

## **Program Master of Management Studies (MMS)**

### **Course Outcome(s) (Cos)**

#### **Semester I**

#### **Mandatory Course 1: Fundamentals of Management Theory and Practice**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Understand the relationship between organization vision, mission, values and Objectives
- CO2: Apply the concepts and frameworks to business contexts
- CO3: Analyze the impacts of internal and external environment of a firm on its responses
- CO4: Evaluate issues in planning, organizing, leading and controlling functions of management
- CO5: Create a plan to address contemporary organizational issues based on the frameworks and theories covered.

#### **Mandatory Course 2: Business Statistics**

**Course Credits: 2**

**Course Outcomes:**

- CO1. RECALL the basic terminologies related to the concepts of Business Statistics
- CO2. UNDERSTAND statistics as a crucial tool for data analysis and making justifiable business decisions
- CO3. MAKE USE OF appropriate data to calculate statistical measures for solving business problem
- CO4. ANALYZE the data and draw inferences from statistical findings for various business solutions
- CO5. COMPARE the results of statistical tests for taking informed business decisions
- CO6. DEVELOP a statistical report for a given business situation

### **Mandatory Course 3: Managerial Economics**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Remember and explain the basic concepts of Managerial Economics (L1, L2)
- CO2: Explain different concepts like consumer behaviour, Utility analysis demand, supply, production, cost and revenue, etc. (L1, L2)
- CO3: Apply the principles of Managerial Economics in business decisions for attaining objectives of the firms. (L4, L5)
- CO4: Analyze and Evaluate the competitiveness in the different market and decide on pricing and other policies. (L4, L5)

### **Mandatory Course 4: Financial Accounting for Business**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Acquire the basic knowledge on accounting concepts and conventions, Accounting Standards, components of the financial statements and notes to accounts.
- CO2: Understand and explain the components of corporate financial statements and corporate annual reports.
- CO3: Analyze the movement of Assets, Liabilities, Income and Expenses in the financial statements across the previous year and current year.
- CO4: Apply Accounting Standards, GAAP, IFRS and Concepts to the Financial Statements.
- CO5: Create Financial Statements with basic adjustments and analyse the impact of transactions and adjustments on the Income Statement, Balance Sheet and Cash Flow Statement.

### **Mandatory Course 5: Organizational Behavior**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Students shall be able to relate to others effectively and demonstrate the importance of interpersonal skills in the success of their professional and personal life. (Level 1 & 2)
- CO2: Students shall analyze and interpret how and why people behave in a certain manner and predict the impact of such behaviour as individuals or teams on their individual

performance, performance of their team and performance of the organization as a whole.  
(Level 4, 5, 6)

- CO3: Students shall be equipped to predict and manage the patterns of interpersonal relations in the organization and adapt their behaviour as per the demands of the organization for the healthy work environment. (Level 6)

### **Mandatory Course 6: Fundamentals of Marketing**

**Course Credits: 4**

**Course Outcomes:**

- CO1: Understand fundamental concepts of marketing management.
- CO2: Apply the frameworks and models to marketing situations.
- CO3: Analyze the marketing environment and its impact on business
- CO4: Evaluate marketing decisions and choose appropriate solutions keeping in mind organizational opportunities, competition, resources and constraints
- CO5: Create a marketing strategy applying the theories and frameworks

### **Mandatory Course 7: Operations Management**

**Course Credits: 4**

**Course Outcomes:**

- CO1: RECALL basic concepts of operations management and cite its evolution
- CO2: ASSOCIATE the concepts of operations management and connect with business scenarios
- CO3: APPLY basic principles of operations management in production and operation functions
- CO4: EXAMINE the problems related to operations management in day-to-day functioning
- CO5: RECOMMEND solutions to the problems related to operations management
- CO6: PROPOSE innovative solutions related to operations management. Operations Management for Competitive Advantage-Chase & Jacob, McGraw-Hill





## **Mandatory Course 8: Information Technology for Business**

**Course Credits: 4**

**Course Outcomes:**

- CO1: Acquire the knowledge on information Technology, and its functional perspectives.
- CO2: Understanding the emerging trends of information technology, the Information Technology Infrastructure and its role to changing Business environment.
- CO2: Analysing the emerging trends of information technologies and its integration to business application across the functions and verticals of the industry.
- CO4: Apply the knowledge of data management and data analytics tools to solve the business problems
- CO5: Develop and Design Various Information Technology strategies for successful digital transformation.

