



Zagdu Singh Charitable Trust's (Regd.)

Thakur Institute of Management Studies and Research, Mumbai

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

Re-accredited with A+ Grade by NAAC | MMS Program accredited by NBA | ISO 21001:2018

Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Master of Management Studies (MMS)

About the Institute

Thakur Institute of Management Studies and Research (TIMSR) was established in the year 2002 by the Thakur Education Group under the aegis of Zagdu Singh Charitable Trust. It is an autonomous institute affiliated with the University of Mumbai and approved by the All India Council for Technical Education (AICTE) and Govt. of Maharashtra. The institute is accredited with A+ grade from the National Assessment and Accreditation Council (NAAC), and its MMS program is accredited by the National Board of Accreditation (NBA). TIMSR is also ISO 21001:2018 certified and listed in the UGC 2(f) list. Recognized for its excellence, the institute was awarded the “Best Management College in West India for Infrastructure 2023” by the Centre for Education Growth and Research (CEGR) and named one of India’s Best B-Schools for 2025 by Career 360. The institute ranked 2nd in Mid-Day B-School Survey 2025.

Vision of the Institute

To emerge as a world class management institute imparting multifaceted management training with a passion for excellence

Mission of the Institute

To inculcate an attitude of continuous learning, strong social commitment and ethical values in the students

To provide an enabling environment for nurturing mindful leaders and entrepreneurs

About the Program

Name of the Program	:	Master of Management Studies (MMS)
Duration of the Program	:	2-years Full Time Master's Degree
Eligibility Criteria	:	As per the directives of the Directorate of Technical Education, Government of Maharashtra

Preamble

The Master of Management Studies (MMS) program is a comprehensive two-year postgraduate degree designed to align with the National Education Policy (NEP) 2020, the AICTE Model Curriculum, and contemporary industry requirements. The program equips students with a strong foundation in core management areas such as Finance, Marketing, Human Resource, and Operations, while also integrating cutting-edge subjects like artificial intelligence in business, sustainable finance, digital marketing, and cybersecurity in operations. Emphasis is placed on multidisciplinary learning, experiential education, and skill-based development to ensure students are industry-ready and future-focused. Courses like Design Thinking, Power BI, Tableau, Advanced Excel, and domain-specific Analytics foster digital fluency and decision-making capabilities essential in today's data-driven world.

Aligned with NEP's emphasis on flexibility and holistic education, the program includes components such as field projects, innovation labs, summer internships, and MOOCs, allowing students to engage with real-world business challenges. The inclusion of Indian Knowledge System (IKS), Yoga, and Positive Psychology reflects a commitment to developing ethically grounded and emotionally resilient managers. AICTE's Outcome-Based Education (OBE) model is embedded through continuous assessment methods and the integration of contemporary tools and strategic frameworks. Graduates of the MMS program are expected to be strategic thinkers, digitally skilled professionals, and socially responsible leaders who can thrive in a dynamic, global business environment. They will be equipped not only with

academic knowledge but also with practical insights, soft skills, and an innovation mindset necessary to lead and transform organizations in a rapidly evolving world. The MMS program thus serves as a platform for grooming future-ready leaders capable of navigating the challenges and opportunities of the 21st-century business landscape.

Graduate Attributes		
Management Knowledge	The Manager and Society	Design and Development of Solutions
Problem Analysis	Environment and Sustainability	Individual and Teamwork
Conduct Investigation of Complex Problems	Ethics	Project Management and Finance
Modern Tool Usage	Communication	Life Long Learning

Program Educational Objectives (PEOs)	
PEO 1	To prepare students for a career in diverse business environment by nurturing mindful leaders and entrepreneurs.
PEO 2	To facilitate continuous learning in multiple areas of management.
PEO 3	To enable students to adopt a value-based approach with passion for excellence.

Program Outcomes (POs) and Program Specific Outcomes (PSOs)	
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop value-based leadership ability.
PO4	Ability to analyse and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the attainment of organizational goals contributing effectively to team environment.
PSO1	Apply advanced knowledge and skills in core areas like Finance, Marketing, HR and Operations to create effective strategies that improve business performance and support long-term growth.
PSO2	Synthesize advanced business analysis to formulate innovative and sustainable business strategies across sectors and geographies.
PSO3	Demonstrate leadership, teamwork, and innovation to manage teams, drive change and improve business processes in a global and competitive environment.

Structure of the Program

The courses under the revised structure and curriculum fall under two categories Mandatory and Electives (choice for students within specializations) leading towards specialization. The electives component provide flexibility for adoption of new courses that nurture professional competencies. In addition to the above, the curriculum also provides hands on learning opportunities through OJT, Field Projects, internships and industry and society relevant research projects.

The Learning levels expected to be attained as per Bloom's Taxonomy: under curriculum are: L1: Remembering; L2: Understanding; L3: Applying; L4: Analysing; L5: Evaluating, and; L6: Creating.

Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Field Work, Workshops, Mentoring Sessions, Assignments, Quizzes, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Use of statistical software and other data analysis and application tools, Inculcation of industry specific skills and training & development sessions through co-curricular activities.

The Formative Assessment and Summative Assessment to be in Ratio 50-50.

Assessment Structure

The assessment structure was divided in 2 ways i.e. Formative Assessment and Summative Assessment. In formative assessment, 3 concurrent evaluations were included whereas end semester examination is part of summative assessment.

All questions are application-based, designed to assess higher-order thinking skills as per Bloom's Taxonomy Levels 4 – 6 (Application, Analysis, Evaluation, and Creation).

Following are the tables highlighting assessment structure for 2 credit course and 3 credit course:

2 Credit Course / 50 Marks	
Component	Marks
Concurrent Evaluations (CCE) 1	5
Concurrent Evaluations (CCE) 2	15
Concurrent Evaluations (CCE) 3	5
Semester End Examination + Experiential /Applied Component	25 (20+5*)
Total	50

3 Credit Course / 100 Marks	
Component	Marks
Concurrent Evaluations (CCE) 1	10
Concurrent Evaluations (CCE) 2	30
Concurrent Evaluations (CCE) 3	10
Semester End Examination + Experiential /Applied Component	50 (40+10*)
Total	100

* *The Application – oriented evaluation is a part of CCE 2. The practical element of the course that students will undertake during the semester, will be evaluated before the semester end examination.*

Structure of Question Paper

Structure of Question Paper (2 Credit)	Structure of Question Paper (3 Credit)
Duration: 1 hour 30 minutes	Duration: 2 hour 30 minutes
Total Marks: 20	Total Marks: 40
Attempt any TWO questions out of the Four.	Attempt any FOUR questions out of the Six.
Each question carries 10 marks.	Each question carries 10 marks.
<ul style="list-style-type: none"> All questions are application-based, designed to assess higher-order thinking skills as per Bloom’s Taxonomy Levels 4–6 (Application, Analysis, Evaluation, and Creation). Questions are framed to assess integrated learning across all modules of the course. 	

Classification of course structure:

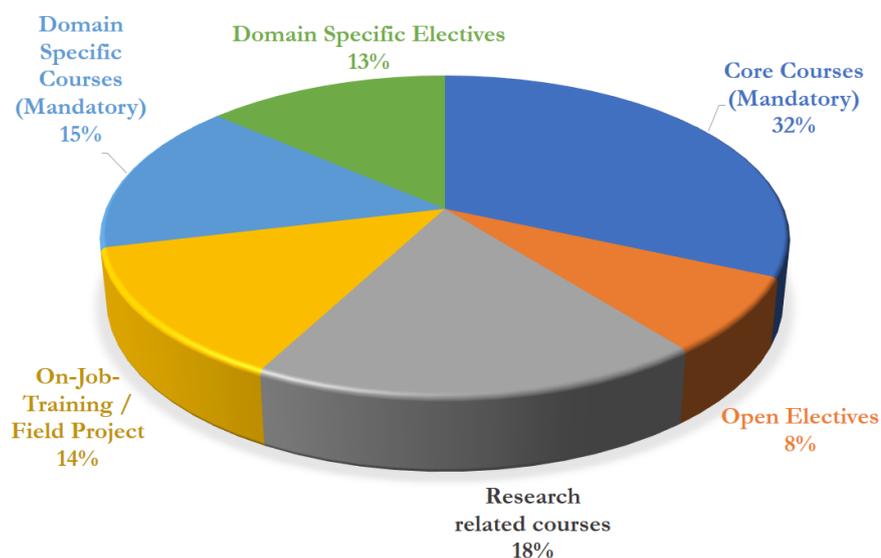
a) Based on the Types of Courses

Type of Courses	Credit
Core Courses (Mandatory)	33
Open Electives	08
Research related courses	19
On-Job-Training / Field Project	14
Domain Specific Courses (Mandatory)	16
Domain Specific Electives	14
Total Credit in 2 Years Program	104

b) Semester-wise

Type of Courses	Credit
Semester I	26
Semester II	26
Semester III	26
Semester IV	26
Total Credit in 2 Years Program	104

Classification of Credit wise Course Structure (In Percentage)



Curriculum Structure w. e. f. Academic Year 2025-26										
Master of Management Studies (Semester - I)										
Course Description			Teaching Scheme		Evaluation Scheme					
Course Category	Course Code	Course Title	Hours / Semester	Credits	Formative		Summative		Total Marks	Duration of Exam (Hours)
					Internal Evaluation		Semester End			
					Min	Max	Min	Max		
<i>Core Course (CC) (Mandatory)</i>	MGM101	Principles of Management	30	2	13	25	13	25	50	01:30
	MGM102	Organizational Behaviour	30	2	13	25	13	25	50	01:30
	MGM103	Business Economics	45	3	25	50	25	50	100	02:30
	MGM104	Statistics for Business	45	3	25	50	25	50	100	02:30
	MGM105	Essentials of Marketing	45	3	25	50	25	50	100	02:30
	MGM106	Financial Accounting	45	3	25	50	25	50	100	02:30
	MGM107	Fundamentals of HRM	45	3	25	50	25	50	100	02:30
	MGM108	Operations Management	45	3	25	50	25	50	100	02:30
<i>Open Electives (OE) (Any 2)</i>	MGE101	Emerging Trends in Business	30	2	13	25	13	25	50	01:30
	MGE102	Business Communication	30	2	13	25	13	25	50	01:30
	MGE103	Information Technology for Managers	30	2	13	25	13	25	50	01:30
	MGE104	Yoga and Positive Psychology for Managing Career and Life	30	2	13	25	13	25	50	--

Curriculum Structure w. e. f. Academic Year 2025-26										
Master of Management Studies (Semester - II)										
Course Description			Teaching Scheme		Evaluation Scheme					
Course Category	Course Code	Course Title	Hours / Semester	Credits	Formative		Summative		Total Marks	Duration of Exam (Hours)
					Internal Evaluation		Semester End			
					Min	Max	Min	Max		
<i>Core Course (CC) (Mandatory)</i>	MGM201	Entrepreneurship Management	30	2	13	25	13	25	50	01:30
	MGM202	Legal & Tax Aspect of Business	45	3	25	50	25	50	100	02:30
<i>Research Methodology</i>	MGM203	Business Research Methods	45	3	25	50	25	50	100	02:30
<i>OJT / FP</i>	MGM204	On-Job-Training	30	2	13	25	13	25	50	--
<i>Open Electives (OE) (Any 1)</i>	MGE201	Advanced Excel for Business	30	2	13	25	13	25	50	01:30
	MGE202	Design Thinking	30	2	13	25	13	25	50	01:30
	MGE203	Indian Knowledge System: Management Perspectives	30	2	13	25	13	25	50	01:30
<i>Specialization: Finance</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MFM201	Corporate Finance	45	3	25	50	25	50	100	02:30
	MFM202	Analysis of Financial Statements	45	3	25	50	25	50	100	02:30
<i>Domain Specific</i>	MFE201	Cost and Management Accounting	30	2	13	25	13	25	50	01:30
	MFE202	Banking Services and Credit Analysis	30	2	13	25	13	25	50	01:30

<i>Electives (DSE) (Any 4)</i>	MFE203	Financial Markets and Regulations	30	2	13	25	13	25	50	01:30
	MFE204	Fixed Income Securities	30	2	13	25	13	25	50	01:30
	MFE205	Behavioural Finance	30	2	13	25	13	25	50	01:30
	MFE206	Sustainable Finance and ESG Investing	30	2	13	25	13	25	50	01:30
<i>Specialization: Marketing</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MMM201	Product and Branding Strategy	45	3	25	50	25	50	100	02:30
	MMM202	Consumer Behaviour	45	3	25	50	25	50	100	02:30
<i>Domain Specific Electives (DSE) (Any 4)</i>	MME201	Digital Marketing	30	2	13	25	13	25	50	01:30
	MME202	Tech-Driven Marketing	30	2	13	25	13	25	50	01:30
	MME203	Retail & Distribution Management	30	2	13	25	13	25	50	01:30
	MME204	Sales Management & Personal Selling	30	2	13	25	13	25	50	01:30
	MME205	Ethical Marketing in the Digital Age	30	2	13	25	13	25	50	01:30
	MME206	Integrated Marketing Communications	30	2	13	25	13	25	50	01:30
<i>Specialization: Human Resource</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MHM201	Contemporary Talent Management	45	3	25	50	25	50	100	02:30
	MHM202	Learning and Development	45	3	25	50	25	50	100	02:30
<i>Domain Specific</i>	MHE201	HR Audit and HR Scorecard	30	2	13	25	13	25	50	01:30
	MHE202	Human Resource Development and Planning	30	2	13	25	13	25	50	01:30

<i>Electives (DSE) (Any 4)</i>	MHE203	Industrial Relations and Labour Legislations - I	30	2	13	25	13	25	50	01:30
	MHE204	Industrial Psychology	30	2	13	25	13	25	50	01:30
	MHE205	Leadership & Change Management	30	2	13	25	13	25	50	01:30
	MHE206	Employer Branding and Employee Value Proposition	30	2	13	25	13	25	50	01:30
<i>Specialization: Operation</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MOM201	Supply Chain Management and Design	45	3	25	50	25	50	100	02:30
	MOM202	Quantitative Models in Operations-I	45	3	25	50	25	50	100	02:30
<i>Domain Specific Electives (DSE) (Any 4)</i>	MOE201	Warehouse Management	30	2	13	25	13	25	50	01:30
	MOE202	Total Quality & Maintenance Management	30	2	13	25	13	25	50	01:30
	MOE203	Inventory Management	30	2	13	25	13	25	50	01:30
	MOE204	Logistics Management	30	2	13	25	13	25	50	01:30
	MOE205	Strategic Sourcing & Procurement Management	30	2	13	25	13	25	50	01:30
	MOE206	Operations Strategy	30	2	13	25	13	25	50	01:30
<i>Exit option on successful completion of 1st year: PG Diploma with additional 4 credits of On-Job-Training</i>										

Curriculum Structure w. e. f. Academic Year 2026-27										
Master of Management Studies (Semester - III)										
Course Description			Teaching Scheme		Evaluation Scheme					
Course Category	Course Code	Course Title	Hours / Semester	Credits	Formative		Summative		Total Marks	Duration of Exam (Hours)
					Internal Evaluation		Semester End			
					Min	Max	Min	Max		
<i>Core Course (CC) (Mandatory)</i>	MGM301	Strategic Management	30	2	13	25	13	25	50	01:30
	MGM302	International Business	30	2	13	25	13	25	50	01:30
<i>OJT / FP</i>	MGM304	Summer Internship Project	120	8	25	50	25	50	100	--
<i>Open Electives (OE) (Any 1)</i>	MGE301	Power BI and Tableau	30	2	13	25	13	25	50	01:30
	MGE302	AI in Business	30	2	13	25	13	25	50	01:30
<i>Specialization: Finance</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MFM301	Security Analysis and Portfolio Management	30	2	13	25	13	25	50	01:30
	MFM302	Corporate Valuation and Financial Modelling	30	2	13	25	13	25	50	01:30
	MFM303	Financial Analytics	30	2	13	25	13	25	50	01:30
<i>Domain Specific Electives (DSE) (Any 4)</i>	MFE301	Entrepreneurial Finance	30	2	13	25	13	25	50	01:30
	MFE302	Derivatives and Risk Management	30	2	13	25	13	25	50	01:30
	MFE303	Financial Planning and Wealth Management	30	2	13	25	13	25	50	01:30

	MFE304	Investment Banking	30	2	13	25	13	25	50	01:30
	MFE305	International Finance	30	2	13	25	13	25	50	01:30
	MFE306	Mergers and Acquisitions	30	2	13	25	13	25	50	01:30
<i>Specialization: Marketing</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MMM301	Marketing Research & Analytics	30	2	13	25	13	25	50	01:30
	MMM302	Marketing Strategy	30	2	13	25	13	25	50	01:30
	MMM303	Services Marketing	30	2	13	25	13	25	50	01:30
<i>Domain Specific Electives (DSE) (Any 4)</i>	MME301	Customer Experience Management	30	2	13	25	13	25	50	01:30
	MME302	B2B Marketing	30	2	13	25	13	25	50	01:30
	MME303	Social Media Marketing	30	2	13	25	13	25	50	01:30
	MME304	Marketing of Financial Services	30	2	13	25	13	25	50	01:30
	MME305	Rural Marketing	30	2	13	25	13	25	50	01:30
	MME306	Sports and Entertainment Marketing	30	2	13	25	13	25	50	01:30
<i>Specialization: Human Resource</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MHM301	Performance Management Systems	30	2	13	25	13	25	50	01:30
	MHM302	Compensation and Reward Management	30	2	13	25	13	25	50	01:30
	MHM303	HR Analytics and Data-Driven Decision Making	30	2	13	25	13	25	50	01:30
<i>Domain Specific</i>	MHE301	HR Technology and Digital Transformation	30	2	13	25	13	25	50	01:30

<i>Electives (DSE) (Any 4)</i>	MHE302	Strategic Human Resource Management	30	2	13	25	13	25	50	01:30
	MHE303	Competency Mapping and Assessment Center	30	2	13	25	13	25	50	01:30
	MHE304	Inclusive Workplace Cultures (Diversity, Equity, Inclusion & Belongingness)	30	2	13	25	13	25	50	01:30
	MHE305	Industrial Relations and Labour Legislations- II	30	2	13	25	13	25	50	01:30
	MHE306	Managing Change and Organisational Development	30	2	13	25	13	25	50	01:30
<i>Specialization: Operation</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MOM301	Operations Analytics	30	2	13	25	13	25	50	01:30
	MOM302	Service Operations Management	30	2	13	25	13	25	50	01:30
	MOM303	Quantitative Models in Operations - II	30	2	13	25	13	25	50	01:30
<i>Domain Specific Electives (DSE) (Any 4)</i>	MOE301	Productivity Management	30	2	13	25	13	25	50	01:30
	MOE302	World Class Manufacturing	30	2	13	25	13	25	50	01:30
	MOE303	Benchmarking and Business process re-engineering	30	2	13	25	13	25	50	01:30
	MOE304	Enterprise Resource Planning	30	2	13	25	13	25	50	01:30
	MOE305	Integrated Operations Management	30	2	13	25	13	25	50	01:30
	MOE306	Cybersecurity in Services Operations	30	2	13	25	13	25	50	01:30

Curriculum Structure w. e. f. Academic Year 2026-27										
Master of Management Studies (Semester - IV)										
Course Description			Teaching Scheme		Evaluation Scheme					
Course Category	Course Code	Course Title	Hours / Semester	Credits	Formative		Summative		Total Marks	Duration of Exam (Hours)
					Internal Evaluation		Semester End			
					Min	Max	Min	Max		
<i>Core Course (CC) (Mandatory)</i>	MGM401	Business Environment & Sustainability	30	2	13	25	13	25	50	01:30
<i>OJT / FP</i>	MGE401	Innovation Lab	30	2	13	25	13	25	50	--
	MGE402	Field Project	30	2	13	25	13	25	50	--
	MGE403	Seminar / Workshop	30	2	13	25	13	25	50	--
	MGE404	MOOC	30	2	13	25	13	25	50	01:30
<i>Research Project</i>	MGM402	Dissertation - I	120	8	25	50	25	50	100	--
	MGM403	Dissertation - II	120	8	25	50	25	50	100	--
<i>Specialization: Finance</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MFM401	Corporate Governance and Ethical Finance	30	2	13	25	13	25	50	01:30
	MFM402	Financial Strategies (Case Study Based)	30	2	13	25	13	25	50	01:30
<i>Specialization: Marketing</i>										
	MMM401	International Marketing	30	2	13	25	13	25	50	01:30

<i>Domain Specific Course (DSC) (Mandatory)</i>	MMM402	Marketing applications and practices	30	2	13	25	13	25	50	01:30
<i>Specialization: Human Resource</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MHM401	HR Compliance	30	2	13	25	13	25	50	01:30
	MHM402	Mergers and Acquisition - Case Study based approach	30	2	13	25	13	25	50	01:30
<i>Specialization: Operations</i>										
<i>Domain Specific Course (DSC) (Mandatory)</i>	MOM401	Project Management	30	2	13	25	13	25	50	01:30
	MOM402	Operations applications and Cases	30	2	13	25	13	25	50	01:30
<i>On successful completion: Award of PG Degree – “Master of Management Studies”</i>										



Name of Program	MMS				Semester	I
Name of Course	Principles of Management				Course Code	MGM101
Credit	2	Required Lectures (In Hours)		30		
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	Principles of Management introduces students to management theories, practices, and global business environments. It explores the evolution of management, the changing role of managers, and develops critical evaluation skills to understand diverse managerial perspectives within dynamic corporate and societal contexts.					
Course Objectives	1	To provide a comprehensive understanding of the evolution of management thought and its relevance in contemporary organizational contexts.				
	2	To develop the ability to analyze and interpret the relationship between business, society, and the external environment through ethical, social, and global lenses.				
	3	To foster critical thinking and integrative decision-making by exploring diverse managerial perspectives and emerging trends in management.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Describe the evolution of management thought and foundational principles, and explain their relevance in modern organizational contexts.				
	CO 2	Apply core management functions such as planning, organizing, leading, and controlling in simulated or real-world business scenarios.				
	CO 3	Analyze the application and suitability of various management principles for different types of businesses and industries.				
	CO 4	Evaluate the effectiveness of main management functions across diverse business situations to determine best practices.				
	CO 5	Compare Indian and global management philosophies to draw culturally relevant managerial insights for effective decision-making.				
	CO 6	Develop integrated management plans that combine classical principles with emerging trends like sustainability to address contemporary business challenges.				
Prerequisites	Basic understanding of business concepts, introductory management principles, and strong analytical and communication skills.					
e-Learning Tools used as Teaching Pedagogy	Collaborative tools for group work, interactive quizzes for engagement, discussion forums for peer learning, case study simulations for practical application, and video-based platforms for supplementary learning.					

KSA Approach			
Knowledge		Skills	Attitude
Fundamentals of Management Fundamentals of leadership Managerial Roles and Responsibility		Planning, Organizing, Directing, Controlling	Learning Adaptability Ethical and Responsible Thinking
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Evolution of Management Thought	a. Introduction to Management: Definition, nature, scope, and significance b. Evolution of Management Thought: <ol style="list-style-type: none"> i. Classical Approaches (Scientific Management – Taylor, Administrative Theory – Fayol) ii. Bureaucratic Management – Max Weber iii. Behavioural Approaches – Hawthorne Studies, Human Relations Movement iv. Quantitative Approach v. Systems and Contingency Approaches vi. Modern Management Theories: TQM, Learning Organizations, Knowledge Management c. Comparison of Traditional vs. Contemporary Views d. Contribution of Indian Thinkers e. Western vs. Eastern Management Philosophies f. Global Management Gurus and their Contributions	5
2	Functions and Roles of Management	a. Management Functions: Planning, Organizing, Leading, Controlling, and Coordinating b. Managerial Roles – Henry Mintzberg’s Managerial Roles c. Levels of Management: Top, Middle, First-line d. Management Skills – Technical, Human, Conceptual e. Decision-Making Process and Styles f. Challenges in Modern Management (VUCA environment, remote teams)	4
3	Application of Management Principles	a. Application of Management Principles in modern organizations b. Limitations and criticisms of classical principles c. Relevance of management principles in start-ups and dynamic business environments d. Cross-cultural Management Practices e. Impact of Globalization on Indian Management Practices	4
4	Planning and Organizing Functions	a. Nature, importance, and steps in planning b. Types of plans: Strategic, Tactical, Operational, Contingency c. Objectives and Goal Setting (SMART Goals) d. Principles of Organizing: Unity of Command, Span of Control, Authority & Responsibility e. Delegation vs. Decentralization f. Formal vs. Informal Organization	4
5	Contemporary Issues and Future of Management	a. Diversity, Equity & Inclusion (DEI) in the Workplace b. Sustainable Development Goals (SDGs) and the role of businesses c. Crisis Management and Business Continuity d. Future Trends: Gig Economy, Hybrid Work, Leadership 4.0	3

Required Textbook	1. Principles & Practice of Management - Chhabra T.N		
	2. Principles of Management - 2nd Ed. - Vasishth Neeru		
	3. Principles of Management : concept and cases - Viswanathan R		
	4. Principles and practice of management – L M Prasad		
Recommended Readings	1. Principles of Management - Peter F. Drucker		
	2. Management: Tasks, Responsibilities, Practices - by Peter F. Drucker		
Online Resources	1. Harvard Business Review (HBR) – hbr.org		
	2. Coursera – coursera.org		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Evolution of Management Thought	CO 1, CO 3, CO 5
	2	Functions and Roles of Management	CO 2, CO 4
	3	Application of Management Principles	CO 3, CO 4, CO 5
	4	Planning and Organizing Functions	CO 2, CO 4, CO 6
	5	Contemporary Issues and Future of Management	CO 6



Name of Program	MMS				Semester	I
Name of Course	Organizational Behaviour				Course Code	MGM102
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course aims to enhance learners' self-awareness, foster the development of interpersonal skills, and equip them with the knowledge, skills, and attitudes necessary to effectively perform as responsible and engaged organizational citizens.					
Course Objectives	1	To develop learners' understanding of scientific approaches to assessing personality attributes, and to explore the formation of perception and attitude for improved social interactions.				
	2	To enhance learners' comprehension of team formation processes and effectiveness, enabling better collaboration and performance in organizational and social contexts.				
	3	To equip learners with essential knowledge and skills related to values, attitudes, and motives, fostering personal effectiveness and social success.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Define key concepts of individual and group behavior in organizational settings and explain their significance for managers and leaders.				
	CO 2	Describe the influence of personality, perception, attitudes, and values on workplace behavior using relevant models such as the Big Five and MBTI.				
	CO 3	Apply motivational theories and team-building techniques to improve individual and team effectiveness in organizational contexts.				
	CO 4	Analyze interpersonal relationships and leadership behaviors to understand and manage organizational dynamics effectively.				
	CO 5	Evaluate conflict resolution strategies, political behavior, and negotiation processes to address challenges in team environments.				
	CO 6	Design strategies to enhance employee satisfaction, organizational commitment, and promote ethical behavior within organizations.				
Prerequisites	Basic understanding of human behavior, communication skills, and a willingness to participate in self-reflection and group activities.					
e-Learning Tools used as Teaching Pedagogy	Interactive Lectures, Case Study Analysis, Role Plays and Simulations, Videos, Psychometric tests, Assignments and Assessments					

