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 be a globally connected management institute with focus on academic excellence, transformative research and innovation for sustainable impact.

Mission of the Institute

1. To establish a global network with organizations to integrate validated quality standards, enhancing academic and operational excellence.
2. To deliver outcome-driven management education through immersive pedagogy.
3. To enable a research-driven ecosystem that advances knowledge, promotes innovation, and provides solutions for business and society.
4. To develop value-driven leaders who create sustainable, entrepreneurial, and positive impact.

About the Program

Name of the Program: Master of Management Studies (MMS)

Duration : 2-years Full Time Master's Degree

Eligibility Criteria : As per the directives of the Competent Authority Maharashtra State Common Entrance Test (CET) Cell, Mumbai, 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	Demonstrate the ability to operate effectively in diverse international and multicultural business environments.
PEO 2	Apply advanced management knowledge and analytical skills to make informed decisions and drive organizational success.
PEO 3	Engage in continuous learning, conduct impactful research, and develop innovative solutions for complex business challenges.
PEO 4	Lead ethically and responsibly, fostering sustainable practices and creating positive impact for organizations and society.

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.

Duration of Session: Each session comprises 90 minutes of teaching–learning activities.

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: 60 minutes	Duration: 120 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.
• 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.	

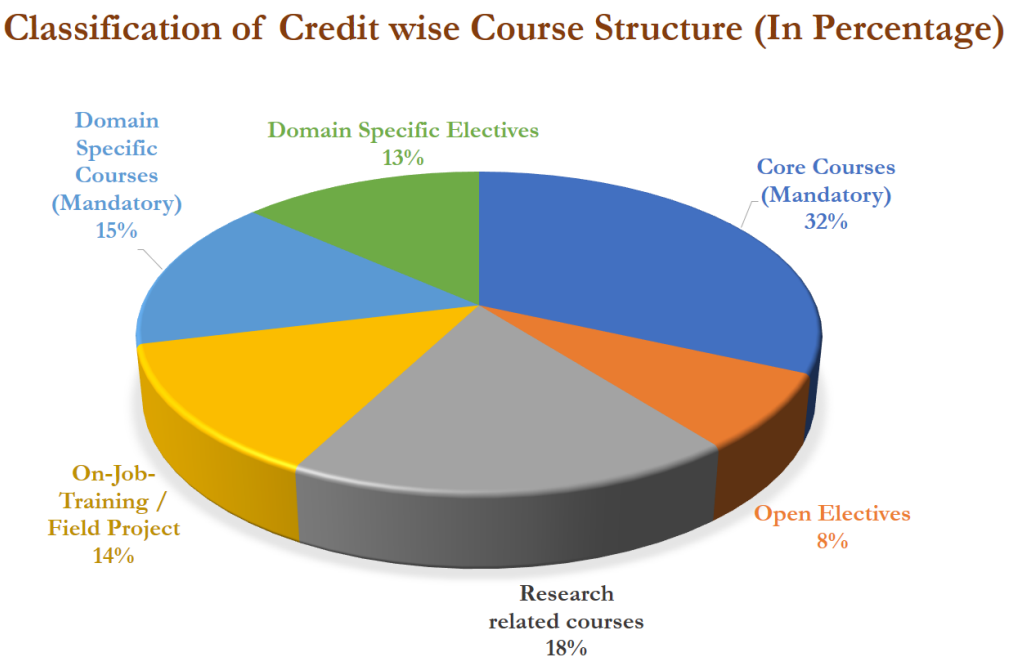
Classification of course structure:

