

PROGRAM OUTCOMES

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 understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

COURSE OUTCOMES

SEMESTER I

Programme	MMS (Master of Management Studies)
Course Full Title	Perspective Management
Course Short Title	PM
Course Code	MMS C101
Course Credit	4
Semester	I
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate organizational theories and behaviours associated with decision making
CO2	Compare Leadership Functions
CO3	Analyze Leadership Behaviour pattern
CO4	Evaluate the approaches and consequences of crisis management.
CO5	Analyze the concepts and examples related to strategic management.
CO6	Illustrate the role of managers in building a network of relationships.

Programme	MMS (Master of Management Studies)
Course Full Title	Financial Accounting
Course Short Title	FA
Course Code	MMS C102
Course Credit	4
Semester	I

Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply the concepts of income statements to prepare balance sheet.
CO2	Apply deferred revenue expenditure to measure capital and revenue item treatments.
CO3	Describe methods of depreciation and their impact on asset valuation
CO4	Illustrate the knowledge of ethical issues in accounting to differentiate between error and frauds
CO5	Understand the concepts of inventory valuation and their effect on profit and cost of goods.

Programme	MMS (Master of Management Studies)
Course Full Title	Business Statistics
Course Short Title	BS
Course Code	MMS C 103
Course Credit	4
Semester	I
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Compare the methods of correlation and regression analysis for model building
CO2	Describe Bayes' Theorem, independence of events and probability tree

CO3	Illustrate the knowledge of Classical News paper boys' problem for comparison of conditional expectations.
CO4	Infer hypothesis testing results by using T-Test, Chi square test and Z test.

Programme	MMS (Master of Management Studies)
Course Full Title	Operations Management
Course Short Title	OM
Course Code	MMS C104
Course Credit	4
Semester	I
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Understand the basic principles of operations management for applications in product and service industry.
CO2	Compare the Methods of EOQ, ABC and discount policy for stock and cost implications
CO3	Select QC and SQC technique to identify process improvement due to sources of variation
CO4	Describe the facility layout for equipment, machines and workflow placements.
CO5	Illustrate the knowledge of sequencing techniques in studying optimal ordering of jobs.

Programme	MMS (Master of Management Studies)
Course Full Title	Managerial Economics
Course Short Title	ME
Course Code	MMS C 105
Course Credit	4

Semester	I
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the knowledge of types of demand and its factor affecting linear demand curve.
CO2	Compare the pricing practices affecting pricing decisions.
CO3	Describe the concept of supply, factors affecting supply and the law of supply for supply demand analysis.
CO4	Illustrate the production function through isoquant and isocost analysis to get a holistic production economy.
CO5	Classify the types of markets and its application in various businesses.

Programme	MMS (Master of Management Studies)
Course Full Title	Effective and Managerial Communication
Course Short Title	EMC
Course Code	MMS E101
Course Credit	4
Semester	I
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate components and models of communication associated with development of business communication.

CO2	Compare Formal and Informal communication and its extraneous factors.
CO3	Evaluate approaches and consequences of grapevine in behavioural management.
CO4	Analyze the concepts and examples related to meetings and report writing.
CO5	Illustrate the role of managers when dealing with people from nationalities.
CO6	Analyze the Case Studies related to impacts of modern technology on business communication.

Programme	MMS (Master of Management Studies)
Course Full Title	Organizational Behaviour
Course Short Title	OB
Course Code	MMS E102
Course Credit	4
Semester	I
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate marketing concepts with respect to historical developments from production to sustainability
CO2	Compare Marketing opportunities available in various sectors.
CO3	Evaluate different approaches and consequences of new product development process.
CO4	Analyze the concepts and examples related to advertising and sales promotion.
CO5	Illustrate the role of managers in building direct marketing communication tools.
CO6	Analyze the Case Studies related to pricing decisions and its impact on sales.