KSA Approach			
Knowledge		Skills	Attitude
Personality, perception, values, attitudes, and motivation Group behavior, team processes, and leadership styles Organizational politics, power, and negotiation processes		Communication, Collaboration and Conflict resolution Leadership Techniques Ethical decision-making and problem-solving	Confidence in managing interpersonal team dynamics Willingness to support others and maintain inclusiveness Commitment to organizational values
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Organizational Behavior	a. Meaning, Nature and scope of Organisational Behaviour, b. The contribution of other social sciences to OB studies c. Significance of OB study for Managers and Leaders	3
2	Personality, Perception	a. Personality Attributes, b. Models to measure personality, Big Five model and MBTI model, c. Perception, Perceptual Process d. Motivation, Need-based and Process theories of Motivation	4
3	Motivation	a. Meaning, Significance and objectives of Motivation b. Theories of Motivation c. Need-based theories d. Process-based theories e. Application of motivation theories in different organization	4
4	Attitude, Values	a. Meaning of Attitude- Attitude formation model b. Major job attitudes- job performance, job satisfaction, job commitment c. Meaning of Values- types of values and their impact on employee attitude and job performance	4
5	Interpersonal Relationships and Teamwork	a. Meaning of interpersonal skills b. Significance of interpersonal skills in organisational settings c. Models of interpersonal relationships d. Transactional Analysis and the Johari window e. Process of team formation f. Team / Group properties	5
Required Textbook		1. Stephen Robbins- Organisational Behaviour 2. T.V. Rao- Organisational Behaviour 3. L.M. Prasad- Organizational Behaviour 4. Luthans Fred- Organisational Behaviour	
Recommended Readings		1. Mishra M.N- Organizational behaviour through Indian philosophy 2. Khanka S.S- Organizational behaviour : text and cases 3. Bratton John Callinan, Militza- Work and organizational behaviour: understanding the workplace 4. Punnet Betty Jane- International perspectives on organizational behaviour and HRM	
Online Resources		1. https://www.mindtools.com/caiprxt/team-management 2. https://courses.lumenlearning.com/wm-organizationalbehavior/ 3. https://www.verywellmind.com/ 4. https://www.businessballs.com/	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Organizational Behavior	CO 1
	2	Personality, Perception	CO 2
	3	Motivation	CO 3
	4	Attitude, Values	CO 2, CO 6
	5	Interpersonal Relationships and Teamwork	CO 4, CO 5, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	I
Name of Course	Business Economics				Course Code	MGM103
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	Business Economics applies economic theory and quantitative methods to analyze business enterprises and the factors contributing to their organizational structures and relationships with labor, capital, and markets. This course equips students with analytical tools to understand economic decision-making in firms and industries.					
Course Objectives	1	To introduce students to microeconomic and macroeconomic concepts relevant to business decision-making.				
	2	To develop the ability to analyze market mechanisms, cost structures, pricing strategies, and economic indicators.				
	3	To enable students to apply economic reasoning to real-world business problems and policy issues.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall and define key microeconomic and macroeconomic terms such as demand, elasticity, GDP, inflation, and market structures relevant to business economics.				
	CO 2	Explain the functioning of economic systems, the role of price mechanisms, and the impact of fiscal and monetary policies on business environments.				
	CO 3	Apply concepts of demand forecasting, production functions, and cost analysis to real-life business decision-making scenarios.				
	CO 4	Analyze different market structures and pricing strategies to determine competitive positioning and strategic responses in various industries.				
	CO 5	Evaluate the impact of macroeconomic indicators, government policies, and international trade dynamics on business performance and strategic planning.				
	CO 6	Design integrated business strategies that incorporate economic forecasting, cost management, and policy analysis for sustainable competitive advantage.				
Prerequisites	Basic understanding of economics at the undergraduate level					

e-Learning Tools used as Teaching Pedagogy	Google classroom, Kahoot (Quiz)		
KSA Approach			
Knowledge		Skills	Attitude
Economic Theory, Business Models, Market Forces, Macro Indicators		Analytical Thinking, Decision-Making using Economic Data Forecasting	Curiosity about economic trends Rational Thinking Policy Awareness
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Business Economics and Demand Analysis	a. Nature and scope of Business Economics b. Basic economic problems and role of price mechanism c. Demand theory: individual and market demand d. Elasticity of demand: price, income, cross e. Demand forecasting methods	6
2	Production and Cost Analysis	a. Production function: short-run and long-run b. Law of Variable Proportions & Returns to Scale c. Isoquants and Isocosts d. Cost concepts: fixed, variable, average, marginal e. Economies and diseconomies of scale	6
3	Market Structures and Pricing Practices	a. Features and pricing under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly b. Price discrimination and cartels c. Pricing strategies: cost-plus pricing, marginal pricing, penetration pricing, skimming d. Game theory basics in oligopoly	6
4	Macro-economic Environment of Business	a. GDP, GNP, NNP – concepts and measurement b. Inflation, unemployment, business cycles c. Monetary and fiscal policy tools d. Investment, savings, and consumption behavior e. IS-LM framework (introductory)	6
5	International Economics and Policy Impact	a. Balance of Payments (BoP) and exchange rates b. Trade policies: tariffs, quotas, and subsidies c. Globalization and its impact on business d. WTO, IMF, and India's international trade scenario e. Current economic issues and government policies affecting business	6
Required Textbook		1. Managerial Economics by D. Salvatore 2. Business Economics by H. L. Ahuja 3. Managerial Economics by P.L. Mehta	
Recommended Readings		1. Principles of Economics by N. Gregory Mankiw 2. Indian Economy by Ramesh Singh (for macro context) 3. Articles from Economic and Political Weekly (EPW) and Harvard Business Review 4. Samuelson, Paul A. & Nordhaus, William D. – Economics	
Online Resources		1. NPTEL Courses 2. Coursera - Courses 3. World Bank Data & Development Indicators 4. RBI – Economic Indicators & Reports	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Business Economics and Demand Analysis	CO 1, CO 3
	2	Production and Cost Analysis	CO 3
	3	Market Structures and Pricing Practices	CO 2, CO 4
	4	Macro- economic Environment of Business	CO 2, CO 5
	5	International Economics and Policy Impact	CO 5, CO 6



Name of Program	MMS				Semester	I
Name of Course	Statistics for Business				Course Code	MGM104
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course equips students with statistical tools necessary for analyzing data and making sound business decisions. It covers descriptive and inferential statistics, probability theory, hypothesis testing, and statistical software usage for business contexts. The course blends theory and practical applications for enhanced decision-making.					
Course Objectives	1	To understand the significance of statistical thinking in identifying patterns, trends, and relationships that influence strategic and operational business decisions.				
	2	To explore a variety of statistical techniques for summarizing data, identifying variation, and drawing insights from both descriptive and inferential methods.				
	3	To effectively apply statistical tools and models in real-life business scenarios, enhancing problem-solving capabilities and data-supported decision-making across functional areas.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall fundamental statistical terms, types of variables, and basic concepts such as measures of central tendency, variability, probability, and distributions.				
	CO 2	Explain the importance of statistics in business decision-making and interpret graphical data representations, probability distributions, and sampling concepts.				
	CO 3	Apply appropriate statistical methods and probability theories to solve business-related problems and compute estimations.				
	CO 4	Analyze business data using parametric and non-parametric statistical tools and identify relationships and patterns to support data-driven decisions.				
	CO 5	Evaluate statistical test outcomes to assess the validity and reliability of business insights and make informed decisions.				
	CO 6	Create a comprehensive statistical report by integrating various analytical techniques, drawing insights from data, and providing evidence-based business recommendations.				

Prerequisites	Basic understanding of mathematics, data formats, and logical reasoning		
e-Learning Tools used as Teaching Pedagogy	Videos, e-books, online quiz, etc.		
KSA Approach			
Knowledge		Skills	Attitude
Statistical Theories, Probability Concepts, Hypothesis Testing Methods		Data Interpretation. Statistical Computation. Decision-Making with Analytical Tools	Accuracy in Data Handling, Ethical Use of Statistics, Critical Thinking in Business Contexts
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Fundamentals of Statistics	a. Introduction to Statistics b. Types of variables, Charts and Graphs c. Measures of Central Tendency and Variability d. Interquartile Range e. Kurtosis and Skewness	6
2	Probability and Distributions	a. Concepts of probability b. Permutations & Combinations c. Axioms and Rules of Probability d. Types and Theories of Probability e. Random Variables f. Expected Value g. Binomial, Poisson, and Normal Distributions	6
3	Sampling and Estimation	a. Sampling Distribution b. Types of Sampling c. Central Limit Theorem d. Point and Interval Estimation	6
4	Hypothesis Testing	a. Introduction to Hypothesis Testing b. Significance Level c. Margin of Error, Type I & II Errors d. Parametric Tests (Z-test, T-test, ANOVA, Correlation, Regression)	6
5	Advanced Statistical Analysis	a. Non-Parametric Tests (Chi-square, Spearman's, Mann-Whitney, Wilcoxon) b. Multivariate Analysis (Multiple Regression, Factor Analysis, MDS Discriminant Analysis - Theory) c. Practical Application of Hypothesis Testing	6
Required Textbook		1. Ken Black, Business Statistics for Contemporary Decision Making, Wiley 2. Sanjiv Jaggia & Alison Kelly, Business Statistics, McGraw Hill 3. Richard I. Levin & David S. Rubin, Statistics for Management, Pearson	
Recommended Readings		1. D. P. Apte, Statistics for Managers, Excel 2. Gerald Keller & Hitesh Arora, Business Statistics, Cengage 3. Joseph Francis, Business Statistics, Cengage	
Online Resources		1. NOC: Business Statistics - https://nptel.ac.in/courses/110107114 2. Business Statistics - https://onlinecourses.swayam2.ac.in/cec22_mg24/preview 3. Probability and Statistics - https://onlinecourses.nptel.ac.in/noc21_ma74/preview	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Fundamentals of Statistics	CO 1, CO 2
	2	Probability and Distributions	CO 1, CO 2, CO 3
	3	Sampling and Estimation	CO 3, CO 4
	4	Hypothesis Testing	CO 4, CO 5
	5	Advanced Statistical Analysis	CO 4, CO 5, CO 6



Name of Program	MMS				Semester	I
Name of Course	Essentials of Marketing				Course Code	MGM105
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	Course provides a comprehensive introduction to core marketing concepts, strategies, and practices. The course explores customer behavior, market segmentation, product positioning, and the 4Ps to build effective marketing plans					
Course Objectives	1	Develop a foundational knowledge of key marketing principles, including consumer behavior, market segmentation, and the marketing mix.				
	2	Gain the ability to craft and evaluate effective marketing strategies that align with business objectives and target audience needs.				
	3	Enhance decision-making skills through case studies and practical exercises focused on real-world marketing challenges.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Identify and recall essential marketing concepts, principles, and terminology to establish a foundational understanding of the marketing discipline.				
	CO 2	Explain market trends, customer needs, and competitive landscapes to demonstrate comprehension of marketing environments and decision-making contexts.				
	CO 3	Apply segmentation, targeting, positioning (STP), and marketing mix strategies to real-world business scenarios to achieve marketing objectives.				
	CO 4	Analyze marketing strategies and initiatives to assess their effectiveness, efficiency, and alignment with organizational goals and market dynamics.				
	CO 5	Evaluate marketing practices to ensure ethical standards, social responsibility, and regulatory compliance are upheld in decision-making processes.				
	CO 6	Design innovative marketing strategies and solutions by integrating consumer insights and adapting to dynamic market conditions and technological advancements.				
Prerequisites	A basic understanding of business concepts and general management principles is recommended. Familiarity with economic and social trends will also be helpful for contextualizing marketing strategies					

e-Learning Tools used as Teaching Pedagogy	<p>Learning Management System (LMS): Platforms like Moodle or Blackboard to deliver course materials, quizzes, and discussion forums, enabling interactive learning and continuous assessment.</p> <p>Simulation Tools: Marketing simulation software such as Markstrat or HubSpot Academy to provide hands-on experience in developing and executing marketing strategies in a virtual environment.</p>
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KSA Approach

Knowledge	Skills	Attitude
Core concepts of marketing Marketing Mix, STP Model Digital Marketing	Analytical Thinking Communication Skills Strategic Planning, Digital Literacy	Customer-centric Mindset Adaptability, Collaboration Ethical Orientation

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	Concepts of Marketing	<ul style="list-style-type: none"> a. Evolution of Marketing Concepts b. Traditional & Modern Marketing c. Orientation of Marketing d. Marketing Myopia e. Understanding Marketing Environment – Micro & Macro f. Types of Marketing g. Role of Marketing in Organizations & economy h. Rise of Tech & Data Driven Marketing 	6
2	Introduction to Marketing Mix - I	<ul style="list-style-type: none"> a. Product - Meaning, Goods & Services b. Product Mix & extended Marketing Mix c. Levels of Product d. Product Life Cycle e. New Product development f. Branding, Packaging & Labelling g. Price - Pricing objectives h. Factors influencing pricing decision i. Approaches to pricing – Price & Non-price Competition j. Setting the price and managing the price changes 	6
3	Introduction to Marketing Mix - II	<ul style="list-style-type: none"> a. Place - Introduction to the various channels of distribution b. Designing marketing channels c. Introduction to Wholesaling, Retailing, Franchising, Direct Marketing d. Impact of technology & Internet on distribution e. Promotion - Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations f. Impact of technology & Internet on Promotion g. Interdependence & Integration of Marketing Mix 	6
4	Segmentation, Targeting & Positioning (STP)	<ul style="list-style-type: none"> a. Segmentation, Targeting & Positioning (STP) - STP process b. Attributes of Effective Segments c. Levels of Market Segmentation d. Approaches of Segmenting markets e. Segmentation methods using different bases f. Market Gridding Targeting - Choosing the Target Market: <ul style="list-style-type: none"> i. Market Selection ii. Evaluation of the Segments 	6

		iii. Wrong Targeting renders strategy ineffective g. Market Targeting: An Integral part of Marketing Strategy		
5	Introduction of Digital Marketing	a. Marketing channels b. e-commerce marketing c. Basics of Digital Marketing d. Key channels of Digital e. Pros and Cons of digital marketing f. Website & Landing Page Fundamentals g. Web Analytics & Metrics	6	
Required Textbook		1. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Principles of Marketing, Pearson. 2. Seema Gupta, Fundamentals of Digital marketing, Pearson. 3. Rajan Saxena, Marketing Management, TMGH		
Recommended Readings		1. Ramaswamy and Namakumari, Marketing Management, Macmillan. 2. Frances Brassington & Stephen Pettitt Essentials of Marketing 3. Louis E. Boone & David L. Kurtz, Contemporary Marketing 4. Gary Armstrong & Philip Kotler Marketing: An Introduction		
Online Resources		1. Google Digital Garage: Free courses on digital marketing fundamentals, analytics, and strategy (digitalgarage.withgoogle.com). 2. HubSpot Academy: Comprehensive tutorials on inbound marketing, content marketing, and CRM (academy.hubspot.com). 3. Coursera: Marketing courses from top universities, such as "Introduction to Marketing" by the University of Pennsylvania (coursera.org). 4. Harvard Business Review (Marketing Section) – hbr.org		
Alignment of Course Outcomes (COs) with Units		Unit No.	Title of Unit	Relevant COs
		1	Concepts of Marketing	CO 1, CO 2, CO 5
		2	Introduction to Marketing Mix - I	CO 3, CO 4
		3	Introduction to Marketing Mix - II	CO 3, CO 4, CO 6
		4	Segmentation, Targeting & Positioning (STP)	CO 2, CO 3, CO 4, CO 5, CO 6
	5	Introduction of Digital Marketing	CO 2, CO 4, CO 5, CO 6	



Name of Program	MMS				Semester	I
Name of Course	Financial Accounting				Course Code	MGM106
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* <i>The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.</i>						
Course Description	This course covers fundamental accounting principles, GAAP, Ind AS, IFRS, and the double-entry system. It includes journalizing, ledger posting, trial balance, and final accounts for partnerships and companies. Students will also learn corporate financial reporting, statutory provisions, and the preparation of financial statements, including balance sheets and profit and loss accounts as per Schedule III.					
Course Objectives	1	For making the students to learn and preparation of accounts in financial terms and aspects.				
	2	To acquaint the students with the fundamental principles of Financial, Cost and Management Accounting				
	3	To enable the students to prepare Financial Statements				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall and explain the fundamental concepts, principles, and conventions of financial accounting, including the purpose of accounting in various forms of business structures.				
	CO 2	Identify and apply appropriate accounting standards such as Ind AS, GAAP, and IFRS in the preparation and presentation of financial information.				
	CO 3	Execute and perform accurate recording, classification, and summarization of business transactions through the complete accounting cycle—journal entries, ledger posting, trial balance preparation, and adjustments.				
	CO 4	Prepare and analyze financial statements (Balance Sheet, Profit & Loss Account, and Notes to Accounts) using regulatory formats and incorporating necessary adjustments for accurate financial reporting.				
	CO 5	Examine and assess corporate financial reports and specialized financial statements (e.g., Cash Flow, Bank, and Insurance Statements) to evaluate the financial performance and health of an organization.				
	CO 6	Interpret financial data using ratio analysis and common-size statements, and formulate insights and recommendations for managerial decision-making and investment strategies.				
Prerequisites	Basic of Accounting terminology					

e-Learning Tools used as Teaching Pedagogy	Learning Management Systems (LMS) – Moodle, Google Classroom, Blackboard Interactive Videos and Tutorials – YouTube, Edpuzzle Virtual Whiteboards – Jamboard Gamification Platforms – Kahoot Spreadsheet Tools – Google Sheets, Microsoft Excel		
KSA Approach			
Knowledge		Skills	Attitude
Accounting Principles, Financial Statements, Indian Accounting Standards, GAAP & IFRS, Corporate Disclosures,		Problem solving skills, Analytical skills	Attention to Detail, Pro-activeness
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Fundamentals of Accounting and Reporting Frameworks	a. Meaning and importance of accounting b. Users of financial statements c. Forms of business organization and their impact on accounting d. Branches of accounting: Financial, Cost, Management Accounting, Corporate Finance e. Indian Accounting Standards (Ind AS), GAAP, and IFRS f. Role of Ethics in Financial Accounting	5
2	Accounting Process and the Accounting Cycle	a. Stages: Recording, Classification, Summarizing b. Journal entries and accounting rules (Debit/Credit) c. Ledger posting and balancing d. Trial Balance preparation and correction of errors	5
3	Preparation of Financial Statements and Adjustments	a. Vertical Financial Statements (Revised Schedule III – Companies Act) b. Balance Sheet c. Statement of Profit and Loss d. Notes to Accounts e. Adjustments for: f. Inventory g. Accrued/Prepaid Income and Expenses h. Depreciation i. Provision for Doubtful Debts and Bad Debts j. Provision vs Contingent Liabilities k. Fixed Assets and Schedule Format l. Income Measurement, Revenue recognition, Capital vs. Revenue Expenditure, Deferred Revenue Expenditure	6
4	Specialized Financial Reporting	a. Cash Flow Statement (AS 3) – Format, Preparation, and Analysis b. Financial Statements of: Banks, Insurance Companies, Brief Overview of NBFC Financial Reporting c. Corporate Financial Reporting: Reading of Annual Report, Audit Report and Director’s Report, Governance and CSR Reporting d. ESG Reporting Trends (Introductory Concept) e. Analyst Presentations and Podcasts f. Investor Relations – Basics and Key Disclosures	6

5	Application, Interpretation, and Analysis	a. Comparative and Common-size Financial Statements b. Ratio Analysis – Liquidity, Solvency, Profitability c. Linking cost accounting to financial reporting d. Case Study on Financial Statement Interpretation of a Listed Company	8																		
Required Textbook		1. Guruprasad Murthy : Financial Accounting 2. Shukla and Grewal, Advanced Accountancy 3. R. Narayana swamy (2011): Financial Accounting: A Managerial Perspective, Prentice Hall of India 4. S.N. Maheshwari & S. K. Maheshwari, Financial Accounting																			
Recommended Readings		1. ICAI Accounting Standards and Ind AS Guide 2. IFRS Standards issued by the IFRS Foundation 3. Companies Act, 2013 (India) 4. Financial Accounting for Managers, 7e by Ambrish Gupta																			
Online Resources		1. https://onlinecourses.swayam2.ac.in/cec25_cm03/preview 2. Official website of ICAI (www.icaai.org) 3. IFRS Foundation (www.ifrs.org) 4. Ministry of Corporate Affairs, India (www.mca.gov.in)																			
Alignment of Course Outcomes (COs) with Units		<table border="1"> <thead> <tr> <th>Unit No.</th> <th>Title of Unit</th> <th>Relevant COs</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Fundamentals of Accounting and Reporting Frameworks</td> <td>CO 1, CO 2</td> </tr> <tr> <td>2</td> <td>Accounting Process and the Accounting Cycle</td> <td>CO 3</td> </tr> <tr> <td>3</td> <td>Preparation of Financial Statements and Adjustments</td> <td>CO 2, CO 3, CO 4</td> </tr> <tr> <td>4</td> <td>Specialized Financial Reporting</td> <td>CO 5</td> </tr> <tr> <td>5</td> <td>Application, Interpretation, and Analysis</td> <td>CO 6</td> </tr> </tbody> </table>	Unit No.	Title of Unit	Relevant COs	1	Fundamentals of Accounting and Reporting Frameworks	CO 1, CO 2	2	Accounting Process and the Accounting Cycle	CO 3	3	Preparation of Financial Statements and Adjustments	CO 2, CO 3, CO 4	4	Specialized Financial Reporting	CO 5	5	Application, Interpretation, and Analysis	CO 6	
Unit No.	Title of Unit	Relevant COs																			
1	Fundamentals of Accounting and Reporting Frameworks	CO 1, CO 2																			
2	Accounting Process and the Accounting Cycle	CO 3																			
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4	Specialized Financial Reporting	CO 5																			
5	Application, Interpretation, and Analysis	CO 6																			



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	I
Name of Course	Fundamentals of Human Resource Management				Course Code	MGM107
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course provides an overview of the Human Resources (HR) field, focusing on its evolution, functions, and significance in modern organizations. Students will gain foundational knowledge of HR concepts, including recruitment, training and development, employee relations, compensation, and legal compliance. The course aims to prepare students for deeper exploration into HR strategies and their application in business environments.					
Course Objectives	1	Understand the basic principles and functions of Human Resources.				
	2	Identify the importance of HR in an organizational context.				
	3	Discuss ethical considerations and legal compliance in HR.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall and describe the key concepts, functions, and processes in Human Resource Management including definitions, models, and the structure of HR departments.				
	CO 2	Interpret and apply HRM processes (such as planning, recruitment, learning, and development) to improve business performance and meet organizational needs.				
	CO 3	Identify and implement effective strategies for talent acquisition, retention, and succession planning to ensure sustainable human capital development.				
	CO 4	Examine and determine appropriate HR processes and policies to be applied in different business scenarios for optimal outcomes.				
	CO 5	Assess and critique challenges and issues in HRM, including performance management, compensation, and employee relations, to improve HR effectiveness.				
	CO 6	Design and develop strategic HR operational models that align with organizational goals and support long-term functional efficiency.				
Prerequisites	Basic understanding of organisational structures and work environments					

e-Learning Tools used as Teaching Pedagogy	Interactive Lectures, Case Study Analysis, Role Plays and Simulations, Assignments and Assessments and Flipped Classroom Approach		
KSA Approach			
Knowledge		Skills	Attitude
HR concepts, principles, and functions HR laws and ethical considerations Understanding employee engagement and motivation		Effective recruitment and selection Manpower Planning People management and retention Employee motivation	Professionalism Ethical decision-making in HR practices Commitment to fair and inclusive HR practices
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to HRM	a. Definition, Importance, Challenges, Models of HRM b. Structure and Functions of the HR Department. c. HR Policies and types of HR policies	6
2	Human Resource Planning (HRP) and Talent Acquisition	a. Human Resource Planning: Importance and the process of Human Resource Planning b. Succession Planning & Job Analysis c. Definition, Characteristics, Talent Acquisition process and methods d. Methods of Talent Acquisition	6
3	Learning and Development	a. Definition, Importance of Learning and Development b. Traditional and Modern Methods of Learning and Development c. Learning Need Analysis and Evaluation	6
4	Performance Management	a. Objectives and significance of performance management b. Process of Performance Management System c. Performance appraisal Methods d. Feedback mechanism and Performance Development Plans e. Competency-Based PMS	6
5	Compensation and Benefits	a. Definition, Direct & Indirect Compensation and Types of Benefits b. Payroll Management c. Case studies in Compensation Management d. Contemporary Practices	6
Required Textbook		1. Dessler, G. (2020). Fundamentals of Human Resource Management (5th Edition). Pearson Education. 2. Human Resource Management L. M. Prasad Sultan Chand & Company Ltd. New Delhi 3. Human Resource Management, V.S.P. Rao, Excel Books / Cengage Learning 4. Personnel Management C. B. Matoria & Gankar S V Himalaya Publishing House, Mumbai	
Recommended Readings		1. Personnel & Human Resource Management A. M. Sharma Himalaya Publishing House Mumbai 2. Human Resource Management Mondy, R. W., & Martocchio, J. J. (2016) Delhi ; Dorling Kindersley (14th Edition) 3. Personnel and human resource management, Sarma A M, Himalaya Publishing House, Mumbai 4. Human resource management: a case study approach, Muller Camen & Croucher Richard, Jaico Publishing House; Ahmedabad, 2011	

Online Resources	1. "People Management" by IIM Bangalore on Coursera		
	2. "Leadership and Emotional Intelligence" by IIMB on edX		
	3. HBR IdeaCast Podcast		
	4. Academia.edu & ResearchGate.net- HR articles		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to HRM	CO 1
	2	Human Resource Planning (HRP) and Talent Acquisition	CO 2, CO 3, CO 4
	3	Learning and Development	CO 2, CO 4, CO 6
	4	Performance Management	CO 4, CO 5, CO 6
	5	Compensation and Benefits	CO 5, CO 6



Name of Program	MMS				Semester	I
Name of Course	Operations Management				Course Code	MGM108
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	The "Introduction to Operations Management" course provides an overview of key concepts in operations management, focusing on the fundamentals, facility planning, inventory management, and capacity planning. Students will learn to optimize facility location, layout design, and production scheduling. The course also covers basic inventory control techniques and capacity planning methods. Additionally, students will explore emerging trends like lean operations, JIT, and sustainability, preparing them to apply modern tools and strategies in managing operations efficiently.					
Course Objectives	1	Equip students to analyze operations fundamentals and managerial roles.				
	2	Develop skills to optimize facility location, layout, and capacity planning.				
	3	Enable students to apply inventory control and capacity planning tools.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall and explain the basic concepts, scope, and evolution of operations management, including differences between goods and services and the transformation process.				
	CO 2	Describe and interpret operations management principles and relate them to real-world business scenarios and organizational functions.				
	CO 3	Apply core operations management techniques—such as facility layout, inventory control, and scheduling—to improve production and service efficiency.				
	CO 4	Analyze operational problems related to capacity, inventory, location, and layouts, and break down complex issues to identify key causes and performance bottlenecks.				
	CO 5	Evaluate various operational strategies such as lean, JIT, and TQM, and recommend data-driven solutions for enhancing operational performance and sustainability.				
	CO 6	Design and propose innovative, technology-enabled solutions and operational models that address current trends and challenges in operations management.				