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**



Curriculum Structure w. e. f. Academic Year 2026-27											
Master of Management Studies (Semester - I) (Batch 2026-28)											
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		
Core Course (CC) (Mandatory)	MGM101	Principles of Management		30	2	13	25	13	25	50	01:00
	MGM102	Organizational Behaviour		30	2	13	25	13	25	50	01:00
	MGM103	Business Economics		45	3	25	50	25	50	100	02:00
	MGM104	Statistics for Business		45	3	25	50	25	50	100	02:00
	MGM105	Essentials of Marketing		45	3	25	50	25	50	100	02:00
	MGM106	Financial Accounting		45	3	25	50	25	50	100	02:00
	MGM107	Fundamentals of HRM		45	3	25	50	25	50	100	02:00
	MGM108	Operations Management		45	3	25	50	25	50	100	02:00
Open Electives (OE) (Any 2)	MGE101	Emerging Trends in Business		30	2	13	25	13	25	50	01:00
	MGE102	Business Communication		30	2	13	25	13	25	50	01:00
	MGE103	Information Technology for Managers		30	2	13	25	13	25	50	01:00
	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) (Batch 2025-27)										
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		
Core Course (CC) (Mandatory)	MGM201	Entrepreneurship Management	30	2	13	25	13	25	50	01:00
	MGM202	Legal & Tax Aspect of Business	45	3	25	50	25	50	100	02:00
Research Methodology	MGM203	Business Research Methods	45	3	25	50	25	50	100	02:00
OJT / FP	MGM204	On-Job-Training	30	2	13	25	13	25	50	--
Open Electives (OE) (Any 1)	MGE201	Advanced Excel for Business	30	2	13	25	13	25	50	01:00
	MGE202	Design Thinking	30	2	13	25	13	25	50	01:00
	MGE203	Indian Knowledge System: Management Perspectives	30	2	13	25	13	25	50	01:00
Specialization: Finance										
Domain Specific Course (DSC) (Mandatory)	MFM201	Corporate Finance	45	3	25	50	25	50	100	02:00
	MFM202	Analysis of Financial Statements	45	3	25	50	25	50	100	02:00
	MFE201	Cost and Management Accounting	30	2	13	25	13	25	50	01:00

Domain Specific Electives (DSE) (Any 4)	MFE202	Banking Services and Credit Analysis	30	2	13	25	13	25	50	01:00
	MFE203	Financial Markets and Regulations	30	2	13	25	13	25	50	01:00
	MFE204	Fixed Income Securities	30	2	13	25	13	25	50	01:00
	MFE205	Behavioural Finance	30	2	13	25	13	25	50	01:00
	MFE206	Sustainable Finance and ESG Investing	30	2	13	25	13	25	50	01:00
Specialization: Marketing										
Domain Specific Course (DSC) (Mandatory)	MMM201	Product and Branding Strategy	45	3	25	50	25	50	100	02:00
	MMM202	Consumer Behaviour	45	3	25	50	25	50	100	02:00
Domain Specific Electives (DSE) (Any 4)	MME201	Digital Marketing	30	2	13	25	13	25	50	01:00
	MME202	Tech-Driven Marketing	30	2	13	25	13	25	50	01:00
	MME203	Retail & Distribution Management	30	2	13	25	13	25	50	01:00
	MME204	Sales Management & Personal Selling	30	2	13	25	13	25	50	01:00
	MME205	Ethical Marketing in the Digital Age	30	2	13	25	13	25	50	01:00
	MME206	Integrated Marketing Communications	30	2	13	25	13	25	50	01:00
Specialization: Human Resource										
Domain Specific Course (DSC) (Mandatory)	MHM201	Contemporary Talent Management	45	3	25	50	25	50	100	02:00
	MHM202	Learning and Development	45	3	25	50	25	50	100	02:00
	MHE201	HR Audit and HR Scorecard	30	2	13	25	13	25	50	01:00