Programme	MMS (Master of Management Studies)
Course Full Title	Negotiations and Selling Skills
Course Short Title	NSS
Course Code	MMS E103
Course Credit	4
Semester	I
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Explain the concepts and importance of Negotiations & Selling for all functions of Management
CO2	Introduce the basic elements of the selling
CO3	Understanding the models used for effective selling and negotiations
CO4	Understanding the basic qualities, traits and skills needed to imbibe to be an effective management professional
CO5	Apply concepts of Negotiation and Selling skills

Programme	MMS (Master of Management Studies)
Course Full Title	Introduction to Creativity and Innovation
Course Short Title	ICI
Course Code	MMS E104
Course Credit	4
Semester	I

Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the use of analogies and metaphor for problem reframing.
CO2	Compare the relationship between creativity, invention and innovation.
CO3	Describe the incremental, disruptive innovation process and its concept.
CO4	Illustrate the knowledge of government laws and policies in concept development.
CO5	Demonstrate the Osterwalder's Business Model Canvas

SEMESTER II

Programme	MMS (Master of Management Studies)
Course Full Title	Marketing Management
Course Short Title	MM
Course Code	MMS C 201
Course Credit	4
Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes

CO1	Evaluate organizational theories and behaviours associated with decision making
CO2	Compare Leadership Functions and analyze Leadership Behaviour pattern .
CO3	Evaluate different approaches and consequences of crisis management.
CO4	Analyze the concepts and examples related to strategic management.
CO5	Illustrate the role of managers in building a network of relationships.

Programme	MMS (Master of Management Studies)
Course Full Title	Financial Management
Course Short Title	FM
Course Code	MMS C 202
Course Credit	4
Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply the concepts of corporate finance and Indian financial system.
CO2	Use investment decision analysis for capital expenditure decision.
CO3	Describe dividend policy and its impact on dividend payout ratio and retention ratio.
CO4	Evaluate theory of capital structure and the impact of D/E ratio on EPS
CO5	Analyze NPV and IRR techniques for capital expenditure decision.
CO6	Illustrate the working capital management to calculate the working capital requirements

Programme	MMS (Master of Management Studies)
Course Full Title	Operations Research

Course Short Title	OR
Course Code	MMS C 203
Course Credit	4
Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the knowledge of game theory and its usage in competitive business environment.
CO2	Compare the linear programming formulation affecting data envelopment analysis.
CO3	Describe the concept of transportation problems affecting project management.
CO4	Illustrate sensitivity analysis for applying in various business scenarios.
CO5	Classify the types of queue system and its application in various working environment.
CO6	Evaluate effects of project management techniques under risk and uncertainty.

Programme	MMS (Master of Management Studies)
Course Full Title	Business Research Methods
Course Short Title	BRM
Course Code	MMS C 204
Course Credit	4
Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	

Course Outcome Number	Description of Course Outcomes
CO1	Compare the Univariate and Bivariate analysis of Data with multiple category responses.
CO2	Analyze criteria for good measurement for problem solving in research.
CO3	Describe research problem and formulation of research hypotheses.
CO4	Illustrate the knowledge of Primary and Secondary Data collection for proving the end results.
CO5	Infer hypothesis testing results by using T-Test, Chi square test and Z test for research conclusion.
CO6	Classify the types of randomized design in one way Anova and two ways Anova.

Programme	MMS (Master of Management Studies)
Course Full Title	Human Resource Management
Course Short Title	HRM
Course Code	MMS C 205
Course Credit	4
Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate components and models of Human Resource Development for long term planning and growth.
CO2	Compare strategies and goals related to the organizations human capital.
CO3	Evaluate different approaches and consequences of organizational change to practice change management
CO4	Analyze the concepts and examples related to performance appraisal systems.

CO5	Illustrate the role of human resource managers in motivating employees.
CO6	Analyze the Case Studies related to impacts of training and development on performance management.

