

## **Masters in Management Studies (MMS)**

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, analyse and communicate global, economical, 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
PSO1	Develop the entrepreneurial skills for the future society requirements.
PSO2	An ability to recognize the importance of professional development by pursuing management studies that offer challenging and rewarding careers in the field of management

# COs of subjects

## SEMESTER I

### Business Statistics

CO1	Students will be able to describe Probability Theory and Probability Distributions in relation to general Statistical Analysis
CO2	Students will be able to describe techniques of Quantitative Methods in the context that they are to be applied
CO3	Students will be able to interpret Sampling Methodologies and their analysis
CO4	Students will be able to analyze Coorelation & Regression
CO5	Students will be able to evaluate Statistical results

### Effective and Management Communications

CO1	The Student will be able to define Effective & management communication helping to foster and maintaining strong working relationships at all levels of an organisation
CO2	The student will be able to interpret in all the four language skills such as listening, speaking, reading and writing.
CO3	The student will be able to build oral and written presentations effectively.
CO4	The student will be able to simplify content activity learning outcomes - debates, Group Discussions and Interviews
CO5	The student will be able to determine good communication in business exhibiting effective interpersonal skills, negotiation skills and body language
CO6	The student will be able to improve team building and increases employee loyalty, in turn improve morale and efficiency
CO7	The student will be able to create Effective communication an essential tool in achieving productivity

### Financial Accounting

CO1	Students will be able to to execute the accounting process, recording-classifying and summarizing.
CO2	Students will be able to apply the principles
CO3	Students will be able to apply detailed and in depth understanding of all the items in the corporate financial statements
CO4	Students will be able to distinguish between revenue and capital income and expenditure and their treatment in corporate financial statements
CO5	Students will be able to understanf different measures of depreciation and their impact on profitability and asset valuation
CO6	Students will be able to prepare financial statements

CO7	Students will be able to analyse Annual Reports
-----	---

### **MANAGERIAL ECONOMICS**

CO1	Student will be able to show household, business, government & global behavior to determine the aggregate demand of goods & services
CO2	Student will be able to illustrate elements that contribute to and undermine from long-term economic growth
CO3	Student will be able to organize different degrees of competition in a market affecting price and output
CO4	Student will be able to analyze economic reasoning to individual and firm behavior
CO5	Student will be able to compare and Evaluate the relation between household activities and the economic models of demand
CO6	Student will be able to combine link between production cost and the economic model of demand & supply
CO7	Student will be able to interpret prevailing circumstances in each market and evaluate the type of market for abnormal profits

### **Negotiation & Selling Skills**

CO1	Students will be able to describe different ways of Negotiation- Netegrative & Distributive Negotiation
CO2	Students will be able to describe BATNA, ZOPA, and other Negotiating concepts
CO3	Students will be able to illustrate the essentials of Selling through role play and presentation
CO4	Students will be able to apply SPANCO in real life situations
CO5	Students will be able to analyze the Qualities of a good Negotiator
CO6	Students will be able to assess practical ways of differentiating between selling and marketing
CO7	Students will be able to develop Marketing Concepts in Real situations

### **Operations Management**

CO1	Identify various Operations Management techniques in designing operations layout as well as being able to contribute in achieving organizational goals through operations techniques.
CO2	Interpret Operations Problems relating to location, process, layout in real life
CO3	Application of appropriate Operations techniques in procurement
CO4	Analyze the most suitable approaches to achieve the solutions within capacity constraints
CO5	Recommended the appropriate decision making Operations Management approaches and tools to be used in various aspects of Manufacturing and Service organisations.

