



Bombay Suburban Art & Craft Education Society's

SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH

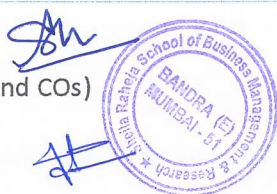
(Approved by AICTE, DTE, Affiliated to University of Mumbai and NAAC Accredited)

Program: Master of Management Studies (MMS)

Course Outcome(s) (COs)

Semester 1:	
Course Name: Perspective Management	
C101.1	Students will be able to develop multiple perspectives that impact business and life.
C101.2	Students will be able to understand various organizational processes and behavioral theories.
C101.3	Students will be able to demonstrate leadership behavior.
C101.4	Students will be able to learn approaches and their consequences during crisis management.
C101.5	Students will be able to understand the role of managers and citizens in society.
C101.6	Students will be able to learn the ways of staying positive and having a healthy mind.
Course Name: Financial Accounting	
C102.1	Students will be able to understand the basic concepts, fundamentals and principles used in financial accounting and apply them.
C102.2	Students will be able to learn accounting mechanics for the preparation of corporate financial statements.
C102.3	Students will be able to understand the intricacies of accounting including depreciation accounting and revenue recognition for finalization of accounting and cost statements.
C102.4	Students will be able to apply the methodology and procedures for financial reporting and presentation of final accounts.

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Course Name: Business Statistics

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| C103.1 | Apply basic concepts of statistics in business situations by using charts and graphs. |
| C103.2 | Decide certainty, uncertainty and risk in Business Situations. |
| C103.3 | Apply knowledge of Probability concerning general Statistical Analysis. |
| C103.4 | Analyze Correlation, Regression and its application in Business Decisions. |

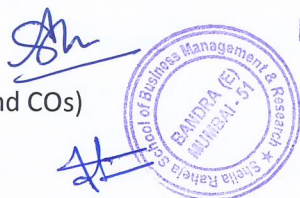
Course Name: Operations Management

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| C104.1 | Students will be able to design the location, layout and process completion time in the manufacturing Industry. |
| C104.2 | Students will be able to apply inventory management techniques, sequencing techniques and production planning techniques in real-world problems. |
| C104.3 | Students will be able to apply knowledge of quality control, SQC and ISO for improvement of product quality. |
| C104.4 | Students will be able to apply knowledge of advanced operation management techniques such as SCM and Value Engineering. |

Course Name: Managerial Economics

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| C105.1 | Students will be able to understand the theories of cost, the nature of production and its relationship to business operations and to understand the roles of managers in firms. |
| C105.2 | Students will be able to understand the internal and external decisions to be made by managers and to apply marginal analysis to the firm under various market conditions. |
| C105.3 | Students will be able to analyze the demand and supply conditions and evaluate the position of a company and integrate the concept of price and output decisions of firms under various market structures. |
| C105.4 | Students will be able to design competitive strategies including costing, pricing, product differentiation and market environment according to the nature of products and the structures of the markets. |
| C105.5 | Students will be able to analyze real-world business problems with a systematic theoretical framework. |

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Course Name: Effective and Management Communication

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| C101.1 | Focus on the importance of communication and the mechanics behind the communication process. |
| C101.2 | Differentiate between types of communication and barriers to communication. |
| C101.3 | To make written and verbal communication effective and attractive. |
| C101.4 | Demonstrate the ways to achieve meaningful written communication in business. |

Course Name: Organizational Behaviour

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| C102.1 | Students will be able to understand the organizational behavioral concepts. |
| C102.2 | Students will be able to apply organizational behavioral concepts, models and theories to solve real-world problems. |
| C102.3 | Students will be able to Practice analytical skills that will help to diagnose problems in organizations and generate effective solutions |
| C102.4 | Students will be able to evaluate the importance of organizational behavior by using techniques & strategies to uplift the organization. |

Course Name: Negotiation and Selling Skills

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| C103.1 | Apply the concept of Integrative Distributive Negotiation in different business situations. |
| C103.2 | Analyze business situations by using BATNA, ZOPA, and other negotiating concepts. |
| C103.3 | Apply knowledge of Negotiation Strategies in challenging market situations. |
| C103.4 | Analyze the concept of SPANCO and the seven steps to a deal. |

Course Name: Information Technology for Management

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| C104.1 | To understand the significance of information technology and conceptual framework for individual and business management. |
| C104.2 | To recognize the role, impact and emerging trends of information technology for Business management and its applications. |
| C104.3 | To explore social, economic, legal and ethical aspects of Information Technologies and apply them to Business Management. |