## **Elective Course 1: Managerial Communication**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Ability to use specific and direct language when giving instructions to and encourage open dialogue and sharing of diverse perspectives to reach mutually beneficial outcomes.
- CO2: Develop competency to give and receive feedback constructively.
- CO3: Develop listening and comprehension abilities for facilitation in decision making and problem solving and personal and professional development.
- CO4: Applying effective communication skills for the expression of emotions and demonstration of empathy to create strong relationships with colleagues and clients and to foster a collaborative environment.
- CO5: Create effective digital communication such as emails and social media posts and use video conferencing and collaborative tools to maintain clear communication with remote team members.

## **Elective Course 2: Creativity & Design Thinking**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Demonstrate the understanding of critical theories of design, systems thinking, and design methodologies
- CO2: Demonstrate the understanding of diverse methods employed in design thinking



- and establish a workable design thinking framework to use in their practices
- CO3: Conceive, organize, lead and Design interdisciplinary domain while addressing social concerns with innovative approaches

### **Elective Course 3: Legal and Tax Aspects of Business**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Acquire the basic knowledge of rights and duties under various legal Acts as a responsible citizen as well as for the business.
- CO2: Understand and explain the consequences of applicability of various laws on business situations.
- CO3: Develop critical thinking through the use of law cases as a consumer for protection, as an investor as well as for data security
- CO4: Apply the various provisions of Direct and Indirect taxes for computation of Taxable Income.
- CO5: Create Income Tax computation for personal as well as for the corporate

### **Elective Course 4: Bhartiya Management**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Understand the management lessons from ancient Indian philosophy and texts
- CO2: Applying the contexts from Indian philosophy in management discussion
- CO3: Analysing the Indian philosophical approaches to Leadership, Sarvodaya, Satyagraha and Trusteeship
- CO4: Evaluating the impact of Indian philosophical approaches in management of self and life skills
- CO5: Formulate Bhartiya Management Thought for Management Decision making, Leadership development



## SEMESTER – II

### Mandatory Course 1: Business Research Methods

**Course Credits: 4**

**Course Outcomes:**

- CO1: Identify research problem and develop research hypothesis on the basis of review of literature and research design (Understand and apply L2, L3)
- CO2: Construct the research process which includes research flow charts and organize the various attitude & measurement scales, Questionnaire design, and various sampling techniques (Apply, L3)
- CO3: Understand the methods of data collection with application in different research designs and demonstrate knowledge for proper sampling design and data processing methods (Understand, L2, Apply L3)
- CO4: Apply modern statistical tools as univariate & bivariate analysis, Chi-square, and ANOVA to analyze and to evaluate the data applying critical thinking abilities for given research problems/questions (Apply, Analyze and Evaluate, L3, L4, L5)
- CO5: Prepare and Analyze/Evaluate various research reports maintaining ethical practices to solve business problems. (Analyze L4, Evaluate L5, Create, L6)

### Mandatory Course 2: Corporate Finance

**Course Credits: 4**

**Course Outcomes:**

- CO1: Recall basic terminologies in relation to financial system, sources of finance, Leverages, Ratio, capital structure, investment decisions, dividends, financial planning, inventory and working capital management.
- CO2: Explain the concepts & formulas pertaining to corporate finance, financial system, functions of financial management and financial practices to understand its relevance in current scenario.
- CO3: Make use of different models, formulas and frameworks related to ratios, Leverage Analysis, Capital structure, Capital budgeting, Working Capital and Dividend models.
- CO4: Examine and analyse various corporate financial statements of companies based on ratios, capital structure, capital budgeting, working capital management and dividend policies of companies and study its implications on the profits and valuation of firms
- CO5: Evaluate financial results to take managerial decisions related to financial planning,

capital investments, dividend distribution, choice of capital structure and working capital decisions.