Domain Specific Electives (DSE) (Any 4)	MHE202	Human Resource Development and Planning	30	2	13	25	13	25	50	01:00
	MHE203	Industrial Relations and Labour Legislations - I	30	2	13	25	13	25	50	01:00
	MHE204	Industrial Psychology	30	2	13	25	13	25	50	01:00
	MHE205	Leadership & Change Management	30	2	13	25	13	25	50	01:00
	MHE206	Employer Branding and Employee Value Proposition	30	2	13	25	13	25	50	01:00
Specialization: Operation										
Domain Specific Course (DSC) (Mandatory)	MOM201	Supply Chain Management and Design	45	3	25	50	25	50	100	02:00
	MOM202	Quantitative Models in Operations-I	45	3	25	50	25	50	100	02:00
Domain Specific Electives (DSE) (Any 4)	MOE201	Warehouse Management	30	2	13	25	13	25	50	01:00
	MOE202	Total Quality & Maintenance Management	30	2	13	25	13	25	50	01:00
	MOE203	Inventory Management	30	2	13	25	13	25	50	01:00
	MOE204	Logistics Management	30	2	13	25	13	25	50	01:00
	MOE205	Strategic Sourcing & Procurement Management	30	2	13	25	13	25	50	01:00
	MOE206	Operations Strategy	30	2	13	25	13	25	50	01:00
Exit option: Students who have successfully completed the first year shall be eligible for the award of a Postgraduate Diploma (PG Diploma) upon completion of an additional 4 credits of On-the-Job Training (OJT).										

Curriculum Structure w. e. f. Academic Year 2026-27												
Master of Management Studies (Semester - III) (Batch 2025-27)												
Course Description			Page No.	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		
Core Course (CC) (Mandatory)	MGM301	Strategic Management	*16*	30	2	13	25	13	25	50	01:00
	MGM302	International Business	*19*	30	2	13	25	13	25	50	01:00
OJT / FP	MGM304	Summer Internship Project	*22*	120	8	25	50	25	50	100	--
Open Electives (OE) (Any 1)	MGE301	Power BI and Tableau	*27*	30	2	13	25	13	25	50	01:00
	MGE302	AI in Business	*30*	30	2	13	25	13	25	50	01:00
Specialization: Finance											
Domain Specific Course (DSC) (Mandatory)	MFM301	Security Analysis and Portfolio Management	*33*	30	2	13	25	13	25	50	01:00
	MFM302	Corporate Valuation and Financial Modelling	*36*	30	2	13	25	13	25	50	01:00
	MFM303	Financial Analytics	*39*	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MFE301	Entrepreneurial Finance	*42*	30	2	13	25	13	25	50	01:00
	MFE302	Derivatives and Risk Management	*45*	30	2	13	25	13	25	50	01:00
	MFE303	Financial Planning and Wealth Management	*48*	30	2	13	25	13	25	50	01:00

	MFE304	Investment Banking	*51*	30	2	13	25	13	25	50	01:00
	MFE305	International Finance	*54*	30	2	13	25	13	25	50	01:00
	MFE306	Mergers and Acquisitions	*57*	30	2	13	25	13	25	50	01:00
Specialization: Marketing											
Domain Specific Course (DSC) (Mandatory)	MMM301	Marketing Research & Analytics	*60*	30	2	13	25	13	25	50	01:00
	MMM302	Marketing Strategy	*63*	30	2	13	25	13	25	50	01:00
	MMM303	Services Marketing	*66*	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MME301	Customer Experience Management	*69*	30	2	13	25	13	25	50	01:00
	MME302	B2B Marketing	*72*	30	2	13	25	13	25	50	01:00
	MME303	Social Media Marketing	*75*	30	2	13	25	13	25	50	01:00
	MME304	Marketing of Financial Services	*78*	30	2	13	25	13	25	50	01:00
	MME305	Rural Marketing	*81*	30	2	13	25	13	25	50	01:00
	MME306	Sports and Entertainment Marketing	*84*	30	2	13	25	13	25	50	01:00
Specialization: Human Resource											
Domain Specific Course (DSC) (Mandatory)	MHM301	Performance Management Systems	*87*	30	2	13	25	13	25	50	01:00
	MHM302	Compensation and Reward Management	*90*	30	2	13	25	13	25	50	01:00
	MHM303	HR Analytics and Data-Driven Decision Making	*93*	30	2	13	25	13	25	50	01:00
Domain Specific	MHE301	HR Technology and Digital Transformation	*96*	30	2	13	25	13	25	50	01:00