C104.4	To apply knowledge of emerging information technology management tools and techniques to solve business problems.
Semester 2:	
Course Name : Marketing Management	
C201.1	Understand the dynamics of marketing in business
C201.2	Apply theoretical marketing concepts to practical situation
C201.3	Demonstrate the ability to carve out a market research project
C201.4	To communicate unique marketing mixes and selling propositions for specific products and service
C201.5	Construct a written sales plan along with interactive presentations
C201.6	Apply different Marketing strategies to business growth
Course Name: Financial Management	
C202.1	Students will be able to exhibit the applicability of the concept of Financial Management to understand managerial decisions and corporate capital structure.
C202.2	Students will be able to analyze the complexities associated with the management of the cost of funds in the capital structure.
C202.3	Students will be able to apply ratio analysis and critically evaluate corporate financial statements for decision-making.
C202.4	Students will be able to demonstrate and help to understand the overall working and importance of the financial functions.
C202.5	Students will be able to enhance their ability to use various tools for evaluating various capital expenditure decisions.
Course Name: Operations Research	
C203.1	Students will be able to apply various optimization techniques to enhance business outcomes.
C203.2	Students will be able to design a competitive business environment by using simulation techniques.

C203.3	Students will be able to understand and apply various project management techniques for making appropriate decisions in business.
C203.4	Students will be able to apply various waiting time models as decision-making tools in an Industry.

Course Name : Business Research Methods

C204.1	The student will be able to understand the basic concepts of Research Methods.
C204.2	The student will be acquainted with the scientific methodology in the business domain and also become analytically skillful.
C204.3	The student will be able to understand the tools used for data collection of research.
C204.4	The student will be able to understand data preparation, editing, coding, data entry, validity of data, data analysis, statistical techniques, factors analysis and application of statistical software for data analysis.
C204.5	Students will become familiar with skills for scientific communication through report writing, ethics in research and subjectivity and objectivity in research.
C204.6	Students will become familiar to prepare research reports with the present status of the business and its practical relevance in the corporate.

Course Name : Human Resource Management

C205.1	To develop an understanding of the concept & Functions of HRM and its relevance in organizations.
C205.2	To develop necessary skill sets for the application of various HR issues such as procurement, performance appraisal, motivation, training and development, etc.
C205.3	To analyze the strategic issues and strategies required to select and develop manpower resources with change management.
C205.4	To integrate the knowledge of HR concepts to make correct business decisions with appropriate strategic management.

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Course Name : Business Environment

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| C201.1 | Students will be able to develop analytical and critical thinking abilities to operate in a dynamically changing business environment. |
| C201.2 | Students will be able to analyze social, cultural, macro-economic, legal, ethical and political aspects of the business environment and their applications for business management. |
| C201.3 | Students will be able to apply knowledge of dynamically changing business environment theories and practices to make business strategies and solve business problems. |

Course Name : Analysis of Financial Statements

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| C202.1 | The students will be able to conduct EIC analysis using macro and micro economic factors. |
| C202.2 | The students will be able to understand the mechanics of financial statements and the various ratios for their analysis. |
| C202.3 | The students will be able to calculate, estimate interpret and analyze the financial performance of the company using basic valuation techniques. |
| C202.4 | The students will be able to apply various dynamics of each sector to build a successful financial model. |

Course Name : Entrepreneurship Management

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| C203.1 | Identify the skills required for an Entrepreneur. |
| C203.2 | Describe the business environment and Government policies to become an Entrepreneur. |
| C203.3 | Develop a business plan considering the functional areas required for starting a business. |
| C203.4 | Apply the process involved in product launching and its growth strategies. |