- CO6: Create an analytical report on capital structure, working capital management and dividend policy of a public listed company.

### **Mandatory Course 3: Human Resource Management**

**Course Credits: 4**

**Course Outcomes:**

- CO1: Understanding the importance of the most crucial asset of any business, i.e. Human Resource and to show how different modern concepts, techniques and practices in the management of human resources are important in the organizational set-up. (Bloom's Taxonomy Level 1 & 2)
- CO2: Analysing different functions of Human Resource Management which are important for the organizational effectiveness and to develop an awareness among the students about the influence of HRM on the business and its' strategies. (Bloom's Taxonomy Level 2, 3, 5 & 6)
- CO3: Using the latest theoretical concepts and techniques to examine the problems with respect to the human resource in an organizational set-up and solve such problems to build and improve organizational effectiveness. (Bloom's Taxonomy Level 3, 4 & 6)
- CO4: Analysing the relevance and application of ancient Indian Scriptures to HRM

### **Mandatory Course 4: Application of Marketing: Theory and Practice**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Understand the various types of positioning, as well as the frameworks and models of Consumer Behaviour.
- CO2: Apply the concepts of consumer psychology and behaviour to business situations
- CO3: Analyze marketing decisions based on the frameworks and consistency among various elements of the marketing mix
- CO4: Evaluate marketing decisions and identify the optimal solution in a given context
- CO5: Formulate a situations audit, and draw a Marketing plan covering all concepts and theories learnt



## **Mandatory Course 5: Decision Models in Management**

**Course Credits: 2**

**Course Outcomes:**

- CO1: RELATE basic concepts of operations research
- CO2: TRANSLATE the concepts of operations research and connect with business scenarios
- CO3: APPLY optimization techniques for decision making in business
- CO4: EVALUATE various scenarios of management and business using decision models
- CO5: PRIORITIZE solutions to the business problems related to operations research
- CO6: FORMULATE innovative solutions related to decision models

## **Mandatory Course 6: Information Systems and Digital Transformation**

**Course Credits: 2**

**Course Outcomes:**

Course Outcome

- CO1: Acquire the basic knowledge on information systems, Organisations, Management and its related components
- CO2: Understanding the significance of information systems, Global Information Systems Infrastructure and its role to Business.
- CO2: Analysing the business systems and need of information, emerging trends within functional information systems for marketing, financial, human resource, operations and for various verticals of the industry and its integration to business.
- CO4: Develop the information system strategies to solve the business problems for competitive advantage and derive value to the business.
- CO5: Create & Design Information systems models for successful digital transformation.

## **Mandatory Course 7: OJT / Field Project**

**Course Credits: 4**

**Course Outcomes:**

- CO1: Apply concepts learned in classrooms to real-world work environments, enhancing their understanding and skills.
- CO2: show insights into the challenges, opportunities, and culture of different

Workplaces, preparing them for future employment.

- CO3: Use and appreciate the use of emerging technologies and their applications, enhancing their technological literacy and adaptability.
- CO4: Display problem-solving abilities in making informed decisions in complex scenarios through practical situations.
- CO5: Build ability to work in teams and collaborate to achieve common goals in diverse work environments through collaborative projects.

### **Elective Course 1: Entrepreneurship Management**

**Course Credits: 2**

**Course Outcomes:**

- CO1: REMEMBER Concepts of Entrepreneur, Entrepreneurship, and Enterprise
- CO2: UNDERSTAND the frameworks and key concepts in entrepreneurship management.
- CO3: APPLY the model of the entrepreneurial process for new venture development
- CO4: ANALYSE the entrepreneurial environment, legal framework, and expansion strategies.
- CO5: EVALUATE various types of entrepreneurship (social, opportunity, techno, intra & women) and suitable routes to start a business
- CO6: CREATE a business plan/model based on the innovative ideas and concepts of entrepreneurship.