Prerequisites	Basic understanding of business management concepts Introductory knowledge of mathematics/quantitative analysis		
e-Learning Tools used as Teaching Pedagogy	PPTs and Videos		
KSA Approach			
Knowledge		Skills	Attitude
Operations management Inventory techniques Lean principles		Facility optimization Capacity planning Tech application	Continuous improvement Sustainability focus Innovation mindset
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Fundamentals of Operations Management	a. Meaning, scope, and importance of operations management b. Evolution of operations management: From craft production to lean manufacturing c. Understanding goods vs. services: Characteristics and differences d. The transformation process: Inputs, processes, and outputs e. Role and responsibilities of an operations manager	6
2	Facility Location and Layout	a. Importance of facility location decisions in operations b. Factors influencing location decisions and Location planning models: Center of Gravity, Factor Rating, and Load-Distance Method c. Types of facility layouts: Product, process, cellular, fixed position, and hybrid layouts d. Performance measures and optimization of layouts	6
3	Inventory Management	a. Inventory Management (Introduction): b. Basics of inventory: Types (Raw materials, WIP, Finished goods) and functions c. Importance of inventory management in operations d. Overview of inventory costs: Ordering, carrying and shortage costs e. Brief introduction to inventory control techniques (e.g., ABC classification, EOQ)	6
4	Capacity Planning and Production Scheduling	a. Definition and types of capacity: Design, effective, and actual capacity b. Capacity planning: Measurement, decision-making, and economies of scale c. Aggregate planning: Level production vs. chase demand strategy d. Master Production Schedule (MPS): Concepts and importance e. Scheduling techniques: Gantt charts, job sequencing, and priority rules	6
5	Emerging Trends in Operations Management	a. Lean operations: Principles of waste reduction and value creation b. Just-in-Time (JIT) and Total Quality Management (TQM) c. Role of technology in operations: Automation, IoT, and AI in production systems d. Sustainability in operations management: Green manufacturing and circular economy e. Case studies: Real-world examples of operations excellence	6

Required Textbook	1. Operations Management, 9e by Norman Gaither, Cengage Learning		
	2. Operations management, 13e by William J Stevenson, McGrawHill		
	3. Operations Management: Theory and Practice, 3e, B. Mahadevan, Pearson		
Recommended Readings	1. Production and Operations Management-S N Chary, Tata McGraw Hill		
	2. Production and Operations Management- Chunawalla & Patel, Himalaya Publishing		
	3. Operations Management for Competitive Advantage- Chase & Jacob, McGraw-Hill		
Online Resources	1. https://pressbooks.lib.vt.edu/fundamentalsofbusiness2e/chapter/chapter-10-operations-management/		
	2. https://katanamrp.com/blog/production-planning-scheduling/		
	3. https://library.fiveable.me/supply-chain-management/unit-6		
	4. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Fundamentals of Operations Management	CO 1, CO2
	2	Facility Location and Layout	CO 2, CO 3, CO 4
	3	Inventory Management	CO 2, CO 3, CO 4
	4	Capacity Planning and Production Scheduling	CO 3, CO 4, CO 5
	5	Emerging Trends in Operations Management	CO 5, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	I
Name of Course	Emerging Trends in Business				Course Code	MGE101
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	1	Tutorial	0	Practical	2
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course covers the basics of personal finance, including budgeting, saving, investing, and tax planning, equipping students with essential skills for making informed financial decisions.					
Course Objectives	1	To explore and analyze current and future trends affecting global and Indian business landscapes.				
	2	To assess the strategic implications of digital transformation, innovation, and sustainability.				
	3	To develop critical thinking regarding how businesses adapt to disruption, policy changes, and new consumer behavior.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Identify and describe key global and national trends such as globalization, post-pandemic shifts, and government initiatives that are reshaping business environments.				
	CO 2	Analyze how emerging technologies like AI, Blockchain, FinTech, and IoT are disrupting traditional business models and reshaping strategy across sectors.				
	CO 3	Evaluate how ESG frameworks, sustainability practices, and climate risk influence corporate decision-making, brand reputation, and investor relations.				
	CO 4	Assess the effects of shifting consumer behavior, digital marketing trends, and sectoral transformation (e.g., EdTech, HealthTech) on business performance.				
	CO 5	Explain and apply changing HR trends like hybrid work, gig economy, and DEI strategies, workforce planning and employee engagement practices.				
	CO 6	Design and present innovative business responses to disruptive trends using strategic frameworks (like SWOT, PESTLE, Business Model Canvas).				
Prerequisites	Basic knowledge of management principles, economics and business environment					

e-Learning Tools used as Teaching Pedagogy	Videos, e-books, online quiz, etc.			
KSA Approach				
Knowledge		Skills	Attitude	
Global business environment Emerging business models Sector specific development		Decision-making Problem solving Strategic thinking	Proactive mindset Ethical awareness Collaborative spirit	
Course Contents and Schedule				
Unit No.	Title of Unit	Content	No. of Sessions	
1	Changing landscape of business	a. Globalization and its evolving impact b. Post-pandemic business transformation c. Role of innovation in competitive advantage d. Shifting consumer behaviour and expectations	4	
2	Domain Specific Emerging trends	a. FinTech, DeFi, and digital payments, Behavioural finance and investment trends b. Digital and influencer marketing, Neuro-marketing and personalization c. Upskilling and reskilling, diversity, equity and inclusion	4	
3	Sector specific emerging trends	a. Trends in EdTech, HealthTech, AgriTech, CleanTech b. Smart Cities and Urban Development c. Start-up ecosystem and unicorn culture d. Government initiatives like "Digital India," "Start-up India," etc.	4	
4	Business strategy, governance and regulation	a. Adaptive and agile business strategies b. Corporate governance in the digital age c. Impact of Government Policies and Programmes d. Cybersecurity, data privacy laws, and business compliance	4	
5	Sustainability & Responsible Business	a. ESG frameworks and reporting standards b. Climate change risk and business resilience c. Triple Bottom Line (People, Planet, Profit) d. Circular economy and green innovations	4	
Required Textbook		1. Emerging Trends in Business By Sandeep Goel 2. Indian Economy: Performance and Policies By Uma Kapila 3. Start-up India: The Way Ahead By Amitabh Kant & Ravi Narain 4. Business Environment By Francis Cherunilam		
Recommended Readings		1. Corporate Social Responsibility: Concepts and Cases – C.V. Baxi & Ajit Prasad 2. The Future is Faster Than You Think – Peter Diamandis & Steven Kotler 3. Reimagining Capitalism in a World on Fire – Rebecca Henderson 4. The Innovator’s Dilemma – Clayton Christensen		
Online Resources		1. NITI Aayog 2. NPTEL 3. Economic Survey of India 4. Harvard Business Review		
Alignment of Course Outcomes (COs) with Units		Unit No.	Title of Unit	Relevant COs
		1	Changing landscape of business	CO 1, CO 4
		2	Domain Specific Emerging trends	CO 2, CO 4, CO 5
		3	Sector specific emerging trends	CO 1, CO 4, CO 6
		4	Business strategy, governance and regulation	CO 2, CO 6
5	Sustainability and Responsible Business	CO 3, CO 6		



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Name of Program	MMS				Semester	I
Name of Course	Business Communication				Course Code	MGE102
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	1	Tutorial	0	Practical	2
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course develops effective business communication skills, covering written, verbal, and nonverbal communication. Topics include business writing, presentation skills, conflict resolution, and cross-cultural communication.					
Course Objectives	1	To introduce foundational concepts of communication theory and its elements.				
	2	To develop basic skills in active listening, verbal communication, and non-verbal cues.				
	3	To practice effective writing techniques for different communication purposes like emails and reports.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Identify and explain the fundamental components, types, and models of the communication process.				
	CO 2	Describe and interpret active listening skills and their importance in effective communication.				
	CO 3	Apply appropriate verbal and non-verbal communication techniques in real-time situations.				
	CO 4	Analyze different communication formats and compose structured written communication such as emails, reports, and memos.				
	CO 5	Evaluate key elements of presentation design and develop impactful presentations with effective delivery techniques.				
	CO 6	Construct and deliver persuasive arguments confidently in group discussions and multicultural communication settings.				
Prerequisites	Foundations of Communication Skills					
e-Learning Tools used as Teaching Pedagogy	Virtual presentations and simulations for practicing business communication skills					
KSA Approach						
Knowledge		Skills			Attitude	
Business Communication		Communication Skills			Pro-Activeness	

Intercultural Communication Crisis Communication		Interpersonal Communication Leadership Skills		Accountability Group Cohesiveness	
Course Contents and Schedule					
Unit No.	Title of Unit	Content			No. of Sessions
1	Introduction to Communication	a. Definition and importance of communication b. Types of communication (verbal and non-verbal) c. Communication models (linear, interactive, and transactional) d. The 7 Cs of communication e. Barriers to Effective Communication			4
2	Effective Listening	a. Active Listening, Process of Effective Listening, Barriers to effective listening b. Types of Listening, c. Process of Listening d. Listening strategies			4
3	Verbal Communication	a. Principles of verbal communication, b. Speaking skills (clarity, concision, and coherence) c. Group discussions and presentations d. Principles of written communication e. Writing styles (formal and informal) f. Email and letter writing			4
4	Non-Verbal Communication	a. Types of non-verbal communication (body language, facial expressions, and tone of voice) b. Importance of non-verbal cues in communication			4
5	Intercultural Communication	a. Intercultural communication in business: b. Barriers & how to improve, c. Multiculturalism and cross-culturalism, d. High -context and low context communication			4
Required Textbook		1. "Communication Skills" by Richard L. Johannesen			
		2. "Communication: Principles for a Lifetime" by Steven A. Beebe and Timothy P. Mottet			
		3. "Business Communication" by Meenakshi Raman and Prakash Singh			
		4. "Business Communication" by K. K. Sinha			
Recommended Readings		5. "Effective Communication" by Michael H. McGlothlin			
		6. "Communication Skills" by Richard L. Johannesen			
		7. "Business Communication: Concepts, Cases and Applications" by P. D. Chaturvedi and Mukesh Chaturvedi			
		8. "Organizational Communication" by P. K. Ghosh and S. P. Singh			
Online Resources		9. LinkedIn Learning - Communication Skills Course			
		10. Harvard Business Review - Communication Skills Articles			
		11. YouTube - Communication Skills Channel			
		12. Business Communication Specialization on Coursera			
Alignment of Course Outcomes (COs) with Units		Unit No.	Title of Unit		Relevant COs
		1	Introduction to Communication		CO 1
		2	Effective Listening		CO 2
		3	Verbal Communication		CO 3, CO 4, CO 5
		4	Non-Verbal Communication		CO 3
	5	Intercultural Communication		CO 6	



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	I
Name of Course	Information Technology for Managers				Course Code	MGE103
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course provides an in-depth exploration of information technology (IT) concepts, tools, and applications relevant to managerial roles. It emphasizes how IT can be utilized to drive organizational success, enhance productivity, and foster innovation. Students will learn how to analyze and implement IT solutions that support business operations and strategic goals. The course covers fundamental topics such as IT infrastructure, networking, data management, e-business, cybersecurity, emerging technologies, and project management.					
Course Objectives	1	Understand the Role of IT in Business and develop Proficiency in IT Tools				
	2	Analyze Data and Make Informed Decisions & Address IT Security and Ethical Challenges and Evaluate Emerging Technologies				
	3	Develop Project Management Skills for IT & Apply IT Solutions to Real-World Problems				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Identify the fundamental concepts of information technology, including hardware, software, operating systems, and database systems used in business environments.				
	CO 2	Explain the role of IT in business decision-making, and describe key infrastructure concepts such as networking, cloud computing, cybersecurity, and IT governance.				
	CO 3	Apply enterprise system tools such as ERP, CRM, and SCM to real-world business contexts and demonstrate their impact on efficiency and customer engagement.				
	CO 4	Analyze the impact of digital transformation and e-commerce technologies on business operations, using relevant case studies and security frameworks.				
	CO 5	Evaluate data analytics tools and emerging technologies (AI, ML, IoT, Blockchain) for their strategic implications in managerial decision-making.				
	CO 6	Design and present practical IT project solutions using project management tools (e.g., MS Project, JIRA) and modern business intelligence software (e.g., Power BI, Tableau).				

Prerequisites	Basic Computer Skills, Understanding of Business Fundamentals, Quantitative Skills, Communications Skills, Problem Solving aptitude		
e-Learning Tools used as Teaching Pedagogy	Canvas, Canva, Trello		
KSA Approach			
Knowledge		Skills	Attitude
Understand IT fundamentals, enterprise systems, data analytics, cybersecurity, and emerging technologies like AI and IoT		Apply IT tools for decision-making, manage IT projects, analyze case studies, and use BI software like Power BI/Tableau	Develop ethical awareness, adaptability to tech changes, a strategic mindset, and a proactive, collaborative learning approach
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Foundations of Information Technology in Business	a. Overview of IT in business and management b. Role of IT in decision-making and organizational success c. Basics of computer hardware and software d. Operating systems and their functions e. Introduction to databases and data management f. Emerging trends in IT	4
2	Networking, Communication & IT Infrastructure	a. Basics of computer networks and internet technologies b. Networking protocols and communication tools c. Cloud computing and its applications in business d. Cybersecurity fundamentals e. IT governance and compliance f. Ethical issues in IT and data privacy	4
3	Enterprise Systems and Digital Business	a. Enterprise Resource Planning (ERP) systems b. Customer Relationship Management (CRM) systems c. Supply Chain Management (SCM) systems d. E-business and e-commerce infrastructure e. Online payment systems and security f. Case studies on successful e-commerce platforms	4
4	Business Analytics and Emerging Technologies	a. Introduction to data analytics tools and techniques b. Business intelligence for decision-making c. Visualization tools (Tableau, Power BI) d. Artificial Intelligence (AI) and Machine Learning (ML) e. Internet of Things (IoT) and Blockchain f. Future trends in IT for managers	4
5	Applied IT Project Management	a. Basics of IT project management b. Tools like Microsoft Project or JIRA c. Case studies on IT project successes and failures d. Group projects and case studies e. Presentations on IT solutions for business challenges	4
Required Textbook		1. "Information Technology for Management" by Ramesh Behl	
		2. "Essentials of Management Information Systems" by Kenneth C. Laudon and Jane P. Laudon	
		3. "Information Technology Project Management: Providing Measurable	

	Organizational Value" by Jack T. Marchewka		
	4. "Fundamentals of Information Technology" by Alexis Leon and Mathews Leon		
Recommended Readings	1. "Information Technology and Its Applications in Business" by Reema Thareja		
Online Resources	1. https://www.kellerwest.com/market-insight/it/resources-for-it-professionals/		
	2. https://mu.ac.in/wp-content/uploads/2022/06/Information-Technology-for-Management-1.pdf		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Foundations of Information Technology in Business	CO 1, CO 2
	2	Networking, Communication & IT Infrastructure	CO 2, CO 4
	3	Enterprise Systems and Digital Business	CO 3, CO 4
	4	Business Analytics and Emerging Technologies	CO 5
	5	Applied IT Project Management	CO 6



Name of Program	MMS				Semester	I
Name of Course	Yoga and Positive Psychology for Managing Career and Life				Course Code	MGE104
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
	* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.					
Course Description	This course integrates yogic wisdom and positive psychology to foster emotional resilience, mental clarity, and a growth mindset essential for career and life success. Through practical tools and guided techniques, students learn to manage stress, develop focus, and build sustainable well-being.					
Course Objectives	1	To introduce the integration of yogic philosophy and positive psychology				
	2	To equip learners with practical techniques				
	3	To foster self-reflection and sustainable lifestyle changes				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Describe key concepts of Ashtanga Yoga and the principles of positive psychology as they relate to mental and emotional well-being.				
	CO 2	Explain the role of specific yogic practices (e.g., pranayama, mindfulness, meditation) in managing stress and enhancing psychological resilience.				
	CO 3	Apply yoga techniques such as Sankalpa, Dharana, and gratitude practices to improve focus, goal setting, and emotional regulation.				
	CO 4	Analyze the effects of lifestyle choices (e.g., sattvic living, Ahimsa, Yamas and Niyamas) on mental clarity and personal growth.				
	CO 5	Evaluate the effectiveness of personalized yoga routines and mindfulness practices in achieving sustainable well-being.				
	CO 6	Design an individualized yoga and meditation plan that integrates learned techniques for long-term psychological health and happiness.				
Prerequisites	Basic knowledge of yoga and mindfulness practices Interest in self-development and mental well-being Openness to experiential learning and introspection					
e-Learning Tools used as Teaching Pedagogy	Videos, e-books, online quiz, etc.					

Knowledge		Skills	Attitude
Yoga, Psychology, Well-being		Meditation, Breathing, Visualization	Gratitude, Resilience, Mindfulness
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Yoga and Positive Psychology	<ul style="list-style-type: none"> a. Recap of Previous Learnings b. Understanding the Mind-Body Connection: Understanding the 8-fold path of Ashtanga Yoga c. Role of Yoga in Psychological Well-being: Patanjali's Yoga Sutras (Chitta Vritti Nirodhah) 	4
2	Stress Management through Yoga and Positive Psychology	<ul style="list-style-type: none"> a. Understanding the role of Yoga Asanas for Stress Relief: b. Pranayama for Stress Relief: Pranayama 4, Bhramari, Ujjayi c. Mindfulness and Gratitude Practices: 10 positive points, Trataka (Candle Gazing) d. Emotional Regulation: Aum chanting, Mantra chanting 	4
3	Career Management and Self-Development	<ul style="list-style-type: none"> a. Goal Setting and Visualization Techniques: Sankalpa (intention setting), Dharana (concentration) b. Enhancing Focus and Productivity: Trataka (Candle Gazing for energy conservation) c. Understanding the role of Yoga Asanas for building Resilience: Tα-dasana, Virabhadrasana (Warrior Pose), and cultivating Santosha (contentment) d. Self-Reflection and Personal Growth: Svadhyaya (Self-study) 	4
4	Psychological Well-being and Happiness	<ul style="list-style-type: none"> a. Yogic Lifestyle for Mental Clarity: Sattvic living, Ahimsa (non-violence in thoughts and actions) b. Meditation Techniques for Inner Peace and Joy: Loving-kindness Meditation, Japa Meditation c. Science of Happiness: Bhakti Yoga and Karma Yoga d. Understanding the role of Yoga Asanas for Mental Strength e. Pranayama for Emotional Balance: Sheetali, Sheetkari, Chandra Bhedana (Left Nostril Breathing) f. Relaxation Techniques: Progressive Muscle Relaxation 	4
5	Application of Yoga and Positive Psychology in Daily Life	<ul style="list-style-type: none"> a. Developing a Personalized Yoga Plan: Tailored asana, pranayama, and meditation routines b. Sustainable Practices for Long-Term Well-being: Incorporating Yamas and Niyamas in daily life 	4
Required Textbook		1. Text book of the yoga institute.	
Recommended Readings		<ul style="list-style-type: none"> 1. "The Yoga Sutras of Patanjali" – Translation and Commentary by Swami Satchidananda 2. "Positive Psychology: The Science of Happiness and Human Strengths" by Alan Carr 3. "The Heart of Yoga: Developing a Personal Practice" by T.K.V. Desikachar 4. "Flourish: A Visionary New Understanding of Happiness and Well-being" by Martin Seligman 	
Online Resources		<ul style="list-style-type: none"> 1. Yoga and Positive Psychology for Managing Career and Life – NPTEL (IIT Bombay) 2. Positive Psychology LIVE Online – YogaFit 3. Mental Health & Wellness Yoga Teacher Training – Yoga Medicine 	

	4. Online 100 Hours Yoga Philosophy, Psychology & Lifestyle Program – Yoga Point		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Yoga and Positive Psychology	CO 1
	2	Stress Management through Yoga and Positive Psychology	CO 2
	3	Career Management and Self-Development	CO 3, CO 4
	4	Psychological Well-being and Happiness	CO 4, CO 5
	5	Application of Yoga and Positive Psychology in Daily Life	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Entrepreneurship Management				Course Code	MGM201
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course provides a comprehensive understanding of entrepreneurship, innovation, business development strategies, and financial management for startups. Students will gain exposure to practical business modeling, funding mechanisms, venture scaling, and global market dynamics.					
Course Objectives	1	To develop foundational knowledge of entrepreneurship, including entrepreneurial types, ecosystems, and traits.				
	2	To equip students with practical tools and techniques for opportunity recognition, business model development, and customer validation.				
	3	To prepare learners to design marketing strategies, secure funding, scale their ventures, and integrate ethical and sustainable practices in business growth.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Define and describe the fundamental concepts of entrepreneurship, including its types, ecosystem, and traits.				
	CO 2	Apply ideation techniques and opportunity recognition tools to identify viable business ideas and market gaps.				
	CO 3	Analyze customer needs using design thinking and determine product-market fit through customer discovery.				
	CO 4	Develop a business model using the Business Model Canvas and lean start-up methodology, including financials.				
	CO 5	Evaluate marketing strategies, funding options, and legal frameworks suitable for launching and managing startups.				
	CO 6	Design ethical, sustainable and scalable strategies for startup leadership and global business expansion.				
Prerequisites	Basic understanding of management principles, finance, and business operations					
e-Learning Tools used as Teaching Pedagogy	Business case studies, startup simulations, investor pitch exercises, digital business transformation insights, and industry guest lectures.					

KSA Approach			
Knowledge		Skills	Attitude
Business strategy Financial modeling Innovation management Startup operations.		Critical thinking Leadership, negotiation Adaptability Risk assessment	Entrepreneurial mindset Resilience Ethical responsibility Market awareness.
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Foundations of Entrepreneurship	a. Definition & Types of Entrepreneurs b. Startup Ecosystem c. Entrepreneurial Mindset & Traits d. Successful Case Studies	4
2	Opportunity Recognition & Business Ideation	a. Business Idea Generation b. Market Gap Identification c. Blue Ocean Strategy d. Design Thinking & Innovation e. Customer Discovery f. Product-Market Fit	4
3	Building the Business Model	a. Business Model Canvas b. Lean Startup Methodology c. Revenue Streams d. Financial Projections e. Financial Statements	4
4	Marketing, Legal, and Funding Essentials	a. Digital Marketing, SEO & Content Marketing b. Branding & Social Media Strategy c. Growth Hacking & Sales Funnels d. Bootstrapping, Angel Investing, Venture Capital, Crowdfunding e. Business Registration & Compliance	4
5	Scaling, Leadership & Sustainability	a. Strategic Partnerships & Supply Chain Scaling b. International Market Entry c. Leadership in Growth Stage Start-ups d. Ethical Decision-Making e. Corporate Social Responsibility (CSR) f. Sustainable Business Practices & Crisis Management	4
Required Textbook		1. Vasant Desai, "The Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House, Fifth edition, 2009	
		2. H. Nandan, "Fundamentals of Entrepreneurship", PHI Learning Pvt Ltd, 2nd edition, 2009	
		3. Raj Shankar, "Entrepreneurship Theory and practice", Tata McGraw Hill Education (P) Ltd, 2012	
Recommended Readings		1. Harvard Business Review Case Studies on Entrepreneurship	
		2. "Zero to One" by Peter Thiel	
		3. "Innovation and Entrepreneurship" by Peter Drucker	
Online Resources		1. Startup accelerators (Y Combinator, Techstars)	
		2. Entrepreneurship courses from Coursera & edX	
		3. Industry reports on startup trends from McKinsey, BCG, and Bain	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Foundations of Entrepreneur-ship	CO 1
	2	Opportunity Recognition & Business Ideation	CO 2, CO 3
	3	Building the Business Model	CO 4
	4	Marketing, Legal, and Funding Essentials	CO 5
	5	Scaling, Leadership & Sustainability	CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Business Research Methods				Course Code	MGM203
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	3	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course aims to equip students to apply research methodological framework and take decisions about research methods and design research plans and projects.					
Course Objectives	1	To provide students with an advanced understanding of research tools.				
	2	To equip students to choose and justify research methodological designs.				
	3	To develop the ability to critically analyse and interpret research findings.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall and define key research concepts, types, philosophies, and steps in the research process.				
	CO 2	Explain the components of research design, measurement scales, data collection tools, and sampling methods.				
	CO 3	Apply appropriate methods for formulating research problems, conducting literature reviews, and designing data collection strategies.				
	CO 4	Analyze collected data using descriptive and inferential statistical tools and select suitable testing methods.				
	CO 5	Evaluate the reliability, validity, and significance of research findings and methodological choices.				
	CO 6	Create structured research reports and papers using proper citation, referencing, and selecting appropriate publishing outlets.				
Prerequisites	Research Methodology, Basic knowledge of Business Statistics					
e-Learning Tools used as Teaching Pedagogy	Google classroom, PPT, Google Scholar, E- Journals, SPSS					
KSA Approach						
Knowledge		Skills			Attitude	
Research Methods Philosophy behind research methods Research paper writing		Decision making skills Analytical skills Leadership skills Critical Thinking Project Management			Pro-activeness Attention in detail Innovations Curiosity	

Course Contents and Schedule				
Unit No.	Title of Unit	Content	No. of Sessions	
1	Foundations of Research and Research Problem	a. Definition, Objectives, Scope, Types (Exploratory, Descriptive, Experimental) of Research b. Research Process c. Research Philosophies (Positivism, Interpretivism, Critical Realism, Pragmatism) d. Research Problem & Literature Review e. Identifying Gaps	5	
2	Research Design and Sampling	a. Nature and Types of Research Design b. Sample Size Calculation c. Sampling Errors d. Validity & Reliability of Research Instruments	5	
3	Measurement Scales and Data Collection	a. Measurement & Scaling b. Scaling Techniques c. Data Collection: Primary & Secondary Data, d. Tools (Questionnaires, Interviews, Observations)	5	
4	Data Analysis and Statistical Testing	a. Normality b. Measures of Central Tendency & Dispersion c. Hypothesis Testing d. Type I & II Errors e. Types of Variables f. Bivariate & Multivariate Analysis g. Parametric & Non-Parametric Tests h. Methods like Chi-square, ANOVA	6	
5	Communicating and Publishing Research	a. Citation & Referencing b. Research Paper Writing c. Types of Reports d. Choosing Journals, Journal Metrics and Publishing Outlets	4	
Required Textbook		1. C.R. Kothari, "Research Methodology: Methods and Techniques." 2. Deepak Chawla & Neena Sondhi, Research Methodology Concepts & Cases. 3. Fundamentals of Research Methodology and Statistics - Yogesh Kumar Singh 4. Schindler, P. S. (2019). Business research methods.		
Recommended Readings		1. Research Methods for Business: A Skill Building Approach 8th Edition by Uma Sekaran (Author), Roger Bougie, Wiley 2. Business Research Methods -Naval Bajpai 3. Statistical Methods for Research - Dr. S.P. Gupta 4. Research Methodology: Methods and Techniques by C.R. Kothari and Garg		
Online Resources		1. https://bestdissertationwriter.com/research-philosophy/ 2. https://libguides.csu.edu.au/review/Types 3. https://www.scribbr.com/statistics/hypothesis-testing/ 4. https://educate.apsanet.org/4-selecting-the-appropriate-hypothesis-test		
Alignment of Course Outcomes (COs) with Units		Unit No.	Title of Unit	Relevant COs
		1	Foundations of Research and Research Problem	CO 1, CO 3
		2	Research Design and Sampling	CO 2, CO 5
		3	Measurement Scales and Data Collection	CO 2, CO 3
		4	Data Analysis and Statistical Testing	CO 4, CO 5
		5	Communicating and Publishing Research	CO 6



Name of Program	MMS				Semester	II
Name of Course	Legal and Tax Aspects of Business				Course Code	MGM202
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* <i>The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.</i>						
Course Description	This course provides a comprehensive overview of the legal and taxation frameworks essential for business decision-making and compliance in India. It is designed to equip students with knowledge of foundational laws governing contracts, consumer rights, corporate structures, intellectual property, and financial instruments. The course also covers both direct and indirect taxation systems, focusing on the Income Tax Act, Corporate Taxation, Goods and Services Tax (GST), and Customs. Emphasis is placed on the practical application of these laws and tax regulations in real business contexts, including ethical considerations in compliance and planning.					
Course Objectives	1	To provide foundational knowledge of key business laws in India, including contract law, consumer protection, corporate law, intellectual property, and negotiable instruments.				
	2	To equip students with a practical understanding of the Indian taxation system, covering both direct and indirect taxes, including income tax, corporate tax, GST, and customs.				
	3	To develop analytical and application skills for interpreting legal and tax provisions in business scenarios, enabling ethical decision-making and regulatory compliance.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall fundamental legal concepts, including writs, principles of natural justice, contract law provisions, and key tax definitions.				
	CO 2	Explain the structure and features of consumer protection, company law, intellectual property, and the Indian tax system.				
	CO 3	Apply legal principles to assess contractual relationships, consumer grievances, company formation, and tax computations.				
	CO 4	Apply legal principles to assess contractual relationships, consumer grievances, company formation, and tax computations.				
	CO 5	Evaluate the ethical and legal dimensions of corporate decisions, tax planning, and dispute resolution.				
	CO 6	Formulate business strategies that integrate legal obligations and tax-efficient planning practices.				