Programme	MMS (Master of Management Studies)
Course Full Title	Cost & Management Accounting
Course Short Title	CMA
Course Code	MMS E 202
Course Credit	4
Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Explain Concept and Techniques of Cost & Management Accounting
CO2	Determine Types of Costs and their Relevance in Decision Making
CO3	Apply various Methods of Costing and its Application
CO4	Explain Standard Costing and Variance Analysis
CO5	Describe Activity Based Costing & Activity Based Management

Programme	MMS (Master of Management Studies)
Course Full Title	Business Environment
Course Short Title	BE
Course Code	MMS E 203
Course Credit	4

Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Analyze the Internal and External Environment of a Business
CO2	Describe Regulatory Environment of Business
CO3	Analyze the Impact of Union Budget on Various Sectors
CO4	Compare the Opportunities and Challenges of Policies relating to LGP with reference to Business
CO5	Explain the concept of International Trade

Programme	MMS (Master of Management Studies)
Course Full Title	Entrepreneurship Management
Course Short Title	EM
Course Code	MMS E 207
Course Credit	4
Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate Legal framework for starting a business in India

CO2	Compare Indian family business with international entrepreneurship
CO3	Evaluate different approaches and consequences of entrepreneurship by Dalits.
CO3	Analyze the concepts and examples related to entrepreneur and entrepreneurship.
CO4	Illustrate the role of managers in building new ventures and start ups.
CO5	Describe PEST factors and its application in the start up business model.
CO6	Evaluate Legal framework for starting a business in India

Programme	MMS (Master of Management Studies)
Course Full Title	Developing Teams & Effective Leadership
Course Short Title	DL & EL
Course Code	MMS E 209
Course Credit	4
Semester	II
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate components and models of Leadership for long term planning and growth.
CO2	Compare strategies and goals related to the Stress Management.
CO3	Evaluate different approaches and consequences of using negotiations, power and influence.
CO4	Analyze the concepts and examples related to performance based on time management.

CO5	Illustrate the role of human resource managers in leading Virtual Teams.
CO6	Analyze the Case Studies related to impacts of Management Strategies in team performance.

MMS- SEMESTER III (COMMON)

Programme	MMS (Master of Management Studies)
Course Full Title	International Business
Course Short Title	IB
Course Code	MMS C 301
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Finance
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate cross cultural management and the cultural differences
CO2	Compare EPRG Model and Country Analysis.
CO3	Evaluate different approaches and consequences of culture and leader effectiveness.
CO4	Analyze the concepts and examples related to investment decisions.
CO5	Illustrate the impact of I-R model on subsidiary management.

Programme	MMS (Master of Management Studies)
Course Full Title	Strategic Management
Course Short Title	SM
Course Code	MMS C 302

Course Credit	4
Semester	III
Internal /External	University
Specialization	Finance
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the use of PESTEL and SWOT as tools for strategic formulation.
CO2	Compare the relationship between Ansoff matrix and grand strategy for strategic formulation.
CO3	Describe Porter's Generic strategies and Value chain
CO4	Illustrate SBU and McKinsey models for strategic coherence.
CO5	Demonstrate the Red-Blue-Purple Ocean strategy

Programme	MMS (Master of Management Studies)
Course Full Title	Summer Internship
Course Short Title	SM
Course Code	MMS C 303
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Finance
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply Classroom Theories and Concepts
CO2	Demonstrate various Organizational Process and Practices

CO3	Develop a working Knowledge of various Job Processes and Duties
CO4	Demonstrate Hands on Experience
CO5	Analyze Qualitative and Quantitative Data and Interpretation

MMS- SEMESTER III (FINANCE SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Financial Markets and Institutions
Course Short Title	FM & I
Course Code	MMS F 304
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Finance
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Describe various concepts pertaining to Financial Markets and Financial Institutions
CO2	Determine and Analyze the Appropriate Measures of Risk and Return for various Financial Instruments
CO3	Evaluate the Role Symmetric Versus Asymmetric Information
CO4	Apply the Mechanics and Regulation of Financial Securities Exchanges
CO5	Determine the Value of Stocks, Bonds, and Securities
CO6	Explain the role of RBI in the Indian Financial System

Programme	MMS (Master of Management Studies)
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Course Full Title	Corporate Valuation And Merger & Acquisition
Course Short Title	CV and M&A
Course Code	MMS F 305
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Finance
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Compare the methods of valuation using cash flow, elements of risk and return.
CO2	Analyze FCFF and FCFE to calculate the elements of risk.
CO3	Describe Non-DCF valuation models and relative valuation model.
CO4	Illustrate the knowledge of Mergers & Acquisitions for business restructuring the M & A process.
CO5	Infer regulatory considerations, takeover code and pricing applications.

