



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)
- MMS Program Accredited by National Board of Accreditation (NBA)

Website : www.timsrmumbai.in
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MMS Revised Course Outcome with effect from Academic Year 2022-23

MMS Semester - I (Batch 2022-24)

Bloom's Taxonomy	Course Objective (Learning Objective as per University of Mumbai)	Course Outcome: At the end of successful completion of the course, students will be able:	Question Cues / Verbs for Tests
Name of Course: Perspective Management			
Understand, Apply	1. To explain the relationships between organizational mission, goals, and objectives	CO 1: To DEMONSTRATE empirical understanding of various organizational processes, behaviors and the theories.	Explain, Apply, Evaluate Describe, Identify, Discuss, Demonstrate, Justify
Understand, Apply	2. To comprehend the significance and necessity of managing stakeholders	CO 2: To DEMONSTRATE leadership behaviours which will be three pronged: leading self, leading others and leading for change and impact.	Demonstrate, Synthesize, Contrast, Summarize, Explain, Describe, Discuss
Analyze, Evaluate	3. To conceptualize how internal and external environment shape organizations and their responses	CO 3: To EXPLORE different approaches and their consequences during crisis management.	Analyze, Evaluate, Compare, Determine, Examine, Illustrate
Understand, Apply	4. To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management.	CO 4: To UNDERSTAND the roles and functions of managers at different levels and APPLICATION with citizens in the society.	Describe, Illustrate, Apply, Classify, Differentiate, Compare, Discuss, Explain

Understand, Apply	5. To Understand organizational design and structural issues	CO 5: To UNDERSTAND the behavior, skills and mindset of a manager and of a leader.	Differentiate, Compare, Analyze, Assess, Summarize, Evaluate, Explain, Discuss
	6. To understand that citizenship involves taking conscious steps for societal advancement at individual level and organizational level.	--	--
Name of Course: Financial Accounting			
Apply	1. To understand the basic concepts and fundamentals used in financial accounting.	CO 1: To APPLY the principles and concepts of accounting in preparing the financial statements	Calculate, Prepare, Construct, Differentiate, Classify
Evaluate	2. To learn all the intricacies of corporate financial statements.	CO 2: To ability to DIFFERENTIATE between revenue and capital income and expenditure and their treatment in corporate financial statements.	Differentiate, Classify, Explain
Understand, Evaluate	--	CO 3: To UNDERSTAND the concepts of inventory valuation and EVALUATE effect on profit and cost of goods sold.	Understand, Evaluate, Analyze, Calculate, Determine, Compute, Prepare
Apply, Create	--	CO 4: To PREPARE a statement of changes in financial position with respect to working capital and cash flow.	Calculate, Prepare, Construct, Develop, Determine, Compute
Understand, Evaluate	--	CO 5: To UNDERSTAND and EVALUATE Annual Reports, Presentation and analysis of Audit Reports and Directors' report.	Examine, Critique, Interpret, Comment, Determine, Justify, Describe
Name of Course: Business Statistics			

Apply, Analyze	1.To know statistical techniques	CO 1: To APPLY the concepts of statistics in business situations and ANALYZE the business situations with the help of graphs and charts.	Apply, Interpret, Evaluate, Analyze, Discuss, Explain
Understand, Apply	2. To understand different statistical tools	CO 2: To UNDERSTAND and APPLY the probability distributions in Quality Control, Six Sigma and Process Control.	Descirbe, Apply, Analyze, Justify, Discuss
Understand, Evalute	3. To understand importance of decision support provided by analysis techniques	CO 3: To UNDERSTAND and EVALUTE the risk and uncertainty in business situations as probability.	Explain, Evaluate, Compare, Evalaute, Calculate, Determine
Explore, Analyze	4. To appreciate and apply it in business situations using caselets, modeling, cases and projects	CO 4: To EXPLORE the research with the use of Statistical concepts.	Discuss, Explore, Analyze, Synthesize
Understand, Evaluate, Create	5. To understand Managerial applications of Statistics	CO 5: To CALCULATE the correlation and regression and UNDERSTAND the significance in business situations.	Compute, Conduct, Describe, Analyze, Interpret, Evaluate, Calculate
Name of Course: Operations Management			
Understand, Apply	1. To expose a student of Management to operations principles.	CO1: To UNDERSTAND the concept of Operations Management and it's APPLICATIONS in the product and service industry.	Describe, Apply, Evaluate, Explain, Discuss, Analyze
Analyze, Evaluate	2. To understand basic operating principles in product and service industry	CO 2: To EVALUATE the inventory management and ANALYZE the levels of inventory.	Evalaute, Analyze, Compare, Differentiate, Distinguish, Explain, Discuss

Analyze, Evaluate	3. To be able to apply different analytical techniques of operations Management in different industry sectors like hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc.	CO 3: To ANALYSE the quality control systems and processes for improvement in various activities.	Analyze, Evalaute, Propose, Determine, Calcualte, Compute
Understand	--	CO 4: To UNDERSTAND the significance of Supply Chain Management in business environment.	Explain, Illustrate, Discuss, Analyze, Outline,
Understand, Evaluate	--	CO 5: To UNDERSTAND the importance of capacity utilization, production planning and control and sequencing techniques and EVALUATE for manufacturing and service industry.	Exaplain, Evaluate, Compare, Enlist, Differentiate, Compare, Distinguish
Name of Course: Managerial Economics			
Remember, Analyze, Apply	1. To enable the students to understand both the theory and practice of Managerial Economics.	CO1: To INTERPRET, ANALYSE and APPLY the theory and practice of Managerial Economics.	Analyze, Elaborate, Calculate, Explain, Cite, Discuss, Describe,
Understand, Analyse	2. To ensure that the students are in a position to appreciate the finer nuances of the subject.	CO2: To UNDERSTAND the analytics of supply and demand and ANALYSE the business situations.	Explain, Discuss, Analyze, Elaborate, Describe
Understand, Evaluate	3. To help the students in applying the knowledge so acquired in policy planning and managerial decision making.	CO 3: To UNDERSTAND the production and cost function for EVALUATING and DETERMINING the pricing structure.	Explain, Discuss, Calcuate, Determine, Evalaute
Understand, Analyse		CO 4: To UNDERSTAND the role of profit in business and ANALYSE the profit management.	Explain, Discuss, Analyze, Elaborate, Describe