Semester 3:**Course Name : International Business**

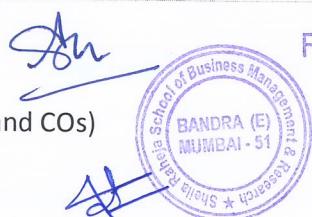
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| C301.1 | Developing Analytical abilities among students for decision-making in international Business Operations. |
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C301.2	To analyze social, economic, legal, and ethical aspects of International Business and apply them to Business Management
C301.3	Apply knowledge of emerging theories and trends in International Business and practices to solve business problems.
Course Name: Strategic Management (UA)	
C302.1	The student will be able to appreciate the role of strategic thinking in a changing business environment.
C302.2	The student will be able to apply PESTEL, SWOT, the process of strategy formulation and implementation in modern business.
C302.3	The student will be able to understand internal competencies, and VRIO Analysis, and use different strategies while competing in domestic and global markets.
C302.4	The student will be able to classify and evaluate SBU strategies
C302.5	The student will be able to analyze strategic alliances, mergers and acquisitions, strategic evaluation and control, and change management.
Finance Specialization	
Course Name: Financial Markets and Institutions	
C301.1	Students will be able to explicate the Indian financial system and the role of the Reserve Bank of India in the Indian Financial System
C301.2	Students will be able to understand various products issued by financial institutions in primary, secondary, and emerging markets in India.
C301.3	Students will be able to explain the functions of derivatives markets in the country and the working of intermediaries in the financial systems
C301.4	Students will be able to understand the workings of fixed-income securities and their calculations



C301.5	Students will be able to explain the functions of foreign exchange markets in the financial system
Course Name :Corporate Valuation and Mergers & Acquisitions	
C302.1	The student will be able to understand the concepts related to valuation and the basic definitions of related terms.
C302.2	The student will be able to determine the methods to be used for the valuation of the business.
C302.3	The student will be able to understand the risk and the outcomes involved.
C302.4	The student will be able to evaluate the valuation using various Methods.
C302.5	The student will be able to determine the types of restructuring, mergers and acquisitions in the market along with their merits and demerits.
C302.6	The student will be able to estimate the tax considerations and financial aspects of a corporate valuation.
Course Name : Security Analysis and Portfolio Management	
C303.1	Students will be able to understand the various concepts in portfolio management.
C303.2	Students will be able to understand various tools and methods of evaluating the portfolio.
C303.3	Students will be able to design and manage bond as well as equity portfolios in the real world.
C303.4	Students will be able to explore the different avenues of investment.
C303.5	Students will be able to provide a theoretical and practical background in the field of investments.
Course Name :Financial Regulations	
C304.1	Students will be able to explain the regulatory framework and its significance in the financial system
C304.2	Students will be able to explain the regulatory framework for SEBI in regulating the capital market/ RBI for banking regulation
C304.3	Students will be able to identify the regulatory framework of IRDA and CCI

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C304.4	Students will be able to compare the significance of FEMA and foreign trade policy regulations framework
C304.5	Students will be able to explain the concept of money laundering and its significance with the Foreign Direct Investment and Credit Rating Agencies
Course Name : Derivatives and Risk Management	
C305.1	Students will be able to enhance their knowledge of the basics of financial derivatives and derivative markets.
C305.2	Students will be able to develop an understanding of future and forward contracts.
C305.3	Students will be able to know the primary concepts of option contracts pay off and different option strategies.
C305.4	Students will be able to highlight the role of financial derivatives in contemporary capital markets, in particular for risk management.
C305.5	Students will be able to establish critical thinking, analytical and problem-solving skills in the context of derivatives pricing and hedging practice.
Course Name: Investment Banking	
C301.1	Students will be able to understand financial analysis and valuation of businesses and the mechanics of deal structuring
C301.2	Students will be able to identify Public offers, buybacks and delisting
C301.3	Students will be able to evaluate the mechanics and valuation of IPOs
C301.4	Students will be able to analyze the valuation in M&A and LBO
C301.5	Students will be able to enhance their opinions on issues relating to investments
HRM Specialization	
Course Name: Training & Development	
C301.1	The student will be able to understand the concept of training and development.
C301.2	The student will be able to define the basic terminology about training and development.
C301.3	The student will be able to design training modules and organize training sessions.

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C301.4	The student will be able to apply the process of training and evaluate its outcome.
Course Name: Compensation and Benefits	
C302.1	The student will be able to understand the role and functions of compensation systems in an organization.
C302.2	The student will be able to evaluate the various aspects of salary components and compensation packages in organizations.
C302.3	The student will be able to apply effective pay plans in compliance with legal standards to increase organizational effectiveness.
C302.4	The student will be able to design and calculate salary break-ups for given CTCs and taxation.
Course Name :Competency-Based HRM and Performance Management	
C303.1	The student will be able to understand both theoretical and application-oriented inputs on competency mapping and developing competency models.
C303.2	The student will be able to understand and apply various performance-based tools, and their significance in real-life situations.
C303.3	The student will be able to develop an understanding of the Performance Management system and strategies adopted by the Organizations.
Course Name: Labour Laws and Implications on Industrial Relations	
C303.1	The students will be able to know the basics of Industrial Relations and its significance to Labor Laws.
C303.2	The students will be able to understand the basic concepts of labor laws in a practical sense.
C303.3	The students will be able to learn the application of various acts under study in different case laws.
Course Name : HR Planning and Application of Technology in HR	
C304.1	Understand the concepts of HR functions in planning and staffing organizational manpower requirements. Students will be able to understand the concepts of HR functions in planning and staffing organizational manpower requirements.

