



***Mahatma Education Society's***  
**Pillai Institute of Management Studies and Research**  
**Dr K M Vasudevan Pillai Campus, New Panvel: 410 206**



**MASTER OF MANAGEMENT STUDIES (MMS)**  
**[Program affiliated to University of Mumbai]**

**Program Outcomes (POs)**

PO 1 Apply knowledge of management theories and practices to solve business problems.

PO 2 Foster Analytical and critical thinking abilities for data-based decision making.

PO 3 Ability to develop Value based Leadership ability.

PO 4 Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO 5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO 6 Demonstrate creativity in addressing business situations

PO 7 Demonstrate fair degree of ethical and social responsibility in personal and professional dealings

# Master of Management Studies

## Course Outcomes

Semester	Subject Code	Subject Name		Course Outcomes	
<b>SEM I</b>	101	PERSPECTIVE MANAGEMENT	CO 1	To enumerate the various principles that govern management	
			CO 2	To discuss the varied roles and functions of managers in an organization	
			CO 3	To conceptualize how internal and external environment shape organizations and their responses	
			CO 4	To develop requisite leadership skills to succeed in an organizational context	
	102	FINANCIAL ACCOUNTING	CO 1	To explain the basic concepts and fundamentals used in financial accounting.	
			CO 2	To explain all the intricacies of corporate financial statements	
			CO 3	To analyse annual reports, audit reports and directors' report	
	103	BUSINESS STATISTICS	CO 1	To identify types of data and illustrate in an organization	
			CO 2	To identify different statistical tools and techniques	
			CO 3	To employ statistical tools and interpret outcomes	
			CO 4	To appraise business situations using statistical techniques	

104	OPERATIONS MANAGEMENT	CO 1	To identify the principles of operations management required by a student of management studies.
		CO 2	To discuss the various operating principles applicable to both manufacturing as well as service industry
		CO 3	To discuss the various analytical techniques of Operations management which can be applied in a range of industries.
105	MANAGERIAL ECONOMICS	CO 1	To examine the theory and conceptual practice of Managerial Economics
		CO 2	To apply the theoretical knowledge in actual policy planning and practical decision making
		CO 3	To recognise the functions of demand and supply of capital
		CO 4	To analyse and calculate profitability of projects
106 (E)	EFFECTIVE AND MANAGEMENT COMMUNICATION	CO 1	To understand the importance of communication and its process
		CO 2	To use channels of communication and understand essentials of verbal and non verbal communication
		CO 3	To function effectively in a global organisation
107 (E)	ORGANISATIONAL BEHAVIOUR	CO 1	To explain how differences in individuals on the basis of personality, values, perception and the like can affect performance
		CO 2	To apply appropriate leadership styles in different organizational contexts
		CO 3	To apply group and team concepts for better individual and organizational performance

			CO 4	To recognise the importance of change in organizations and apply mechanisms to cope with the same
	108 (E)	IT SKILLS FOR MANAGEMENT AND TECHNOLOGY PLATFORM	CO 1	To explain the concepts of IT
			CO 2	To apply the knowledge of Information Technology i.e Hardware, Software , Database, Networking, Communication Technology in real life business situations
			CO 3	To apply the concepts of IT in decision making
SEM II				
	201	MARKETING MANAGEMENT	CO 1	To explain basic marketing concepts and its implementation to industry.
			CO 2	To analyse the various concepts which can lead to proper targeting of prospects resulting in delivering superior values.
			CO 3	To develop a connect between the students and the universality of the marketing function which makes it omnipotent.
			CO 4	To recognise the various operations activities as well as concepts of communication design to support the marketing function.
	202	FINANCIAL MANAGEMENT	CO 1	To define the goal of a finance manager
			CO 2	To explain the fundamental financial management concepts
			CO 3	To identify funding sources, instruments and markets
			CO 4	To illustrate and apply the various financial management techniques
		CO 5	To analyse and interpret the reviews of financial results, proposals and plans	

	203	OPERATIONS RESEARCH	CO 1	To explain optimizing techniques	
			CO 2	To apply optimizing techniques in decision making in business	
			CO 3	To Identify and develop operational research model from real system	
			CO 4	To discuss the mathematical basis for business decision making	
	204	BUSINESS RESEARCH METHODS	CO 1	Define concepts of research methods to solve business problems	
			CO 2	Apply research tools and concepts to business management decisions and problems	
			CO 3	Analyze the data to make meaningful decisions	
			CO 4	Interpret the data to devise recommendations , suggestions and strategies.	
			CO 5	To interpret the data to make meaningful decisions.	
	205	HUMAN RESOURCES MANAGEMENT	CO 1	To explain the core activities undertaken by HR managers and analyse its implications on organizational success	
CO 2			To demonstrate the ability to use appropriate mechanisms to keep employees engaged and motivated		
CO 3			To elaborate the collaborative role played by HR in change management and organizational development		
CO 4			To discuss the changing role of HR in a technology driven globalised world		
206 (E)	BUSINESS ENVIRONMENT	CO 1	To recognize the multi-faceted environment of external business.		