Evaluate		CO 5: To EVALUATE the projects by capital budgeting tools.	Discuss, Comment, Evaluate, Calculate, Determine, Project,
Name of Course: Business Ethics			
Apply	1. To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives.	CO1: To RELATE the Business and Ethics in complex business environment.	Explain, Discuss, Differentiate, Justify, Describe
Understand, Analyze	2. To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens.	CO2: To UNDERSTAND and ANALYZE the various ethical codes, theories and practices in corporate governance.	Explain, Discuss, Categorize, Compare, Differentiate, Justify, Describe
Understand, Apply	3. To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making.	CO 3: To UNDERSTAND and RELATE the business and ecology for economic and environmental sustainability.	Illustrate, Discuss, Categorize, Compare, Differentiate, Justify, Explain
Understand, Analyze	4 To expect an Integrity-driven work place scenario from students.	CO 4: To UNDERSTAND the Indian legal framework, role of government and regulators for ANALYZING ethical aspects of business.	Illustrate, Discuss, Elucidate, Comment, Categorize, Differentiate, Justify, Explain
Analyze	5. To ensure sustainability as a compulsive tool of driving Organisational Vision and Mission.	CO 5: To DISCUSS the ethics related various cases and situations in complex business environment.	Elucidate, Comment, Categorize, Differentiate, Justify, Explain, Discuss
	6. To have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.	--	
Name of Course: Organizational Behaviour			

Remember, Analyze, Evaluate	1. To provide students understanding how and why people behave in organizations as they do, either as individuals or in groups and how their behaviours affect their performance and performance of the organization as a whole.	CO 1: To VISUALIZE the scope of Organizational Behaviour at different levels. To DETERMINE the personality and ANALYSE its effects at different work place.	Elaborate, Differentiate, Distinguish, Determine, Visualize, Comment, Analyze,
Remember, Apply	2. To provide understanding how to effectively modify their behaviour through motivation and leadership for enhanced performance. And also to provide understanding about related concepts such as Org. Structure, Design and Culture.	CO 2: To IDENTIFY the components of Individual Behaviour and APPLY the concept of Perception, Attitudes and values.	Explain, Discuss, Identify, Apply, Analyze, Describe
Understand, Evaluate	3. To help students to understand human behaviour in organizations and equip them to enhance their performance as well as performance of the people reporting to them.	CO 3: To EXPLAIN the concept of Organisation Design and DETERMINE the factors that affect Organisation Design.	Distinguish, Define, Explain, Discuss, Determine, Analyze
Apply, Analyze	--	CO 4: To INFER the various theories of motivation and leadership and APPLY these theories in practical problems in organizations	Explain, Discuss, Apply, Comment, Enumerate, Define, Describe
Analyze, Create	--	CO 5: To ANALYSE the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour and DEMONSTRATE skills required for working in groups.	Demonstrate, Synthesize, Contrast, Summarize, Explain, Describe, Discuss
Name of Course: Negotiation and Selling Skills			
Understand, Analyze	1. The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management.	CO 1: To UNDERSTAND and ANALYZE the skills and competencies required to be an effective sales person.	Discuss, Explain, Apply, Analyze, Interpret, Justify

Apply	2. The module is designed to introduce the students to the basic elements of the selling	CO 2: To APPLY the basics of models in negotiation and strategies.	Apply, Interpret, Comment, Create, Develop, Formulate, Identify, Justify,
Analyze, Evaluate	3. The module will give the students a broad understanding regarding different models used for effective selling and negotiations.	CO 3: To ANALYSE the different approaches required for selling to different segments of customers and EVALUATE the understanding of the approaches.	Analyze, Discuss, Explain, Interpret, Evaluate, Justify, Apply
Create	4. It also creates awareness among the students about the basic qualities, traits and skills that they need to imbibe to be an effective management professional.	CO 4: To CREATE awareness about challenges and opportunities available in start-ups domains.	Create, Develop, Formulate, Describe, Discuss, Explain, Apply, Demonstrate
Analyze, Evaluate	--	CO 5: To EXPLORE and DISCUSS the various cases related to Negotiation and Selling in dynamic business environment.	Explore, Discuss, Explain, Describe, Justify, Comment, Interpret, Apply, Formulate, Develop



MMS Revised Course Outcome with effect from Academic Year 2022-23

MMS Semester - II (Batch 2022-24)			
Bloom's Taxonomy	Course Objective (Learning Objective as per University of Mumbai)	Course Outcome: At the end of successful completion of the course, students will be able:	Question Cues / Verbs for Tests
Name of Course: Marketing Management			
Understand	1. This coursework is designed to introduce the student to the basic elements of the marketing management terms, implementation of studied term in the industry and related process.	CO1: To UNDERSTAND the fundamental concepts and principles of marketing management	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze	2. The scope of marketing management is quite broad and the students will be exposed to the marketing concepts that will enable them to acquaint with contemporary marketing practices.	CO 2: To ANALYZE market trends, consumer behavior, and competitive landscapes to identify opportunities and make informed marketing decisions.	Classify, Outline, Break down, Categorize, Analyze, Illustrate, Infer, Select
Create	3. This module is to learn the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value.	CO 3: To DEVELOP effective marketing plans and strategies, considering target markets, positioning, and marketing mix elements.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Create	4. This module will give the student a very broad understanding of what marketing is all about and the vital role that it plays in every organization, every department and every specialization.	CO 4: To DEVELOP comprehensive marketing strategies that align with organizational goals and target specific market segments	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate

Create	5. The module will help the student to identify and solve many business problems by using a marketing perspective, as a universal concept.	CO 5: To CREATE comprehensive marketing plans for new products, including pricing, distribution, and promotion strategies.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Financial Management			
Remember, Understand	1. To gain in-depth knowledge of corporate finance and understand the functions of finance management.	CO 1: To UNDERSTAND the objectives of Financial Management through creation of Wealth maximization	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate Interpret, Discuss
Analyze, Evaluate	2. Students should learn to analyze corporate financial statements and other parts of the annual report.	CO 2: To ANALYZE and EVALUATE the performance of the company through Ratio analysis	Classify, Outline, Break down, Categorize, Analyze, Diagram, Illustrate, Infer, Select, Assess, Decide, Choose, Measure, Defend, Recommend, Convince, Select, Judge, Support, Conclude, Argue, Justify, Compare, Summarize, Evaluate
Evaluate, Create	--	CO 3: ABILITY to take investment decisions by capital budgeting tools like NPV, IRR, PI, Payback and discounted payback period	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Summarize, Evaluate, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate

Understand, Evaluate	--	CO 4: Ability to UNDERSTAND the capital structure theories for optimum capital structure	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate Interpret, Discuss, Assess, Decide, Choose, Measure, Defend, Recommend, Convince, Select, Judge, Support, Conclude, Argue, Justify, Compare, Summarize, Evaluate
Evaluate, Create	--	CO 5: Ability to CALCULATE leverage and cost of capital of the company and taking decisions on that basis.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Summarize, Evaluate, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Operations Research			
Evaluate, Create	1. To know optimizing techniques	CO 1: SOLVE linear programming problems using appropriate techniques and INTERPRET the results obtained.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Summarize, Evaluate, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Evaluate	2. To understand its use in decision making in business	CO 2: DETERMINE optimal strategy for Minimization of Cost of shipping of products from source to Destination / Maximization of profits of shipping products using various methods.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare,

Analyze	3. To Identify and develop operational research model from realsystem	CO 3: OPTIMIZE the allocation of resources to Demand points in the best possible way using various techniques.	Classify, Outline, Break down, Categorize, Analyze, Illustrate, Infer, Select
Apply, Evaluate	4. To appreciate the mathematical basis for business decision making	CO 4: UTILIZE game theory and decision making methods to DETERMINE the best strategy under uncertainty and risk.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Create	--	CO 5: MODEL competitive real-world phenomena using concepts from Waiting Line models, Simulation and Queue Systems.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Business Research Methods			
Remember, Understand	1. To understand the importance of research and various methods that researcher used to investigate problems.	CO 1: To UNDERSTAND the importance of research in the business context and its role in evidence-based decision-making.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Create	2. Applying Modern Analytical tools for Business Management Decisions.	CO 2: To DESIGN appropriate research methodologies, including quantitative, qualitative, and mixed methods approaches, to address business research questions.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate

Apply, Analyze	3. To derive strategies from the research	CO 3: To APPLY statistical and data analysis techniques to ANALYZE and INTERPRET business data effectively.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Classify, Outline, Break down, Categorize, Analyze, Diagram, Illustrate, Infer, Select
Understand	4. To understand the challenges in collecting the data collection and analysis	CO 4: To UNDERSTAND ethical considerations in business research and adhere to ethical guidelines in data collection, analysis and reporting.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	5. To interpret the data to make meaningful decisions	CO 5: To APPLY research findings to address real-world business challenges and propose actionable recommendations.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Name of Course: Human Resource Management			
Remember, Understand	1. To prepare a student for a career in industry and services.	CO 1: To UNDERSTAND the significance of fundamental concepts of Human Resource Management in an organization.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Create	2. To facilitate learning in modern concepts, techniques and practices in the management of human resources	CO 2: To DESIGN the process of manpower planning and succession planning for achieving the human resource objectives in an organization.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Evaluate	3. To expose the student to different functional areas of Human Resource Management to enhance the effectiveness.	CO 3: To MEASURE the performance appraisal of an employee based on the motivational parameters in an organization.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare,

Analyze	--	CO 4: To ANALYZE the need of training and development for an employees with respect to changing requirements in human resources.	Classify, Outline, Break down, Categorize, Analyze, Illustrate, Infer, Select
Create	--	CO 5: To DEVELOP long term plans and strategies related to HRD and its applications in an organization.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Ethos in Indian Management			
Remember, Apply	1. To sensitize students to Indian culture and value systems and the impact of this on management thinking and action	CO1: To IDENTIFY and RECOGNIZE the importance of Indian Ethos, its value system, and historical roots of various religions to gain total quality of mind.	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Apply	2. To increase the level of awareness of the thought leadership emanating from India and understand its relevance in modern times	CO2: To APPLY the concept of law of Karma and Corporate Dharma APPLY them in Ethical Decison-making	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Apply, Evaluate	3. To bring to focus importance of ethical and responsible behavior on the part of young managers	CO3: To RELATE and COMPARE the leadership lessons from Kautilya and Indian mythological epics in modern times	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare

Analyze, Evaluate	--	CO4: To ANALYZE and EVALUATE the essence of Trusteeship concept of Mahatma Gandhi, need for sustainable development	Classify, Outline, Break down, Categorize, Analyze, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Apply, Create	--	CO5: To INTEGRATE the knowledge from the subject and DEVELOP skills to understand the derivation of our Indian Constitution	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Entrepreneurship Management			
Remember	1. To acquaint the students with both the theory and practice of Entrepreneurship	CO 1: REMEMBER the characteristics and traits of successful entrepreneurial managers.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Remember, Understand	2. To expose the students to the finer nuances of the subject, and,	CO 2: SUMMARIZE the different aspects of managing an entrepreneurial venture, including strategy, innovation and leadership.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze	3. To re-orient the outlook of students towards new business ventures and startups and also to help them to look at these as a possible career option.	CO 3: ANALYZE the external business environment and identify opportunities and threats for entrepreneurial ventures.	Classify, Outline, Break down, Categorize, Analyze, Illustrate, Infer, Select
Evaluate	--	CO 4: ASSESS the effectiveness of different management strategies in achieving entrepreneurial objectives.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare,