Programme	MMS (Master of Management Studies)
Course Full Title	Security Analysis and Portfolio Management
Course Short Title	SAPM
Course Code	MMS F 306
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Finance
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	

Course Outcome Number	Description of Course Outcomes
CO1	Understand the basic principles of Securities-Risk and return analysis.
CO2	Compare Dow theory, Japanese candle stick patterns and chart patterns.
CO3	Select Investment decision theory to identify timing, allocation, buy and hold.
CO4	Describe Portfolio Management strategies and portfolio optimization.
CO5	Illustrate the knowledge of portfolio risk and return in studying Capital Market Theories.

Programme	MMS (Master of Management Studies)
Course Full Title	Financial Regulations
Course Short Title	FR
Course Code	MMS F 307
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Finance
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the knowledge of financial regulations framework in global financial crisis.
CO2	Compare the SEBI Regulations affecting financial statutory bodies.
CO3	Describe the concept of IRDA, factors affecting the regulatory framework of IRDA and CCI.
CO4	Illustrate the prevention of Money Laundering and its regulation.

CO5	Classify Credit Rating Agencies Regulations
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Programme	MMS (Master of Management Studies)
Course Full Title	Derivatives and Risk Management
Course Short Title	DRM
Course Code	MMS F 308
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Finance
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate components of Bull call spread, Bear put spread, Ladder and Ladder ratio spreads.
CO2	Compare Mechanics and Properties of Options and its Co-relation with underlying assets.
CO3	Evaluate different approaches and consequences of commodity and interest rate futures.
CO4	Analyze the concepts and examples related to Risk Management using Greeks Delta, Theta, Vega and Gamma risks of options.
CO5	Illustrate Trading, Clearing and Settlement in Derivatives Markets.

Programme	MMS (Master of Management Studies)
Course Full Title	Banking & Financial Services Institutions
Course Short Title	IBk.
Course Code	MMS F 310
Course Credit	4

Semester	III
Internal /External	Internal
Specialization	Finance
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate the concepts of Fund based and Fee based services.
CO2	Compare major banking products and services available for retail and corporate banks in India.
CO3	Evaluate Mutual Funds Products, schemes and investment plans.
CO4	Analyze the concepts and examples related to leasing, leasing procedure followed by Indian Financial Institutions
CO5	Illustrate the role of managers in building direct marketing communication tools.

SEMESTER III (MARKETING SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Sales Management
Course Short Title	Sales Mgmt.
Course Code	MMS M 304
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Marketing
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes

CO1	Evaluate the sales management function and its process
CO2	Compare Selling skills; Negotiation skills for services sales against physical goods sales
CO3	Evaluate different approaches and consequences of territory management and route planning.
CO4	Analyze the concepts and examples related to forecasting techniques and trend analysis.
CO5	Illustrate the role of sales managers in fields sales control and sales management.

Programme	MMS (Master of Management Studies)
Course Full Title	Marketing Strategy
Course Short Title	MS
Course Code	MMS M 305
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Marketing
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Compare the SWOT analysis and PARTS framework A+nd design of the demand landscape.
CO2	Analyze Return on Marketing Investment; Market share and payback period; Net Promoter score.
CO3	Describe product life cycle from pre-launch, pruning and Withdrawal from the market.
CO4	Illustrate the knowledge of Situation Analysis – 5C’s analysis.
CO5	Infer Need for control and availability of Resources and role in channel availability

Programme	MMS (Master of Management Studies)
Course Full Title	Consumer Behaviour
Course Short Title	CB
Course Code	MMS M 306
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Marketing
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply Models of consumer behavior and their marketing implications: The economic model, Learning model.
CO2	Use Maslow's hierarchy of needs and its relevance to consumer behavior and marketing strategy.
CO3	Describe Zaltman metaphors to understand attitude towards Consumer.
CO4	Evaluate theory of Personality: Freudian Theory and Trait Theory.
CO5	Analyze Diffusion of innovation process and Consumer Adoption of new products.