			CO 2	To identify finer nuances of the external environment and enable the application of the concepts in actual business situations
			CO 3	To explain the concept of sustainability and its applicability in business.
			CO 4	To elaborate macro economic concepts like National Income, Social Inclusion and International Trade Relations
207 (E)	ENTREPRENEURSHIP MANAGEMENT		CO 1	To acquaint the students with both the theory and practice of Entrepreneurship,
			CO 2	To develop skills and mind-set essential for entrepreneurship
			CO 3	To examine role of entrepreneurship in economic development
			CO 4	To assess the entrepreneurial ecosystem in India
208 (E)	ANALYSIS OF FINANCIAL STATEMENTS		CO 1	To explain the various techniques of Financial Statement Analysis
			CO 2	To demonstrate the application of tools of FSA for Valuation purposes
			CO 3	To develop expertise in Business Valuation
209 (E)	MANAGEMENT INFORMATION SYSTEM		CO 1	To explain the basic concept of data and information , Framework / structure and role of Information and Information Systems for business
			CO 2	To determine the Information Needs for an individual & Organization for decision making process.
			CO 3	To elaborate the Information System Development Process and Security /Privacy of MIS"

<b>SEM III Common</b>	301	STRATEGIC MANAGEMENT	CO 1	To explain business & corporate level strategies and concepts learnt.	
			CO 2	To use business & corporate level strategies, concepts learnt in new context/ situations.	
			CO 3	To apply knowledge of functional areas to enable holistic decisions.	
			CO 4	To synthesize strategy with organizational structure, culture and leadership.	
	302	INTERNATIONAL BUSINESS	CO 1	To explain the concepts, theories and models of International Business.	
			CO 2	To explain global best business practices and business institutions that facilitate international business	
			CO 3	To analyze trends in global business	
			CO 4	To apply international business concepts in the industry	
	303	SUMMER INTERNSHIP PROJECT	CO 1	To identify industry to which the organization belongs and analyze the industry using industry analysis tools	
			CO 2	To discuss and analyse the organization in detail using organization analysis tools	
CO 3			To apply the concepts of management in a real-life scenario		
<b>SEM III FINANCE</b>	F304	FINANCIAL MARKETING & INSTITUTIONS	CO 1	To explain different components of the Indian Financial system and their functions.	
			CO 2	To comprehend various products issued through different financial institutions in the primary and secondary markets.	
			CO 3	To discuss the fixed income market, the different instruments and concepts related to it.	

F305	CORPORATE VALUATION AND MERGER AND ACQUISITIONS	CO 1	To explain the process and set of procedures to be used to estimate the value of a company.
		CO 2	To understand synergies, types of Mergers and Acquisitions.
		CO 3	To discuss the strategic decisions in M&A to enhance a company's growth.
F306	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	CO 1	To explain the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions.
		CO 2	To explain the need for continuous evaluation and review of the portfolio with different techniques.
		CO 3	To discuss technical analysis to predict price movements based on indicators and forecasting techniques.
F307	FINANCIAL REGULATIONS	CO 1	To explain the financial regulations and its framework in India
		CO 2	To discuss the implications of the financial regulations on the different financial institutions and bodies
		CO 3	To discuss the relevance of these financial regulations in safeguarding and maintaining financial stability
F308	DERIVATIVES AND RISK MANAGEMENT	CO 1	To explain the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.
		CO 2	To enumerate the derivatives pricing and application of strategies for financial risk management.
		CO 3	To discuss trading, clearing and settlement mechanism in derivatives markets.



	F309 (E)	INVESTMENT BANKING	CO 1	To explain investment banking functions, instruments and services including conceptual tools used in Investment Banking	
			CO 2	To explain the process of underwriting and private placement of shares, global market functions and instruments	
			CO 3	To elaborate the process of restructuring and rehabilitation of sick industrial units, procedure of debt recovery and winding up of <b>unviable</b> companies	
			CO 4	To evaluate various securities issues in domestic and global market	
SEM III MARKE TING	M304	SALES MANAGEMENT	CO 1	To explain the function of sales and its importance	
			CO 2	To develop selling and negotiation skills	
			CO 3	To discuss the field sales control techniques	
			CO 4	To discuss the importance of distribution and logistics management in relation to sales management,	
	M305	MARKETING STRATEGY	CO 1	To explain the concept and principles related to marketing strategy	
			CO 2	To explain the process of new product development	
			CO 3	To discuss pricing and channel policies	
			CO 4	To develop a marketing plan for an organization	
	M306	CONSUMER BEHAVIOR	CO 1	To explain pre and post purchase consumer behavior.	
			CO 2	To discuss the conceptual insights into key aspects such as social, psychological and other factors that influence consumer behavior	