Prerequisites	Basic understanding of business studies or commerce Familiarity with the Indian economic and legal environment		
e-Learning Tools used as Teaching Pedagogy	Case Studies pertaining to various Acts, Moot Court, polls and quizzes, videos, etc. Case Studies and Real-Life Business Scenarios, Interactive Lectures and Group Discussions, Guest Lectures from Industry Experts, Use of Taxation Software and Tools		
KSA Approach			
	Knowledge	Skills	Attitude
	Basics of law Contract Act – I Company Act Law related to IPR & Nis Fundamentals of Direct and Indirect Taxation Corporate Taxation Laws and Compliance Requirements Tax Planning Principles	Communication Skills Critical Thinking Presentation Skills Problem Solving Decision making Analytical skills to assess tax implications and strategic planning. Computation & Filing	Ethical Behavior Ownership Collaboration Confidence development Team building Critical Thinking Responsibility towards Legal Compliance
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Foundations of Law and Contractual Obligations	a. Basic Concepts of Law: Introduction, Definitions, Classifications, Writs under Articles 32 and 226, Principles of Natural Justice, Basics of Evidence b. Indian Contract Act – I: Proposal, Acceptance, Consideration, Capacity to Contract, Free Consent, Void and Voidable Contracts, Quasi Contracts, Performance & Discharge of Contracts, Breach & Remedies	4
2	Consumer Protection and Corporate Law	a. Consumer Protection Act (1986 & 2019): Objectives, Salient Features, Consumer Rights & Duties, Dispute Redressal Mechanisms b. Companies Act, 2013: Definitions, Features, Types of Companies (Public & Private), Memorandum & Articles of Association, Doctrines (Constructive Notice, Indoor Management, Ultra Vires), Prospectus, and Winding Up of Companies	4
3	Intellectual Property Rights and Negotiable Instruments	a. Intellectual Property Rights: Overview of Patents, Trademarks, and Copyrights—Application, Infringement, and Legal Remedies. b. Negotiable Instruments Act: Cheque, Promissory Notes, Bills of Exchange—Features, Types, Legal Provisions, and Liabilities.	4
4	Direct Taxation – Income Tax and Corporate Tax	a. Income Tax Act, 1961: Basic Definitions, Residential Status, Heads of Income, Deductions & Exemptions, Computation of Taxable Income for Individuals and Firms. b. Corporate Taxation: Company Taxation, MAT (Minimum Alternate Tax), Dividend Distribution Tax, Tax Planning Strategies for Businesses	4
5	Indirect Taxes and Tax Compliance	a. GST and Customs: Overview, Registration, Levy & Collection, Input Tax Credit, Filing of Returns, Customs Duty & Procedures. b. Tax Administration and Ethics: Tax Audit, Assessment, Penalties, Appeals, Advance Rulings, and Ethical Practices in Tax Planning & Compliance	4
Required Textbook		1. Business Law – Bulchandani	

	2. Business Law – N.D.Kapoor		
	3. Company Law – Avatar Singh		
Recommended Readings	1. Legal Aspects of Business – Akhileshwar Pathak		
	2. Respective Bare Acts		
	3. Legal Aspects of Business – David Albuquerque		
	4. Newspaper TOI / ET / Business Standard		
Online Resources	1. Business law: Complete Understanding of Commercial Law / Corporate Law / Industrial law		
	2. Mint		
	3. TOI / ET App		
	4. Bar & Bench		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Foundations of Law and Contractual Obligations	CO 1, CO 3
	2	Consumer Protection and Corporate Law	CO 2, CO 3, CO 5
	3	Intellectual Property Rights and Negotiable Instruments	CO 2, CO 4
	4	Direct Taxation – Income Tax and Corporate Tax	CO 1, CO 3, CO 4, CO 6
	5	Indirect Taxes and Tax Compliance	CO 2, CO 4, CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	On-Job-Training				Course Code	MGM204
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Internal Evaluation					25
	External Evaluation + Experiential / Applied Component*					25 (20+5*)
	Total					50
* <i>The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.</i>						
Course Description	The On-the-Job Training (OJT) programme is designed to holistically prepare students for professional life by integrating academic learning with practical industry experience.					
Course Objectives	1	Align classroom knowledge with real-world job requirements by providing hands-on experience, exposure to emerging technologies, and mentorship in professional settings.				
	2	Foster critical thinking, research capabilities, problem-solving, and innovation, while promoting entrepreneurship and job creation.				
	3	Instill ethical values, teamwork, and social awareness, while strengthening collaboration between academia, industry, and society for holistic development.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Apply classroom knowledge and skills to real-world work environments to bridge academic learning with practical experience.				
	CO 2	Analyze workplace dynamics, including organizational culture, challenges, and opportunities, to better prepare for future employment.				
	CO 3	Demonstrate research aptitude, critical thinking, and ethical conduct in workplace-related investigations and communication.				
	CO 4	Utilize emerging technologies effectively and adapt to hybrid or digital learning and work environments.				
	CO 5	Solve practical problems and make informed decisions through real-world scenarios and team collaboration.				
	CO 6	Exemplify professional integrity, social responsibility and sustainability in workplace behavior and contributions.				
Prerequisites	Basic understanding of core management principles taught in Semester I, Willingness to engage in fieldwork, professional communication, and collaborative tasks Familiarity with basic digital tools such as Microsoft Office, Google Workspace, and communication platforms like Zoom or MS Teams					
e-Learning Tools used as Teaching Pedagogy	Moodle / Google Classroom, Google Docs, Sheets, Drive, Google Forms, Microsoft Forms, LinkedIn, Research Gate, Coursera, YouTube EDU					

Knowledge	Skills	Attitude
<p>Understand industry-specific practices and workplace protocols, Gain knowledge of emerging technologies and their applications Learn research methodologies, ethics, and documentation practices, Familiarize with organizational structures and business functions</p>	<p>Apply theoretical concepts to real-world tasks and challenges, Develop critical thinking, data analysis, and problem-solving skills, Enhance communication, collaboration, and interpersonal skills</p>	<p>Demonstrate a proactive, solution-oriented mindset, Exhibit professionalism, accountability, and ethical behavior, Embrace diversity, teamwork, and mutual respect in the workplace</p>

Course Contents and Schedule

Sr. No.	Content		No. of Hours
1	An Indicative List of areas for OJT	<ul style="list-style-type: none"> a. Trade and Agriculture b. Economy & Banking Financial Services and Insurance c. Logistics, Automotive & Capital Goods d. Fast Moving Consumer Goods & Retail e. Information Technology / Information Technology Enabled Services & Electronics f. Handcraft, Art, Design & Music g. Healthcare & Life Science h. Sports, Wellness and Physical Education i. Tourism & Hospitality j. Digitization & Emerging Technologies (Internet of Things / Artificial Intelligence / Machine Learning / Deep Learning / Augmented Reality / Virtual Reality etc.) l. Humanitarian, Public Policy and Legal Services m. Communication n. Education Sustainable Development o. Environment p. Commerce, Medium and Small-Scale Industries 	60
Required Textbook	1. Research Methodology: A Step-by-Step Guide for Beginners by Ranjit Kumar		
Recommended Readings	2. "The Field Guide to Human-Centered Design" by IDEO.org		
Online Resources	3. https://www.researchgate.net/		
Alignment of Course Outcomes (COs) with Units	Sr. No.	Details of Unit	Relevant COs
	1	On-Job-Training	CO 1, CO 2, CO 3, CO 4, CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Corporate Finance				Course Code	MFM201
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	3	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* <i>The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.</i>						
Course Description	Corporate Finance focuses on the principles and practices of managing financial resources within a corporation, including capital structure, investment decisions, financial planning, and risk management to maximize shareholder value.					
Course Objectives	1	To understand the key concepts of corporate finance, including capital structure, investment decisions, and financial planning, and their application in business operations.				
	2	To develop the ability to analyze financial statements and use ratios to make informed decisions on capital budgeting, working capital management, and dividend policies				
	3	To evaluate financial performance and make strategic financial decisions that maximize shareholder value and ensure long-term financial stability of the company.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Understand basic financial terms like sources of finance, leverage, ratios, capital structure, investment decisions, dividends, financial planning, and managing working capital.				
	CO 2	Learn the key concepts, formulas, and functions in corporate finance, and understand how they apply in today's business world.				
	CO 3	Apply financial models and formulas to analyze ratios, leverage, capital structure, budgeting, working capital, and dividend decisions.				
	CO 4	Analyze a company's financial statements using ratios and other tools to understand their impact on profits and firm value.				
	CO 5	Evaluate financial data to make decisions about planning, capital investments, dividends, and managing working capital.				
	CO 6	Prepare an analysis report on a public company's capital structure, working capital management, and dividend policy.				
Prerequisites	Knowledge of financial accounting					

e-Learning Tools used as Teaching Pedagogy	Excel, Google Sheets & Google Classroom		
KSA Approach			
Knowledge		Skills	Attitude
Financial Concepts and Principles Ratio Analysis Working Capital Management Leverage Analysis Capital Budgeting Techniques Investment and Financing Decisions		Financial Analysis Decision Making Critical Thinking Problem Solving	Pro-Activeness Accountability Group Cohesiveness
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Corporate Finance and Sources of Finance	a. Objectives of Corporate Finance b. Role and responsibilities of the financial manager c. Corporate finance decisions d. Functions of corporate finance e. Sources of Finance - Short Term and Long Term f. Goals of firm - profit maximization vs Shareholders wealth g. Concepts of Economic Value Addition and Market Value Addition (EVA/MVA)	4
2	Financial Performance and Ratio Analysis	a. Introduction to Financial Performance Analysis b. Types of Financial Ratios c. Interpretation and Analysis d. Limitations of Ratio Analysis e. Practical Applications	6
3	Working Capital Management and Leverage Analysis	a. Components of working capital b. Working capital cycle c. Inventory Management d. Receivables Management e. Cash Management f. Operating, financial and total leverage g. Business risk, Operating and financial risk, and other types of risks	6
4	Capital Structure and Cost of Capital	a. Cost of Capital, WACC b. Determination of optimal capital structure c. Decision making based on PE, ROI, EBIT, and EPS/MPS approach	6
5	Investment Decisions and Dividend Policy	a. Capital budgeting and estimating cash flows b. Capital budgeting techniques (NPV, IRR, PI, ARR, Modified IRR, payback period) c. Decision making about best alternative project for investment d. Factors affecting dividend decision e. Theories of relevance and irrelevance of dividend policy f. Dividend decision models (Walter model, Gordon model, MM approach)	8
Required Textbook		1. Financial Management – M.Y. Khan and P.K. Jain 2. Financial Management – Prasanna Chandra 3. Financial Management – I. M. Pandey 4. Fundamentals of Financial Management – James Van Horne	

Recommended Readings	1. "Principles of Corporate Finance" – Brealey, Myers, and Allen		
	2. "Applied Corporate Finance" – Aswath Damodaran		
	3. "Investment Analysis and Portfolio Management" – Prasanna Chandra		
	4. "Corporate Finance" – Jonathan Berk & Peter DeMarzo		
Online Resources	1. Harvard Business Review (HBR) (www.hbr.org)		
	2. Coursera (www.coursera.org)		
	3. Udemy (www.udemy.com)		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Corporate Finance and Sources of Finance	CO 1, CO 2
	2	Financial Performance and Ratio Analysis	CO 2, CO 3, CO 4, CO 5
	3	Working Capital Management and Leverage Analysis	CO 1, CO 3, CO 4, CO 5
	4	Capital Structure and Cost of Capital	CO 2, CO 3, CO 5
	5	Investment Decisions and Dividend Policy	CO 2, CO 3, CO 5, CO 6



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Name of Program	MMS			Semester	II	
Name of Course	Analysis of Financial Statements			Course Code	MFM202	
Credit	3	Required Lectures (In Hours)		45		
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1				10	
	Concurrent Evaluations (CCE) 2				30	
	Concurrent Evaluations (CCE) 3				10	
	Semester End Examination + Experiential / Applied Component*				50 (40+10*)	
	Total				100	
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	A Financial Analysis and Reporting syllabus covers a wide range of topics related to understanding financial statements, analyzing financial performance, and making strategic financial decisions.					
Course Objectives	1	Understand and apply financial statement analysis techniques and evaluate the financial health of an organization.				
	2	Develop skills for financial forecasting, budgeting, and strategic financial planning.				
	3	Learn to analyse financial reports for managerial decision-making.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall the fundamental concepts and components of financial statements.				
	CO 2	Explain the significance of financial ratios and metrics in evaluating business performance.				
	CO 3	Apply cash flow analysis techniques to assess the financial health of a business.				
	CO 4	Analyze forecasting and budgeting data to support informed financial decision-making.				
	CO 5	Evaluate financial risks and propose appropriate risk mitigation strategies.				
	CO 6	Create clear and actionable financial reports and presentations for managerial decision-making.				
Prerequisites	Knowledge of Financial Accounting and Micro and Macro Economics					
e-Learning Tools used as Teaching Pedagogy	Microsoft Word, Excel and PowerPoint, Financial Database (acekp.in), ProQuest database and websites of various companies.					

KSA Approach			
Knowledge		Skills	Attitude
Techniques of Financial Statement Analysis Ratio Analysis Cash Flow Analysis		Decision Making Critical Thinking Analytical Skills	Attention to Detail Accountability Ethics
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Overview of Financial Statement Analysis	a. Overview of Financial Statements (Balance Sheet, Income Statement, Cash Flow Statement) b. Horizontal (trend) analysis: Comparing financial data over time c. Vertical analysis: Expressing each line item as a percentage of a base item (e.g., total assets or revenue)	4
2	Ratio Analysis	a. Profitability Ratios (ROA, ROE, Gross Margin, Net Profit Margin etc.) b. Liquidity Ratios (Current Ratio, Quick Ratio) c. Solvency Ratios (Debt-to-Equity, Interest Coverage Ratio and Debt Service Coverage Ratio) d. Efficiency Ratios (Asset Turnover, Inventory Turnover, Creditors Turnover, Debtors Turnover etc.) e. Liquidity, profitability, and efficiency ratio interpretation f. DuPont Analysis (Return on Equity Decomposition) g. Benchmarking and industry comparisons	8
3	Cash Flow Analysis	a. Importance of cash flow in financial health b. Free cash flow analysis c. Cash flow from operations vs. net income	6
4	Real-world Financial Analysis	a. Analysing annual reports and financial statements from real companies b. Industry-specific financial challenges (e.g., tech, manufacturing, service sectors) c. Peer-reviewed research on financial reporting trends	6
5	Financial Reporting for Decision Makers	a. Communicating financial information to non-financial managers b. Using financial data to influence strategic decisions c. Role of CFO and financial teams in decision-making	6
Required Textbook		1. Financial Reporting and Analysis by Dr. S.N. Maheshwari 2. Financial Reporting and Analysis by Dr. P.C. Tulsian 3. Financial Accounting: A Managerial Perspective by S.K.Gupta & R.L. Sharma 4. Corporate Accounting by Dr. H.C. Agarwal	
Recommended Readings		1. Corporate Financial Reporting by Dr. S. P. Jain & Dr. K.L. Narang 2. Financial Reporting and Analysis in India by R. K. Sharma & Shashi K. Gupta 3. Financial Statement Analysis and Business Valuation for the Practical Lawyer by James A. Martino 4. Financial Statement Analysis by K. R. Subramanyam.	
Online Resources		1. www.mooc.org 2. www.cfainstitute.org 3. www.cousera.org 4. www.acekp.in	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Overview of Financial Statement Analysis	CO 1
	2	Ratio Analysis	CO 2, CO 4, CO 5
	3	Cash Flow Analysis	CO 3, CO 5
	4	Real-world Financial Analysis	CO 4, CO 5, CO 6
	5	Financial Reporting for Decision Makers	CO 2, CO 4, CO 6



Name of Program	MMS				Semester	II
Name of Course	Cost and Management Accounting				Course Code	MFE201
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This integrated course offers a comprehensive understanding of both cost and management accounting. It equips students with tools and techniques for cost analysis, budgeting, performance measurement, and decision-making. It also includes practical applications like cost control, variance analysis, and strategic resource allocation, fostering analytical and leadership skills.					
Course Objectives	1	To develop a foundational understanding of cost and management accounting principles and their organizational relevance.				
	2	To analyze cost structures, behaviors, and financial data for effective managerial decision-making and control.				
	3	To build proficiency in preparing cost statements, budgets, and performance evaluations for strategic planning and operational efficiency.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Understand the fundamental concepts, objectives, and scope of cost and management accounting.				
	CO 2	Prepare and analyze cost sheets by identifying and classifying different elements of cost.				
	CO 3	Apply various costing techniques such as job, process, and activity-based costing to solve practical business problems.				
	CO 4	Analyze cost behavior and perform cost-volume-profit (CVP) and break-even analysis for managerial decisions.				
	CO 5	Develop and evaluate budgets, perform variance analysis, and use key performance indicators for performance evaluation.				
	CO 6	Utilize management accounting tools such as ABC, relevant costing, and transfer pricing for strategic decision-making and ethical considerations.				
Prerequisites	Basic knowledge of financial accounting, Understanding of fundamental business concepts and Familiarity with Microsoft Excel					
e-Learning Tools used as Teaching Pedagogy	Google Classroom for assignments and announcements, MS Excel for solving cost statements and practical problems, Videos and MOOCs (e.g., Coursera, edX) for conceptual clarity, Kahoot or Quizizz for interactive quizzes, Case study discussions on digital whiteboards.					

KSA Approach			
Knowledge		Skills	Attitude
Cost and management accounting basics Cost behavior and costing techniques Financial performance metrics		Critical Thinking Decision-making Performance evaluation, strategic costing	Pro-activeness, critical thinking Ethical mindset, leadership Cost-consciousness, collaboration
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Fundamentals of Cost Accounting	a. Nature, Scope and Objectives of Cost Accounting b. Classification of Costs and Elements of Cost c. Preparation of Cost Sheet d. Allocation and Apportionment of Overheads e. Methods and Techniques of Costing	4
2	Advanced Costing Techniques	a. Job, Process and Service Costing b. Activity-Based Costing & Management c. Target Costing, Life Cycle Costing, Environmental Costing d. Responsibility Accounting and Transfer Pricing	4
3	Fundamentals of Management Accounting	a. Evolution, Scope and objectives of management accounting b. Tools and Techniques in Managerial Decisions c. Interrelationship between Financial, Cost, and Management Accounting d. Cost behavior and decision-making e. Role of financial statements	4
4	Standard Costing and Budgetary Control	a. Standard Costing – Meaning, Types of Variances, Variance Analysis b. Budgeting Concepts – Fixed, Flexible, Functional Budgets c. Installation of Budgetary Control System d. Zero-Based Budgeting e. Using Budgets for Performance Measurement	4
5	Marginal Costing, CVP Analysis & Decision Making	a. Marginal vs Absorption Costing b. Cost-Volume-Profit (CVP) Analysis c. Break-Even Charting, Margin of Safety, P/V Ratio d. Profit Planning and Business Decision Scenarios	4
Required Textbook		1. Cost Accounting - A Managerial Emphasis, Horngren, Datar, Rajan 15th ed. Pearson 2. Management Accounting: Principles and Practice" by S.N. Maheshwari 3. "Cost Accounting: Principles and Practice" by M.N. Arora 4. Management and Cost Accounting" by Colin Drury	
Recommended Readings		1. Accounting & Finance for Managers – T P Ghosh 2. Cost Accounting – Jawaharlal and Seema Srivastava 3. Managerial Accounting" by Ray H. Garrison, Eric Noreen, Peter C. Brewer 4. Cost and Management Accounting by Ravi M. Kishore – Taxmann Publications	
Online Resources		1. ICAI Knowledge Portal (www.icaai.org) 2. Coursera: "Managerial Accounting Fundamentals" by the University of Illinois. 3. edX - Cost Accounting Principles and Techniques 4. Corporate Finance Institute (CFI) – Cost Accounting Guide	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Fundamentals of Cost Accounting	CO 1, CO 2
	2	Advanced Costing Techniques	CO 3, CO 6
	3	Fundamentals of Management Accounting	CO 1, CO 4, CO 6
	4	Standard Costing and Budgetary Control	CO 5, CO 6
	5	Marginal Costing, CVP Analysis & Decision Making	CO 4, CO 5



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Banking Services and Credit Analysis				Course Code	MFE202
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course focuses on the operational aspects of banking and comprehensive credit analysis. It covers topics such as banking services, credit evaluation, lending procedures, risk management, and regulatory compliance to enable students to make sound financial decisions.					
Course Objectives	1	To provide a detailed understanding of banking operations and services.				
	2	To equip students with credit analysis techniques and lending practices.				
	3	To develop decision-making abilities for effective credit and risk management in banking.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall key concepts related to the structure, evolution, and operations of the Indian banking system.				
	CO 2	Explain the credit appraisal process, core banking functions, and compliance requirements.				
	CO 3	Apply credit evaluation techniques and financial ratios to assess borrower creditworthiness.				
	CO 4	Analyze bank financial statements and use frameworks like CAMEL to evaluate bank performance.				
	CO 5	Evaluate credit risk using risk models and propose strategies to mitigate non-performing assets.				
	CO 6	Design a credit assessment framework using emerging technologies such as AI and digital lending tools.				
Prerequisites	Basic understanding of finance and banking, Awareness of digital technologies					
e-Learning Tools used as Teaching Pedagogy	Power point, Excel, Google classroom, Case Studies,					
KSA Approach						

Knowledge	Skills	Attitude
Understanding core banking operations and services, Credit analysis frameworks and techniques Risk management strategies in lending Regulatory and compliance frameworks	Decision making skills Analytical skills Problem Solving	Pro-activeness Attention to detail Adaptability Ethical responsibility

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Banking & Operations	a. Overview of Indian banking: structure, growth and reforms b. Banking Operations: Retail liabilities and assets c. KYC norms, Asset Liability Management (ALM), and preventive vigilance d. Core banking systems, products, and services e. Term loan vs. working capital financing f. Appraisal processes in banks	4
2	Credit Analysis Framework	a. Credit evaluation techniques and borrower assessment b. Types of loans and lending structures c. Credit scoring systems and credit committees d. Introduction to AI and digital tools in credit assessment e. Role of Fintech and digital lending platforms	4
3	Bank Financial Statements and Performance Analysis	a. Components of bank Balance Sheet and Profit & Loss Statement b. Key ratios for bank performance analysis c. CAMEL framework d. Income sources and components contributing to net profit	4
4	Credit Risk Management in Banks	a. Risk identification and assessment in lending b. Credit risk mitigation strategies c. Managing non-performing assets (NPAs) d. Credit risk models and tools	4
5	Regulatory & Compliance Framework for Banks	a. RBI guidelines and banking compliance landscape b. Basel norms (I, II, III) and their implications c. Capital Adequacy Ratio (CAR) and its importance d. Legal and regulatory frameworks governing bank credit operations	4
Required Textbook		1. Banking Operations: A Comprehensive Guide by M. Y. Khan 2. Principles and Practices of Banking by N.S. Toor 3. Banking Theory and Practice by K.C. Shekhar and Lekshmy Shekhar 4. Credit Management in Banks by Indian Institute of Banking & Finance (IIBF)	
Recommended Readings		1. Principles of Banking by Indian Institute of Banking & Finance (IIBF) 2. Banking and Financial Services by S. Gurusamy 3. <i>The Banker's Handbook on Credit Risk</i> – Morton Glantz 4. <i>Credit Risk Management: Basic Concepts</i> – Anthony Saunders & Linda Allen	
Online Resources		1. RBI Official Website (www.rbi.org.in) 2. Harvard Business Review (hbr.org) 3. Banking Technology Reports (www.finextra.com) 4. NITI Aayog Reports on Digital Finance	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Banking & Operations	CO 1, CO 2
	2	Credit Analysis Framework	CO 2, CO 3, CO 6
	3	Bank Financial Statements and Performance Analysis	CO 3, CO 4
	4	Credit Risk Management in Banks	CO 4, CO 5
	5	Regulatory & Compliance Framework for Banks	CO 2, CO 5



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Name of Program	MMS				Semester	II
Name of Course	Financial Market and Regulations				Course Code	MFE203
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	Course offers an in-depth understanding of how financial markets operate, the various financial instruments traded, and the regulatory frameworks that ensure the stability and integrity of these markets					
Course Objectives	1	To understand structure and functioning of financial markets and gain insight into the role of financial institutions				
	2	To learn about key regulatory bodies				
	3	To examine international financial regulations				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Remember key financial instruments traded in financial markets, such as stocks, bonds, derivatives, and commodities.				
	CO 2	Understand the functioning and role of different financial markets in the global economy.				
	CO 3	Apply concepts of market regulation to assess the legal and ethical implications of market practices				
	CO 4	Analyze the impact of various financial instruments on the financial markets and the economy.				
	CO 5	Critically evaluate the role of financial institutions and regulators in managing market volatility and ensuring market fairness.				
	CO 6	Formulate strategies for financial institutions to ensure compliance with international regulatory standards and manage risks effectively in their operations.				
Prerequisites	Knowledge of financial markets					
e-Learning Tools used as Teaching Pedagogy	Videos, Online Quiz, MS-Office					
KSA Approach						

Knowledge		Skills	Attitude
Regulatory bodies, Risk Management Frameworks, Financial markets structure		Analytical skills, Problem solving skills, Market analysis	Adaptability, Ethics, Compliance mindset
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Financial Markets and Institutions	<ul style="list-style-type: none"> a. Overview of Financial Markets b. Types and Functions and importance of financial markets, c. Market participants: Investors, Traders, Brokers, Dealers, Intermediaries, Regulators d. Key financial instruments: Stocks, Bonds, Derivatives, Commodities, ETFs, Mutual Funds 	4
2	Regulatory Frameworks and Market Oversight	<ul style="list-style-type: none"> a. Introduction to Financial Regulations b. Role and objectives of financial market regulation c. Regulatory bodies: SEBI (India), SEC (USA), FCA (UK), ESMA (EU) d. National vs. international regulatory bodies Key Regulatory Frameworks 	4
3	Risk Management and Compliance in Financial Institutions	<ul style="list-style-type: none"> a. Role of capital requirements and liquidity standards (Basel III) b. Stress testing and risk-based supervision c. Risk Management Frameworks d. Types of financial risk: Credit risk, market risk, operational risk e. Regulatory compliance and governance in financial institutions, f. Role of compliance officers and risk managers in financial institutions 	4
4	International Financial Regulations and Global Markets	<ul style="list-style-type: none"> a. Cross-border regulatory frameworks and challenges b. Role of international organizations: IMF, World Bank, Bank for International Settlements (BIS) c. Global regulatory trends: Financial inclusion, cryptocurrency regulation, and FinTech d. Global cooperation and the efforts to standardize financial regulations e. Case studies of cross-border financial crises and the role of international regulation 	4
5	Ethics and Governance in Financial Market	<ul style="list-style-type: none"> a. Ethical responsibilities of financial market participants b. Corporate governance in financial institutions and listed companies c. Codes of conduct for financial professionals d. Importance of investor protection laws e. Role of regulators in ensuring investor rights and disclosures f. Securities fraud and investor rights protection 	4
Required Textbook		<ul style="list-style-type: none"> 1. Financial Services, Markets and Regulations by Agashe Anil 2. Securities Market Foundation by National Institute of Securities Market 3. Securities law and regulations of financial markets by Institute of company secretaries of India 4. Barter To Bitcoin Evolution of Money and the working of American Financial System by Aarya, Ravin 	
Recommended Readings		<ul style="list-style-type: none"> 1. Financial Times 2. Securities and Exchange Board of India (SEBI) Guidelines 3. The Economist 	

	4. International Monetary Fund (IMF) and World Bank Reports		
Online Resources	1. International Monetary Fund (IMF) (www.imf.org)		
	2. World Bank - Financial Regulation and Stability (www.worldbank.org)		
	3. The CFA Institute - Research and Articles on Financial Regulation (www.cfainstitute.org)		
	4. The Economist (https://www.economist.com/)		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Financial Markets and Institutions	CO 1, CO 2
	2	Regulatory Frameworks and Market Oversight	CO 2, CO 3
	3	Risk Management and Compliance in Financial Institutions	CO 3, CO 5
	4	International Financial Regulations and Global Markets	CO 4, CO 6
	5	Ethics and Governance in Financial Market	CO 3, CO 5



Name of Program	MMS				Semester	II
Name of Course	Fixed Income Securities				Course Code	MFE204
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course offers an in-depth study of Fixed Income Securities, focusing on valuation, risk analysis, and portfolio integration. Students will explore various instruments like government and corporate bonds, pricing models, yield curve analysis, and interest rate risk management. Emerging trends such as green bonds, digital bonds, and AI-driven trading provide insights into the evolving bond market.					
Course Objectives	1	To develop a solid understanding of fixed-income markets, instruments, and valuation techniques.				
	2	To analyze interest rate risk, credit risk, and bond portfolio management strategies.				
	3	To explore recent innovations and technological advancements in fixed-income securities.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Identify the structure, features, and pricing mechanisms of fixed-income securities.				
	CO 2	Explain bond valuation models, yield curves, and interest rate risk factors.				
	CO 3	Utilize duration, convexity, and immunization strategies to manage bond risk.				
	CO 4	Examine credit risk assessment techniques and fixed-income derivatives like swaps and CDS.				
	CO 5	Assess the effectiveness of fixed-income investment strategies for portfolio management and risk mitigation.				
	CO 6	Develop innovative approaches using emerging trends like green bonds, digital bonds, and algorithmic trading.				
Prerequisites	Basic knowledge of financial markets and investment instruments. Understanding of time value of money and basic statistics					
e-Learning Tools used as Teaching Pedagogy	Excel for bond valuation and risk modelling					