CO6	Compile Quality through QC techniques value engineering and Standardization
CO7	Understand the role of Service and SCM techniques for improving Operations Management

### **Perspective Management**

CO1	Students will be able to define the relationships between organizational mission, goals, and objectives
CO2	Students will be able to summarize the significance and necessity of managing stakeholders
CO3	Students will be able to relate how internal and external environment shape organizations and their responses
CO4	Students will be able to develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
CO5	Students will be able to analyze organizational design and structural issues
CO6	Students will be able to decide that citizenship involves taking conscious steps for societal advancement

## **SEMESTER II**

### **Cost & Management Accounting**

CO1	Students will be able to identify the difference between financial accounting, management accounting and cost accounting
CO2	Students will be able to predict cost sheet
CO3	Students will be able to articulate marginal cost concept and calculate BEP and Margin of safety
CO4	Students will be able to calculate budget
CO5	Students will be able to assess the activity based costing and activity based management
CO6	Students will be able to devise benchmarking concepts

### **Financial Management**

CO1	Students will be able to define the basic concepts of corporate finance and Indian financial system
CO2	Students will be able to interpret cost of capital of the company
CO3	Students will be able to determine the ratio for the companies
CO4	Students will be able to structure various evaluation techniques like NPV, IRR, payback period etc.
CO5	Students will be able to assess optimum capital structure for the firms
CO6	Students will be able to manage the impact of dividend payout ratio and retention ratio on company's financial position

## **Operations Research**

CO1	Students will be able to identify various optimizing techniques
CO2	Students will be able to interpret the techniques in decision making in business
CO3	Students will be able to implement various project management techniques
CO4	Students will be able to develop operational research model from real system
CO5	Students will be able to validate mathematical basis for business decision making

## **Human Resource Management**

CO1	Students will be able to describe trends in the labor force composition and how they impact human resource management practice.
CO 2	Students will be able to discuss how to strategically plan for the human resources needed to meet organizational goals and objectives
CO 3	Students will be able to define the process of job analysis and discuss its importance as a foundation for human resource management practice
CO4	Students will be able to explain how legislation impacts human resource management practice.
CO 5	Students will be able to compare and contrast methods used for selection and placement of human resources.
CO 6	Students will be able to describe the steps required to develop and evaluate an employee training program
CO 7	Students will be able to summarize the activities involved in evaluating and managing employee performance.
CO 8	Students will be able to identify and explain the issues involved in establishing compensation systems.

## **Marketing Management**

CO 1	Students will be able to critically analyse an organisation's marketing strategies
CO 2	Students will be able to evaluate marketing implementation strategies
CO 3	Students will be able to formulate and assess strategic, operational and tactical marketing decisions
CO 4	Students will be able to plan and conduct an investigation into an organisation's marketing
CO 5	Students will be able to strategize and communicate findings in an appropriate format.

## **Developing Teams and Effective Leadership**

CO1	The Student will be able to define team building which foster and maintaining strong working relationships at all levels of an organisation
-----	---

CO2	The student will be able to interpret all the necessary leadership styles required for competitive Market.
CO3	The student will be able to build skills for leadership.
CO4	The student will be able to simplify content activity learning outcomes - debates, Group Discussions and Interviews
CO5	The student will be able to determine good competencies in business exhibiting effective interpersonal skills, negotiation skills and body language
CO6	The student will be able to improve team building and increases employee loyalty, in turn improve morale and efficiency
CO7	The student will be able to create Effective team building skills as an essential tool in achieving productivity

### **Business Research Methods**

CO 1	The student will be able to relate the major approaches to business research;
CO 2	The student will be able to demonstrate the various aspects of research design;
CO 3	The student will be able to understand the requirements of a literature review;
CO 4	The student will be able to appraise the principles of quantitative and qualitative data analysis

### **Management Information System**

CO1	To develop understanding of information system
CO2	To develop the skills of data management and interpretation
CO3	To be able to use of information system in management decision
CO4	To be able to strategically use information system in customer acquisition
CO5	To understand importance of security of information system

## **SEMESTER III**

### **International Business**

CO1	Student will be able to discover a vast knowledge of International Business Management
CO2	Student will be able to interpret country attractiveness with cultural differences and impact on business operations
CO3	Student will be able to judge the decision of Entry into the international market with financial decision
CO4	Student will be able to analyze role of intermediaries in International Business
CO5	Student will be able to evaluate the structure of International organizations and multinational corporations