C304.2	The students will be able to compare the fundamental HR principles, techniques and judgment in supply-demand forecasting techniques.
C304.3	The students will be able to apply the aspects of workforce diversity and integrate them into the strategic initiatives taken for HR planning.
C304.4	The students will be able to evaluate and reflect on the use of the application of technology in HR.
C304.5	The students will be able to collaborate on the concepts of Business Analytics and HR Analytics in HR planning metrics.
Course Name: Global HRM	
C304.1	The Student will be able to understand the concept of International HRM.
C304.2	The Student will be able to analyze the various aspects of the International workforce.
C304.3	The Student will be able to determine the process of expatriation and repatriation.
C304.4	The Student will be able to interpret the aspects of international labor and legislation.
Operations Specialization	
Course Name: Supply Chain Management	
C301.1	Developing Analytical abilities among students for decision-making in supply chain management.
C301.2	To analyze technical, social, economic, legal, and ethical aspects of Supply Chain Management and apply them to Business Management.
C301.3	Apply knowledge of emerging theories and trends in Supply Chain Management and practices to solve business problems.
Course Name: Operations Analytics	
C302.1	Students will be able to understand the need for gaining data insights and the need for predictive analytics.

C302.2	Students will be able to Understand and Apply how predictive analytics can be translated into key performance indicators for different operational areas.
C302.3	Students will be able to analyze the varied requirements of demand analytics, service analytics, and supply chain analytics and create analytics measures by deploying different analytics tools.
C302.4	Students will be able to Evaluate the efficacy of each of the operational areas using analytics. Creating modeling and simulation techniques.
Course Name :Service Operations Management	
C303.1	Students will be able to understand and remember the knowledge about the Characteristics, Classification, Delivery System, process simulation and Site Selection for Services.
C303.2	Students will be able to analyze and apply a type of service firm Demand Sensitive Services, Delivered Services and Quasi-manufacturing Services in delivering service quality.
C303.3	Students will be able to evaluate & apply the workflow of services to develop quantitative models for Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Yield Management and Inventory Management.
Course Name: Manufacturing Resource Planning & Control	
C304.1	Students will be able to understand the importance of manufacturing resource planning and control to achieve continuous improvement.
C304.2	Students will be able to develop an effective Master Production Schedule that provides the basis for making good use of manufacturing resources.
C304.3	Students will be able to apply the Capacity Planning and Management techniques for determining the capacity requirements and matching capacity with plans.
C304.4	Students will be able to develop and use an effective Production Activity Control system to ensure the execution of materials plans, reduce WIP, inventories and lead times, and meet customer service goals.
C304.5	Students will be able to understand the integration of supply chain, inventory information and physical distribution with the Manufacturing Planning and Control system.
Course Name :Materials Management	

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C305.1	To understand the importance of materials management functions in an organization.
C305.2	To understand principles of material handling to minimize transportation costs.
C305.3	To apply the various ethical purchase and procurement practices for Capital equipment purchasing and Import procurement.
C305.4	To understand warehouse management, classification, standardization and codification of materials, stores accounting and scrap management.
C305.5	To understand materials requirements planning (MRP) and to develop a master production schedule
Course Name: Total Quality Management	
C301.1	The students will be able to evaluate the principles of Management and explain how these principles can be applied within quality management systems.
C301.2	Identify the key aspects of the quality improvement cycle and select and use appropriate tools and techniques for controlling, improving and measuring quality.
C301.3	Critically appraise the organizational communication and teamwork requirements for effective quality management.
C301.4	Critically analyze the strategic issues in quality management including current issues and developments and devise and evaluate quality implementation plans.
Marketing Specialization	
Course Name : Sales Management	
C301.1	The students will be able to relate to the role that Salesforce plays in the implementation of marketing strategies and the selling process.
C301.2	The students will know about all important factors of sales management by analyzing the processes involved in recruiting, selecting, training, motivating, compensating, and retaining salespeople.
C301.3	The students will understand what is to be evaluated in a sales presentation that is tailored to a potential buyer's needs.
Course Name :Marketing Strategy	