Knowledge		Skills	Attitude	
Securities, Bond Valuation, Credit Risk, Bond Portfolio Strategies		Problem Solving, Analytical Skills, Predictive Analysis	Data-Driven, Risk-Conscious, Adaptability	
Course Contents and Schedule				
Unit No.	Title of Unit	Content	No. of Sessions	
1	Introduction to Fixed Income Securities	a. Overview of bond markets and key participants. b. Types of fixed-income securities (government, corporate, municipal, MBS, ABS). c. Bond issuance process and primary vs. secondary markets.	4	
2	Bond Valuation and Yield Measures	a. Pricing of zero-coupon and coupon bonds. b. Yield to Maturity (YTM), Yield to Call (YTC), and Yield Spread. c. Accrued interest and clean vs. dirty price concepts.	4	
3	Interest Rate Risk and the Yield Curve	a. Understanding yield curve shapes and their implications. b. Macroeconomic factors influencing interest rates. c. Duration, modified duration, convexity, and their applications.	4	
4	Credit Risk and Bond Ratings	a. Credit risk assessment using Moody's, S&P, and Fitch ratings. b. Investment-grade vs. junk bonds and their risk-return profiles. c. Credit spreads and default probability models.	4	
5	Bond Portfolio Strategies and Active Management	a. Passive vs. active bond portfolio management. b. Immunization and liability-driven investing (LDI). c. Strategies: Laddering, barbell, bullet, and core-satellite approaches.	4	
Required Textbook		<ol style="list-style-type: none"> The advanced fixed income and derivatives management guide / Saied Simozar. Saied, 1954 Handbook of fixed income securities, Mann Steven Fixed Income Securities, Valuation, Risk & Risk Management – By Mukherjee, Kedarnath Fixed Income Securities, NISM 		
Recommended Readings		<ol style="list-style-type: none"> Choudhry, M. (2018). The Bond Book: Everything Investors Need to Know About Treasuries, Municipals, and Corporate Bonds. World Bank Reports on Sustainable Bond Markets. IMF Papers on Fixed Income and Global Debt Markets. 		
Online Resources		<ol style="list-style-type: none"> Bloomberg Markets - Fixed Income: https://www.bloomberg.com/markets/rates-bonds Federal Reserve - Interest Rate and Bond Market Reports: https://www.federalreserve.gov International Capital Market Association (ICMA) Green Bond Principles: https://www.icmagroup.org/sustainable-finance Financial Times - Fixed Income News: https://www.ft.com/markets/fixed-income Coursera: Fixed Income and Bonds Courses: https://www.coursera.org/courses?query=fixed%20income 		
Alignment of Course Outcomes (COs) with Units		Unit No.	Title of Unit	Relevant COs
		1	Introduction to Fixed Income Securities	CO 1
		2	Bond Valuation and Yield Measures	CO 2
		3	Interest Rate Risk and the Yield Curve	CO 3
		4	Credit Risk and Bond Ratings	CO 4
		5	Bond Portfolio Strategies and Active Management	CO 5, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Behavioural Finance				Course Code	MFE205
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course explores the principles of behavioral finance, focusing on how psychological factors and cognitive biases influence financial decisions. It examines market anomalies, inefficiencies, and the impact of emotions on investing and personal finance. Students will apply behavioral insights to enhance decision-making and investment strategies.					
Course Objectives	1	Understand key principles of behavioral finance and its distinction from traditional finance.				
	2	Identify and analyze psychological biases and their impact on financial decision-making and market anomalies.				
	3	Apply behavioral insights to improve investment strategies and personal financial decisions.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Describe the fundamental concepts of behavioral finance and differentiate them from traditional finance theories.				
	CO 2	Identify and explain common behavioral biases and heuristics that influence financial decision-making.				
	CO 3	Analyze how psychological factors impact investor behaviour and financial market dynamics.				
	CO 4	Apply behavioral finance concepts to improve personal financial decision-making and avoid emotional biases.				
	CO 5	Examine market anomalies through a behavioral lens and formulate strategies to use them in risk management and investment.				
	CO 6	Evaluate the strategic impact of behavioral biases on financial decisions and propose methods to mitigate them in real-world investing.				
Prerequisites	Basic knowledge of finance and investment principles, Familiarity with economic concepts like risk, return, and market efficiency.					
e-Learning Tools used as Teaching Pedagogy	Data Visualization Tools, Multimedia Resources (Video, Ted Talks), Google Forms (Quiz)					

KSA Approach			
Knowledge		Skills	Attitude
Biases, Anomalies, Market Behavior		Analysis, Critical Thinking, Problem Solving	Application, Adaptability, Openness
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Behavioural Finance	a. Behavioural Finance: Nature, Scope, Objectives b. Significance & Application of Behavioural Finance c. Traditional Finance vs. Behavioural Finance d. Concepts of Rational vs. Irrational Decision-Making	4
2	Behavioral Biases and Heuristics	a. Types of Biases and Heuristics b. Overconfidence Bias c. Anchoring and Adjustment, Herd Behaviour d. Availability Heuristic	4
3	Dimensions of Behavioural Finance	a. Framing b. Mental accounting c. Loss Aversion d. Rational Vs Irrational Investors e. Efficient market hypothesis & alternate market hypothesis	4
4	Behavioral Finance in Personal Financial Decisions	a. Mental Accounting and Sunk Cost Fallacy b. Emotional Investing (e.g., Panic Selling and Overbuying) c. Nudging: Encouraging Better Savings and Investment Habits	4
5	Market Anomalies in Behavioral Finance	a. Calendar Anomalies b. Momentum and Reversal Anomalies c. Value vs. Growth Anomaly d. Overreaction and Under-Reaction Anomalies e. Bubbles and Crashes Applications of Market Anomalies in risk management	4
Required Textbook		1. Behavioral Finance, 2/E by Prasanna Chandra, McGraw Hill 2. Investment Management by V.K. Bhalla, S. Chand Publishing 3. Behavioral Finance: Psychology, Decision-Making, and Markets by Lucy Ackert and Richard Deaves, Cengage Learning 4. Advances in Behavioral Finance (Volumes I and II) edited by Richard H. Thaler, Russell Sage Foundation	
Recommended Readings		1. Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing by Hersh Shefrin, Harvard Business Review Press 2. Research papers and articles from journals such as Journal of Behavioral Finance and Journal of Financial Economics. 3. MOOC Course Module 4. SSRN (Social Science Research Network)	
Online Resources		1. The CFA Institute's "Behavioral Finance" Webinar Series 2. TradingSim – Market Simulation Tool 3. Nudge Blog (by Cass Sunstein & Richard Thaler) 4. MOOC & SWAYAM	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Behavioural Finance	CO 1
	2	Behavioral Biases and Heuristics	CO 2
	3	Dimensions of Behavioural Finance	CO 3
	4	Behavioral Finance in Personal Financial Decisions	CO 4
	5	Market Anomalies in Behavioral Finance	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Sustainable Finance and ESG Rating				Course Code	MFE206
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course delves into Sustainable Finance and ESG Investing, examining how financial markets and corporate finance integrate sustainability principles. Students will explore ESG factors, sustainable investment strategies, and innovations like green bonds, impact investing, and carbon credits. Real-world case studies and industry best practices provide practical insights into ESG-driven financial decision-making.					
Course Objectives	1	To equip students with knowledge of sustainable finance principles and ESG investing strategies.				
	2	To develop critical analytical skills for evaluating ESG risks, green investments, and sustainable business practices.				
	3	To explore emerging trends, innovations, and regulations shaping sustainable finance and impact investing.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Identify key concepts of sustainable finance, ESG factors, and financial instruments like green bonds and impact funds.				
	CO 2	Explain how ESG factors influence investment decisions, corporate performance, and regulatory frameworks.				
	CO 3	Utilize ESG criteria and climate risk assessment tools in financial decision-making and investment analysis.				
	CO 4	Compare the effectiveness of financial instruments and emerging ESG technologies like AI and blockchain				
	CO 5	Assess the risks, opportunities, and impact of ESG-driven investment strategies on sustainability goals.				
	CO 6	Develop innovative financial solutions and responsible investment strategies aligned with ESG principles.				
Prerequisites	Basic knowledge of financial markets and investment strategies. Familiarity with corporate sustainability concepts is recommended but not mandatory.					
e-Learning Tools used as Teaching Pedagogy	Bloomberg ESG Terminal for live market analysis. Refinitiv Eikon or MSCI ESG Ratings for sustainability assessments. LMS (Learning Management System) for digital resources and assignments. Interactive simulations on ESG portfolio construction. Coursera / edX MOOCs on Sustainable Finance and Impact Investing.					

KSA Approach			
Knowledge		Skills	Attitude
ESG Frameworks, Risk Analysis, Green Finance, Regulatory Landscape		Analytical Skills, Strategic Thinking, Reporting	Ethics, Commitment
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Sustainable Finance and ESG Investing	a. Definition, evolution, and importance of sustainable finance. b. ESG investing: Concepts, frameworks, and market trends. c. Key players: Institutional investors, pension funds, and impact investors.	4
2	ESG Frameworks and Regulatory Landscape	a. ESG disclosure standards (TCFD, GRI, SASB). b. Role of SEC, EU Sustainable Finance Disclosure Regulation (SFDR), and IOSCO. c. Corporate sustainability reporting & taxonomy.	4
3	ESG Risk Analysis and Financial Performance	a. How ESG factors impact risk, returns, and valuations. b. The link between sustainability performance and financial outperformance. c. ESG ratings and controversies in rating methodologies..	4
4	ESG Fintech and Innovations	a. AI and big data in ESG analytics. b. Blockchain applications in carbon tracking and sustainable supply chains. c. ESG robo-advisors and automated sustainability assessment tools.	4
5	Future Trends and Ethical Considerations in ESG Investing	a. Challenges in greenwashing and ESG misinformation. b. The future of sustainable finance in emerging markets. c. Ethical dilemmas in responsible investing.	4
Required Textbook		1. Bennett, C., & Ritchie, J. (2021). Sustainable Investing: Revolutions in Theory and Practice. 2. Friede, G. (2019). ESG and Financial Performance: Understanding the Business Case for Sustainability. 3. "Sustainable Finance: The Road Ahead" – By Aman Singhal 4. "ESG and Responsible Investing in India" – By Rajesh Chakrabarti & Lekha Chakraborty	
Recommended Readings		1. Hill, J. (2020). Environmental, Social, and Governance (ESG) Investing: The Complete Guide. 2. United Nations Principles for Responsible Investment (UN PRI) Reports. 3. World Bank Reports on Climate Finance.	
Online Resources		1. United Nations Principles for Responsible Investment (UN PRI): https://www.unpri.org 2. Task Force on Climate-related Financial Disclosures (TCFD): https://www.fsb-tcf.org 3. EU Sustainable Finance Taxonomy: https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance 4. Bloomberg Green: https://www.bloomberg.com/green 5. Harvard Business Review (HBR) articles on Sustainable Investing	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Sustainable Finance and ESG Investing	CO 1
	2	ESG Frameworks and Regulatory Landscape	CO 2
	3	ESG Risk Analysis and Financial Performance	CO 3
	4	ESG Fintech and Innovations	CO 4
	5	Future Trends and Ethical Considerations in ESG Investing	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Product and Branding Strategy				Course Code	MMM201
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	3	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course provides an in-depth introduction to the principles and practices of brand management. Students shall explore the foundational elements of building, maintaining, and growing a brand, with a focus on how to create brand value, align marketing strategies with consumer expectations, and leverage brand equity to drive business success.					
Course Objectives	1	Understand the role of branding in business and analyze and evaluate brand performance.				
	2	Develop brand positioning strategies and communicate brand values effectively.				
	3	Apply branding principles across digital and traditional marketing channels.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall basic principles of product management, product mix, and branding fundamentals.				
	CO 2	Explain the strategic significance of product and brand decisions in contributing to business success.				
	CO 3	Apply concepts of product lifecycle, positioning, and development in designing marketing strategies.				
	CO 4	Analyze consumer behavior, market trends, and brand equity to guide branding and product decisions.				
	CO 5	Evaluate branding strategies such as architecture, communication, and rebranding for effectiveness.				
	CO 6	Design an integrated approach for brand positioning, equity building, and product lifecycle management.				
Prerequisites	Basic knowledge of Marketing Principles					
e-Learning Tools used as Teaching Pedagogy	Canva, brand equity e-magazine (weekly edition) SFDC and SAP – Branding, Hoot suite, Brand watch, sprout social					

Knowledge		Skills	Attitude
Fundamentals of product strategy New Product Development Brand Architecture & Rebranding Brand Communication		Decision-making Problem solving Analysis Critical Thinking	Application Adaptability Openness
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Product Management	a. Product Marketing – Overview, Importance b. Product Life Cycle c. Product Characteristics and Classifications d. Product Hierarchy e. Product Mix f. Product Strategies g. Consumer-Centric Marketing	5
2	Product Strategy and Development	a. Product Development Process: Idea Generation to Launch b. New Product Development c. Product Differentiation and Positioning d. Managing Product Portfolios e. Pricing Strategies for Products and Brands f. Psychological Pricing and Price Sensitivity	7
3	Brand Management and Strategy	a. Building Strong Brands b. Brand Positioning and Value Proposition c. Brand Identity vs. Brand Image d. Concept of Brand Equity e. Measuring Brand Equity: Tools and Techniques (CBBE model) , Creating Brand Loyalty	7
4	Brand Architecture and Rebranding	a. Types of Brand Architecture: Monolithic, Endorsed, and Freestanding Brands b. Role of Brand Extensions and Sub-brands c. Managing Multiple Brands d. Crisis Management in Brand Marketing e. Ethical Issues in Brand Management f. International Branding and Global Marketing.	6
5	Brand Communication	a. Developing a Brand Narrative b. Storytelling as a Brand Tool c. Crafting Emotional Connections through Communication d. Role of IMC in Brand Building e. Crafting a Communication Plan f. Advertising g. Public Relations h. Promotions i. Direct Marketing.	5
Required Textbook		1. "Keller's Strategic Brand Management" by Kevin Lane Keller 2. "Building Strong Brands" by David A. Aaker 3. "Product Design and Development" by Karl T. Ulrich & Steven D. Eppinger 4. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger	
Recommended Readings		1. "The Four Steps to Building a Strong Brand" by Harvard Business Review. 2. "What Is Branding?" by Investopedia. 3. "The Product-Market Fit Pyramid" by Brian Balfour. 4. "How to Create a Product Strategy" by ProductPlan	

Online Resources	1. Branding Strategy Insider		
	2. Mind the Product		
	3. Mckinsey Insights & Publications		
	4. Co. Design by Fast Company		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Product Management	CO 1, CO 2
	2	Product Strategy and Development	CO 3
	3	Brand Management and Strategy	CO 3, CO 4
	4	Brand Architecture and Rebranding	CO 4, CO 5
	5	Brand Communication	CO 5, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Consumer Behaviour				Course Code	MMM202
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	3	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course explores the fundamental concepts and psychological underpinnings of consumer behaviour, focusing on the factors that drive purchasing decisions. Students will analyze the dynamics of consumer actions and apply relevant theories to real-world marketing strategies. Through segmentation, profiling, and hands-on application of qualitative, quantitative, and hybrid research methods, learners will gain actionable consumer insights. The course also examines consumer biases and decision-making trade-offs, equipping students with the tools to better understand and influence consumer choices in diverse market contexts.					
Course Objectives	1	To provide a strong, usable and comprehensive managerial understanding of consumer behaviour.				
	2	To understand the factors that influence consumer behaviour and develop sound marketing strategy				
	3	To relate cross-cultural consumer analysis and the changing trends				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Understand the background and concepts of consumer behaviour				
	CO 2	Identify the dynamics of consumer behaviour and the basic factors that influence the consumers				
	CO 3	Demonstrate how concepts may be applied to marketing strategy				
	CO 4	Apply theories to real world marketing situations by profiling and identifying marketing segments				
	CO 5	Implement key qualitative, quantitative, and hybrid approaches for consumer insights				
	CO 6	Adapt key consumer biases and examine trade-offs in research and consumer behavior				
Prerequisites	Students must have basic knowledge of marketing principles, psychology and data interpretation					

e-Learning Tools used as Teaching Pedagogy	PPT, Google Classroom, You tube video		
KSA Approach			
Knowledge		Skills	Attitude
Technology influence on Consumer Behaviour, Consumer Behaviour Models & Theories Factors influencing decision Making		Communication Decision Making Managerial Understanding	Resilience Adaptability Flexibility Confidence
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Understanding Technology Driven Consumer Behaviour	a. Development of Consumer Behaviour as a Separate Field b. Growth of Consumer Research c. Trends in Consumer Behaviour d. Technology for Enriching the Exchange between Consumers & Marketers e. Interdisciplinary Consumer Behaviour	6
2	Consumer Research & Ethics	a. Quantitative Models for study of Consumer Behaviour b. TAM Model c. TRA Model d. TPB Model e. S-O & S-O-R Model f. UTAUT Model g. Consumerism	6
3	Individual Determinants of Consumer Behaviour	a. Psychological factors influencing consumer behaviour: b. Perception, c. Attitude d. Motivation & involvement e. Learning & Memory f. Personality, Self-image & Lifestyle	6
4	Social & Cultural Determinants of Consumer Behaviour	a. Social and cultural aspects of consumer b. Consumer behaviour and communication c. Cross- Cultural Consumer Behaviour	6
5	Applications of Consumer Behaviour	a. Consumer Behavior Analysis and Marketing Strategy b. Consumer Behaviour and Product Strategy c. Consumer Behaviour and Pricing Strategy d. Consumer Behaviour and Distribution Strategy e. Consumer Behaviour and Promotion Strategy	6
Required Textbook		1. Consumer Behaviour in Indian Perspective, Himalaya Publications 2. Consumer Behavior, Blackwell and Engel, Cengage Publication 3. Indian Consumers S.C.Mehta – Tata McGraw Hil 4. Consumer Behaviour in Indian Perspective – Suraj R. Nair	
Recommended Readings		1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar- Pearson, Latest Edition 2. Consumer Behaviour: A Managerial Perspective, Dr.Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition 3. Consumer Behaviour, Sethna 4. Consumer Behaviour – Buying, Having, Being – Michael R. Solomon	
Online Resources		1. https://www.vtupes.ac.in/153-syllabus/MBA/2022/3/22MBAMM303	

	2. https://onlinecourses.nptel.ac.in/noc25_mg16/preview		
	3. https://www.researchgate.net/figure/Three-models-TAM-TPB-and-UTAUT-and-network-of-relationships_fig1_255617584		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Understanding Technology Driven Consumer Behaviour	CO 1, CO 2
	2	Consumer Research & Ethics	CO 5, CO 6
	3	Individual Determinants of Consumer Behaviour	CO 1, CO 2, CO 6
	4	Social & Cultural Determinants of Consumer Behaviour	CO 2, CO 3, CO 4
	5	Applications of Consumer Behaviour	CO 3, CO 4, CO 5



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Digital Marketing				Course Code	MME201
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	The Digital Marketing course is designed to provide students with a comprehensive understanding of advanced digital marketing strategies, tools, and analytics. The course focuses on real-world applications, case studies, and hands-on learning to equip students with industry-relevant expertise in SEO, SEM, content marketing, paid advertising, web analytics, and emerging digital trends.					
Course Objectives	1	Explore advanced digital marketing techniques for business growth.				
	2	Develop data-driven marketing strategies to enhance online engagement.				
	3	Optimize campaigns using analytics and emerging technologies.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Explain key concepts of advanced SEO and SEM techniques including schema markup, keyword clustering, and Google Ads bidding strategies.				
	CO 2	Apply content marketing strategies using AI-driven personalization and build customer-centric content funnels for different buyer journey stages.				
	CO 3	Analyze performance marketing metrics including ROI, attribution models, and fraud prevention measures in digital advertising campaigns.				
	CO 4	Evaluate the effectiveness of mobile-first marketing techniques, app-based strategies, and geo-targeted campaigns in driving user acquisition and engagement.				
	CO 5	Utilize web analytics tools like GA4 and heat maps to assess campaign performance and optimize landing pages using A/B testing and behavioral insights.				
	CO 6	Design and create an integrated digital marketing campaign that strategically combines SEO, SEM, content, mobile, and analytics to solve real-world business problems.				
Prerequisites	Completion of "Basics of Digital Marketing"					

e-Learning Tools used as Teaching Pedagogy		Lectures supplemented with real-world case studies. Hands-on workshops using current digital marketing tools. Group projects simulating real-life digital marketing scenarios. Guest lectures from industry professionals.	
KSA Approach			
Knowledge		Skills	Attitude
Digital marketing concepts Content marketing strategies Email and mobile marketing		SEO, PPC, social media marketing, Google Analytics interpretation, Campaign planning & execution	Digital-first mindset Adaptability to trends Creativity in branding
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Advanced SEO & SEM	a. Technical SEO: Schema Markup, Site Speed, Mobile Optimization b. Advanced Google Search Strategies (Keyword Clustering & Latent Semantic Indexing) c. SEM: Advanced Google Ads, Bidding Strategies, and Retargeting d. Case Study: How Nykaa Uses SEO & Google Ads to Dominate E-Commerce Advanced SEO & SEM (6 Hours, 3 Sessions)	4
2	Content Marketing & Personalization	a. Content Funnels: Awareness, Consideration, and Decision Stages b. Personalization & AI-driven Content Curation c. Data-Driven Content Strategies for Indian Startups d. Case Study: How Byju's Used Content Marketing to Acquire Millions of Users	4
3	Paid Advertising & Performance Marketing	a. Google Display Network (GDN) & YouTube Ads b. Performance Marketing: ROI Measurement & Attribution Models c. Ad Fraud Prevention & Compliance (Indian Digital Laws) d. Case Study: Flipkart's Festive Sale Ad Strategies	4
4	Mobile Marketing & App-Based Strategies	a. Mobile-first Marketing Approach & Progressive Web Apps (PWAs) b. App Store Optimization (ASO) & User Acquisition Strategies c. SMS, WhatsApp & Push Notification Marketing d. Location-Based Marketing & Geo-Targeting (Google My Business, Beacons) e. Case Study: How Paytm and Swiggy Drive App Engagement via Mobile Marketing	4
5	Web Analytics & Emerging Technologies	a. Google Analytics 4 (GA4) & Heatmaps b. A/B Testing & Landing Page Optimization c. AI in Digital Marketing (Chatbots, Predictive Analytics, AI-driven Copywriting) d. Voice Search, AR/VR, & Metaverse Marketing e. Case Study: How Zomato Optimizes Conversions Using Data Analytics	4
Required Textbook		1. 2. Pradeep Chopra & Deepak Bansal – Digital Marketing Strategy & Implementation. 3. Avinash Kaushik – Web Analytics 2.0 – Data-driven marketing. 4. Faisal Ahmed & Puneet Bhatia – Mobile Marketing: How Mobile Technology is Revolutionizing Marketing.	
Recommended		1. Damian Ryan – Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation	

Readings	2. Andrew Macarthy – 500 Social Media Marketing Tips – Platform-specific tactics		
Online Resources	1. HubSpot Academy (Online) – Inbound Marketing & SEO Certifications		
	2. Google Digital Garage (Online) – Fundamentals of Digital Marketing, Google-certified course on SEO, SEM, and Analytics.		
	3. Social Samosa Reports (India-Focused) – Social Media Insights & Case Studies		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Advanced SEO & SEM	CO 1
	2	Content Marketing & Personalization	CO 2
	3	Paid Advertising & Performance Marketing	CO 3
	4	Mobile Marketing & App-Based Strategies	CO 4
	5	Web Analytics & Emerging Technologies	CO 5, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Tech-Driven Marketing				Course Code	MME202
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	Explore how technology transforms marketing with AI, data, automation, and digital tools to create innovative, measurable strategies.					
Course Objectives	1	Equip the students to leverage the technology in Marketing				
	2	Equip the students in Data driven decision making				
	3	Equip the students with tools and platforms				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall and explain the evolution of marketing, key digital trends, and core Martech tools used in modern marketing practices.				
	CO 2	Interpret consumer data using tools like Google Analytics and apply key metrics to derive actionable insights for decision-making.				
	CO 3	Demonstrate the use of marketing automation platforms (e.g., HubSpot, Salesforce) to plan and implement drip campaigns and retargeting strategies.				
	CO 4	Analyze the application of emerging technologies like AI, chatbots, and AR/VR in enhancing personalized marketing experiences.				
	CO 5	Evaluate social media and influencer marketing campaigns based on storytelling, audience engagement, and return on investment (ROI).				
	CO 6	Design and create a tech-driven marketing campaign that integrates consumer data, automation tools, social media strategies, and emerging technologies.				
Prerequisites	Basic understanding of marketing concepts, familiarity with digital tools, analytical thinking, and willingness to learn emerging technologies and trends.					
e-Learning Tools used as Teaching Pedagogy	Lead Management System, CRM, Power Bi					
KSA Approach						
Knowledge		Skills			Attitude	

In depth knowledge of Data driven Marketing related decision making	Data Analysis & interpretation, SEO & Digital Marketing, Content Creation & Digital storytelling, growth hacking & conversion optimization	Data driven mindset, customer-centric thinking, result oriented and performance driven attitude
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Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Tech driven marketing	a. Evolution of Marketing from traditional to digital b. Importance of Technology in Marketing c. Key trends: AI, automation & personalization d. SEO, SEM and social media marketing e. Overview of Martech tools f. Key Performance Indicators	4
2	Data driven Marketing	a. Understanding Consumer Data b. Sources of Data c. Data privacy & ethics d. Google analytics & similar tool e. Key metrics and interpreting data f. A/B testing	4
3	Marketing Automation	a. CRM tools: HubSpot, Salesforce b. E mail marketing automation platform c. Benefits of Automation d. Drip campaigns e. Retargeting strategies f. Measuring success of automated campaigns	4
4	Emerging technologies in Marketing	a. AI for personalized experience b. Chatbots for virtual assistance c. Predictive Analytics d. Using AR/VR for brand experience	4
5	Social media and Influencer Marketing	a. Content Creation & storytelling b. Social media analytics c. Paid social campaign d. Identify the right influencers e. Campaign planning & execution f. ROI Management	4
Required Textbook		1. Technology Driven Marketing Management by Dr. James Seligman 2. Crossing the Chasm: Marketing & selling high-tech products to mainstream customers by Geoffrey A 3. Digital Marketing for Dummies by Ryan Deiss & Russ Hennesberry 4. The Modern AI Marketer by Pam Didner	
Recommended Readings		1. Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey and Fiona Ellis- Chadwick 2. "Artificial Intelligence for Marketing: Practical Applications" by Jim Sterne 3. "Influencer Startup Shop My Raises \$77.5 Million to Expand Into New Ad Categories"-The Wall Street Journal 4. "A New Tech-Driven Era of Impactful Marketing and Sales"-McKinsey & company	
Online Resources		1. Coursera's Digital Marketing Course	

	2. Career Foundry's Digital Marketing Program		
	3. CXL's technical marketing course		
	4. Harvard Professional Development Programs in Marketing		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Tech driven marketing	CO 1
	2	Data driven Marketing	CO 2
	3	Marketing Automation	CO 3
	4	Emerging technologies in Marketing	CO 4
	5	Social media and Influencer Marketing	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Retail and Distribution Management				Course Code	MME203
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course offers an in-depth exploration of retail and distribution management, focusing on contemporary practices and foundational concepts. Topics include retail formats, consumer behavior, supply chain strategies, digital transformation, and ethical considerations. Aligned with industry standards and NEP 2020 guidelines, the curriculum integrates case studies and experiential activities to bridge theory and practice.					
Course Objectives	1	To remember core concepts of retailing and distribution channels.				
	2	To evaluate and create various retail formats and merchandising techniques along with effective supply chain and logistics strategies.				
	3	To understand franchising, legal aspects, and ethical considerations in retail along with digital transformation.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Remember retail and distribution management concepts in real-world scenarios.				
	CO 2	Understand the strategic distribution channel plans.				
	CO 3	Apply supply chain management techniques in retail operations.				
	CO 4	Analyze and interpret consumer behavior to develop retail strategies.				
	CO 5	Evaluate technologies for retail optimization.				
	CO 6	Create legal and ethical frameworks in retailing.				
Prerequisites	Basic understanding of marketing principles. Familiarity with supply chain and logistics concepts.					
e-Learning Tools used as Teaching Pedagogy	Case Studies: Analysis of companies like Zara, Amazon, and Tata Clip to understand diverse retail strategies. Simulation Exercises: Activities such as developing a retail store layout or crafting a distribution strategy. Industry Guest Lectures: Sessions with professionals from RAI and leading retail					

firms.
Online Resources: Access to platforms like Harvard Business Review, NPTEL, and Coursera for supplementary learning.