			CO 3	To discuss the impact of digital revolution on consumer behavior.
			CO 4	To describe the numerous models related to consumer attitudes and their impact on behavior.
	M307	SERVICE MARKETING	CO 1	To explain the basic concepts and decision making processes involved in Services Management
			CO 2	To apply the different service quality concepts to companies in the service sector
			CO 3	To discuss the importance of customer relationship management in services
	M308	PRODUCT & BRAND MANAGEMENT	CO 1	To explain the product decisions over the PLC
			CO 2	To explain the new product development process
			CO 3	To define the concept of brand equity
			CO 4	To discuss branding decisions - line extensions and category extensions
	M309 (E)	DIGITAL MARKETING	CO 1	To explain the types of new media, their strengths and the way customer interacts with new / digital media.
			CO 2	To develop digital marketing strategies and execute campaigns on new / digital media
			CO 3	To discuss the different metrics to measure and optimise a digital campaign
SEM III HRM	H304	TRAINING & DEVELOPMENT	CO 1	To explain the importance of training and development in companies
			CO 2	To apply concepts that will help analyse training needs of employees

			CO 3	To design and develop training programs that add value to individuals and organizations
			CO 4	to assess the tangible and intangible value of training programs
	H305	COMPENSATION AND BENEFITS	CO 1	To explain the concept of compensation and the various elements that are related to a compensation structure
			CO 2	To discuss the various laws and acts that have a direct impact on compensation structures
			CO 3	To develop an effective compensation and benefit plan for employee
			CO 4	To develop reward strategies that are aligned to the business context
	H306	COMPETENCY BASED HRM & PERFORMANCE MANAGEMENT	CO 1	To explain the concept of competency and competency based HR practices.
			CO 2	To elaborate the various approaches towards building a competency model
			CO 3	To discuss the integration and the applications of competency model with other HRM functions.
			CO 4	To discuss performance management systems and strategies adopted by the organizations
	H307	LABOUR LAW & IMPLICATION ON INDUSTRIAL RELATIONS	CO 1	To explain the concept of Industrial Relations and the Legislations Governing Industrial Relations in India
			CO 2	To discuss the current amendments in Labour laws
			CO 3	To elaborate and highlight labour laws with IR implications
			CO 4	To study the Alternate Dispute Settlement Mechanism for settlement of Industrial disputes and resolution of IR issues

	H308	HR PLANNING AND APPLICATION OF TECHNOLOGY IN HR	CO 1	To explain the concept of HR Planning and related indicators and trends	
			CO 2	To discuss HR demand and supply forecasting techniques	
			CO 3	To discuss the benefits and implications of workforce diversity	
	H309 (E)	HR AUDIT	CO 1	To explain the concept of HR Accounting and HR Audit	
			CO 2	To discuss the HR Scorecard and its constituents	
			CO 3	To apply the HR Scorecard as an instrument in HR Audit	
			CO 4	To explain the constituents and structure of an HR Audit report	
SEM III OPERATIONS	O304	SUPPLY CHAIN MANAGEMENT	CO 1	To explain the basic concepts of Logistics wrt to Inbound, process and outbound.	
			CO 2	To examine the major elements of supply chain and expose the students to the leading edge thinking on the subject.	
			CO 3	To discuss the supply chain strategy, designing, risk & Inventory management.	
			CO 4	To identify the relevant IT frameworks and its application to Supply chain Management.	
	O305	OPERATION ANALYTICS	CO 1	To explain basic aspects of analytics and evaluation	
			CO 2	To explain various analytical techniques applied in complex real life situations	
CO 3			To apply the concepts of analytics to different functions in the operations domain		

	O306	SERVICE OPERATIONS MANAGEMENT	CO 1	To explain the various types of service industry.
			CO 2	To discuss the various types of numerical methods for determining site location
			CO 3	To explain the role played by operations management for the success of the service industry.
			CO 4	To differentiate the various approaches to inventory management followed by both manufacturing as well as service industry.
	O307	MANUFACTURING RESOURCE PLANNING & CONTROL	CO 1	To explain the importance of manufacturing resources planning and control to achieve continuous improvement
			CO 2	To explain the different models like optimization line balancing models, demand management capacity planning models; lay out models.
			CO 3	To apply knowledge of quantitative methods as well as various tools of resources planning like MRP1,MRP2 & ERP for decision making in operations.
	O308	MATERIAL MANAGEMENT	CO 1	To explain the importance of Materials Management in business
			CO 2	To explain the documentation procedures related to procurement of materials
			CO 3	To discuss the quantitative models applicable to materials planning
			CO 4	To discuss the ethical aspects in Materials Management
	O309(E)	TOTAL QUALITY MANAGEMENT	CO 1	To define Total Quality management