Programme	MMS (Master of Management Studies)
Course Full Title	Services Marketing
Course Short Title	Services Mkt.
Course Code	MMS M 307
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Marketing
Core/Elective	Core

Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the knowledge of CRM as a tool for customer satisfaction and retention.
CO2	Compare the demand sensitive services for developing quantitative ability for decision making.
CO3	Compare the demand sensitive services for developing quantitative ability for decision making.
CO4	Describe the concept of Complaint handling , Service Failure & Service Recovery.
CO5	Illustrate SERVQUAL model in various business scenarios.
CO6	Classify the types of Consumer Behavior in Services and the reciprocating strategies.
CO7	Evaluate effects of Gaps in service management

Programme	MMS (Master of Management Studies)
Course Full Title	Product and Brand Management
Course Short Title	P&BM
Course Code	MMS M 308
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Marketing
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate Product Mix and SBU Strategies in multifactor mix.

CO2	Compare Branded House Vs House of Brands and Corporate Brand.
CO3	Evaluate different approaches and consequences of Brand prism by Kapferer Model in Brand Anatomy .
CO4	Analyze the concepts and examples of Brand Equity.
CO5	Illustrate the role of managers in building Product and brand concepts.

Programme	MMS (Master of Management Studies)
Course Full Title	Retail Management
Course Short Title	P&BM
Course Code	MMS M 311
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Marketing
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Compare Factors Influencing Retailing, Basic Retail Models.
CO2	Analyze supply chains Networks, Demand Forecasting, sourcing & vendor selection in Inventory Management.
CO3	Describe Huff Model, Radial studies, Gravity Models, & Drive-time .
CO4	Illustrate the knowledge of In-store service, Visual Merchandising, Store-wise inventory Management Merchandising, Store-wise inventory Management
CO5	Infer Need for control and availability of Resources and role in retail management.

SEMESTER III (HRM SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Training and Development
Course Short Title	T&D
Course Code	MMS H 304
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	HRM
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate the concepts of training, structure, need assessment and training evaluation.
CO2	Compare major learning methodologies and principles of Adult Learning.
CO3	Evaluate training budget, calendar and training modules.
CO4	Analyze the concepts and examples related to satellite Based Training, Outbound Training and fusion methodology.
CO5	Illustrate the role of managers in methods of planning, organizing conferences and training audit.
CO6	Analyze the Case Studies related to competency modeling and mapping.

Programme	MMS (Master of Management Studies)
Course Full Title	Compensation and Benefits
Course Short Title	C& B
Course Code	MMS H305
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	HRM
Core/Elective	Core

Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Understand the basic principles of Compensation and Reward Strategy.
CO2	Compare CTC of each element of Compensation Structure.
CO3	Select Reward strategies to identify elements of reward management.
CO4	Describe Inflation, Provident Fund and Income Tax
CO5	Describe Inflation, Provident Fund and Income Tax
CO6	Illustrate the knowledge of variable pay and various types of variable pay.

Programme	MMS (Master of Management Studies)
Course Full Title	Competency Based HRM and Performance Management
Course Short Title	CB HRM
Course Code	MMS H 306
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	HRM
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate context and relevance of competency level in modern organization.
CO2	Compare application Areas of 360 Degree feed back in employee development.
CO3	Evaluate the role of the appraiser in conducting staff appraisal.
CO4	Analyze the concepts of validating the competency models.

CO5	Illustrate the role of HRM building ethical performance management practices.
CO6	Describe cases of multinational corporations' pitfalls and limitations.

Programme	MMS (Master of Management Studies)
Course Full Title	Labour Laws and Implication on Industrial Relations
Course Short Title	IR
Course Code	MMS H 307
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	HRM
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply system approach to IR and IR Model relating to labor laws.
CO2	Use Industrial Dispute Act and Trade Union Act for amendments and provisions.
CO3	Describe Social Security Legislations and Wage Legislations.
CO4	Evaluate theory of Maternity Benefit Act and Apprentice Act.
CO5	Analyze Factories Act and Bombay Shop and Establishment Act.