KSA Approach

Knowledge	Skills	Attitude
Retail Formats & Consumer Behavior Supply Chain & Distribution Strategies, Retail Technology & Digital Transformation, Legal & Ethical Retail Practices	Strategic Retail Planning Data Analysis & Forecasting Negotiation & Vendor Management, Customer Engagement & CRM	Adaptability & Innovation Problem-Solving Mindset Consumer-Centric Approach Leadership & Collaboration

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Retailing	a. Evolution and trends in retail industry b. Types of retail formats c. Traditional vs. Modern retail d. Consumer behavior and buying decision processes e. Global retail strategies	4
2	Retail Operations & Merchandising	a. Store layout and visual merchandising principles b. Category management and assortment planning c. Pricing strategies and discount models d. Inventory management techniques and Just-In-Time (JIT) retailing	4
3	Distribution & Supply Chain Management	a. Role of distribution channels in retail b. Logistics optimization and demand forecasting c. Omni-channel retailing and fulfillment strategies d. Inventory turnover and cost management	4
4	Retail Technology & Digital Transformation	a. AI & Big Data applications in retail b. Customer Relationship Management (CRM) strategies c. E-commerce and m-commerce integration d. Automation in retail supply chains	4
5	Legal & Ethical Aspects in Retail	a. Consumer protection laws and rights b. Franchising agreements and legal obligations c. GST and taxation policies in retail - Sustainability initiatives and Corporate Social Responsibility (CSR)	4
Required Textbook		1. Berman, B. & Evans, J. R. – Retail Management: A Strategic Approach 2. Retail Management, U C Mathur by I K International Publication 3. Chopra, S. – Supply Chain Management: Strategy, Planning, and Operation 4. Distribution Management Logistical Approach by K K Khemka by HPH	
Recommended Readings		1. Retail Management, Bajaj by Oxford International 2. Retail Management, Swapna Pradhan by TMH 3. Sales and Distribution Management, Bholanath D by I K International 4. Harvard Business Review Articles on Retail & Distribution 5. Reports from McKinsey, PwC, and Deloitte on Retail Trends	
Online Resources		1. NPTEL: Retail & Channel Management 2. Investor Presentation reports of various Retail and Distribution companies available on the website of BSE. 3. Coursera: Retail and Omni channel Management 4. Industry Reports from BCG, PwC, McKinsey	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Retailing	CO 1, CO 4
	2	Retail Operations & Merchandising	CO 2, CO 3
	3	Distribution & Supply Chain Management	CO 2, CO 3
	4	Retail Technology & Digital Transformation	CO 5
	5	Legal & Ethical Aspects in Retail	CO 6



Name of Program	MMS				Semester	II
Name of Course	Sales Management and Personal Selling				Course Code	MME204
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course on Sales Management and Personal Selling provides students with a comprehensive understanding of the key concepts and practices in sales leadership, including sales forecasting, budgeting, territory management, and sales force performance evaluation. Students will explore the sales process, from prospecting to closing, and learn effective personal selling techniques, incorporating models like AIDAS. The course also covers the application of modern sales technologies such as CRM, AI, and digital selling tools, enabling students to make data-driven decisions and optimize sales performance. Additionally, students will gain practical skills in designing sales training programs and managing sales forces, ensuring they are prepared to lead in a dynamic sales environment.					
Course Objectives	1	To understand function of sales and its importance.				
	2	Effective decision making & problem solving in the field of sales.				
	3	To comprehend the art of managing the sales force.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall and describe the core components of sales management such as forecasting, budgeting, quotas, and sales MIS.				
	CO 2	Explain the concepts of time and territory management including territory design, route planning, and customer scheduling.				
	CO 3	Apply sales performance evaluation tools and control techniques to assess and improve field force efficiency.				
	CO 4	Analyze the personal selling process using the AIDAS model and distinguish between selling services vs. tangible products.				
	CO 5	Evaluate the impact of CRM, digital selling, and sales technologies on modern sales force effectiveness and strategy.				
	CO 6	Design a data-driven, technology-integrated sales strategy using AI, CRM, and digital tools for improved sales outcomes.				
Prerequisites	Basic knowledge of marketing principles and concepts. Understanding of business management fundamentals.					

e-Learning Tools used as Teaching Pedagogy	Power point presentations, Google Classroom, salesforce.com		
KSA Approach			
Knowledge		Skills	Attitude
Sales forecasting and budgeting Territory management Sales process Sales analysis		Selling skills Analytical skills Decision-making skills Communication skills	Resilient Continuous learning Customer-centric mindset Adaptability Team collaboration
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Sales Management Planning	a. Sales Management Information System b. Sales Forecasting c. Sales Budgeting d. Sales Quotas	3
2	Time & Territory Management	a. Territory planning, establishing, revising territories b. Territory design c. Route planning d. Scheduling customer visits	4
3	Sales force performance, evaluation and control	a. Sales force performance appraisal b. Evaluation & managing sales meetings c. Field sales control – Sales reporting system d. Interpretation of data for future action plans e. Sales analysis & Marketing cost analysis f. Sales Audit	4
4	Personal Selling	a. Sales Process b. Sales Approach, demonstration & closure c. Salesmanship - Selling skills - Personal Selling d. Application of AIDAS Model in sales e. Selling of services, services as opposed to selling of tangible products f. Sales Dyads g. Decision Making Units (DMUs)	5
5	Sales Technologies & Modern Selling Approaches	a. Role of CRM in Sales Management b. Digital Sales & Social Selling c. AI & Automation in Sales d. Data-Driven Decision Making in Sales	4
Required Textbook		1. Richard R Still and Edward Cundiff (2011): Sales Management :Decisions, Strategy and Cases, Pearson Education	
		2. Rolph E Anderson, Joseph Hair and Alan Bush (1992): Professional Sales Management, Tata McGraw Hill	
		3. Rohann L Spiro and W. Stanton (2003): Management of Sales Force, Tata McGraw Hill	
		4. Charles M Futrell (2005): Sales Management: Teamwork, Leadership and Technology, 6th edition, Thomson South Western	
		5. Krishna K. Havaladar, Vasant M. Cavale – Sales & Distribution Management	
Recommended		1. The Psychology of Selling by Brian Tracy	

Readings	2. Selling and Sales Management by David Jobber and Geoffrey Lancaster		
	3. The Challenger Sale by Matthew Dixon and Brent Adamson		
	4. Sales Management: Analysis and Decision Making by Thomas N. Ingram		
Online Resources	1. HubSpot Academy – Offers free online courses on sales, CRM, and inbound selling techniques.		
	2. Salesforce.com – Provides comprehensive learning paths on CRM, sales automation, and digital sales strategies.		
	3. Coursera - Sales Management Courses – Features various sales management courses from top universities and institutions.		
	4. LinkedIn Learning – A wide range of professional courses on personal selling, sales management, and digital sales tools.		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Sales Management Planning	CO 1
	2	Time & Territory Management	CO 2
	3	Sales force performance, evaluation and control	CO 3
	4	Personal Selling	CO 4
	5	Sales Technologies & Modern Selling Approaches	CO 5, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Ethical Marketing in the Digital Age				Course Code	MME205
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course explores ethical challenges in digital marketing, addressing consumer privacy, data protection, misleading advertising, and corporate social responsibility. Students will analyse case studies and industry best practices to develop ethical decision-making skills relevant to digital marketing strategies.					
Course Objectives	1	To understand ethical principles and their application in digital marketing.				
	2	To analyze the ethical implications of data collection, privacy, and consumer protection.				
	3	To develop responsible and ethical digital marketing strategies.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Remember ethical issues in digital marketing and their implications.				
	CO 2	Understand regulatory and legal considerations in digital marketing ethics.				
	CO 3	Apply ethical decision-making frameworks to digital marketing challenges.				
	CO 4	Analyze consumer rights and data privacy concerns.				
	CO 5	Evaluate misleading and deceptive advertising practices in the digital space.				
	CO 6	Create ethical marketing strategies aligned with corporate social responsibility.				
Prerequisites	Basic understanding of marketing principles and digital marketing concepts.					
e-Learning Tools used as Teaching Pedagogy	Online Case Studies, Interactive Simulations, Industry Reports & Whitepapers, Video Lectures and Webinars					
KSA Approach						
Knowledge		Skills			Attitude	
Fundamentals of Marketing Ethics		Strategic Ethical Marketing			Integrity & Ethical Leadership	

Data Privacy & Consumer Protection AI Ethics & Automated Decision-Making CSR & Ethical Branding	Decision-Making Consumer Data Analysis & Compliance Management Brand Reputation & Crisis Management Communication & Persuasion	Accountability & Consumer-Centric Approach Adaptability & Proactive Ethical Awareness Sustainability & Social Responsibility Mindset
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Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Marketing Ethics	a. Foundational ethical theories and their relevance to marketing b. Ethical dilemmas in digital marketing: conflicts between profit and responsibility c. The role of ethics in brand reputation management d. Case studies of ethical vs. unethical marketing practices	4
2	Consumer Privacy & Data Protection	a. Data collection principles: Transparency, Consent, and Consumer rights b. Key privacy regulations: GDPR, CCPA, DPDP Bill (India) c. Ethical concerns in AI-powered behavioral tracking d. Balancing personalization and data ethics	4
3	Deceptive & Misleading Advertising	a. Ethical guidelines for influencer marketing b. Native advertising, dark patterns, and manipulative consumer tactics c. FTC guidelines on false advertising d. Ethical considerations in affiliate and performance-based marketing	4
4	Ethical AI and Automation in Marketing	a. Algorithmic bias and fairness in digital advertising b. Ethical implications of predictive analytics and automated decision-making c. Consumer manipulation vs. ethical personalization d. Regulations around AI-driven content creation and Chatbots marketing	4
5	Corporate Social Responsibility (CSR) & Digital Marketing	a. Role of sustainability and ethical branding in digital marketing b. Green marketing and responsible advertising initiatives c. Case studies on CSR-driven digital campaigns d. Measuring social impact in corporate marketing strategies	4
Required Textbook		1. Business Ethics, CSV Murthy by HPH 2. Murphy, P., Laczniak, G., & Prothero, A. (2017). <i>Ethics in Marketing: International Cases and Perspectives</i> . Routledge. 3. Chaffey, D., & Smith, P. (2022). <i>Digital Marketing: Strategy, Implementation, and Practice</i> . Pearson. 4. Digital Marketing, Ahuja V by Oxford Publication	
Recommended Readings		1. Schiffman, L., Kanuk, L., & Hansen, H. (2021). <i>Consumer Behavior</i> . Pearson. 2. Martin, K. (2018). <i>Ethical Marketing and the New Consumer</i> . Cambridge University Press. 3. Ethics in Marketing, Horowitz Shel By Jaico Publication 4. Digital Marketing, Seema Gupta by Mcgraw Hill	
Online Resources		1. American Marketing Association (AMA) - www.ama.org 2. Federal Trade Commission (FTC) - www.ftc.gov	

	3. Digital Marketing Institute - www.digitalmarketinginstitute.com		
	4. Google Digital Garage - https://learndigital.withgoogle.com/digitalgarage		
	5. E Books – EBSCO Marketing Ethics, Saucir, R		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Marketing Ethics	CO 1
	2	Consumer Privacy & Data Protection	CO 2
	3	Deceptive & Misleading Advertising	CO 5
	4	Ethical AI and Automation in Marketing	CO 3, CO 4
	5	Corporate Social Responsibility (CSR) & Digital Marketing	CO 6



Name of Program	MMS				Semester	II
Name of Course	Integrated Marketing Communications				Course Code	MME206
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	The Integrated Marketing Communication (IMC) course aims to provide students with an understanding of how various communication channels and tools work together to deliver a unified message to consumers. The course focuses on the integration of traditional marketing channels (advertising, public relations, sales promotions) with digital platforms, ensuring consistent branding and messaging across all consumer touchpoints. Students will explore the planning, execution, and evaluation of an IMC strategy, understanding how brands effectively communicate with their target audience to enhance customer engagement and drive business results.					
Course Objectives	1	To understand the principles and elements of Integrated Marketing Communication and its role in building Brand Equity.				
	2	To explore various communication tools (Advertising, Sales Promotion, Direct Marketing, Digital Marketing, etc.) and their integration in creating cohesive Marketing messages.				
	3	To evaluate the effectiveness of different Marketing Communication channels and measure their impact on Consumer Behaviour.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Familiarize & understand the concept & process of IMC				
	CO 2	Develop and execute an integrated marketing communication plan that aligns with organizational marketing objectives.				
	CO 3	Analyse and select appropriate marketing communication channels (traditional and digital) for specific target audiences.				
	CO 4	To assess ethical awareness and legal sensitivity in marketing communication				
	CO 5	Examine the effectiveness of IMC campaigns and use key metrics to refine strategies.				
	CO 6	Design and assess IMC strategies aligned with overall marketing and brand objectives across all touchpoints in the customer journey				
Prerequisites	Basic Marketing Knowledge: Understanding of fundamental marketing principles such as market segmentation, targeting, and positioning.					

	Understanding of Consumer Behaviour: Awareness of how consumer behaviour influences purchasing decisions and communication strategies.
e-Learning Tools used as Teaching Pedagogy	<p>Learning Management Systems (LMS): Platforms like Moodle, Canvas, or Google Classroom for delivering course content, assignments, and quizzes.</p> <p>Video Conferencing Tools: Zoom, Microsoft Teams for live sessions, guest lectures, and online group discussions.</p> <p>Interactive Platforms: Google Docs, Microsoft OneDrive for collaborative projects and assignments.</p> <p>Digital Marketing Simulation Tools: Platforms like HubSpot Academy or SEMrush for hands-on practice in digital marketing tools and strategies.</p> <p>Survey & Polling Tools: Google Forms, Mentimeter for conducting surveys, polls, and feedback during lectures.</p>

KSA Approach

Knowledge	Skills	Attitude
Elements of IMC Measurement & Evaluation of IMC Ethical practices & legal Sensitivity	Analyzing, Executing, Evaluating, Coordinating	Consistency, Creativity, Precision, Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Integrated Marketing Communication	a. Meaning, Features of IMC, Reasons for Growth of IMC. b. Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing c. Communication process, Traditional and alternative Response Hierarchy Models d. Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs e. Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the f. IMC Program.	4
2	Elements of IMC – I	a. Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of b. Advertising, Types of Media used for Advertising. c. Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, d. Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.	4
3	Elements of IMC – II	a. Direct Marketing - Role of direct marketing in IMC, Objectives & Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing b. Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR, Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship	4

		c. • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling		
4	Evaluation in Marketing Communication	d. Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing, online evaluation, POPAI, Toll free numbers, QR codes, response cards, Internet responses, redemption rate Test e. Search Engine Optimization (SEO) and Pay-Per-Click (PPC) Advertising	4	
5	Ethics in Marketing Communication	a. Ethics and Marketing communication – Stereotyping, targeting vulnerable customers, offensive brand messages – Legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices Current Trends in IMC – Internet, Advertising on internet, Role of Digital Media in IMC b. Social Media Marketing: Platforms, Content Creation, and Engagement	4	
Required Textbook		1. Dr. Niraj Kumar Integrated Marketing Communication 2. Integrated Marketing Communication · Integrated Marketing Communication · Author: Romeo S. Mascarenhas 3. S. Ramaswamy & Namakumari, Advertising and Promotion: An Integrated Marketing Communications Perspective 4. S. G. Deshpande, Essentials of Advertising and Integrated Marketing Communication		
Recommended Readings		1. S. H. H. Kazmi & Satish K. Batra Advertising and Integrated Marketing Communications" 2. Robyn Blakeman Integrated Marketing Communication 3. S. C. Jain Integrated Marketing Communications 4. Terence A. Shimp & J. Craig Andrews Advertising, Promotion, and Other Aspects of Integrated Marketing Communications		
Online Resources		1. HubSpot Academy Link: https://academy.hubspot.com/courses 2. American Marketing Association (AMA) Link: https://www.ama.org/ 3. Google Digital Garage Link: https://learndigital.withgoogle.com/digitalgarage 4. Content Marketing Institute Link: https://contentmarketinginstitute.com/		
Alignment of Course Outcomes (COs) with Units		Unit No.	Title of Unit	Relevant COs
		1	Introduction to Integrated Marketing Communication	CO 1
		2	Elements of IMC – I	CO 2
		3	Elements of IMC – II	CO 3
		4	Evaluation in Marketing Communication	CO 5
		5	Ethics in Marketing Communication	CO 4, CO 6



Name of Program	MMS				Semester	II
Name of Course	Contemporary Talent Management				Course Code	MHM201
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	3	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course offers an in-depth exploration of the latest strategies, tools, and best practices for effectively managing talent within organizations. In today's rapidly evolving business landscape, talent management has become a key driver of organizational success. This course equips students with the knowledge and skills to attract, develop, engage, and retain top talent, while leveraging technology, data analytics, and fostering diversity.					
Course Objectives	1	To understand the key principles of talent management.				
	2	To examine how modern tools and technologies influence talent management practices.				
	3	To analyze the role of diversity, equity, and inclusion in talent management.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Explain the concepts, models, and strategic importance of talent management in modern organizations				
	CO 2	Apply effective talent acquisition and employer branding strategies to attract high-potential candidates.				
	CO 3	Design learning, development, and retention programs that align with individual and organizational goals.				
	CO 4	Analyze diversity, equity, and inclusion practices in talent management to foster an inclusive workplace culture.				
	CO 5	Evaluate the impact of technology and people analytics on various talent management functions.				
	CO 6	Develop strategies for managing global talent, addressing cultural differences, compliance, and global leadership needs.				
Prerequisites	A foundational knowledge of HR principles and practices, including recruitment, employee relations, and performance management..					
e-Learning Tools used as Teaching Pedagogy	Google Classroom, Guest Lectures, Workshops, Interactive Lectures, Case Studies, Role Play & Simulation					

KSA Approach			
Knowledge		Skills	Attitude
Talent management theories and frameworks, Recruitment and selection practices, Technology in HR (HR software, AI, people analytics)		Strategic talent planning Recruitment strategy design Employee engagement and retention	Problem-solving in talent management Adaptability to changing trends Leadership and communication Collaboration and teamwork.
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Talent Management	a. Overview of Talent Management: Definitions, scope, and strategic importance. b. Talent Management Models: Traditional vs. contemporary frameworks. c. Key Trends: Impact of digital transformation, remote work, and diversity in talent management.	5
2	Attracting and Acquiring Talent	a. Employer Branding: Building a strong employer brand to attract top talent. b. Recruitment Strategies: Effective sourcing and recruitment techniques using social media, job boards, and AI tools. c. Talent Pipelines: Developing and maintaining a continuous flow of high-potential candidates.	7
3	Developing and Retaining Talent	a. Learning and Development (L&D): Creating personalized L&D programs for employee growth. b. Career Pathing: Designing clear career development paths and succession planning. c. Employee Engagement: Retention strategies including engagement programs, feedback mechanisms, and recognition.	5
4	Diversity, Equity, and Inclusion (DEI) in Talent Management	a. DEI Concepts: Understanding diversity, equity, and inclusion in the workplace. b. Inclusive Hiring Practices: Recruiting and retaining a diverse workforce. c. Building Inclusive Cultures: Training and policies to foster an inclusive work environment.	7
5	Technology and Analytics in Talent Management & Global Talent Management	a. AI and Automation: How technology is transforming recruitment, learning, and performance management. b. People Analytics: Using data to drive decisions in talent management, from hiring to performance evaluation. c. Technology Tools: Learning management systems, recruitment software, and employee engagement platforms. d. Global Talent Strategy e. Cultural Competence in Talent Management f. Global Mobility and Expatriate Management g. Talent Localization and Market Adaptation h. Global Leadership Development	6
Required Textbook		1. Effective Talent Management - Ramani V.V 2. Talent Magnets :how to recruit and retain best - Taher Nasreen 3. Talent Crunch: issues and perspectives - Mrudula E	
Recommended Readings		1. Effective Talent Management - Ramani V.V 2. Talent Magnets :how to recruit and retain best - Taher Nasreen	

Online Resources	1. Society for Human Resource Management (SHRM) – www.shrm.org		
	2. Harvard Business Review (Talent Management section) – hbr.org/topic/talent-management		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Talent Management	CO 1
	2	Attracting and Acquiring Talent	CO 2
	3	Developing and Retaining Talent	CO 3
	4	Diversity, Equity, and Inclusion (DEI) in Talent Management	CO 4
	5	Technology and Analytics in Talent Management & Global Talent Management	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Learning and Development				Course Code	MHM202
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	3	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course focuses on training needs analysis, instructional design, and various training methods. It covers evaluating training effectiveness and explores future trends like AI and virtual learning. The course equips students with practical skills for enhancing employee growth and organizational success.					
Course Objectives	1	Understand the role of Learning & Development in enhancing employee skills, improving performance, and driving organizational success.				
	2	Learn to design, implement, and evaluate effective training programs using various methods like e-learning, workshops, and coaching.				
	3	Explore emerging trends in L&D, including AI, gamification, and virtual learning, to stay ahead in the rapidly evolving corporate environment.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Explain the fundamental concepts, importance, and theories of learning and development in organizational contexts..				
	CO 2	Analyze training needs at individual, team, and organizational levels to design effective L&D programs.				
	CO 3	Apply appropriate training methods and learning technologies to address diverse learning needs..				
	CO 4	Evaluate the effectiveness of training programs using models such as Kirkpatrick's and assess ROI and business impact.				
	CO 5	Assess strategies to foster a continuous learning culture and build a learning organization.				
	CO 6	Design emerging trends and ethical considerations shaping the future of L&D in a global and digital workforce.				
Prerequisites	Basic Knowledge of Human Resource Management (HRM), Understanding of Organizational Behavior, Basic Knowledge of Business Communication, Fundamentals of Management Principles, Awareness of Technology in Business.					
e-Learning Tools used as Teaching Pedagogy	E-learning tools such as Learning Management Systems (e.g., Moodle), virtual classrooms (e.g., Zoom), content creation tools (e.g., Canva), gamification platforms (e.g., Kahoot!)					

Knowledge	Skills	Attitude
Learning theories Instructional design principles Training needs analysis.	Designing of training programs Use of e-learning tools facilitation of workshops Implementing learning methodologies	Capacity to adapt training strategies Evaluate training outcomes To solve organizational development challenges.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Learning & Development	a. Concept & Importance of Learning & Development b. Difference between Training, Learning & Development c. Theories of Learning: Behaviorism, Cognitivism, Social Learning d. Role of L&D in Employee Growth & Organizational Success e. Challenges in Corporate Learning & Development	5
2	Training Needs Analysis (TNA) & Program Design	a. Understanding Training Needs: Individual, Team & Organizational Levels b. Methods of Training Needs Analysis (TNA) c. Setting Learning Objectives & Curriculum Development d. Competency Mapping & Job Analysis for L&D e. Budgeting & Planning Training Programs	5
3	Training Methods & Learning Technologies	a. Types of Training: On-the-Job vs. Off-The-Job b. Classroom Training c. Workshops & Experiential Learning d. E-Learning e. Learning Management Systems (LMS), & Digital Learning, f. Gamification & AI in Training g. Coaching, Mentoring & Leadership Development	7
4	Evaluating Training Effectiveness & Performance Improvement	a. Importance of Measuring Training Success, b. Kirkpatrick's Four-Level Evaluation Model c. Feedback Mechanisms & Employee Assessment d. ROI in Training & Business Impact Analysis e. Continuous Learning & Career Growth Strategies	5
5	Learning Culture and Organizational Learning Future Trends in Learning & Development	a. Building a Learning Organization b. Fostering a Continuous Learning Culture c. Knowledge Management and Knowledge Sharing Practices d. Informal Learning and Social Learning at the Workplace e. Role of Leadership in Promoting Learning Culture f. Barriers to Organizational Learning and Strategies to Overcome g. Reskilling & Upskilling for the Future Workforce h. The Role of HR in Learning & Development i. Global Trends: AI, Virtual Reality & Remote Learning, Diversity j. Equity & Inclusion (DEI) in Training Programs k. Ethical Considerations in Workplace Learning	8
Required Textbook		1. Employee Training and Development, 5th Ed - Noe, Raymond A 2. The learning challenge : dealing with technology, innovation and change in learning and development - Paine, Nigel 3. Workplace learning and development - Clifford Jackie	
Recommended Readings		1. Training and Development: Text, Research and Cases -Dr. B. Janakiraman 2. Human Resource Development: Foundation, Framework and Application - T. V. Rao	

	3. Training for Development – Rae Simons		
Online Resources	1. Harvard Business Review – Learning & Development (hbr.org)		
	2. Coursera – Learning & Development Courses (coursera.org)		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Learning & Development	CO 1
	2	Training Needs Analysis (TNA) & Program Design	CO 2
	3	Training Methods & Learning Technologies	CO 3
	4	Evaluating Training Effectiveness & Performance Improvement	CO 4, CO 5
	5	Learning Culture and Organizational Learning Future Trends in Learning & Development	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	HR Audit and HR Scorecard				Course Code	MHE201
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course provides an in-depth understanding of HR auditing and the development of HR scorecards. It covers the systematic evaluation of HR policies, practices, and compliance, as well as the use of key performance indicators (KPIs) to assess HR's impact on organizational success. Students will learn how to assess HR functions in alignment with business goals, identify gaps in practices, and use data-driven insights to improve HR performance. The course combines theoretical knowledge with practical application, equipping learners with the skills to conduct effective HR audits and design performance-driven HR scorecards. Ideal for HR professionals, this course helps enhance strategic decision-making and supports continuous improvement in human resource management.					
Course Objectives	1	To understand the fundamental concepts and frameworks of HR auditing and HR scorecard.				
	2	To equip learners with the tools and techniques for conducting comprehensive HR audits and developing effective HR scorecards				
	3	To evaluate the alignment of HR practices with organizational goals and strategic objectives.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Explain the scope, types, and objectives of HR audits and their strategic relevance to organizations.				
	CO 2	Evaluate HR policies, practices, and compliance with labor laws to identify strengths, gaps, and areas for improvement.				
	CO 3	Develop HR scorecards with relevant KPIs aligned to organizational goals for performance tracking.				
	CO 4	Apply systematic steps to conduct HR audits and integrate findings into strategic HR decision-making.				
	CO 5	Design structured audit reports and action plans for continuous improvement in HR functions.				
	CO 6	Analyze the role of technology, ethics, and data privacy in enhancing the accuracy and integrity of HR audits.				