## **Strategic Management**

CO1	The student will be able to define macro environmental issues
CO2	The student will be able to interpret industry factors and assess their impact on profitability and strategic positioning
CO3	The student will identify strategic capabilities and gaps
CO4	The student will be able to classify and evaluate SBU strategies
CO5	The student will be able to appraise the importance of social, economic and political forces; and technological
CO6	The student will be able to evaluate the impact of internationalisation on strategy making
CO7	The student will be able to formulate the strategy at the single business unit level

## **Derivatives and Risk Management**

CO1	Student will be able to relate concepts connected to derivative markets and gain in-depth knowledge of working with derivatives markets
CO2	Student will be able to demonstrate knowledge of forward contracts, futures contracts, swaps and options work
CO3	Student will be able to make use of securities for hedging and/or speculative purposes
CO4	Student will be able to discover various risk assessment methods and Options Greeks
CO5	Student will be able to assess trading, clearing and settlement mechanism in derivatives markets

## **Financial Regulations**

CO1	The student will be able to define the financial regulations framework and its significance in financial system
CO2	The student will be able to explain regulatory framework with respect to SEBI in regulating the capital market
CO3	The student will be able to identify the regulatory framework of IRDA and CCI
CO4	The student will be able to compare the significance of FEMA and foreign trade policy regulations framework
CO5	The student will be able to determine money laundering concept and its regulation
CO6	The student will be able to adapt regulatory framework for international funds and commodity markets
CO7	The student will be able to build and understand the significance of regulating the credit rating agencies

## **Financial Markets & Institutions**

CO1	Students will be able to define Indian financial system and its components
CO2	Students will be able to explain the role of RBI in the IFS
CO3	Students will be able to explain SE functioning and various products issued by different financial institutions in primary market of India
CO4	Students will be able to categorise different financial products issued in domestic and foreign markets and the working of clearing houses, broking houses, stock exchanges
CO5	Students will be able to explain new markets, products and players
CO6	Students will be able to analyse basics of derivative products available in financial markets
CO7	Students will be able to design different measures of risk of fixed income securities

### **Corporate Valuation, Mergers & Acquisition**

CO1	The student will be able to define the procedures to estimate the value of a company
CO2	The student will be able to extend strategic decisions to enhance company's growth
CO3	The student will be able to identify the elements of risk, and be able to calculate return and cash flows
CO4	The student will be able to examine different methods in valuation
CO5	The student will be able to determine the various forms of business restructuring, regulatory aspects and M& A process
CO6	The student will be able to estimate the different methods of financing, payment and tax considerations

### **Security Analysis and Portfolio Management**

CO1	Student will be able to find various alternatives available for investment
CO2	Student will be able to demonstrate the importance of diversification and management of a portfolio to reduce risk
CO3	Student will be able to develop the relationship between risk and return
CO4	Student will be able to discover the valuation of equities and bonds
CO5	Student will be able to evaluate and review of the portfolio with different methods

### **Wealth Management**

CO1	Students will be able to define basic concepts in wealth management
CO2	Students will be able to explain principles and concepts of wealth management
CO3	Students will be able to apply riskreturn trade off
CO4	Students will be able to point out traditional asset classes
CO5	Students will be able to distinguish alternate asset class



CO6	Students will be able to apply principles of portfolio modelling and its practical use
CO7	Students will be able to create HLV

### **Compensation and Benefits**

CO1	The student will be able to define the roles and functions of a compensation system and relate why a compensation system must fit the organizational context in which it is implemented
CO 2	The student will be able to demonstrate effective pay plans, in compliance with legal standards, to help increase organizational effectiveness
CO3	The student will be able to plan a benefit system, in compliance with legal standards, to help increase organizational effectiveness and employee well being
CO4	The student will be able to examine the job evaluation process and compare and/or contrast the major methods of job evaluation used in establishing pay plans
CO5	The student will be able to dissect different ways to strengthen the pay-for-performance link
CO6	The student will be able to compare the process for conducting compensation surveys
CO7	The student will be able to formulate the development and administration of a total compensation plan