Programme	MMS (Master of Management Studies)
Course Full Title	Human Resource Planning and Application of Technology in HR
Course Short Title	HRP
Course Code	MMS H 308
Course Credit	4

Semester	III
Internal /External	Internal
Specialization	HRM
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Understand the basic principles of Human Resource Planning and forecasting.
CO2	Compare the concepts of job analysis and selection
CO3	Select types of tests for job analysis.
CO4	Describe diversity planning, gender diversity and workforce diversity.
CO5	Illustrate the knowledge of technology in human resource management.

SEMESTER III (SYSTEMS SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Database Management System & Data Warehousing
Course Short Title	DBMS
Course Code	MMS S 304
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Systems
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes

CO1	Evaluate components and models of entity relationship and entity sets.
CO2	Compare Database Management System at Logical, Conceptual and physical system environment.
CO3	Evaluate Data warehousing, Multidimensional Data models and data warehousing architecture.
CO4	Analyze the concepts of Data Fragmentation, Replication and Allocation Techniques for distributed data base design
CO5	Illustrate Simple Centralized Database System and its advantages to users.
CO6	Analyze the Cases related to Traditional file System and Modern Data base management system.

Programme	MMS (Master of Management Studies)
Course Full Title	Enterprise Management Systems
Course Short Title	EMS
Course Code	MMS S 305
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Systems
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate Merits and Demerits Enterprise Resource Planning.
CO2	Compare application Areas of ERP in SCM and CRM.
CO3	Evaluate industry verticals and impact of ERP on the verticals.
CO4	Analyze the concepts and examples related to enterprise content management.
CO5	Illustrate the role of IT and Systems building cashless and process oriented organizations.

CO6	Describe cases of SCM, CRM and ERP combined with E-enabled organization.
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Programme	MMS (Master of Management Studies)
Course Full Title	Big Data and Business Analytics
Course Short Title	BA
Course Code	MMS S 306
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Systems
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply the concepts of ELT Data processing chain from business intelligence to business analytics.
CO2	Use Data Mining and decision making predictive analysis forecasting.
CO3	Describe business Metrics in action data science in startups and new setups.
CO4	Evaluate theory of NLP, Regression, Correlation and cluster analysis for data driven prediction.
CO5	Analyze informative Cognos and integration social analytics for business application.

Programme	MMS (Master of Management Studies)
Course Full Title	Knowledge Management
Course Short Title	KM
Course Code	MMS S 307
Course Credit	4

Semester	III
Internal /External	Internal
Specialization	Systems
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the knowledge and expertise meaning of epistemology.
CO2	Compare Procedural Vs Declarative, Tactic Vs Explicit generals.
CO3	Compare Procedural Vs Declarative, Tactic Vs Explicit generals.
CO4	Describe the concept of environment forces driving KM organizational issues in KM Systems.
CO5	Illustrate factors influencing universalistic and contingency view leadership.
CO6	Classify Infrastructure, Mechanisms, technologies of Knowledge Management Solutions and components.

Programme	MMS (Master of Management Studies)
Course Full Title	Software Engineering
Course Short Title	SE
Course Code	MMS S 308
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Systems
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes

CO1	Compare the various phases of software development life cycle model.
CO2	Analyze use of structured methods for visualization of the IT based solution.
CO3	Describe software estimation and methods of software estimation.
CO4	Illustrate the knowledge of documenting software development process for user requirement specifications.
CO5	Infer functional testing, automated methods for testing and stress test for quality assurance in each phase.
CO6	Classify the life cycles such as Waterfall, Spiral and rational unified process.

Programme	MMS (Master of Management Studies)
Course Full Title	Data Mining & Business Intelligence
Course Short Title	DM & BI
Course Code	MMS S 309
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Systems
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate Architecture of Data Mining and its functionalities.
CO2	Compare data mining techniques and its statistical perspective.
CO3	Evaluate role of business intelligence in modern business and its challenges.
CO4	Analyze the Enterprise Performance Life Cycle framework elements implemented in BI.
CO5	Analyze the Case Studies related to industry approaches and trends towards data mining.