## **Elective Course 2: Economic Environment and Policy**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Understand and relate to the business environment prevailing in India and in the world and Identifying how the economy is affected by internal and external factor. (L1, L2)
- CO2: Describe the economic environmental factors impacting business & analyse their impact on businesses. (L2, L3, L4)
- CO3: Analyze the impact of changes in macroeconomic aggregates on economy. (L3, L4)
- CO4: Evaluate various macroeconomic policy tools and how they can be used to manage macroeconomic issues. ( L4, L5)
- CO5: Evaluate the macroeconomic variables related to international markets and evaluate impact of international financial institutions on global economy (Evaluate, L5)

## **Elective Course 3: Business Analytics**

**Course Credits: 2**

**Course Outcomes:**

- CO1: RELATE the basic terminologies related to the concepts of Business Analytics
- CO2: UNDERSTAND use of various tools of Business Analytics for making justifiable business decisions
- CO3: CHOOSE appropriate technique for data mining for providing appropriate business solutions
- CO4: ANALYZE the available data and recommend appropriate analytical techniques
- CO5: COMPARE and visualize the results for fact-based decision-making
- CO6: CONSTRUCT appropriate predictive models based on available information



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### **Elective Course 4: Cost and Management Accounting**

**Course Credits: 2**

**Course Outcomes:**

- CO1: Understand the cost accounting concepts, elements and classification of cost and overheads and develop the application skill in drafting a cost sheet.
- CO2: Understand the need for material control, control of idle time of labour, methods of calculation of labour turnover and classification of overheads.
- CO3: Analyze the importance of Standard Costing and the effect upon cost effectiveness
- CO4: Use the different costing systems in practical scenario.
- CO5: Create control system through budgets and evaluate business decision making scenarios with CVP analysis.

### **Elective Course 5: Foundations of Strategy**

**Course Credits: 2**

**Course Outcomes:**

- Co1: To understand the underlying principles and frameworks in strategy
- CO2; To apply the conceptual frameworks to business situations
- CO3: To analyse business problems, and generate alternative solutions
- CO4: To critique different solutions to a problem, and arrive at an optimal solution keeping in view the business objectives and resources
- CO5: To use the theories learnt in the course and create a strategic plan



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## Semester III

### Mandatory Core Course: Corporate Strategy

**Credits: 4; Duration: 60 Hours**

#### Course Outcomes:

- CO1: Understand the frameworks in strategy
- CO2: Apply strategic frameworks to real-world strategic decisions.
- CO3: Analyse the benefits and challenges of different corporate strategies, including M&A, vertical integration, and diversification.
- CO4: Evaluate organization structure, process and boundaries for resource allocation decisions
- CO5: Develop critiques about strategy execution, organizational structure, and managing interdependencies.

### Mandatory Core Course: Project Management

**Course Credits: 2; Course Duration: 30 Hours**

#### Course Outcomes:

- CO1: Define fundamental project management concepts, terminologies, and frameworks
- CO2: Explain the project lifecycle, key processes, and roles of stakeholders in project initiation, planning, execution, monitoring, and closure
- CO3: Demonstrate project management techniques such as Work Breakdown Structure (WBS), Critical Path Method (CPM), Earned Value Management (EVM), and Risk Assessment in real-world scenarios
- CO4: Analyze project constraints (scope, time, cost, quality, risk, and resources) and recommend optimization strategies for successful project execution
- CO5: Evaluate project success using performance metrics and AI-driven project management tools, and develop innovative project management strategies for industry applications
- CO6: Create innovative project management strategies, frameworks, and execution plans for successful project delivery



### **Mandatory: Summer Internship**

**Credits: 8; Duration: 2 Months**

Course Outcomes:

- CO1: Recall key organizational structures, functions, and industry practices observed during the internship.
- CO2: Explain how academic concepts relate to tasks performed in the workplace.
- CO3: Apply domain-specific knowledge and skills to execute assigned professional responsibilities effectively.
- CO4: Analyze the workflow or project management approach used in the organization to identify strengths and gaps.
- CO5: Evaluate the effectiveness of organizational strategies and reflect on individual contributions and learnings.
- CO6: Develop a structured internship report or project proposal based on insights gained during the internship.