### **Competency based HRM and Performance Management**

CO1	The student will be able to find both theoretical and application-oriented inputs on competency mapping and developing mapped competencies
CO2	The student will be able to explain the concept of competency and competency based HR practices
CO3	The student will be able to make use of various approaches towards building a competency model
CO4	The student will be able to classify the applications of competency model with other HRM functions
CO5	The student will be able to explain various performance based tool & their significance in real life situations.
CO6	The student will be able to develop the understanding about the Performance Management system and strategies adopted by the Organizations
CO7	The student will be able to build the understanding of correlation between Competency based HRM and Performance management

### **HR Planning & Application of Technology in HR**

CO1	The students will be able to relate the Human Resource function in planning and staffing organizational manpower requirements
-----	---

CO2	The students will be able to compare the fundamental concepts, principles, techniques and judgment in supply-demand forecasting and supply programs in determining HR planning
CO3	The students will be able to make use of the nuances of workforce diversity
CO4	The students will be able to dissect strategies to integrate human resources planning with the strategic initiatives of senior management to achieve overall business objectives
CO5	The students will be able to examine the role of HR planning in functions such as training and development, compensation and benefits programs, payroll, performance management and health and safety at work
CO6	The student will be able to evaluate succession plans and critical staffing objectives and evaluate the complexities of downsizing issues and the role of HR planning in the process of downsizing
CO7	The student will be able to design analytics in HR

### **Labor Laws & Implications on Industrial Relations**

CO1	The students will be able to tell basics of Industrial Relations & its significance to Labor Laws
CO2	The students will be able to infer various legislations with their history, basic provisions & case laws
CO3	The students will be able to experiment with court jurisdictions & basic concepts of labor laws in practical sense
CO4	The students will be able to examine history, provisions, case laws & amendments under each law.
CO5	The students will be able to Identify & learn the implications of the application of various acts under study in practical scenarios
CO6	The students will be able to compare & evaluate knowledge of the Industrial Relations & understand the role played in organizational settings ethically
CO7	The students will be able to formulate current amendments in Labour laws & highlight Labour Laws with IR implications

### **OSTD**

CO1	The Student will be able to define the organizational design process and different factors affecting organizational design
CO2	The Student will be able to infer knowledge about the evolution of various Organizational theories & Structures
CO3	The Student will be able to identify & choose contingency decision making perspective under special decision circumstances
CO4	The Student will be able to analyze & adapt the organizational culture and its effect on organizational design
CO5	The Student will be able to determine the strategic role of innovation with ethical cultural practices
CO6	The Student will be able to formulate the role of power & politics with political processes in organizations

CO7	The Student will be able to compare internal & external environment & appreciate inter-organizational relationships
-----	---

### **Training & Development**

CO1	The student will be able to tell the process of training and development and audit
CO2	The student will be able to explain the basics of Training & Development & related terminology
CO3	The student will be able to experiment with various phases of Training & Development in practical scenarios & effective decision making
CO4	The student will be able to discover Adult Learning Techniques to make learning effective as a trainer leader
CO5	The student will be able to determine various Training methods & their significance in real life situations
CO6	The student will be able to plan designing training programmes on need basis in line with the economic & ethical aspects of the organization
CO7	The student will be able to create and solve Training Evaluation Models & audit

### **Manufacturing Resource Planning & Control**

CO1	Students will be able to describe the methods involved in the production of goods and services
CO2	Students will be able to explain the objectives, functions, applications of Manufacturing
CO3	Students will be able to illustrate different Inventory control techniques
CO4	Students will be able to analyze various aggregate production planning techniques
CO5	Students will be able to evaluate various quantitative methods of resources planning
CO6	Students will be able to write various tools of resources planning for decision making in operations