Electives (DSE) (Any 3)	MHE302	Strategic Human Resource Management	*99*	30	2	13	25	13	25	50	01:00
	MHE303	Competency Mapping and Assessment Center	*102*	30	2	13	25	13	25	50	01:00
	MHE304	Inclusive Workplace Cultures (Diversity, Equity, Inclusion & Belongingness)	*106*	30	2	13	25	13	25	50	01:00
	MHE305	Industrial Relations and Labour Legislations- II	*109*	30	2	13	25	13	25	50	01:00
	MHE306	Managing Change and Organisational Development	*112*	30	2	13	25	13	25	50	01:00
Specialization: Operation											
Domain Specific Course (DSC) (Mandatory)	MOM301	Operations Analytics	*115*	30	2	13	25	13	25	50	01:00
	MOM302	Service Operations Management	*118*	30	2	13	25	13	25	50	01:00
	MOM303	Quantitative Models in Operations - II	*121*	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MOE301	Productivity Management	*124*	30	2	13	25	13	25	50	01:00
	MOE302	World Class Manufacturing	*127*	30	2	13	25	13	25	50	01:00
	MOE303	Benchmarking and Business process re-engineering	*130*	30	2	13	25	13	25	50	01:00
	MOE304	Enterprise Resource Planning	*133*	30	2	13	25	13	25	50	01:00
	MOE305	Integrated Operations Management	*136*	30	2	13	25	13	25	50	01:00
	MOE306	Cybersecurity in Services Operations	*139*	30	2	13	25	13	25	50	01:00

Curriculum Structure w. e. f. Academic Year 2026-27											
Master of Management Studies (Semester - IV) (Batch 2025-27)											
Course Description			Page No.	Teaching Scheme		Evaluation Scheme					
						Formative		Summative		Total Marks	Duration of Exam (Hours)
Course Category	Course Code	Course Title		Hours / Semester	Credits	Internal Evaluation		Semester End			
						Min	Max	Min	Max		
Core Course (CC) (Mandatory)	MGM401	Business Environment & Sustainability	*142*	30	2	13	25	13	25	50	01:00
Research Project (Mandatory)	MGM402	Dissertation - I	*145*	120	8	25	50	25	50	100	--
	MGM403	Dissertation - II	*149*	120	8	25	50	25	50	100	--
OJT / FP (Any 02)	MGE401	Innovation Lab	*153*	30	2	13	25	13	25	50	--
	MGE402	Field Project	*156*	30	2	13	25	13	25	50	--
	MGE403	Seminar / Workshop	*157*	30	2	13	25	13	25	50	--
	MGE404	MOOC	*158*	30	2	13	25	13	25	50	01:00
Specialization: Finance											
Domain Specific Course (DSC) (Mandatory)	MFM401	Corporate Governance and Ethical Finance	*159*	30	2	13	25	13	25	50	01:00
	MFM402	Financial Strategies (Case Study Based)	*162*	30	2	13	25	13	25	50	01:00

Specialization: Marketing											
Domain Specific Course (DSC) (Mandatory)	MMM401	International Marketing	*165*	30	2	13	25	13	25	50	01:00
	MMM402	Marketing applications and practices	*168*	30	2	13	25	13	25	50	01:00
Specialization: Human Resource											
Domain Specific Course (DSC) (Mandatory)	MHM401	HR Compliance	*171*	30	2	13	25	13	25	50	01:00
	MHM402	Issues in Mergers and Acquisition - Case Study based approach	*174*	30	2	13	25	13	25	50	01:00
Specialization: Operations											
Domain Specific Course (DSC) (Mandatory)	MOM401	Project Management	*177*	30	2	13	25	13	25	50	01:00
	MOM402	Operations applications and Cases	*180*	30	2	13	25	13	25	50	01:00
On successful completion: Award of PG Degree – "Master of Management Studies"											