpret the concepts and examples of TQM	Apply the quality management and quality control methods, identify sources of variation and analyze them on charts	Apply quality management and quality control methods, understand sources of variation and identify them on charts		
86	International Logistics	Understanding of International logistics	Understanding of Exports	Understanding of International contracts		
87	Quantitative Models in Operations	To be able to understand the concepts and apply for large scale industry problems				
88	Productivity Management	Use in decision making using	Using in practical scenario			

89	Summer Internship SIP	To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity	Students develop perspective about business organization	They explore opportunities in area of interest	They get an insight into working of real organization	
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Course Outcome for MMS Batch 2020 - 22

SN	Course	CO1	CO2	CO3	CO4	CO5
Sem IV						
90	Project Management (UA)	Introduce students of Management to concepts of Project	Apply and evaluate success parameters of cost, time and quality in project management	Apply various techniques as CPM/PERT/Earned Value Analysis and projected financial statements	Enable student to conceive an idea, evaluate its feasibility and make it workable	
91	Dissertation	Apply knowledge of management theories	Can correlate with the prevailing business environment	Work in team and contribute to organization where working	Able to understand the corporate value system	
92	Commercial Banking	Knowledge and understanding of the history of Indian banking, banking sector reforms and related areas	Understand basic schemes of deposit and credit, dangers of money laundering and usefulness of preventive vigilance	Understand types of credits - term loan and working capital and how to appraise a credit proposal	To understand important banking laws	To know the various risks in banking operations and tools of management of risks
93	Business Analytics	Understand current business challenges and ways to solve them	Evaluate various models with a strong understanding of each model's strengths and weaknesses	Work with real-life data to get a sense of which tools and techniques to apply		
94	Venture Capital and Private Equity	To understand the venture capital and private equity industry globally and the various players involved in the same	To understand private equity investment process starting from fund raising to exiting including PE regulation	To analyze valuation and deal structuring techniques used in venture capital and buyouts		

95	OD and Change Management	Understand the process of change in detail	Impact of change on internal environment and management of the internal environment to make it conducive to change			
96	Strategic HRM	Students will be able to learn and understand the basics of Strategic HRM	Students will be able to learn and understand the basics of competencies and competency based HR practices	Students will learn and understand Strategies for Improving Organizational Effectiveness	Students will be Introduced to HR strategies in international context	
97	Management of Corporate Social Responsibility in Organizations	Basic Concepts of CSR and its relevance to the organization	Detailed knowledge about provisions for CSR in the Companies Act 2013			
98	Integrated Marketing Communications	Understand key advertising and integrated marketing communication concepts and its application in real business situations	Thoroughly describe a range of media and methods available to marketers	Illustrate advertising campaign and role played by ad agencies in these campaigns		
99	Business to Business Marketing	Apply and integrate Business – to- Business marketing theories in a job	Apply major business marketing theories and models to analyze the behavior and needs of organizational customer	Apply a systematic approach to problem- solving and decision making in B2B		
100	International Marketing	To apply different marketing tools and strategies in the context of technology and knowledge-intensive markets	To analyze various strategic marketing decisions in the global markets	To evaluate and design sustainable marketing strategies in global environments		

101	Trends in Marketing	Understanding the impact of key drivers on marketing programs	To understand the marketing issues related to non-profit organizations			
102	Operations Applications and Cases	Apply the various models to identify the inputs, transformation processes, and outputs of an organization	Identify operational and administrative processes	Apply knowledge of business concepts and functions in an integrated manner		
103	Strategic Sourcing in Supply Management	Develop and implement a procurement strategy that aligns with the overall competitive strategy of the organization.	Strategic sourcing enhances efficiency and value, ultimately impacting the profitability of the entire organization.	Translate a real-world problem, given in words, into a mathematical formulation		
104	Operations Outsourcing & Offshoring	Understanding the expectations from outsourcing, offshoring operations	Characteristics of the vendor selection process for outsourcing	Ideal location selection for offshoring		