### **Materials Management**

CO1	To understand the importance of materials management function in an organization
CO2	To analyze various plans to reduce the material related costs
CO3	To apply the various techniques used in managing finished goods inventories, and reducing surplus and obsolete materials
CO4	To investigate issues in receiving, stores, traffic and transportation, warehousing and physical distribution
CO5	To develop a master production schedule
CO6	To determine material needs and order release dates by using materials requirements planning (MRP)

## **Operations Analytics**

CO1	Students will be able to define various Analytics techniques in deciding operations efficiency as well as being able to contribute in achieving organizational goals through operations analytics.
CO2	Students will be able to describe forecasting Problems relating to Demand by applying various statistical techniques considering accuracy measures
CO3	Students will be able to apply Services analytics in retail and stocking policy for single and multi server in waiting line concepts
CO4	Students will be able to analyze suitable approaches to achieve the solutions in supply chain analytics
CO5	Students will be able to evaluate the appropriate presentations of reports with various applicable views
CO6	Students will be able to compile Performance Metrics and Display of Dash Board Designing
CO7	Students will be able to understand the role of Kaplan And Norton Framework

## **Service Operations Management**

CO1	Students will be able to describe the analysis, decision making and implementation issues of managing the operational aspects of a service
CO2	Students will be able to interpret the coverage of service operations
CO3	Students will be able to use the unique characteristics of service firms
CO4	Students will be able to analyze the concepts and tools necessary to effectively manage a service operations
CO5	Students will be able to evaluate the strategies for providing service
CO6	Students will be able to develop decisions required for service firms

## **Supply Chain Management**

CO1	Students will be able to state the basic concepts of Logistics Management
CO2	Students will be able to explain key concepts, technologies, risks and rewards associated with supply chain management
CO3	Students will be able to apply supply chain concepts
CO4	Students will be able to analyze sales and operations planning, MRP and lean manufacturing concepts
CO5	Students will be able to evaluate logistics and purchasing concepts
CO6	Students will be able to write the major elements of supply chain and expose to leading edge thinking on supply chain strategy

## **Total Quality Management**

CO1	The students will be able to define the principles of quality management and to explain how these principles can be applied within quality management systems.
-----	--

CO2	The students will be demonstrate in-depth knowledge on various tools and techniques of quality management
CO3	The students will be able to develop the applications of quality tools and techniques in both manufacturing and service industry
CO4	The students will be able to analyse quality management issues in the industry and suggest implement able solutions to those.
CO5	The students will be able to compare the strategic issues in quality management, including current issues and developments.
CO6	Assess the organisational, communication and teamwork requirements for effective quality management
CO7	Design the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality

### **Consumer Buying Behavior**

CO1	Students will be able to describe Consumer Behavior in Digitalized World
CO2	Students will be able to explain key Psychological Processes - Perception, Learning, Memory
CO3	Students will be able to relate Consumer Attitude with buying process, types of Attitude Scales, Marketing Research Process
CO4	Students will be able to analyse Segmenting Targeting & Positioning
CO5	Students will be able to assess Personality , Brand Personality & applications in modern management
CO6	Students will be able to develop insight into Industrial Buying Behavior
CO7	Students will be able to construct indepth knowledge of consumer adoption & diffusion process

### **Digital Marketing**

CO1	Student will be able to define all aspects of digital media
CO2	Student will be able to demonstrate the use of digital media in marketing strategy
CO3	Student will be able to apply marketing strategies to different digital marketing products
CO4	Student will be able to compare different pricing options in digital marketing
CO5	Student will be able to recommend the strategies and execute campaigns on digital media

### **Marketing Strategy**

CO1	The students will be able to relate to the role that salesforce plays in the implementation of marketing strategies
CO2	The students will be able to describe the selling process
CO3	The students will be able to identify factors that affect salesforce success

CO4	The students will be able to analyze the processes involved in recruiting, selecting, training, motivating, compensating, and retaining salespeople
CO5	the students will be able to evaluate a sales presentation that is tailored to a potential buyer's needs
CO6	The students will be able to compare the success of a salesperson, based on individual objectives and organizational objectives
CO7	The students will be able to design, and manage the role of salespeople and salesforces in the marketing strategies of organizations.