### **Semester III - Finance**

**Finance Group - Mandatory Course: Financial Markets and Institutions**

**Credits: 2; Hours: 30**

Course Outcomes:

- CO1: Explain the structure and functioning of the Indian financial system, including the role of regulatory bodies like SEBI, RBI, IRDAI, and PFRDA.
- CO2: Differentiate between various financial intermediaries and assess their roles in mobilizing savings and allocating capital.
- CO3: Apply knowledge of primary and secondary markets to analyze financial instruments and processes such as IPOs, mutual funds, and insurance products.
- CO4: Evaluate the characteristics and pricing of fixed income securities, and assess risk- return trade-offs in mutual fund and insurance products.
- CO5: Demonstrate an understanding of derivative instruments and their application in speculation, hedging, and arbitrage across financial markets.





### **Elective Course 1: Corporate Valuation**

**Credits: 2; Duration: 30 hours**

**Course Outcomes:**

- CO1: Describe the fundamental concepts of value and valuation, including the objectives, scope, and key principles that guide business valuation practices.
- CO2: Explain and apply basic valuation techniques, including the selection of appropriate valuation approaches such as fair market value and relevant adjustments.
- CO3: Demonstrate the use of Dividend Discount Models (DDM) such as the zero growth, constant growth, and multi-stage models in equity valuation.
- CO4: Analyze corporate value using income and asset-based approaches, including DCF models, adjusted present value models, and economic profit models, while assessing their applicability and limitations.
- CO5: Evaluate valuation in special contexts, such as brand valuation, start-up valuation, and valuation of distressed firms, with appropriate method selection.
- CO6: Develop and deliver professional valuation reports and presentations, synthesizing theoretical and practical insights acquired through assignments.

### **Elective Course 2: Financial Modelling**

**Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Demonstrate proficiency in Excel functions and tools including formatting, formulas, charts, pivot tables, and scenario analysis essential for building financial models.
- CO2: Explain and utilize the Visual Basic Environment (VBE) to record and apply basic macros for automating financial modelling tasks.
- CO3: Apply financial modelling techniques to credit appraisal scenarios, including personal and housing loans and credit scoring, using practical datasets.
- CO4: Evaluate structured financial models for output based on user requirements and financial documentation.
- CO5: Construct and analyze financial models for working capital and project finance, including financial statements, key ratios, repayment schedules, sensitivity analysis, and comprehensive reporting.

**Elective Course 3: Derivatives & Risk Management****Credits: 2, Duration: 30 Hours****Course Outcomes:**

- CO1: Explain the fundamentals of derivatives, including forwards, futures, and options, along with their role in financial markets and risk management.
- CO2: Apply valuation techniques for futures and forwards, including cost-of-carry models and currency derivatives, to determine fair pricing and arbitrage opportunities.
- CO3: Analyze the mechanics and payoff structures of various options, including synthetic positions and arbitrage strategies like conversions and box spreads.
- CO4: Evaluate option pricing models, including the Binomial and Black-Scholes models, and interpret the impact of key parameters using option Greeks.
- CO5: Design and implement hedging, spread, and combination strategies using derivatives in different market conditions.

**Elective Course 4: Security Analysis and Portfolio Management****Credits: 2; Duration: 30 hours****Course Outcomes:**

- CO1: Explain the fundamental concepts of investment, including its objectives, types, and how it differs from speculation and gambling.
- CO2: Analyze risk and return characteristics of different securities, including the use of statistical tools, volatility measures, and capital market theories such as CAPM.
- CO3: Evaluate investment opportunities through fundamental equity research, applying company, industry, and economic analysis, including the Fama-French Three-Factor Model.
- CO4: Apply indexing, benchmarking, and investment decision theories to track indices and make informed asset allocation decisions.
- CO5: Construct and evaluate portfolios using modern and post-modern portfolio theories, including factor models, arbitrage pricing theory, and portfolio performance measurement.