Prerequisites	The prerequisites for an HR Audit include obtaining management buy-in and defining clear objectives aligned with organizational goals. Additionally, it requires gathering relevant HR data, policies, and procedures for thorough evaluation.		
e-Learning Tools used as Teaching Pedagogy	Google Classroom, Guest Lectures, Workshops, Interactive Lectures, Case Studies, Role Play & Simulation		
KSA Approach			
Knowledge		Skills	Attitude
Principles and practices of HR Audits. HR Scorecard frameworks and KPIs. Legal and ethical considerations in auditing HR functions		Conducting comprehensive HR audits. Designing HR Scorecards with relevant metrics. Data analysis and reporting using HR analytics tools	Ethical and unbiased evaluation during HR audits Focus on continuous improvement in HR practices Strategic alignment of HR functions with organizational goals
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Foundations of HR Audit	a. Overview of HR Audit: Definition, scope, and objectives b. Types of HR Audits: Compliance, performance, strategic alignment c. Key components of an HR audit framework d. Benefits and challenges of conducting an HR audit e. Ethical Considerations in HR Assessment and Reporting f. Legal and Regulatory Compliance through Digital Tools	4
2	Evaluating HR Policies, Practices, and Compliance	a. Reviewing HR policies, procedures, and systems b. Compliance with labour laws and regulations c. Assessment of recruitment, compensation, benefits, and employee relations d. Identifying HR strengths, weaknesses, and gaps in alignment with business strategy e. Data Privacy and Confidentiality in HR Audits	4
3	HR Scorecard Development and Integration	a. Introduction to the HR Scorecard concept b. Key performance indicators (KPIs) for HR functions c. Designing a balanced HR scorecard aligned with organizational goals d. Data collection and analysis for scorecard development e. Using the HR scorecard to track HR performance over time	4
4	Conducting HR Audits and Driving Improvements	a. Steps in conducting an HR audit and collecting data b. Using audit findings to drive HR improvements c. Integrating HR scorecards into strategic decision-making d. Communicating audit results and scorecard insights to management	4
5	Reporting, Technology & Continuous Improvement	a. Writing HR audit reports: Structure and best practices b. Action plans based on audit outcomes c. Continuous improvement strategies and ongoing HR assessments d. Role of HR Technology in Auditing Processes e. Future Trends in Tech-Driven HR Audits	4

Required Textbook	1. HRD Scorecard 2500 Based on HRD Audit - Rao T.V		
	2. HRD audit - Rao T V		
	3. HRD Audit: Evaluating the Human Resource Function for Business Improvement 2nd ed. - Rao, T. V		
Recommended Readings	1. Human Resource Development: Experiences, Interventions, Strategies" - T. V. Rao		
	2. Human Resource Management: Text and Cases- K. Aswathappa		
Online Resources	1. NHRDN – National HRD Network - https://www.nhrdnmumbai.com		
	NPTEL Course on HR Audits and Metrics.		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Foundations of HR Audit	CO 1, CO 6
	2	Evaluating HR Policies, Practices, and Compliance	CO 2, CO 6
	3	HR Scorecard Development and Integration	CO 3
	4	Conducting HR Audits and Driving Improvements	CO 4
	5	Reporting, Technology & Continuous Improvement	CO 5, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Human Resource Development and Planning				Course Code	MHE202
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	The Human Resource Development and Planning course focuses on equipping students with the knowledge and skills to effectively manage human resources in organizations. It covers strategic planning, workforce development, and the implementation of HR systems to align organizational goals with employee growth. The course emphasizes the importance of forecasting, career planning, and HR interventions to ensure optimal utilization of human capital					
Course Objectives	1	To understand the strategic importance of HR planning and development.				
	2	To equip students with tools for forecasting and managing workforce needs.				
	3	To develop skills for designing and implementing HR interventions.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Explain the foundational concepts of Human Resource Development				
	CO 2	Analyze and apply Human Resource Planning tools to workforce				
	CO 3	Design and evaluate effective training and development programs				
	CO 4	Develop performance management systems aligned with employee development goals				
	CO 5	Assess the effectiveness of HR interventions in organizational development				
	CO 6	Formulate strategic HRD solutions for future workforce challenges				
Prerequisites	Students should have a basic understanding of Human Resource Management and Organizational Behavior, along with foundational communication and analytical skills.					
e-Learning Tools used as Teaching Pedagogy	PPTs, Smart board, Case Studies					

KSA Approach			
Knowledge		Skills	Attitude
HR planning HR Audit Human resource development		Manpower planning Gap analysis Strategic thinking creativity	Management skills Planning Human resource movement within organization
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Fundamentals of Human Resource Development (HRD)	a. Concept, scope, and evolution of HRD b. HRD vs. Human Resource Management (HRM) c. Objectives and significance of HRD d. Roles and competencies of HRD professionals e. Strategic link between HRD and organizational development f. Competency mapping and development	4
2	Human Resource Planning and Talent Management	a. Concept and importance of Human Resource Planning (HRP) b. HR demand and supply forecasting techniques (Trend analysis, Delphi technique, Markov analysis) c. Succession planning and career planning d. HRIS and its role in HR planning e. Linkage between HRP and business strategy f. Talent development and high-potential employee identification	4
3	Training, Development, and Performance Enhancement	a. Training vs. Development b. Training Need Analysis (TNA) c. Designing training programs: methods and techniques d. Evaluation of training effectiveness (Kirkpatrick Model) e. Role of technology in training (E-learning, LMS, AI in training) f. Introduction to performance management systems (PMS) g. Setting goals and KPIs, appraisal techniques h. 360-degree feedback, coaching, and mentoring i. Linking performance to development plans	4
4	Organizational Development and HR Interventions	a. Organizational development: concept and process b. OD interventions: individual, group, and organizational levels c. Change management and role of HRD d. Culture and value-building interventions e. Case studies of HRD interventions in Indian and global organizations	4
5	Emerging Issues and Future Trends in HRD	a. HR analytics in development planning b. Diversity and inclusion in HRD c. Future of work: reskilling, upskilling, gig economy d. Global HRD practices and benchmarks	4
Required Textbook		1. Manpower planning and development - Abha Vija	
		2. Human Resource Development Theory and Practice - Deb, Tapomoy.	
		3. Human Resource Development - Khan M.S	
Recommended Readings		1. Human Resource Development - T.V. Rao	
		2. Strategic Human Resource Planning - Rajib Lochan Dhar	
Online Resources		1. SWAYAM NPTEL Course: "Human Resource Development"	
		2. Coursera HR Courses: Features courses on HR planning and development	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Fundamentals of Human Resource Development (HRD)	CO 1
	2	Human Resource Planning and Talent Management	CO 2
	3	Training, Development, and Performance Enhancement	CO 3, CO 4
	4	Organizational Development and HR Interventions	CO 5
	5	Emerging Issues and Future Trends in HRD	CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Industrial Relations and Labour Legislations				Course Code	MHE203
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	The Industrial Relations course explores the dynamic relationship between employers, employees, trade unions, and the government. It focuses on understanding the complexities of workplace interactions, conflict resolution, and the legal framework governing labor relations. The course emphasizes the importance of fostering harmonious industrial relations to enhance productivity and organizational growth					
Course Objectives	1	To develop an understanding of the key concepts, theories, and approaches in industrial relations.				
	2	To familiarize students with the structure and functioning of trade unions and collective bargaining processes.				
	3	To provide insights into the causes and resolution methods for industrial disputes, including conciliation, arbitration, and adjudication.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Define and recall key terms, concepts, and stakeholders involved in Industrial Relations.				
	CO 2	Explain the evolution, scope, and importance of Industrial Relations and labour legislation in India.				
	CO 3	Apply relevant provisions of key labour laws (e.g., Industrial Disputes Act, Trade Union Act) in practical cases.				
	CO 4	Analyze various theoretical perspectives (Unitarist, Pluralist, Marxist) and their implications on IR practices.				
	CO 5	Evaluate the effectiveness of dispute resolution mechanisms and collective bargaining processes.				
	CO 6	Design a strategic industrial relations plan integrating legal, organizational, and human factors.				
Prerequisites	Students should have a basic understanding of foundational legal concepts, along with effective communication and analytical skills.					
e-Learning Tools used as Teaching Pedagogy	Smart board, online case studies on IR, PPTs, and Company websites for review					

KSA Approach			
Knowledge		Skills	Attitude
Theoretical, Legal, Historical, Regulatory		Analytical, Application-oriented, Conflict-resolution, Compliance-focused	Problem-solving, Evaluation, Negotiation, Strategic
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Industrial Relations	<ul style="list-style-type: none"> a. Definition and scope of Industrial Relations (IR) b. Importance and objectives of IR in modern organizations c. Evolution of IR systems globally and in India d. Key stakeholders in IR: Employers, Employees, Trade Unions, Government e. IR as a tool for improving productivity and workplace harmony 	4
2	Theoretical Perspectives and Approaches in IR	<ul style="list-style-type: none"> a. Classical and Modern Theories of Industrial Relations b. Unitarist, Pluralist, and Marxist perspectives c. Role of power, conflict, and cooperation in IR d. Approaches to managing IR: Integrative and Distributive e. Role of Trade Unions and Employer Associations in IR 	4
3	Labour Legislation and Historical Context	<ul style="list-style-type: none"> a. Historical development of labour laws in India b. Key milestones and influences: British colonial laws, post-independence reforms, globalization c. Role of government in regulating IR and worker welfare d. Impact of the International Labour Organization (ILO) on Indian labour laws 	3
4	Key Industrial Laws and Dispute Resolution	<ul style="list-style-type: none"> a. The Industrial Disputes Act, 1947: Objectives, definitions, scope b. Mechanisms for dispute resolution: Conciliation, Arbitration, Adjudication c. Role of Labour Courts and Tribunals d. Rights and duties of workers, employers, and trade unions e. Recent amendments and their implications 	4
5	Trade Unionism, Collective Bargaining & Wage Laws	<ul style="list-style-type: none"> a. Trade Union Act, 1926: Provisions and significance b. Collective bargaining: Definition, process, types (Distributive, Integrative) c. Role of trade unions in dispute resolution and workplace improvement d. Overview of wage and employment laws: e. Minimum Wages Act, 1948 f. Payment of Wages Act, 1936 g. Equal Remuneration Act, 1976 h. Factories Act, 1948 (provisions related to wages, working hours, and safety) i. Government's role in wage regulation and employment practices 	5
Required Textbook		<ul style="list-style-type: none"> 1. Industrial Relations ,trade unions and labour legislations- Sinha P.R.N 2. Dynamics of Industrial Relations - C.B. Mamoria, Satish Mamoria & S.V. Gankar 3. Industrial Relations and Labour Laws - Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj 	
Recommended Readings		<ul style="list-style-type: none"> 1. Industrial Relations and Labour Laws - S.C. Srivastava 2. Labour and Industrial Laws - P.K. Agrawal 	

Online Resources	1. SWAYAM NPTEL Course: "Industrial Relations and Labour Laws"		
	2. IIMB Online Course: "Human Resource Management and Labor Laws"		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Industrial Relations	CO 1
	2	Theoretical Perspectives and Approaches in IR	CO 2, CO 4
	3	Labour Legislation and Historical Context	CO 2
	4	Key Industrial Laws and Dispute Resolution	CO 3, CO 5
	5	Trade Unionism, Collective Bargaining & Wage Laws	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Industrial Psychology				Course Code	MHE204
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course introduces the application of psychological principles to workplace settings. It focuses on understanding individual and group behaviour, motivation, psychological assessment, and research methods to enhance employee performance, satisfaction, and organisational effectiveness.					
Course Objectives	1	To build a foundational understanding of key psychological theories and principles relevant to employee behavior, motivation, and performance in organizational contexts.				
	2	To equip students with the ability to analyze and interpret workplace behavior using psychological tools and techniques.				
	3	To develop practical skills for applying psychological insights to enhance employee satisfaction, problem-solving, decision-making, and overall organizational effectiveness.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall key concepts of Industrial Psychology, including individual behaviour, group dynamics, motivation, and psychological testing relevant to workplace settings.				
	CO 2	Explain psychological factors that influence workplace efficiency, employee satisfaction, and productivity, and interpret their impact on organisational outcomes.				
	CO 3	Apply theories of motivation, leadership, and group behaviour to solve organisational problems and improve individual and team performance.				
	CO 4	Examine psychological tools and workplace behaviour assessments to analyse employee well-being and organisational functioning.				
	CO 5	Critically evaluate the relevance and effectiveness of psychological tests, research methodologies, and interventions in resolving workplace issues.				
	CO 6	Design evidence-based strategies and interventions using psychological principles to enhance organisational productivity and employee engagement.				
Prerequisites	Basic understanding of Psychology and Organizational Behavior, interpersonal and analytical skills, and an interest in employee well-being and workplace effectiveness.					

e-Learning Tools used as Teaching Pedagogy	YouTube videos, Platforms like ProQuest, JSTOR, and Google Scholar provide access to research papers, journals, and e-books etc.		
KSA Approach			
Knowledge		Skills	Attitude
Foundations of Industrial Psychology Psychological tests and research methods Ethical guidelines in workplace psychology Job satisfaction and employee well-being at the workplace		Analyse employee behaviour Design and implement workplace research Develop intervention strategies Evaluate and use data for decision-making	Critical evaluation Problem-solving Adaptability Ethical decision-making
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Industrial Psychology	a. Definitions: Industry, Organization, Psychology b. Nature, scope, and importance of Industrial Psychology c. Differences from other psychology branches d. Psychological factors influencing behavior at work e. Individual differences and workplace dynamics f. Everyday applications of Industrial Psychology	4
2	Human Behavior and Psychology at the Workplace	a. Types of Psychology and workplace relevance b. Gender differences in psychology and implications c. Factors affecting work efficiency: motivation, personality, attitudes, environment d. Psychological barriers to efficiency and how to overcome them e. Mental health and emotional well-being at work	4
3	Group Behavior and Group Dynamics	a. Individual vs. group behavior in the workplace b. Determinants of behavior in groups c. Group dynamics: definition, importance, characteristics d. Stages of group development (forming to adjourning) e. Enhancing group efficiency and productivity f. Conflict management and team collaboration g. Leadership's role in shaping group behavior	4
4	Psychological Testing and Monitoring	a. Types of psychological tests: personality, aptitude, intelligence, job-fit b. Advantages & limitations of workplace psychological testing c. Challenges: reliability, validity, and cultural bias d. Measuring test effectiveness e. Applications: recruitment, training, development, productivity improvement	4
5	Research in Industrial Psychology	a. Research methods: importance, types (experimental, case study, qualitative) b. Field work and assignments in industrial settings c. Application of research to workplace issues d. Research skills: problem-solving, monitoring, performance evaluation e. Requirements and limitations of workplace psychological research	4
Required Textbook		1. Industrial Psychology- Singh, Narendar	

	2. Industrial psychology: its theoretical and social foundations- Blum M.L and Naylor J. C		
	3. Industrial Psychology- Rooprai Y.K and Kumar Rupali		
	4. 4. Work psychology : an introduction to human behaviour in the workplace- Matthewman Lisa Rose Amanda		
Recommended Readings	1. Applied industrial /organizational psychology (CD) - Aamodt Michael G		
	2. Psychology and industrial efficiency- Munsterberg Hugo and Pandey Ashish		
	3. Industrial Psychology- Ghosh P K and Ghorpade M B		
	4. Advanced industrial psychology II- Sharma Ram Nath and Chandra S.S		
Online Resources	1. American Psychological Association (APA) – Workplace Psychology (https://www.apa.org/topics/workplace)		
	2. Harvard Business Review (HBR) – Organizational Behavior & Psychology (https://hbr.org/topic/organizational-behavior)		
	3. Society for Industrial and Organizational Psychology (SIOP)- (https://www.siop.org)		
	4. MindTools – Workplace Mental Health and Productivity Tools- (https://www.mindtools.com)		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Industrial Psychology	CO 1
	2	Human Behavior and Psychology at the Workplace	CO 2
	3	Group Behavior and Group Dynamics	CO 3, CO 4
	4	Psychological Testing and Monitoring	CO 4, CO 5
	5	Research in Industrial Psychology	CO 5, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Leadership and Change Management				Course Code	MHE205
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course provides an in-depth exploration of Leadership and Change Management in the contemporary organizational context. It focuses on understanding the nature and dynamics of organizational change, the role of leadership in driving and managing change, and the strategies required to successfully implement and sustain change initiatives. Through case studies, practical frameworks, and real-world examples, students will gain the skills to lead change effectively and navigate the complexities of evolving business environments.					
Course Objectives	1	To create awareness on change management				
	2	To understand the process of change				
	3	To understand the role of leadership in change management				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Understand and explain the nature, types, and drivers of organizational change, and the role of leadership in managing change.				
	CO 2	Analyze and apply change management frameworks, such as Kotter's 8-Step Model, to diagnose and manage resistance to change.				
	CO 3	Evaluate different leadership styles and their effectiveness in leading organizational change, emphasizing transformational leadership.				
	CO 4	Assess the alignment between organizational culture and change efforts, and recommend strategies for cultural transformation.				
	CO 5	Design effective communication strategies to manage stakeholder expectations and engage employees in the change process.				
	CO 6	Develop strategies to institutionalize change and evaluate its long-term impact on organizational performance and culture.				
Prerequisites	Students should have a basic understanding of organizational behavior and management principles, along with effective communication and critical thinking skills.					

e-Learning Tools used as Teaching Pedagogy	The course uses e-learning tools such as SWAYAM/NPTEL modules, interactive quizzes video cases to enhance participative and experiential learning.		
KSA Approach			
Knowledge		Skills	Attitude
Organizational Change Models Leadership Styles Organizational Culture		Application of Change Management Frameworks Cultural Assessment and Change Readiness Stakeholder Engagement	Building a Change-Friendly Culture Designing Long-Term Change Strategies Sustaining Organizational Transformation
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Foundations of Organizational Change	a. Nature and types of organizational change b. Internal and external drivers c. Planned vs. emergent change d. Incremental vs. radical change e. Organizational lifecycle and change f. Role of corporate vision and strategy g. Leadership fit: Transactional vs. Transformational	4
2	Change Process and Models	a. Theoretical frameworks (e.g., Lewin's Change Model, Kotter's 8-Step Model) b. Models for diagnosing change (e.g., McKinsey 7S, Burke-Litwin) c. Understanding and managing resistance to change d. Barriers and enablers of change e. Strategies for overcoming resistance	4
3	Leadership for Change	a. Overview of leadership theories (Trait, Behavioural, Contingency, Path-Goal) b. Change-oriented leadership styles: Transformational, Transactional, Servant, Authentic, Adaptive c. Strategic leadership and systems thinking d. Leadership agility in disruptive times e. Competencies and behaviours of effective change leaders	4
4	Organizational Culture and Stakeholder Engagement	a. Role of culture in facilitating or resisting change b. Diagnosing organizational culture (Schein's Levels, Hofstede's Dimensions) c. Aligning culture with change goals d. Changing organizational mindsets and values e. Leadership's role in cultural transformation f. Stakeholder mapping and analysis g. Communicating vision, progress, and outcomes h. Emotional intelligence and feedback mechanisms in change	4
5	Sustaining Change and Measuring Impact	a. Institutionalizing change through systems, structures, and policies b. Monitoring and evaluation metrics (KPIs, Balanced Scorecard) c. Building learning organizations and promoting continuous improvement d. Leadership development for sustained change e. Managing change fatigue and burnout f. Case studies on successful long-term change initiatives	4

Required Textbook	1. Leading change management: leadership strategies that really work - Herald David Fedor Donald.		
	2. Winners manual : effective leadership , managing people & managing change - Heller Robert		
	3. Leadership & Change Management - ICFAI		
Recommended Readings	1. Change Management: Concepts and Applications - Radha R. Sharma		
	2. Organizational Behaviour" by K. Aswathappa		
Online Resources	1. SWAYAM NPTEL Course: "Leadership for India Inc.: Practical Concepts and Constructs"		
	2. IIMA MOOCs – Course on "Organizational Change and Leadership"		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Foundations of Organizational Change	CO 1
	2	Change Process and Models	CO 2
	3	Leadership for Change	CO 3
	4	Organizational Culture and Stakeholder Engagement	CO 4, CO 5
	5	Sustaining Change and Measuring Impact	CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS			Semester	II	
Name of Course	HR Branding and Employer Value Proposition			Course Code	MHE206	
Credit	2	Required Lectures (In Hours)		30		
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1				5	
	Concurrent Evaluations (CCE) 2				15	
	Concurrent Evaluations (CCE) 3				5	
	Semester End Examination + Experiential / Applied Component*				25 (20+5*)	
	Total				50	
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course explores strategies to build a strong employer brand, attract top talent, and enhance employee engagement. It covers EVP development, communication, implementation, and emerging trends like AI and digital branding. Through case studies and practical exercises, students will learn to design and evaluate effective HR branding initiatives that align with business objectives.					
Course Objectives	1	Understand the role and significance of Employer Branding and Employer Value Proposition (EVP) in attracting and retaining top talent.				
	2	Analyse different employer branding strategies and evaluate their impact on employee engagement and organisational success.				
	3	Develop an innovative and strategic Employer Branding and EVP framework that aligns with business goals and enhances employer reputation				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Understand key concepts related to Employer Branding and EVP.				
	CO 2	Explain the significance of Employer Branding in talent management and business success.				
	CO 3	Relate Employer Branding strategies that align with business objectives.				
	CO 4	Evaluate different employer branding strategies used by organizations.				
	CO 5	Make use of various Employer Branding techniques and EVP strategies.				
	CO 6	Design and implement an innovative Employer Branding and EVP strategy tailored to an organization's needs.				
Prerequisites	Basic understanding of Human Resource Management (HRM) Familiarity with Organizational Behavior concepts Knowledge of Talent Acquisition and Employee Engagement Basic marketing and branding principles					

e-Learning Tools used as Teaching Pedagogy		Digital board, Google Meet, Zoom. Teams, Google forms for Quizzes, Case Study Analysis using Digital Libraries & Research Databases, You Tube Videos.	
KSA Approach			
Knowledge		Skills	Attitude
Fundamentals of Employer Branding and EVP, Talent attraction, retention, and employee engagement, Role of AI, technology, and digital platforms in employer branding & Global and local employer branding strategies		Develop strategic Employer Branding and EVP frameworks, Design and implement recruitment campaigns incorporating EVP, Analyse and measure the effectiveness of employer branding initiatives	Application of theories to real-time work scenarios Understanding of people and their perception Emotional Intelligence
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to HR Branding and Employee Value Proposition	a. Definition & Importance of HR Branding, b. Difference Between Employer Branding and Corporate Branding, Impact of Employer Branding on Talent Attraction & Retention, c. Understanding EVP: Components & Role in Employee Engagement, Case Studies of Successful Employer Brands	4
2	Developing an HR Branding Strategy	a. Identifying & Understanding the Target Audience (Employee Personas), b. Employer Branding Framework & Strategy Development, c. Aligning Employer Branding with Company Mission, Vision & Values d. Role of Leadership & Employer in Branding, Internal vs. External Employer Branding	4
3	Communication & Implementation of EVP	a. Crafting a Unique & Authentic EVP Statement, Employer Branding Communication Channels (Website, Social Media, Job Portals, etc.), b. Employee Advocacy & Brand Ambassadors, c. Role of AI & Technology in Employer Branding, Measuring EVP Effectiveness & ROI	4
4	HR Branding & Employee Experience	a. Understanding Employee Experience, Its Role in Branding, b. HR Branding for Different Employee Lifecycle Stages (Onboarding, Retention, Exit), c. Diversity, Equity & Inclusion (DEI) in Employer Branding, d. Enhancing Workplace Culture to Support a Strong Employer Brand, Handling Employer Brand Crisis & Negative Reviews	4
5	Future Trends & Innovations in HR Branding	a. Emerging Trends in Employer Branding (AI, Data Analytics, Gamification) b. The Role of Corporate Social Responsibility (CSR) in Employer Branding c. The Impact of Remote & Hybrid Work on Employer Branding, Global vs. Local d. Employer Branding Strategies, Case Studies of Innovative Employer Branding Campaigns	4
Required Textbook		1. Employer branding: concepts and cases, Rao B Anand, Hyderabad; ICFAI	

	University Press; 2008;		
	2. The Employer Brand: Bringing the Best of Brand Management to People at Work, Simon Barrow & Richard Mosley		
	3. Rebranding of Employee Relationships, The Paradigm Shift, Singh A, Sanjeev R, Bharti Publications, New Delhi		
	4. Employee Value Proposition A Complete Guide - 2020 Edition, Gerardus Blokdyk		
Recommended Readings	1. Employee Value Proposition and Organizational Commitment, Tania Lambru, Lambert Academic Publishing		
	2. Employee Value Proposition: analysis, assessment and evaluation, Avinash Pawar (Author), Balkrishna Sangvikar, Lambert Academic Publishing		
	3. Employee Value Proposition: A Complete Guide – 2020 Edition, Gerardus Blokdyk		
Online Resources	1. Courses: Employer Branding to Attract Talent, Strategic Human Resources, Building a Great EVP, linkedin.com/learning		
	2. Website: gallup.com/workplace , Focus on employee experience, EVP, engagement, and retention		
	3. Deloitte Human Capital Trends Report		
	4. Mettl Whitepapers- Focus on talent management, EVP design, and HR analytics		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to HR Branding and Employee Value Proposition	CO 1, CO 2
	2	Developing an HR Branding Strategy	CO 3, CO 6
	3	Communication & Implementation of EVP	CO 5, CO 6
	4	HR Branding & Employee Experience	CO 4, CO 5
	5	Future Trends & Innovations in HR Branding	CO 4, CO 6



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Supply Chain Management and Design				Course Code	MOM201
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	3	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course introduces students to the fundamental concepts and principles of supply chain management (SCM). Students will learn about the key components of supply chains, including sourcing, procurement, production, logistics, and distribution. The course also covers the design of supply chains, focusing on network configuration, inventory management, and the integration of modern technologies in supply chain operations. By the end of the course, students will be equipped with the knowledge to evaluate and design efficient supply chain systems that support business operations.					
Course Objectives	1	Equip students with the foundational knowledge of supply chain management and its components.				
	2	Develop an understanding of supply chain design principles, network configuration, and inventory management strategies.				
	3	Introducing students to modern technologies and trends shaping the future of supply chain operations.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall key supply chain management concepts, functions, and components.				
	CO 2	Associate supply chain strategies with real-world applications in business operations.				
	CO 3	Apply principles of supply chain design to optimize network configuration and inventory management.				
	CO 4	Examine the role of technology in enhancing supply chain performance and decision-making.				
	CO 5	Design efficient and effective supply chains based on the analysis of supply chain models and business needs.				
	CO 6	Propose solutions for integrating sustainable practices and emerging technologies in supply chain management.				
Prerequisites	Basic understanding of business management principles. Basic knowledge of operations and logistics concepts.					

e-Learning Tools used as Teaching Pedagogy	Classroom lectures, Case studies, Simulation exercises, PPTs and Videos		
KSA Approach			
Knowledge		Skills	Attitude
Supply Chain Management Concepts Design Principles and Techniques Role of Technology in SCM		Analyzing supply chain networks Optimizing inventory and procurement systems Designing and implementing SCM solutions	Problem-solving mindset Innovative thinking for designing supply chains Adaptability to modern supply chain trends and challenges
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Supply Chain Management	a. Definition, Scope, Importance of SCM b. Key Components of SCM (Procurement, Production, Logistics, Distribution) c. Supply Chain Strategy d. Role of SCM in business competitiveness	6
2	Supply Chain Design and Network Configuration	a. Factors influencing supply chain design b. Network Design Models c. Facility Location d. Transportation Optimization e. Case Studies	6
3	Inventory Management	a. Types of Inventories b. Inventory Control Techniques c. EOQ d. Safety Stock e. JIT f. VMI	6
4	Technology in Supply Chain	a. Role of ERP b. RFID, IoT, and Blockchain in SCM c. Automation in Warehousing and Distribution	6
5	Sustainability in Supply Chain Management	a. Green Supply Chain b. Reverse Logistics c. Sustainable Sourcing d. Ethical Sourcing	6
Required Textbook		1. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl 2. Introduction to Supply Chain Management Technologies by David Frederick Ross 3. Supply Chain Management: A Strategic Perspective by John T. Mentzer	
Recommended Readings		1. Global Logistics and Supply Chain Management by John Mangan, Chandra Lalwani, and Tim Butcher 2. Operations and Supply Chain Management by F. Robert Jacobs and Richard B. Chase 3. Supply Chain Management, 3ed: A Global Perspective (An Indian Adaptation) - Nada R. Sanders, Sidhartha S. Padhi	
Online Resources		1. https://onlinecourses.swayam2.ac.in/cec22_mg22/preview	

	2. https://onlinecourses.nptel.ac.in/noc24_mg59/preview		
	3. Supply Chain Management Specialization - https://www.coursera.org/specializations/supply-chain-management		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Supply Chain Management	CO 1, CO 2
	2	Supply Chain Design and Network Configuration	CO 3, CO 5
	3	Inventory Management	CO 3
	4	Technology in Supply Chain	CO 4
	5	Sustainability in Supply Chain Management	CO 6



Name of Program	MMS				Semester	II
Name of Course	Quantitative Models in Operations- I				Course Code	MOM202
Credit	3	Required Lectures (In Hours)			45	
Teaching Scheme	Lecture	3	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					100
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course introduces students to quantitative models and mathematical techniques used in Operations Research (OR) to optimize decision-making in business and operational processes. The course covers linear programming, transportation & assignment models, with an emphasis on real-world applications in supply chain, logistics, inventory management, and strategic decision-making.					
Course Objectives	1	Introducing students to Operations Research techniques for solving complex business and operational problems.				
	2	Develop students' ability to formulate, analyze, and solve real-world problems using quantitative models such as Linear Programming, Transportation, and Assignment Problems.				
	3	Enhance decision-making skills through mathematical models and problem-solving methods for effective optimization in business operations.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall key concepts, terminologies, and methodologies in Operations Research (OR).				
	CO 2	Explain various mathematical models and problem-solving approaches used in OR.				
	CO 3	Apply Linear Programming, Transportation, and Assignment techniques to optimize business operations.				
	CO 4	Analyze and solve real-world optimization problems using Operations Research methods.				
	CO 5	Demonstrate the ability to select appropriate OR techniques for different business scenarios.				
	CO 6	Integrate modern tools and optimization strategies into Operations Research applications				
Prerequisites	Basic knowledge of business operations, algebra, and basic statistics.					
e-Learning Tools used as Teaching Pedagogy	PPTs, Videos and Excel					