SEMESTER III (OPERATIONS SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Supply Chain Management
Course Short Title	SCM
Course Code	MMS O 304
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Operations
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate linkages and decisions in SCM for service based industry.
CO2	Compare supply chain applications to online sales network design in the SC.
CO3	Evaluate CPRF Concept for locating desired products
CO4	Analyze the concepts and examples related to current trend in Supply Chains.
CO5	Illustrate the role of managers in building Lean Manufacturing and Mass Customization.
CO6	Describe regional differences in Logistics, infrastructure and performance expectations.

Programme	MMS (Master of Management Studies)
Course Full Title	Operations Analytics
Course Short Title	OA
Course Code	MMS O 305
Course Credit	4
Semester	III
Internal /External	Internal

Specialization	Operations
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply the concepts of MAD, MSE, MAPE & tracking signal.
CO2	Use risk and performance indices wrt cost, capacity, quality logistics and distribution.
CO3	Describe supply chain analytics and its impact on Procurement, Manufacturing.
CO4	Evaluate reporting, drill down, utility view and process view.
CO5	Analyze performance metrics for inventory decision
CO6	Illustrate the dash board design and Scorecard design.

Programme	MMS (Master of Management Studies)
Course Full Title	Service Operations Management
Course Short Title	SOM
Course Code	MMS O 306
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Operations
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the knowledge of site selection and its usage in quasi manufacturing services.

CO2	Compare the demand sensitive services for developing quantitative ability for decision making.
CO3	Describe the concept of off shoring and competitive capabilities.
CO4	Illustrate SERVQUAL model in various business scenarios.
CO5	Classify the types of performance measurement system and its application in various working environment.
CO6	Evaluate effects of inventory management techniques under inventory control.

Programme	MMS (Master of Management Studies)
Course Full Title	Manufacturing Resource Planning and Control
Course Short Title	MRP&C
Course Code	MMS O 307
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Operations
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Compare the MRP1 and MRPII benefits use in decision making.
CO2	Analyze criteria for good capacity requirement planning and scheduling strategies.
CO3	Describe various models optimization for capacity planning models lay out.
CO4	Illustrate the knowledge of Broader heading, safety and hedges on MPS module.
CO5	Infer independent & dependent demand for quantitative problems.

Programme	MMS (Master of Management Studies)
Course Full Title	Materials Management
Course Short Title	MM
Course Code	MMS O308
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Operations
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate components and models of materials management for long term planning and growth.
CO2	Compare strategies and goals related to the procurement activities.
CO3	Evaluate different approaches and consequences of international procurement imports.
CO4	Analyze the concepts and examples related to supplier quality assurance programme.
CO5	Illustrate the role of operations managers in warehouse management.
CO6	Analyze the Case Studies related to obsolete, surplus and scrap management.

Programme	MMS (Master of Management Studies)
Course Full Title	Industrial Engineering Application & Management
Course Short Title	IL
Course Code	MMS O 315
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Operations
Core/Elective	Elective

Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate industrial engineering scope and productivity.
CO2	Compare ILO framework for industrial engineering standards
CO3	Evaluate different approaches and consequences of work study measurement.
CO4	Analyze the concepts and examples related to white collar productivity.
CO5	Illustrate the role of managers in building P,Q,R,S,T concepts.

MMS- SEMESTER IV

Programme	MMS (Master of Management Studies)
Course Full Title	Project Management
Course Short Title	PM
Course Code	MMS C 401
Course Credit	4
Semester	IV
Internal /External	University
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Evaluate Project Management Concepts and attributes of Project lifecycle and stake holders
CO2	Compare Average and Exponential smoothing methods with Techno-economic feasibility

CO3	Evaluate Time and cost estimates with AON and AOA Conventions for Budget estimates .
CO4	Analyze the concepts and examples related to project management.
CO5	Illustrate the concept of Project scheduling and Risk Management techniques.