Create	--	CO 5: DESIGN and DEVELOP a comprehensive business plan that incorporates entrepreneurial management principles.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Cost and Management Accounting			
Remember, Understand	1. To understand the basic cost concepts and techniques of analyzing cost to have better management control and decision making	CO 1: To UNDERSTAND the basic concepts of cost and management accounting	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Evaluate, Create	--	CO 2: To EVALUTE and PREPARE the cost sheet	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Summarize, Evaluate, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Apply, Analyze	--	CO 3: To INTERPRET , ANALYZE and APPLY the theory and practice of Management accounting	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Classify, Outline, Break down, Categorize, Analyze, Diagram, Illustrate, Infer, Select
Understand, Evaluate	--	CO 4: To UNDERSTAND and EVALUATE Standard Cost and variance analysis	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Summarize, Evaluate

Understand	--	CO 5: To UNDERSTAND the basic concepts of target costing, environmental costing and lifecycle costing	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Name of Course: Analysis of Financial Statements			
Remember, Understand	1. To understand the different tools and techniques used in the financial statement analysis	CO 1: RECALL and IDENTIFY the components of financial statements (balance sheet, income statement, cash flow statement).	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand	2. To perform in-depth analysis of the performance of a company	CO 2: SUMMARIZE the relationships among financial statement items and how they reflect the financial health of a company.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	--	CO 3: APPLY financial analysis techniques to evaluate a company's financial performance.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Evaluate	--	CO 4: EVALUATE the impact of financial decisions on the financial statements of a company.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare,
Create	--	CO 5: DEVELOP recommendations for improving the financial performance of a company based on financial statement analysis.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate



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MMS Revised Course Outcome with effect from Academic Year 2023-24

MMS Semester - III (Batch 2022-24)

Bloom's Taxonomy	Course Objective (Learning Objective as per UoM)	Course Outcome: At the end of successful completion of the course, students will be able:	Question Cues / Verbs for Tests
Name of Course: International Business			
Remember, Understand	To develop a deep understanding of International Management	CO1: To develop a UNDERSTANDING of the theories, concepts, and frameworks that underpin international business, including the impact of globalization and cultural diversity on business operations.	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyse, Evaluate	To develop the analytical ability of the student to attain an insight into International Management contexts	CO2: To ANALYSE and EVALUATE international markets and identify potential opportunities and challenges for businesses operating in different countries and regions.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Apply	--	CO3: To DEVELOP skills in formulating and implementing global business strategies, including market entry strategies, strategic alliances, mergers and acquisitions, and managing global operations.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify

Apply, Analyze	--	CO4: To DEVELOP cross-cultural communication and management skills to effectively operate in diverse international business environments, including managing cultural differences, negotiation strategies and ethical considerations.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess
Analyze, Evaluate, Create	--	CO5: To DEVELOP the ability to ANALYZE and SOLVE real-world international business problems through case studies, simulations and research projects.	Classify, Categorize, Analyze, Illustrate, Infer, Assess, Measure, Defend, Recommend, Select, Judge, Support, Conclude, Argue, Justify, Compare, Summarize, Evaluate, Design, Formulate, Create, Derive, Modify, Develop, Intergrate
Name of Course: Strategic Management			
Remember, Understand	To appreciate the role of Strategic thinking in changing business environment	CO1: To develop a UNDERSTANDING of the Strategic Management process.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyse, Evaluate	To understand the process of Strategy Formulation, Implementation & Evaluation	CO2: To ANALYSE the changing business environment with strategic thinking.	Classify, Analyze, Outline, Assess, Conclude, Justify, Compare, Summarize, Evaluate, Infer
Apply	Focus on application & decision making	CO3: To EVALUATE various strategy choices for strategy implementation.	Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Apply, Analyze		CO4: To DEVELOP skills in formulating and implementing business strategies, including market entry strategies, Joint ventures, strategic alliances, mergers and acquisitions.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Classify, Outline, Break down, Categorize, Analyse, Diagram, Illustrate, Infer, Select

Analyze, Evaluate, Create		CO5: To develop the ability to ANALYZE and solve strategic business problems through case study application & decision making.	Classify, Categorize, Analyze, Illustrate, Infer, Assess, Measure, Defend, Recommend, Select, Judge, Support, Conclude, Argue, Justify, Compare, Summarize, Evaluate, Design, Formulate, Create, Derive, Modify, Develop, Integrate
Name of Course: Derivatives and Risk Management			
Understand	To understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.	CO 1: Understanding the basics of derivatives markets	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	To learn the derivatives pricing and application of strategies for financial risk management.	CO 2: Understanding the process of pricing and valuation of forwards and futures	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Apply	To acquaint learners with the trading, clearing and settlement mechanism in derivatives markets.	CO 3: Understanding mechanics of options and creating synthetic options	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Apply		CO 4: To understand pay off of each strategy	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Analyze and Evaluate		CO 5: Valuations of options and creating scenario analysis using Exce	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Name of Course: Security Analysis and Portfolio Management			
Analyze	To understand the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions.	CO 1: To ASSESS and ANALYZE the risk and return profiles of various securities for to make informed investment decisions.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select

Create	To understand the need for continuous evaluation and review of the portfolio with different techniques.	CO 2:To learn the skills and knowledge to CREATE comprehensive equity research valuation of securities, and effectively utilize indexing and benchmarking strategies to make sound investment decisions.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Create	To learn technical analysis to predict price movements based on indicators and forecasting techniques.	CO 3:To DEVELOP the skill to analyze fixed income securities, assessing their risks and returns.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Understand	--	CO 4:To gain a comprehensive UNDERSTANDING of technical analysis and its practical application.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	--	CO 5:To APPLY various portfolio theories to make informed investment decisions, construct diversified portfolios.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Name of Course: Financial Markets and Institutions			
Remember, Understand	To understand different components of the Indian Financial system and their functions	CO 1:To REMEMBER & UNDERSTAND Indian financial system, financial markets, foreign exchange markets and its various components	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyse, Evaluate	To comprehend various products issued through different financial institutions in the primary and secondary markets	CO 2:To ANALYSE & UNDERSTAND the role of RBI in the IFS & its effects on different markets	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Apply	To understand the fixed income market, the different instruments and concepts related to it	CO 3:To ANALYSE & EVALUATE functioning, participants and various products issued by different financial institutions in primary & secondary markets of India & foreign	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify

Apply, Analyze	--	CO 4:To APPLY & EVALUATE Emerging Markets and Products, Derivatives & Intermediaries for development of various strategies & products	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess
Analyze, Evaluate, Create	--	CO 5:To UNDERSTAND & EVALUATE fixed income securities & its different measures of risk	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate'
Name of Course: Banking and Financial Service Institutions			
Understand	To understand different product and services provided by different financial institutions in India	CO 1: To UNDERSTAND the conceptual framework of various products and financial services offered by banks, insurance companies, asset management companies, merchant banks, mutual funds and financial institutions	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze and Evaluate	To comprehend various fund-based and fee-based services provided by financial institutions	CO 2: To ANALYZE and EVALUATE the financial structures of leasing and hire purchase agreements, considering factors such as interest rates, repayment terms, tax, residual values and financial implications.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Understand	--	CO 3: To acquire a comprehensive UNDERSTANDING of role of IT, trade finance instruments, including Factoring, Forfeiting, and Bills Discounting	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss

Analyze		CO 4: To ANALYZE investment opportunities, assess entrepreneurial ventures understand valuation techniques, due diligence processes and structure funding deals in the context of venture capital.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Apply		CO 5: To DEMONSTRATE the ability to assess creditworthiness across various entities, employing analytical tools and methodologies.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Name of Course: Financial Regulations			
Remember, Understand	To understand the regulations and its framework involved in financial system.	CO 1:To REMEMBER and UNDERSTAND the financial regulatory framework and its significance in the financial system.	Describe, Identify, Explain, Restate, Differentiate, Interpret, Discuss
Apply	To learn major intricacies of financial regulations.	CO 2:To ANALYZE the framework of various financial regulatory and statutory bodies.	Classify, Analyze, Outline, Assess, Conclude, Justify, Compare, Summarize, Evaluate, Infer
Analyze, Evaluate, Create	--	CO 3: To DEVELOP skills to understand SEBI's regulatory framework for regulating the capital market.	Apply, Demonstrate, Determine, Examine, Modify
Apply	--	CO 4:To ANALYZE and UNDERSTAND he regulatory framework of IRDA & CCI and their involvement in regulating the capital flows of the Economy.	Apply, Demonstrate, Determine, Examine, Modify, Classify, Outline, Categorize, Analyze, Illustrate, Infer
Analyze, Evaluate, Create	--	CO 5:To DEVELOP the ability to analyze the significance of the FEMA and foreign trade policy regulations framework through case study application.	Classify, Categorize, Analyze, Illustrate, Infer, Assess, Measure, Defend, Recommend, Select, Judge, Support, Conclude, Argue, Justify, Comapre, Summarize, Evaluate, Design, Formulate, Create, Derive, Modify, Develop, Intergrate
Name of Course: Corporate Valuation and Merger & Acquisitions			
Remember, Understand	To understand the process and set of procedures to be used to estimate the value of a company.	CO 1:To UNDERSTAND the different methods of valuation used by Industry.	Describe, Identify, Explain, Restate, Differentiate, Interpret, Discuss
Analyse, Evaluate	To learn to make strategic decisions in M&A to enhance a company's growth.	CO 2:To ANALYZE and CALCULATE the risk, return and cash flows of the company.	Classify, Analyze, Outline, Assess, Conclude, Justify, Compare, Summarize, Evaluate, Infer

Analyze, Evaluate, Create	--	CO 3:To EVALUTE the value of the company using DCF & Non DCF methods through Financial model.	Apply, Demonstrate, Determine, Examine, Modify
Apply, Analyze	--	CO 4:To PREPARE the Valuation Report of the Company.	Apply, Demonstrate, Determine, Examine, Modify, Classify, Outline, Categorize, Analyze, Illustrate, Infer
Remember, Understand	--	CO 5:To KNOW the different methods of M&A and its process.	Classify, Categorize, Analyze, Illustrate, Infer, Assess, Measure, Defend, Recommend, Select, Judge, Support, Conclude, Argue, Justify, Compare, Summarize, Evaluate, Design, Formulate, Create, Derive, Modify, Develop, Intergrate
Name of Course: Financial Modelling			
Remember, Understand	Applying Financial Management skills to develop structured models, Financial Statements using excel	CO 1 : To UNDERSTAND financial modeling techniques and attain proficiency in using Microsoft Excel as a tool for quantitative analysis, enabling to construct and analyze financial models for a wide range of applications in business.	Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyse, Evaluate	--	CO 2: To DEMONSTRATE the ability to integrate financial theory and practical modeling tools to create comprehensive financial models that effectively address complex real-world financial scenarios.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Apply	--	CO 3: To possess the skills to DEVELOP, EVALUATE and INTERPRET financial feasibility models, empowering them to make informed decisions regarding the viability and profitability of projects, investments, or business ventures.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify

Apply, Analyze	--	CO 4 : To CREATE and ANALYZE financial models for project finance and equity research, enabling to evaluate the feasibility of projects and make informed investment decisions in real-world financial contexts.	
Analyze, Evaluate, Create	--	CO 5: To DEVELOP financial models and prepare well-structured financial reports as per the industry requirements.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate'
Name of Course: Competency based HRM and Performance Management			
Understand and Apply	To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies	CO 1: UNDERSTAND and APPLY the competency approach to HR functions	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss, Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Understand	To understand the concept of competency and competency based HR practices.	CO 2: Ability to UNDERSTAND the process of Performance Management	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Create	To understand the various approaches towards building a competency model	CO 3: Ability to CREATE a blue print of competency mapping and performance management process	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Evaluate	To understand how to integrate the applications of competency model with other HRM functions	CO 4: EVALUATE employee performance using different appraisal methods	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare

Apply	To impart the understanding about the Performance Management system and strategies adopted by the Organizations	CO 5 APPLY the appropriate tools in competency mapping process	Apply, Demonstrate, Determine, Examine, Modify, Classify, Outline, Categorize, Analyze, Illustrate, Infer
Name of Course: Training and Development			
Remember, Understand	Learning the intricacies of process of training and development and audit	CO1: To UNDERSTAND the need for Training and Development in the organization.	Describe, Identify, Explain, Restate, Differentiate, Interpret, Discuss
Apply	--	CO2: To DEMONSTRATE the steps involved in training process, which includes TNA, setting budget and schedule, training methods, implementation, and techniques of evaluation	Apply, Demonstrate, Determine, Examine, Modify, Classify, Outline, Categorize, Analyze, Illustrate, Infer
Analyze, Evaluate, Create	--	CO3: To ANALYSE and EVALUATE the need of learning organization, adult learning, and employee motivation for the success of an organization	Classify, Analyze, Outline, Assess, Conclude, Justify, Compare, Summarize, Evaluate, Infer
Apply	--	CO4: To DEVELOP and APPLY skills required for conducting training audit, organizing management development programs and other events like seminars, conferences, etc.	Apply, Demonstrate, Determine, Examine, Modify, Classify, Outline, Categorize, Analyze, Illustrate, Infer
Analyze, Evaluate, Create	--	CO5: To CREATE and DESIGN training calendar and model for competency modelling.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate'
Name of Course: HR Planning and Application of Technology in HR			
Remember, Understand	To understand the concept of HR Planning and application of technology in HR	CO 1: A clear KNWOELDGE about the HR Planning and forecasting	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify

Understand	--	CO 2 : LEARN the concept of job analysis and selection	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand	--	CO 3 : UNDERSTAND the nuances of workforce diversity	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand	--	CO 4 : Will be able to UNDERSTAND the application of technology in HR	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	--	CO 5 : Will be able to APPLY HR Planning techniques	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Name of Course: Organization Structure Theory and Design			
Remember, Understand	To understand the organizational design and different factors affecting organizational design	CO 1: COMPREHEND the principles of organizational design and identify key factors influencing it	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Evaluate	To study the evolution of organizational theories	CO 2: EXPLORE the evolution of organizational theories, gaining insights into historical developments shaping contemporary design principles.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Understand	To appreciate the organizational culture and its effect on organizational design	CO 3: ACQUIRE knowledge and understanding of various dimensions of organizational culture, recognizing its profound impact on organizational design.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	--	CO 4: DEMONSTRATE the ability to apply acquired knowledge in assessing and adapting organizational structures to diverse contexts and challenges.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify

Analyze	--	CO 5 : Critically ANALZYE the interplay between organizational culture, design, and external factors. Synthesize insights to propose effective and contextually relevant organizational structures	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Name of Course: Labour Laws and Implications on Industrial Relations			
Understand	Understanding Nature and Importance of Labour Laws	CO 1: To UNDERSTAND the provisions under the various labour laws and their application in various organizational sectors	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze	To understand various legislations with their history, basic provisions & case law	CO 2: To ANALZYE the working and powers of various regulatory authorities and how they safeguard the interest of workers, unions, employers and the overall functioning of the Industry	Apply, Demonstrate, Determine, Examine, Modify, Classify, Outline, Categorize, Analyse, Illustrate, Infer
Analyze and Evaluate	To study current amendments in Labour laws	CO 3: To CLASSIFY and SUMMARIZE the differences in working scenarios of different classes of workers and the monetary assistance the workers are eligible for.	Classify, Analyze, Outline, Assess, Conclude, Justify, Compare, Summarize, Evaluate, Infer
Create	Highlight Labour Laws with IR implications	CO 4: To DEVELOP the ability to analyze the significance of the regulations authorities through case study application.	Apply, Demonstrate, Determine, Examine, Modify, Classify, Outline, Categorize, Analyse, Illustrate, Infer
Create	--	CO 5: To FORMULATE policies for unregulated sections of the economy to enhance the working qualities.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Compensation and Benefits			
Remember, Understand	To understand the concept of compensation, various elements, inflation, laws related to compensation, variable pay and income tax	CO 1 :To DEFINE and EXPLAIN the basic concepts and principles of compensation and benefits	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Create	--	CO 2: To DESIGN a compensation structure that aligns with organizational goals and industry benchmarks.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Create	--	CO 3 : DEVELOP strategies to address cultural, legal, and economic variations in compensation practices.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate

Analyze	--	CO 4: ANALYZE the long-term effects of compensation decisions, particularly those related to remuneration surveys and equity compensation plans	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Evaluate	--	CO 5: Critically ASSESS various compensation strategies through the analysis of diverse case studies.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Name of Course: Consumer Behaviour			
Remember, Understand	An understanding of the pre and post purchase consumer behaviour.	CO 1: DEMONSTRATE an understanding of fundamental concepts and theories in consumer behavior.	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze, Evaluate	To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.	CO 2: IDENTIFY and COMPREHEND the role of different personal, sociological, environmental factors and marketing mix variables that influence consumers' decision-making process.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Apply and Create	--	CO 3: APPLY consumer behavior theories to real-world marketing scenarios.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate

Analyze, Evaluate and Create	--	CO 4: ANALYZE data from consumer research studies to draw meaningful insights into consumer behavior.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate'
Create	--	CO 5: Critically EVALUATE the effectiveness of marketing campaigns in influencing consumer behaviour and purchasing decisions.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Sales Management			
Apply	To understand function of sales and its importance	CO 1: DEMONSTRATE comprehension of sales organization structures and various types of sales forces, emphasizing the significance of sales management within a business	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Evaluate	To comprehend the art of managing the sales force	CO 2: INTERPRET the hierarchical structures that align with organizational goals and industry benchmarks, illustrating an understanding of how these structures contribute to overall success.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Evaluate	To motivate and manage sales force effectively	CO 3: FORMULATE effective strategies to address diverse situations encountered in sales management, employing a range of techniques tailored to specific challenges	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Analyze	To develop critical thinking skills and situational leaderships	CO 4: ANALYZE the sales process by evaluating sales approaches, demonstrations, and closures, incorporating personal selling techniques and applying the AIDA Model to enhance sales effectiveness	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Analyze	To learn the art of solving problems related to sales process on the field	CO 5: SYNTHESIZE knowledge of Sales Organization Structures in both B2B and B2C contexts, demonstrating the ability to comprehend and design effective sales structures that cater to different business environments.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Name of Course: Product and Brand Management			