KSA Approach			
Knowledge		Skills	Attitude
Operations Research principles Linear Programming Resource allocation		Problem-solving Optimization Data analysis	Logical reasoning Analytical thinking Decision-making
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Operations Research	a. Definition, scope, and applications of OR b. History and evolution of OR c. Characteristics and limitations of OR d. Phases of OR: Problem definition, model formulation, solution methods, validation, and implementation e. Applications in business, logistics, healthcare, and finance	6
2	Linear Programming Problem (LPP) – Formulation and Graphical Method	a. Optimization concepts and problem types b. Assumptions and limitations of LPP c. Formulation of LPP in business scenarios (production, marketing, finance, transportation, etc.) d. Graphical solution: Feasible region, Corner-point method, Iso-profit method e. Special cases: Infeasibility, Unbounded solutions, Redundancy	6
3	Simplex Method & Duality	a. Introduction to Simplex Method b. Standard and canonical forms of LPP c. Iterative solution using Simplex tableau (2 variables) d. Two-Phase Simplex and Big-M Method (Artificial variables) e. Concept of Duality: Primal-Dual relationships, Economic interpretation, Dual Simplex Method f. Sensitivity Analysis in LPP	6
4	Transportation Problems	a. Introduction to transportation problems and applications in logistics b. Formulation of transportation problems c. Methods for initial feasible solution: North-West Corner Method, Least Cost Method and Vogel’s Approximation Method (VAM) d. MODI (Modified Distribution) Method for optimization e. Variants of transportation problems (unbalanced, maximization, and degeneracy cases)	6
5	Assignment Problems	a. Introduction to assignment problems and real-world applications b. Hungarian Method for optimal assignment c. Variants: Maximization, Unbalanced Assignment, Restricted Assignments d. Traveling Salesman Problem (TSP) – Formulation and solution approaches	6
Required Textbook		1. Operation Research – An introduction- Hamdy Taha, Prentice Hall of India 2. Quantitative Techniques in Management –N. D. Vohra, Tata McGraw Hill 3. Operations Research Theory and Applications- J. K. Sharma, Macmillan Business books	
Recommended Readings		1. Principles of Operations Research –Wagner, Prentice Hall of India 2. Operations Research- Hilier, Liberman, Tata McGraw Hill 3. An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning	

Online Resources	1. https://onlinecourses.nptel.ac.in/noc20_ma23/preview?		
	2. https://onlinecourses.nptel.ac.in/noc19_ma29/preview?		
	3. https://archive.nptel.ac.in/courses/111/107/111107128/?		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Operations Research	CO 1, CO 2
	2	Linear Programming Problem (LPP) – Formulation and Graphical Method	CO 2, CO 3, CO 4
	3	Simplex Method & Duality	CO 3, CO 4, CO 5, CO 6
	4	Transportation Problems	CO 3, CO 4, CO 5
	5	Assignment Problems	CO 3, CO 4, CO 5



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Warehouse Management				Course Code	MOE201
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	This course provides an introduction to the principles and practices of warehouse management, focusing on the role of warehouses in the overall supply chain. It covers key topics such as warehouse operations, inventory management, storage systems, material handling, and warehouse layout. Students will gain knowledge of the technologies and strategies used to optimize warehouse efficiency and ensure smooth operations. The course also emphasizes best practices in warehouse safety, risk management, and cost control.					
Course Objectives	1	Provide students with a comprehensive understanding of warehouse operations and management.				
	2	Introduce students to inventory management techniques and systems used in warehouses.				
	3	Familiarize students with material handling and safety practices in warehouse environments.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Recall key warehouse management concepts, terminologies, and the role of warehouses in the supply chain.				
	CO 2	Explain warehouse operations, inventory management practices, and material handling systems.				
	CO 3	Apply inventory control techniques such as Just-in-Time (JIT) and Economic Order Quantity (EOQ) in warehouse settings.				
	CO 4	Design efficient warehouse layouts that optimize space utilization and streamline operations.				
	CO 5	Demonstrate knowledge of safety protocols, risk management strategies, and best practices for warehouse management.				
	CO 6	Integrate modern warehouse technologies, such as RFID and automation systems, into warehouse operations.				
Prerequisites	Basic understanding of supply chain, logistics, and inventory management.					

e-Learning Tools used as Teaching Pedagogy		PPTs, Videos, Excel		
KSA Approach				
Knowledge		Skills		
Warehouse operations Inventory control, Material handling		Space optimization Layout design, Safety		
Attitude				
Risk management, Problem-solving, Decision-making				
Course Contents and Schedule				
Unit No.	Title of Unit	Content	No. of Sessions	
1	Introduction to Warehouse Management	a. Overview of warehouse functions b. Importance in the supply chain c. Types of warehouses d. Warehouse management systems (WMS).	4	
2	Warehouse Operations	a. Key warehouse operations: Receiving, Storing, Picking, Packing, Shipping b. Inventory control techniques	4	
3	Inventory Management Systems	a. Role of inventory in warehouse management b. Just-in-Time (JIT) c. Economic Order Quantity (EOQ) d. Inventory Turnover.	4	
4	Material Handling Systems	a. Types of material handling equipment (conveyors, forklifts, automated systems) b. Best practices in handling and storage.	4	
5	Warehouse Design and Layout	a. Principles of warehouse layout design b. Space utilization c. Flow design and safety considerations in layout planning.	4	
Required Textbook		1. Warehouse & Distribution Science by John Bartholdi and Steven Hackman 2. Managing Lean Success: A Warehouse Balancing Act (A) T. Yue (Tao), D. Sherwood (Deborah), M.B.M. de Koster (René) 3. Essentials of Inventory Management - Muller, Max		
Recommended Readings		1. Logistics and Supply Chain Management by Martin Christopher 2. The Essentials of Supply Chain Management by Michael H. Hugos 3. Operations Management in the Supply Chain: Decisions and Cases by David A. Collier and James R. Evans		
Online Resources		1. Management of Inventory System - https://archive.nptel.ac.in/courses/110/105/110105095/ 2. Logistics & Supply Chain Management - https://onlinecourses.nptel.ac.in/noc24_hs128/preview? 3. Operations and supply chain management - https://onlinecourses.nptel.ac.in/noc22_mg74/preview?		
Alignment of Course Outcomes (COs) with Units		Unit No.	Title of Unit	Relevant COs
		1	Introduction to Warehouse Management	CO 1, CO 6
		2	Warehouse Operations	CO 2
		3	Inventory Management Systems	CO 2, CO 3
		4	Material Handling Systems	CO 2, CO 5
		5	Warehouse Design and Layout	CO 4, CO 5



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Name of Program	MMS				Semester	II
Name of Course	Total Quality and Maintenance Management				Course Code	MOE202
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance. TQM is to be linked with business excellence through management frameworks and award criteria.					
Course Objectives	1	Evaluate the principles of Quality Management and explain how these principles can be applied				
	2	Use appropriate tools and techniques to design the quality system				
	3	Analysis of the quality of the business process through appropriate tools and techniques				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Understand the basic terminologies and metrics that are used to govern quality management				
	CO 2	Explain the significance of quality standards such as ISO and various quality awards in organizational excellence.				
	CO 3	Apply appropriate quality metrics to assess and monitor performance across different business processes.				
	CO 4	Analyze the function and impact of Six Sigma methodologies in improving process quality and reducing variation.				
	CO 5	Evaluate different quality assurance techniques used in manufacturing, service, and IT sectors for their effectiveness and adaptability.				
	CO 6	Design integrated quality management frameworks using TQM models like the PDCA Cycle, 5S, Kaizen, and Quality Circles for continuous improvement.				
Prerequisites	Basic understanding of Operations and Operations Management					
e-Learning Tools used as Teaching Pedagogy	PPT, Videos					

KSA Approach			
Knowledge		Skills	Attitude
Key quality principles. QM models (e.g., PDCA, Kaizen). SO standards, Quality awards		Pareto Analysis and Root Cause Analysis, Use metrics and statistical methods	Kaizen (continuous improvement) Cross-functional teamwork
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	TQM Principles	a. Quality Concepts – Definition of Quality, Dimensions of Quality, Cost of Quality and Quality Gurus. b. TQM Philosophy – Principles of TQM, Deming’s Philosophy, Juran’s Philosophy & Crosby’s Philosophy. c. Quality Management System – ISO.s d. Customer Focus, Supplier partnership and Employee Involvement.	4
2	Design for Quality	a. Detailed Design – Product Development & Quality Function Deployment (QFD), Target and Tolerance Design, Taguchi Loss Function for Tolerance Design. b. Design for Reliability – Mathematics of Reliability & System Reliability. c. Design Optimization – Fault Tree Analysis, Design for manufacturability, environment responsibility and excellence. d. Total Productive Maintenance (TPM) – Concept & Improvement Needs.	4
3	Measuring & Controlling the Quality	a. Statistical Fundamentals – Sampling Distributions, Confidence Intervals, Measures of Central Tendency and Dispersion, Population and Sample, Normal Curve. b. Measuring the Quality – Measurement of Quality control, system evaluation and process capability measurement. c. Controlling the Quality – Statistical Process Control for Variables & Attributes.	4
4	Analysis & Improve the Quality	a. Seven QC Tools – Stratification, Check Sheets, Control Chart, Histogram, Pareto Chart, Cause- and-effect diagram & Scatter diagram. b. New Management and planning tools – 5 Why Analysis, Affinity Diagram, Interrelationship Digraph & Tree Diagram, Matrix Diagram, Matrix Data Analysis, Process Decision Program Chart and Arrow Diagram.	4
5	Improve for Quality Excellence	a. Continuous Process Improvements – Benchmarking, PDCA Cycle, 6S, Kaizen, Lean and Six- Sigma principles. b. Leadership – Characteristics of Quality Leaders, The 7 Habits of Highly Effective People, Ethics & The Deming Philosophy.	4
Required Textbook		1. Sunil Sharma, Total Quality Management, Sage Publications, 1e, 2018. 2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006. 3. Barrie. G. Dale, Heather Bunney, “ Total Quality Management”, Wiley Publications 4. D. R. Kiran, “Total Quality Management”, Key Concepts and case studies, 2017,Elsevier, BS Publications	

Recommended Readings	1. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.		
	2. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.		
	3. Joel E. Ross, Total Quality Management Text, Cases & Readings, Taylor and Francis		
Online Resources	1. Alison course : https://alison.com/course/total-quality-management		
	2. Udemy Course: https://www.udemy.com/course/lean-six-sigma-free-introduction-course/		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	TQM Principles	CO 1, CO 2
	2	Design for Quality	CO 2, CO 5, CO 6
	3	Measuring & Controlling the Quality	CO 3, CO 4
	4	Analysis & Improve the Quality	CO 4, CO 6
	5	Improve for Quality Excellence	CO 4, CO 5



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Curriculum as per NEP guidelines with effect from A.Y. 2025-26

Name of Program	MMS				Semester	II
Name of Course	Inventory Management				Course Code	MOE203
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	Inventory Management is a critical function within supply chain and operations management, ensuring the efficient flow of goods and materials. This course provides students with an understanding of inventory control techniques, demand forecasting, stock replenishment policies, and modern technological interventions in inventory management. It covers various inventory models, Just-In-Time (JIT) principles, economic order quantity (EOQ), and the impact of inventory decisions on business profitability.					
Course Objectives	1	Understand the fundamental concepts of inventory management and its role in supply chain operations.				
	2	Apply inventory control techniques to optimize stock levels and minimize costs.				
	3	Analyze demand forecasting methods and their impact on inventory decisions.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Describe the basic principles and functions of inventory management.				
	CO 2	Explain the key inventory control techniques used in various industries.				
	CO 3	Apply inventory models to optimize stock management and reduce waste.				
	CO 4	Analyze the effects of demand forecasting techniques on inventory control.				
	CO 5	Evaluate different inventory strategies such as JIT, EOQ, and ABC analysis.				
	CO 6	Design effective inventory control strategies using modern technologies and best practices.				
Prerequisites	A basic understanding of Supply Chain Management and Logistics Familiarity with Operations Management principles Fundamental knowledge of business mathematics and statistics (for understanding EOQ, forecasting, etc.)					

e-Learning Tools used as Teaching Pedagogy		Smart Board, PPTs, Videos etc.	
KSA Approach			
Knowledge		Skills	Attitude
Inventory principles, Data application, Digital tools		Analytical thinking, Strategy creation, Technical proficiency	Value creation, Ethical practice, Adaptability
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction to Inventory Management	a. Definition and Importance of Inventory Management b. Types of Inventory (Raw Materials, Work-in-Process, Finished Goods, MRO, etc.) c. Objectives and Functions of Inventory Management d. Role of Inventory in Supply Chain Management e. Challenges and Best Practices in Inventory Management	4
2	Inventory Control Techniques	a. Inventory Classification: ABC, XYZ, FSN, VED Analysis, b. Economic Order Quantity (EOQ) Model and Variants, c. Just-in-Time (JIT) Inventory System d. Safety Stock and Reorder Point Calculations e. Stock Rotation Techniques (FIFO, LIFO)	4
3	Demand Forecasting and Inventory Planning	a. Importance of Demand Forecasting in Inventory Management b. Qualitative and Quantitative Forecasting Methods c. Moving Averages d. Exponential Smoothing e. Regression Analysis f. Seasonal and Cyclic Demand Variation	4
4	Inventory Management Models and Strategies	a. Push vs. Pull Inventory Systems b. Continuous Review (Q) vs. Periodic Review (P) System c. Vendor Managed Inventory (VMI) d. Consignment and Drop Shipping Models e. Lean Inventory Management and Agile Supply Chains	4
5	Technology and Future Trends in Inventory Management	a. Role of ERP, RFID, IoT, and Blockchain in Inventory Management b. Automated Warehousing and Robotics c. Sustainable and Green Inventory Practices d. Risk Management in Inventory Control e. Future Trends and Challenges in Inventory Management	4
Required Textbook		1. Chopra, S., & Meindl, P. (2019). <i>Supply Chain Management: Strategy, Planning, and Operation</i> (7th ed.)	
		2. Silver, E. A., Pyke, D. F., & Peterson, R. (2016). <i>Inventory Management and Production Planning & Scheduling</i> (3rd ed.). Wiley	
		3. Essentials of Inventory Management, Third Edition – Max Muller	
Recommended Readings		1. Arnold, J. R. T., Chapman, S. N., & Clive, L. M. (2011). <i>Introduction to Materials Management</i> (7th ed.). Pearson.	
		2. Waters, D. (2019). <i>Inventory Control and Management</i> (2nd ed.). Wiley.	
		3. Inventory Management – Uttam Kumar Singh	
Online Resources		1. Coursera - Inventory Management Courses: https://www.coursera.org	
		2. MIT Open Course Ware - Supply Chain and Inventory Management: https://ocw.mit.edu	

	3. Harvard Business Review - Inventory and Supply Chain Articles: https://hbr.org		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Inventory Management	CO 1, CO 2
	2	Inventory Control Techniques	CO 2, CO 3
	3	Demand Forecasting and Inventory Planning	CO 3, CO 4
	4	Inventory Management Models and Strategies	CO 4, CO 5
	5	Technology and Future Trends in Inventory Management	CO 5. CO 6



Name of Program	MMS				Semester	II
Name of Course	Logistics Management				Course Code	MOE204
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	The Logistics Management syllabus covers the fundamentals of logistics, including transportation, warehousing, inventory management, and packaging. It explores various transportation modes, their selection criteria, and cost optimization. Students will learn about logistics planning, demand forecasting, and supply chain coordination, with a focus on KPIs and risk management. The syllabus also highlights the role of digital technologies like ERP, IoT, AI, and blockchain in transforming logistics operations. Emphasis is placed on sustainable logistics practices, e-commerce logistics, reverse logistics, and emerging trends such as smart logistics, digital supply chains, and last-mile delivery solutions.					
Course Objectives	1	Equip students to analyze and optimize logistics networks by understanding transportation management, inventory control, and warehousing operations.				
	2	Develop proficiency in applying digital technologies such as ERP, IoT, AI, and blockchain to enhance logistics efficiency and decision-making.				
	3	Enable students to design sustainable and resilient logistics strategies through the application of green logistics practices, risk management, and emerging industry trends.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Describe the fundamental concepts, principles, and components of logistics management, including supply chain processes, transportation, warehousing, and inventory management.				
	CO 2	Explain the role of logistics management in optimizing supply chain operations, cost efficiency, and customer satisfaction, highlighting key strategies and technologies used in the industry.				
	CO 3	Apply logistics management techniques to solve real-world problems, such as route optimization, inventory control, and demand forecasting, using relevant tools and methodologies.				
	CO 4	Analyze logistics and supply chain performance by evaluating key performance indicators (KPIs), identifying bottlenecks, and proposing improvements to enhance operational efficiency.				
	CO 5	Evaluate logistics strategies, technologies, and systems to assess their effectiveness in meeting organizational goals, sustainability objectives, and customer requirements.				

	CO 6	Design innovative logistics and supply chain solutions, including distribution networks, warehouse layouts, or technology-driven systems, to address complex business challenges and improve overall performance.	
Prerequisites	Basic business knowledge and quantitative skills for logistics and cost analysis.		
e-Learning Tools used as Teaching Pedagogy	PPTs and Videos		
KSA Approach			
Knowledge	Skills	Attitude	
Logistics concepts Transportation strategies Emerging technologies	System analysis Operation coordination Sustainable practices	Strategic thinking Risk mitigation Innovation	
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Fundamentals of Logistics Management	a. Definition, scope, and importance of logistics management b. Evolution of logistics: From traditional transportation to modern supply chain logistics c. Key components of logistics: Transportation, warehousing, inventory management, and packaging d. Role of logistics in the supply chain and business competitiveness e. Introduction to logistics network design	4
2	Transportation Management	a. Overview of transportation in logistics b. Types of transportation: Road, rail, air, sea, and multimodal c. Transportation modes: Advantages, disadvantages, selection criteria d. Transportation cost management and optimization e. Role of technology in transportation management (GPS, tracking, TMS)	4
3	Logistics Planning and Coordination	a. Logistics planning process and strategies b. Demand forecasting and supply chain coordination c. Distribution network design: Centralized vs. decentralized systems d. Key performance indicators (KPIs) in logistics e. Risk management and contingency planning in logistics	4
4	Digital Transformation and Sustainable Logistics	a. The Role of Technology in Logistics (ERP, IoT, Blockchain, AI), b. E-Commerce Logistics and Omni channel Supply Chains, c. Reverse Logistics and Circular Economy Practices, d. Sustainable Logistics Strategies and Green Supply Chains, e. Risk Management in Logistics	4
5	Emerging Trends in Logistics	a. Role of technology: Automation, IoT, AI, and blockchain in logistics b. Green logistics: Sustainable practices and environmental concerns c. E-commerce and its impact on logistics management d. Last-mile delivery and challenges e. Future trends: Smart logistics, digital supply chains, and robotics	4
Required Textbook		1. Logistics Management and Strategy by Alan Harrison and Remko van Hoek 2. Supply Chain Logistics Management by Donald J. Bowersox, David J. Closs, and M. Bixby 3. The Handbook of Logistics and Distribution Management by Alan Rushton, Phil Croucher, and Peter Baker	

Recommended Readings	1. Global Logistics and Supply Chain Management by John Mangan, Chandra Lalwani, and Tim Butcher		
	2. Operations and Supply Chain Management by F. Robert Jacobs and Richard B. Chase		
	3. Introduction to Logistics Systems Management by G. R. S. Balu and D. C. Shukla		
Online Resources	1. Logistics Management Courses - https://www.udemy.com/topic/logistics-management/		
	2. MIT Open Course Ware - Logistics and Supply Chain Management: https://ocw.mit.edu		
	3. Supply Chain Logistics - https://www.coursera.org/learn/supply-chain-logistics		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Fundamentals of Logistics Management	CO 1, CO 2
	2	Transportation Management	CO 2, CO 3
	3	Logistics Planning and Coordination	CO 3, CO 4
	4	Digital Transformation and Sustainable Logistics	CO 4, CO 5
	5	Emerging Trends in Logistics	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Strategies Sourcing and Procurement Management				Course Code	MOE205
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.						
Course Description	Strategy Sourcing and Procurement Management focuses on the strategic aspects of sourcing and procurement within organizations. The course explores how effective sourcing decisions can drive competitive advantage, optimize supply chains, and create long-term value. It covers key concepts such as supplier relationship management, cost control, ethical sourcing, and global procurement strategies, while emphasizing the integration of procurement with broader business strategies.					
Course Objectives	1	To understand the role of strategic sourcing in aligning procurement with organizational goals.				
	2	To evaluate procurement processes and identify opportunities for cost reduction and risk management.				
	3	To develop skills in managing supplier relationships for long-term collaboration and sustainability.				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Identify strategies for supplier collaboration and managing global supply chains.				
	CO 2	Discuss cost-reduction techniques in procurement and identify opportunities for operational efficiency				
	CO 3	Demonstrate an understanding of the full procurement cycle, from sourcing to payment				
	CO 4	Analyze and design effective sourcing strategies to support business goals.				
	CO 5	Evaluate supplier performance and manage supplier risk through data-driven decisions.				
	CO 6	Develop an understanding of ethical considerations and sustainability practices in sourcing and procurement management.				
Prerequisites	Financial Management, Negotiation Skills and Contract Management					
e-Learning Tools used as Teaching Pedagogy	PPTs, Videos					

KSA Approach			
Knowledge		Skills	Attitude
Strategic sourcing vs. procurement. Sourcing strategies (Global, Local, Hybrid), Ethical and sustainable sourcing.		Supplier evaluation using KPIs. Negotiation and contract management. Risk assessment in procurement.	Align sourcing with business goals, Build strong supplier relationships, Implement ethical and sustainable sourcing.
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Introduction of Strategic Sourcing	a. Definition and importance of strategic sourcing b. Procurement vs. sourcing c. Types of sourcing strategies: global, local, and hybrid d. Role of sourcing in supply chain management e. Factors influencing sourcing decisions (e.g., cost, quality, delivery, risk)	4
2	Procurement Process and Lifecycle	a. Steps in the procurement process b. Identifying and assessing sourcing needs c. Supplier identification and evaluation d. Negotiation tactics and contract management e. Managing purchase orders and supplier invoicing	4
3	Supplier Relationship Management (SRM)	a. Supplier selection and performance measurement b. Key performance indicators (KPIs) for supplier evaluation c. Building collaboration and trust with suppliers d. Supplier development programs e. Managing risks in the supply chain through SRM	4
4	Global Sourcing and Supply Chain Management	a. Benefits and challenges of global sourcing b. Trade regulations and compliance issues in international procurement c. Global logistics and risk management d. Cross-cultural negotiations and communication e. Impact of global supply chains on sustainability	4
5	Ethical and Sustainable Sourcing	a. Ethical sourcing principles b. Sustainability and green procurement c. Corporate social responsibility (CSR) in sourcing d. Managing social and environmental risks in the supply chain e. Legal and regulatory compliance in sustainable procurement	4
Required Textbook		1. "Purchasing and Supply Chain Management" by Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, and James L. Patterson	
		2. "The Procurement Acumen, Notion Press" by Sendil Arasu Vijaya Kumar	
		3. "Procurement and Supply Chain Management" by Kenneth Lyons & Brian Farrington	
Recommended Readings		1. "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra & Peter Meindl	
		2. "The New Procurement and Supply Chain Management" by Darren S. B. Ray	
		3. "Sourcing and Procurement in the Supply Chain" by John T. Mentzer & Mark J. Moon	
Online Resources		1. https://www.cips.org/	
		2. https://www.procurement-academy.com/	
		3. https://hbr.org/	

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction of Strategic Sourcing	CO 1, CO 4
	2	Procurement Process and Lifecycle	CO 2, CO 3
	3	Supplier Relationship Management (SRM)	CO 1, CO 5
	4	Global Sourcing and Supply Chain Management	CO 1, CO 4, CO 5
	5	Ethical and Sustainable Sourcing	CO 5, CO 6



Name of Program	MMS				Semester	II
Name of Course	Operations Strategy				Course Code	MOE206
Credit	2	Required Lectures (In Hours)			30	
Teaching Scheme	Lecture	2	Tutorial	0	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
* <i>The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.</i>						
Course Description	This course delves into the strategic management of business operations, focusing on how organizations can leverage their operational capabilities to gain a competitive advantage. Students will learn to analyze the relationship between a company's operations and its overall business strategy.					
Course Objectives	1	Develop a strategic understanding of operations management				
	2	Analyze the relationship between operations and competitive advantage				
	3	Formulate and evaluate operational strategies for different business contexts				
Course Outcome <i>On Successful completion of this course enables the students to -</i>	CO 1	Describe the core concepts, frameworks, and components of operations strategy, including competitive priorities, process design, and resource allocation in achieving organizational objectives.				
	CO 2	Explain how operations strategy aligns with business goals, enhances competitive advantage, and integrates with other functional strategies such as marketing and finance.				
	CO 3	Apply operations strategy principles to develop solutions for operational challenges, such as capacity planning, quality management, and supply chain coordination, using relevant tools and techniques.				
	CO 4	Analyze the effectiveness of operations strategies by assessing performance metrics, identifying operational inefficiencies, and evaluating their impact on organizational success.				
	CO 5	Evaluate alternative operations strategies and their implications for cost, quality, flexibility, and sustainability, making informed recommendations for strategic improvements.				
	CO 6	Design comprehensive operations strategies, including process layouts, technology adoption plans, or supply chain frameworks, to address complex business needs and drive long-term competitiveness.				
Prerequisites	Operations Management – Concepts such as process design, capacity, and quality management, Strategic Management – Business-level strategies and competitive positioning, Quantitative Analysis – Basic understanding of performance metrics, forecasting, and resource allocation					

e-Learning Tools used as Teaching Pedagogy		Smart Board, PPTs, Videos etc.	
KSA Approach			
Knowledge		Skills	
Strategy Principles Application Insights Analytics Tools		Analytical Thinking Strategy Creation Technical Proficiency	
Attitude			
Value Creation Ethical Practice Adaptability			
Course Contents and Schedule			
Unit No.	Title of Unit	Content	No. of Sessions
1	Operations and its importance	a. An Introduction to Operations Strategy operational planning b. An overview of the operations strategy's content the matrix of operations strategy	3
2	Overview of operational performance	a. Objectives for operational performance a compromise b. Operational and targeting focus Strategy for Process of Operations – c. Sustainable Alignment, Alignment that endures over time d. Formulation method and results e. Analysis for formulation, alignment models for formulation f. The difficulties in developing an operations plan	4
3	The overall degree of operational capacity	a. The overall degree of operational capacity, or capacity strategy size and quantity of locations, change in capacity b. Strategic importance of product and service development, organizational capacity for product and service development c. The process of developing products and services, considering market demands when developing products and services Developing products and services from the standpoint of operations resources	4
4	Supply Network Strategy	a. Do or buy when choosing an outsourcing partner? b. Partnership-based supply, supplier and network partnerships, and conventional market-based supply Network activity network administration development and improvement as part of an improvement strategy c. Choosing the course, Performance mapping for importance Creating operational capabilities and putting them into use	4
5	Process engineering Scale and scalability in strategy	a. Process engineering Scale and scalability in strategy, as well as each technological component capacity Automation level and analytical content the extent of the linkage or connectedness the matrix of products and processes A review of process technology b. Operation Process: putting strategy into practice Meaning, The strategic context for the purpose Process: the methodological context c. Entry Point: the organizational context, the context of project management for delivery, The operational context for participation	5
Required Textbook		1. Nigel Slack and Michael Lewis (2010) : Operations Strategy, Pearson Education	
		2. Sara L. Beckman, Donald Barry Rosen field, Operations Strategy, McGraw – Hill Higher Education	
		3. Competing Through Capabilities: Strategic Innovation and Change in Mfg.	

Recommended Readings	1. Global Operations Strategy: Fundamentals and Practice: Springer; 2013 edition		
	2. "The Goal: A Process of Ongoing Improvement" by Eliyahu M. Goldratt		
	3. "Competing Against Time: How Time-Based Competition Is Reshaping Global Markets" by George Stalk Jr. and Thomas M. Hout		
Online Resources	1. MIT Open Courseware (OCW)		
	2. Industry Publications and Blogs (e.g., McKinsey, BCG, Harvard Business Review)		
	3. APICS (now ASCM): The Association for Supply Chain Management (ASCM) is a leading professional organization for operations and supply chain management		
Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Operations and its importance	CO 1, CO 2
	2	Overview of operational performance	CO 2, CO 4
	3	The overall degree of operational capacity	CO 3, CO 5
	4	Supply Network Strategy	CO 3, CO 6
	5	Process engineering Scale and scalability in strategy	CO 4, CO 5, CO 6