			CO 2	To discuss the concept of quality circles and total employee involvement in quality improvement	
			CO 3	To apply the for quality control and management in real life situations	
SEM III SYSTEMS	S304	DATABASE MANAGEMENT SYSTEM & DATA WAREHOUSING	CO 1	To define Database and Database Environment	
			CO 2	To explain Data Models : The importance of data models, Basic building blocks	
			CO 3	To apply Database Management System(DBMS) & RDBMS in real life business situations	
			CO 4	To explain Object-Relational Database Management System(ORDBMS)	
			CO 5	To discuss the application of Structured Query Language and DBMS to business	
	S305	ENTERPRISE MANAGEMENT SYSTEM	CO 1	To define Enterprise Resource Planning (ERP)	
			CO 2	To explain the role of ERP in integrating the different functions and business processes	
			CO 3	To explain Enterprise Portals – Concept of an enterprise portal	
			CO 4	To elaborate the application areas of ERP, in various industry verticals and business	
	S306	BIG DATA AND BUSINESS ANALYSICS	CO 1	To explain the concept of Big Data and Business Analytics and its applications	
			CO 2	To understand the Business Analytics Cycle Introduction, Analytical Tools & Methods	
			CO 3	To understand Data Mining & decision Making concepts, Predictive Analysis, Forecasting Optimization, Simulation, and Business Metrics tc.	

			CO 4	To understand the Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications.
	S307	KNOWLEDGE MANAGEMENT	CO 1	To differentiate between data, information and knowledge
			CO 2	To describe the conceptual background and framework of KM
			CO 3	To elaborate the best practices in knowledge management in organizations
	S308	SOFTWARE ENGINEERING	CO 1	To describe the software development process highlighting the issues /challenges in analysis, design, implementation, maintenance etc.
			CO 2	To analyze, design, verify, validate, implement, apply and maintain software systems.
			CO 3	To develop high quality software for business purposes
	S309(E)	CYBER LAWS & MANAGING ENTERPRISE IT RISK	CO 1	To describe the basic concepts of Technology and Law and Law of Digital Contracts
			CO 2	To describe Intellectual Property Issues in Cyber Space
			CO 3	To explain rights of citizens and E-Governance
			CO 4	To elaborate the Information Technology Act 2000
SEM IV COMMON	401	PROJECT MANAGEMENT	CO1	To describe elements of project management
			CO2	To apply general concepts, practices and tools of project management
			CO3	To assess project variables
			CO4	To formulate a project plan.

SEM IV MARKE TING	M405	TRENDS IN MARKETING	CO1	Examining impact of key drivers on marketing programs
			CO2	Developing newer ways of tackling competition for competitive advantage and sustainability
			CO3	Appreciating the application of technology in developing effective marketing strategies
SEM IV FINANC E	F405	COMMERCIAL BANKING	CO1	To improve understanding of banking functions, products and services
			CO2	To develop knowledge of banking and performance related ratios
			CO3	To classify banks assets as standard and NPA and also to calculate capital requirements for NPA accounts
			CO4	To evaluate performance of Treasury operations, Asset Liability Management, mismatch of assets and liabilities and its impact on banks liquidity position
SEM IV HR	H405	STRATEGIC HRM WITH GLOBAL PERSPECTIVE	CO1	To describe the role of HR as a strategic partner in an organization
			CO2	To explain the basics of HR strategy formulation and implementation in domestic as well as international scenario
			CO3	To explain the concept of talent management in domestic as well as international scenario
			CO4	To describe the global dimensions of HR strategies
SEM IV OPERAT IONS	O405	STRATEGIC SOURCING IN SUPPLY	CO1	To discuss various parameters required to develop and implement a procurement strategy that aligns with the overall competitive strategy of the organization.

MANAGEMENT



			CO2	To equip students to understand how Strategic sourcing enhances efficiency and value, ultimately impacting the profitability of the entire organization
			CO3	Familiarize with concepts of ethical and contractual risk management ,sustainability,and legal issues faced by purchasing and supply chain managers
			CO4	To understand and associate the link between the purchase and supply chain functions.
SEM IV SYSTEM S	S405	MANAGING TECHNOLOGY BUSINESS AND IT RESOURCE MANAGEMENT	CO1	To explain the importance and need for IT Resource Management
			CO2	To describe the latest inventions and trends in technology and its applications in business
			CO3	To apply IT Resource Management to business scenarios