Remember, Understand	To expose and sensitize the students with the practices of product and brand management.	CO 1: To UNDESTAND the principles and theories behind product and brand development, including the product lifecycle, innovation, and design	Describe, Identify, Explain, Restate, Differentiate, Interpret, Discuss
Analyze, Evaluate	To understand the key issues in Product and Brand Management	CO 2: To IDENTIFY, EVALUATE and ANALYZE variables that drive the success of brands and product lines and the interrelationships among these variables.	Classify, Analyze, Outline, Assess, Conclude, Justify, Compare, Summarize, Evaluate, Infer
Apply and Create	--	CO 3: To DEVELOP methods to interpret, relate, and evaluate product and brand strategies in an array of customer contexts and competitive contexts.	Apply, Demonstrate, Determine, Examine, Modify
Analyze, Evaluate and Create	--	CO 4: To APPLY theoretical knowledge in practical brand and product management scenarios by exploring case studies and real-world examples	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate'
Create	--	CO 5: To DEVELOP the capabilities to construct an effective brand strategy and implement it successfully in a competitive market environment.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Marketing Strategy			
Remember, Understand	To understand and predict changes in the macroeconomic environment and its impact on marketing programmes	CO 1: To DEVELOP an understanding of the marketing strategies process.	Describe, Identify, Explain, Restate, Differentiate, Interpret, Discuss
Analyze, Evaluate	To develop an ability to respond rapidly to changes driven by consumer behaviours / new technologies etc	CO 2: To IDENTIFY, ANALYZE and EVALUATE variables that drive the success of companies with strategic thinking	Apply, Demonstrate, Determine, Examine, Modify, Classify, Outline, Categorize, Analyze, Illustrate, Infer
Apply and Create	--	CO 3: To EVALUATE the environment and its impact upon over all functioning of the business	Classify, Analyze, Outline, Assess, Conclude, Justify, Compare, Summarize, Evaluate, Infer

Analyze, Evaluate and Create	--	CO 4: To APPLY theoretical knowledge in practical marketing strategies building scenarios by Exploring case studies and real-world examples	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate'
Create	--	CO 5: To DEVELOP the ability to build an effective strategy to solve business problems and to be consumer-centric in order to be competitive in the market.	Apply, Demonstrate, Determine, EAnalyze, Illustrate, Create, Design, Frame
Name of Course: Digital Marketing			
Remember, Understand	To understand the new media, Different types, their strengths and the way customer interacts with new / digital media.	CO 1: UNDERSTAND the fundamental concepts, terminology, and principles of digital marketing.	Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze, Evaluate	2. To develop the skills to strategize and execute campaigns on new / digital media	CO 2:: ANALYZE the external factors that may have an impact on the effectiveness of digital marketing activities.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Apply and Create	--	CO 3: APPLY digital marketing knowledge and tools to create effective marketing plans and campaigns.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate

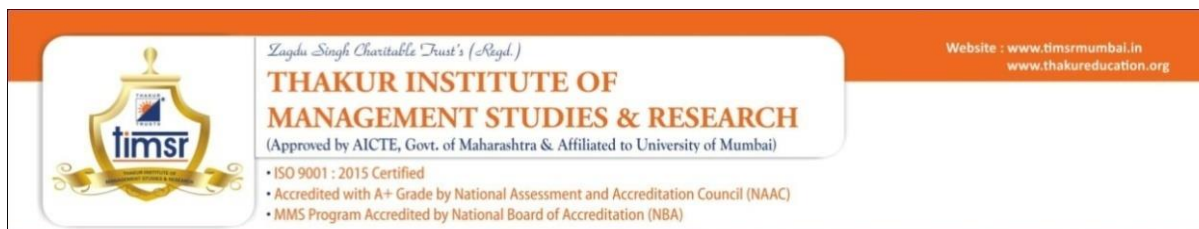
Analyze, Evaluate and Create	--	CO 4: EVALUATE the performance of digital marketing campaigns through the analysis of relevant metrics and data.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate'
Create	--	CO 5: DEVELOP comprehensive and innovative digital marketing strategies that integrate multiple channels to meet specific business goals.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Services Marketing			
Remember, Understand	To familiarise students to basic concepts and decision making processes involved in Services Management	CO 1: To UNDESTAND Fundamentals of services	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyse, Evaluate	To help students to understand application of these concepts to various industries in service sector.	CO 2: To ANALYZE the consumer behaviour in services and the gaps in service industry.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Apply, Analyse	--	CO 3: To EXPLAIN how to forecast demand, planning delivery and capacity management by using service assets of an organization.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess

Apply, Analyse, Evaluate	--	CO 4: To EVALUATE the CRM program and consumer satisfaction and retention.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess
Analyze, Evaluate, Create	--	CO 5: To CREATE and EVALUATE Service quality & Excellence along with new development in service marketing.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate'
Name of Course: Manufacturing Resource Planning and Control			
Understand	To understand importance of manufacturing resources planning and control to achieve continuous improvement in the better performance.	CO 1: To UNDERSTAND the importance of MRPC in Business context	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze	To give knowledge of quantitative methods as well as various tools of resources planning like MRP1,MRP2 & ERP for decision making in operations.	CO 2: UNDERSTAND the Markets relationship with MRPC	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Analyze	--	CO 3: Learning various aspects of Layout flexibility & Capacity planning	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Understand	--	CO 4: To UNDERSTAND the Financial aspects of MRPC.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand	--	CO 5: UNDERSTAND the importance and impact of MRP-I, MRP-II, ERP in Operations.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss

Name of Course: Supply Chain Management			
Remember, Understand	Familiarize with the basic concepts of Logistics Management in relation to Inbound Logistics, Process Logistics, and Outbound Logistics phases of business.	CO 1: FAMILIARIZE with the basic concepts of Logistics Management in relation to Inbound Logistics, Process Logistics, and Outbound Logistics phases of business	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze and Evaluate	To explore the major elements of supply chain and expose to leading edge thinking on supply chain strategy, Designing supply chain, customer satisfaction; inventory management; risk management, alliances, issues and challenges, performance measurement.	CO 2: To EXPLORE the major elements of supply chain and expose to leading edge thinking on supply chain strategy, Designing supply chain, customer satisfaction; inventory management; risk management, alliances, issues and challenges, performance measurement	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Create	--	CO 3: DESIGN product, services processes in supply chain decision making	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate
Name of Course: Services Operations Management			
Remember, Understand	Understanding various types of Service Industry	CO 1: UNDERSTAND various types of Service Industry	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand	Site selection for service location	CO 2: UNDERSTAND Site selection for service location	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze	Role of Operations for Profitability in Service industry	CO 3: UNDERSTAND Role of Operations for Profitability in Service industry	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze	Inventory management in Service industry	CO 4: UNDERSTAND Inventory management in Service industry	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss

Analyze	Basics of Outsourcing/Offshoring in Services	CO 5: Basics of Outsourcing/Offshoring in Services	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Name of Course: Operation and Analytics			
Understand	To understand basic aspects of analytics and evaluation	CO 1: To UNDERSTAND basic aspects of analytics and evaluation	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand	To learn various analytical techniques applied in complex real life situations	CO 2: To LEARN various analytical techniques applied in complex real life situations	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	To be able to scale up an academic model to workable practical model by carrying the process of analytical framework.	CO 3: To be ABLE to scale up an academic model to workable practical model by carrying the process of analytical framework.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Name of Course: World Class Manufacturing			
Apply	To meet global markets which are more turbulent, dynamic and complex.	CO 1: To DESCRIBE the Emergence of information age and its challenges in the Operating Environment.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Understand	To understand the relevance of World Class Performance in competitive framework	CO 2: To UNDERSTAND the various concepts of What is world class manufacturing and Various models of WCM	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	To understand global markets relationship to world class performance	CO 3: To APPLY various concepts of world class manufacturing	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Evaluate	To build the framework for world class manufacturing	CO 4: To EVALUATE the Indian global completeness and manufacturing excellence.	Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare
Create	To understand the state Indian manufacturing in relation to world class standards and performance issues	CO 5: To DESIGN various concepts of WCM and MEASURE the outcome.	Design, Formulate, Build, Invent, Create, Compose, Generate, Derive, Modify, Develop, Integrate

Name of Course: Materials Management			
Apply	Importance of Materials Management w.r.t. Business	CO 1: To UNDERSTAND and APPLY the functions, objectives, techniques, and Ethics of material management and materials planning in an organization from a wide range of sources effectively.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Apply	Learning various aspects of Purchase & warehousing	CO 2: To UNDERSTAND and APPLY the knowledge of purchasing and procurement to meet the basic requirements of the right quality, right quantity, right time, right price, and right source.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Analyze	Understanding documents control w.r.t. Material movement	CO 3: To ANALYZE and IMPLEMENT appropriate classification of materials, Codification, and Standardization.	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Understand and Apply	Materials planning with quantitative models	CO 4: To UNDERSTAND and APPLY the knowledge of store management, Materials receipt, and Warehousing in an organization.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss, Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Understand and Apply	Financial aspects of Materials Management	CO 5: To UNDERSTAND and APPLY the knowledge of Obsolete, Surplus, and Scrap Management and material handling principles.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss, Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify



MMS Revised Course Outcome with effect from Academic Year 2023-24

MMS Semester - IV (Batch 2022-24)			
Bloom's Taxonomy	Course Objective (Learning Objective as per UoM)	Course Outcome: At the end of successful completion of the course, students will be able:	Question Cues / Verbs for Tests
Operations Outsourcing & Offshoring			
Understand	To understand the size & extent of Outsourcing & Offshoring	CO 1: Understanding the prospects of outsourcing and offshoring operations	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze	To know the risks & benefits of Outsourcing & Offshoring	CO 2: Characteristics of the vendor selection process for outsourcing	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Understand	To understand the decision making process for Outsourcing & Offshoring	CO 3: Understanding the lawfulness of the Outsourcing Contract.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Strategic HRM with Global Perspective			
Understand	To learn the basics of HR strategy formulation and implementation in domestic as well as international scenario, talent management and competency based HRM	CO 1: Students will be able to learn and understand the basic of Strategic HRM	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply	--	CO 2: Students will be able to learn and understand the basics of comapetencies and competency based HR practices	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify

Analyze, Apply	--	CO 3: Students will learn and understand Strategies for improving organizational effectiveness	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify, Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select, Assess
Apply	--	CO 4: Students will be introduced to HR strategies in international contex	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify
Business to Business Marketing			
Understand	To develop an understanding of key aspects of B2B Marketing and manage marketing programmes for B2B markets.	CO 1: To understand the basics of B2B marketing	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand	--	CO 2: To understand Industrial marketing environment	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Analyze	--	CO 3: To understand building and managing B2B relationship	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Analyze	--	CO 4: To understand segmentation parameters in B2B marketing	Classify, Outline, Break down, Categorize, Analyse, Illustrate, Infer, Select
Evaluate	--	CO 5: To understand the consequences of investment decisions in identifying markets	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Commercial Banking			

Remember and Understand	To understand the concepts and fundamentals of Commercial Banking	CO 1: Knowledge and understanding of the history of Indian banking, bankig sector reforms and related areas.	List, Define, Describe, Recite, Recall, Identify, Show, Tabulate, Quote, How, When, Where, Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand	To understand the Structure and growth of banking and various services rendered through commercial banks.	CO 2: Understand basic schemes of deposit and credit, dangers of money laundering and usefulness of preventive vigilance.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Understand, Evaluate		CO 3: Understand types of credits- term loan and working capital and how to appraise a credit proposal.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss, Assess, Decide, Choose, Rank, Measure, Comment, Recommend, Convince, Select, Judge, Conclude, Argue, Justify, Compare, Summarize, Evaluate
Understand		CO 4: To understand important banking laws.	Describe, Explain, Paraphrase, Restate, Associate, Contrast, Summarize, Differentiate, Distinguish, Interpret, Discuss
Apply		Co 5: To know the various risks in banking operations and tools of management of risks.	Calculate, Predict, Apply, Solve, Illustrate, Use, Demonstrate, Determine, Model, Experiment, Show, Examine, Modify