C302.1	The students will be able to apply the principles and concepts of marketing strategy.
C302.2	The students will be able to understand the new product development process in marketing strategy.
C302.3	The students will be able to analyze the role of marketing intelligence in marketing strategy.
C302.4	The students will be able to evaluate a marketing plan and channel policy.
Course Name: Consumer Behaviour	
C303.1	Students will be able to appreciate the role of consumer behavior in changing business environments.
C303.2	Students will be able to apply models of consumer behavior in modern business.
C303.3	Students will be able to understand key psychological concepts – motivation, perception, learning, attitude, and personality.
C303.4	Students will be able to understand social class, groups, culture & sub-culture, post-purchase behavior & organizational buying process.
Course Name : Services Marketing	
C304.1	Students will be able to understand the fundamentals of Services Marketing.
C304.2	Students will be able to apply service marketing concepts for planning, forecasting and customer relationship management.
C304.3	Students will be able to evaluate customer complaints as an opportunity and work towards a wider loyal customer base..
C304.4	Students will be able to apply theoretical service marketing concepts to practical situations.
Course Name : Product & Brand Management	
C305.1	Students will be able to apply knowledge of product management and branding in modern marketing.

C305.2	Students will be able to understand product decisions and new product development processes.
C305.3	Students will be able to analyze key issues in brand management and branding decisions, learning attitude, and personality.
C305.4	Students will be able to analyze brand equity and use the concept in modern trade.
Course Name : Marketing Research & Analysis	
C305.1	Students will be able to understand the fundamentals of marketing research.
C305.2	Students will be able to get an overview of the marketing research process.
C305.3	Students will be able to formulate a research design, questionnaire design as well as sampling design.
C305.4	Students will be able to apply the concepts practically through critical thinking case studies.
C305.5	Students will be able to process data and subsequently conduct data analysis.
C305.6	Students will be able to develop their cognitive as well as subject-specific skills.
Semester 4:	
Course Name: Project Management (UA)	
C401.1	Students will be able to define the concepts of Project
C401.2	Students will be able to predict the parameters of cost, time and quality in project management
C401.3	Students will articulate various techniques such as CPM /PERT/earned value analysis
C401.4	Students will be able to estimate the projected financial statement
C401.5	Students will be able to conceive an idea, evaluate its feasibility and make it workable
Finance Specialization	
Course Name: Commercial Banking	

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C401.1	Students will be able to describe the history of Indian banking, banking sector reforms and related areas
C401.2	Students will be able to evaluate a bank's performance
C401.3	Students will be able to describe the significance of capital adequacy regulation and its impact on banks
C401.4	Students will be able to describe various risks in banking operations and tools of management of risks
C401.5	Students will be able to describe foreign exchange and money market operations

HRM Specialization

Course Name: OD and Change Management

C402.1	Students will be able to understand the basic concepts, tools and techniques used in Organizational Development and change management.
C402.2	Students will be able to analyze Organizational Development Changes Related to structure - Culture, Communication, Environmental impact, Innovation & creativity.
C402.3	Students will be able to determine the underlying assumption of organizational development and approach to OD.
C402.4	Students will be able to analyze the data, and methods of Monitoring Change & able to study the latest trends in organizational development.

Operations Specialization


Course Name: Strategic Sourcing in Supply Management

C403.1	Students will be able to define the structure
C403.2	Students will be able to summarize the logistics strategy
C403.3	Students will be able to examine the forces shaping international logistics in a global market
C403.4	Students will be able to appraise accurately the risks that occurred due to loss of focus on the satisfaction of end customers' demand


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C403.5	Students will be able to detect the options available for managing inventory
C403.6	Students will be able to understand legal issues faced by purchasing and supply chain managers
	Marketing Specialization
	Course Name: Integrated Marketing Communications
C404.1	Learners will understand the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program
C404.2	Students will be able to describe the various aspects and components of the promotional mix that form a part of Integrated Marketing Communication
C404.3	Students will be able to evaluate and select the methods marketers can use to assess and measure the effectiveness of a promotional campaign
C404.4	Students will learn how companies manage consumers' perceptions during a crisis using Public relation
C404.5	Students will be able to design media plans for IMC elements
C404.6	Students will be able to compare different aspects of direct selling through personal and internet



Dr. Rahul Sanghavi
IQAC Coordinator



Dr. Samadhan Khamkar
Program Head





Dr. Harish Kumar Purohit
Director

Place: Mumbai

Date: 16th June 2023