### **Product and Brand Management**

CO1	Student will be able to identify importance of Product management and Branding in Marketing
CO2	Student will be able to describe scope of Product and Brand Management in an Organization
CO3	Student will be able to discover key issues in management of brand and strategy
CO4	Student will be able to appraise Brand Development and implementation of product lifecycle
CO5	Student will be able to measure Brand Equity and its application

### **Sales Management**

CO1	The students will be able to relate to the role that salesforce plays in the implementation of marketing strategies
CO2	The students will be able to describe the selling process
CO3	The students will be able to identify factors that affect salesforce success
CO4	The students will be able to analyze the processes involved in recruiting, selecting, training, motivating, compensating, and retaining salespeople
CO5	the students will be able to evaluate a sales presentation that is tailored to a potential buyer's needs
CO6	The students will be able to compare the success of a salesperson, based on individual objectives and organizational objectives
CO7	The students will be able to design, and manage the role of salespeople and salesforces in the marketing strategies of organizations.

### **Services Marketing**

CO1	Students will be able to identify 7 P's of Services Marketing
CO2	Students will be able to explain Services & Product differences, Service Industry applications in real world
CO3	Students will be able to illustrate Service Triangle, New Service Realities
CO4	Students will be able to analyse pricing in Services, different approaches to pricing
CO5	Students will be able to assess communication and the role of different medium used in communication

CO6	Students will be able to create positioning of Services in modern times
CO7	Students will be able to develop service recovery and reasons of service failure

### **Marketing Strategy**

CO1	Students will be able to identify changes in the macroeconomic environment and its impact on marketing programmes
CO2	Students will be able to explain strategic aspects of New Product Development & Commercialization
CO3	Students will be able to apply various matrices to evaluate marketing programmes
CO4	Students will be able to analyze levers to manage prices
CO5	Students will be able to evaluate the issues in the design and management of channels
CO6	Students will be able to Formulate a Marketing Plan

## **SEMESTER IV**

### **Project Management**

CO1	Students will be able to define the concepts of Project
CO2	Students will be able to predict the parameters of cost, time and quality in project management
CO3	Students will be articulate variouse techniques as cpm/pert/earned value analysis
CO4	Students will be able to estimate projected financial statement
CO5	Students will be able to conceive an idea, evaluate its feasibility and make it workable

### **Business Analytics**

CO1	Students will be able to locate various statistical tools and techniques in the process of business analytics
CO2	Students will be able to associate advanced excel functions
CO3	Students will be articulate Data mining Techniques
CO4	Students will be able to validate various models

### **Strategic Sourcing in Supply Management**

CO1	Students will be able to define the structure
CO2	Students will be able to summarize the logistics strategy
CO3	Students will be able to examine the forces shaping international logistics in a global market

CO4	Students will be able appraise accurately the risks occurred due to loss of focus on the satisfaction of end customers demand
CO5	Students will be able to detect the options available for managing inventory

### **Strategic HRM**

CO 1	Apply critical thinking skills in analysing theoretical and applied perspectives of strategic HRM and ER
CO 2	Analyse problems and develop managerial solutions to employment relations problems at both national and workplace level.
CO 3	Demonstrate the application of problem solving and evaluation skills in HRM and ER through exercises and case study work
CO 4	Communicate knowledge of SHRM and employment relations in both written and verbal formats reactive to both audience and purpose.
CO 5	Investigate and communicate the professional values of HRM including the ethical problems inherent in HRM and ER professional roles, including managers and consultant

### **Trends in Marketing**

CO 1	To familiarize the students with the emerging trends in marketing
CO 2	To discuss and make the students understand the new concepts of marketing
CO 3	To identify and interpret the nature and role of service marketing in the light of changing consumer needs and appreciate the importance & requirement of highly effective customer relationship management system.
CO 4	to understand the implications of current trends in social media marketing and emerging marketing trend