Programme	MMS (Master of Management Studies)
Course Full Title	General Management
Course Short Title	SM
Course Code	MMS C 402
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply Cross Functional Theories and Concepts
CO2	Analyze Working of various Departments of an Organization
CO3	Appraise various Organizational Process and Practices
CO4	Demonstrate Managerial Skills
CO5	Demonstrate Integrated Learning

Programme	MMS (Master of Management Studies)
Course Full Title	Functional Specialization
Course Short Title	SM

Course Code	MMS C 403
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Describe the purpose of Functional Departments (Finance, Marketing, HR, IT and Operations) of an Organization
CO2	Demonstrate the establishment of functional department in an organization.
CO3	Carry Out Diagnostic Studies
CO4	Demonstrate Managerial Skills
CO5	Demonstrate Analytical Skills

Programme	MMS (Master of Management Studies)
Course Full Title	Social Relevance
Course Short Title	SM
Course Code	MMS C 404
Course Credit	4
Semester	III
Internal /External	Internal
Specialization	Common
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes

CO1	Demonstrate the ability for Social Responsibilities
CO2	Demonstrate Citizen Participation
CO3	Demonstrate Interpersonal Skills
CO4	Demonstrate Environment Sustainability

MMS- SEMESTER IV (FINANCE SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Commercial Banking
Course Short Title	Comm. Bk.
Course Code	MMS F 405
Course Credit	4
Semester	IV
Internal /External	Internal
Specialization	Finance
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Illustrate the basic schemes of deposit and credit, dangers of money laundering and usefulness
CO2	Compare types of credits – term loan and working capital and how to appraise a credit proposal.
CO3	Describe concepts and fundamentals of Commercial Banking,.
CO4	Illustrate the knowledge of Legal Aspects of Banking Negotiable Instrument Act and Banking Regulation Act.
CO5	Demonstrate the India's agrarian sector and regional rural banks priority sector .

MMS- SEMESTER IV (HRM SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	OD and Change Management
Course Short Title	OD & CM
Course Code	MMS H 405
Course Credit	4
Semester	IV
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Compare the Process of Change, Creativity & Innovation for Organizational Change.
CO2	Analyze The Balanced Score Card – Value Creation and Performance management.
CO3	Describe Approaches to OD Systems Approach and Action Research.
CO4	Illustrate the knowledge of Latest trends in OD and Change Management.
CO5	Infer OD Intervention theories and intervention models.

MMS- SEMESTER IV (MARKETING SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Integrated Marketing Communications
Course Short Title	IMC
Course Code	MMS M 405
Course Credit	4
Semester	IV
Internal /External	Internal
Specialization	Common

Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Explain Various Concepts of IMC
CO2	Compare Different Media for Advertising
CO3	Explain Reputation Management
CO4	Analyze Various Dynamics of Promotions
CO5	Apply Direct Marketing Tools and Techniques
CO6	Determine/Analyze/assess Various Issues of Media Planning

MMS- SEMESTER IV (SYSTEMS SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Strategic Information Technology Management
Course Short Title	SITM
Course Code	MMS S 405
Course Credit	4
Semester	IV
Internal /External	Internal
Specialization	Systems
Core/Elective	Core
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Apply the concepts related to value chain, five forces, Information asymmetry and Technology.

CO2	Use Strategic Role of IT in gaining Competitive advantage.
CO3	Describe different methods of Web related technologies, web media to use world wide web for business.
CO4	Illustrate the knowledge of Mobile technology and impact on business and mobile strategy
CO5	Understand the concepts of Writing own strategy- Develop.

MMS- SEMESTER IV (OPERATIONS SPECIALIZATION)

Programme	MMS (Master of Management Studies)
Course Full Title	Operations Applications and Cases
Course Short Title	OA & C
Course Code	MMS O 405
Course Credit	4
Semester	IV
Internal /External	Internal
Specialization	Common
Core/Elective	Elective
Course Outcomes(CO) / Learning Outcomes : On successful completion of this course, the learner will be able to	
Course Outcome Number	Description of Course Outcomes
CO1	Understand the basic principles of risks pertaining to Outsourcing & mitigation of risks .
CO2	Compare Offshoring Cost Issues and Offshoring Non Cost Issues .
CO3	Select Factors driving Outsourcing and Scale of production or service.
CO4	Describe the Unethical and Ethical issues facing the Offshoring.
CO5	Illustrate the knowledge of trade dispute and international disputes in offshoring.