### **Elective Course 5: Global Financial Management & Markets**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: Explain the evolution of international monetary systems, including the gold standard, Bretton Woods, and modern currency systems, and assess their impact on global financial flows.
- CO2: Analyze the structure and impact of the Balance of Payments (BoP), foreign investment types (FDI, FPI), and India's position in global financial markets, including GIFT City and INR internationalization.
- CO3: Apply concepts of exchange rate mechanisms, including spot, forward, and cross rates, and evaluate parity theories (PPP, IRP) to interpret currency fluctuations and arbitrage opportunities.
- CO4: Evaluate instruments and participants in international financial markets, such as Eurocurrency, foreign bonds, GDRs/ADRs/IDRs, and assess their risk-return profiles.
- CO5: Develop risk management strategies using currency derivatives, including forwards, futures, options, and swaps to hedge against international financial exposures and geopolitical risks.

### **Elective Course 6: Commercial Banking & Operations**

**Credits: 2; Duration: 30 hours**

#### **Course Outcomes:**

- CO1: Explain the structure and functions of the Indian banking system, the role of commercial banks in the economy, and the importance of financial inclusion and rural banking.
- CO2: Analyze the regulatory framework for commercial banks, including RBI guidelines, the Banking Regulation Act, AML/KYC norms, and Basel III implementation in India.
- CO3: Evaluate the range of banking products, services, and technology-driven innovations, including digital banking, payment systems, treasury operations, forex markets, and emerging fintech trends.
- CO4: Apply principles of credit management and loan processing, including risk assessment, credit scoring, NPA management, and customer relationship practices in real-world banking scenarios.





- CO5: Assess and develop risk management strategies in banking, incorporating internal controls, audit mechanisms, cyber security, stress testing, and sustainable finance initiatives.

### **Elective Course 7: Mutual Funds and Insurance**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: Explain the concept, classification, and structure of mutual funds and insurance in India, including their evolution, key stakeholders (AMCs, IRDAI, SEBI), and how they compare with other investment avenues like stocks and bonds.
- CO2: Apply knowledge of the regulatory framework governing mutual funds and insurance, including SEBI guidelines, AMFI code of conduct, IRDAI rules, and tax implications under Section 80C, 80D, and 10(10D) of the Income Tax Act.
- CO3: Analyze mutual fund performance and insurance products using metrics such as NAV, Total Expense Ratio, and SIP vs. lump sum investment strategies, credit risk measures, and various policy features of term, ULIP, and endowment plans.
- CO4: Evaluate risk-return trade-offs in mutual fund schemes and insurance portfolios, considering general and specific risk factors, credit risk provisions, asset-liability management, and financial ratios of insurance companies.
- CO5: Design appropriate investment and insurance solutions tailored to diverse financial goals by proposing innovative digital insurance models, SIP strategies, and product comparisons aligned with investor needs and regulatory guidelines.

### **Elective Course 8: Emerging Technologies in Finance and Block chain**

**Credits:2; Duration:30 Hours**

#### **Course Outcomes:**

- CO1: Explain and apply the core concepts of emerging technologies such as Artificial Intelligence (AI), Machine Learning (ML), Big Data, Robotic Process Automation (RPA), and Cloud Computing in banking and financial services.
- CO2: Describe the structure, types, and technical foundations of Block chain technology, including cryptographic techniques, smart contracts, and the distinction between public, private, and consortium block chains.
- CO3: Analyze the applications of block chain and crypto currencies in finance, including decentralized finance (Deify), NFTs, tokenization, trade finance, and cross-border transactions.

- CO4: Evaluate regulatory frameworks, cyber security concerns, and ethical issues associated with the use of digital assets, AI, and block chain technologies, including developments in CBDCs and Web3 innovations.
- CO5: Develop insights into real-world financial innovations through case studies and practical applications of block chain, AI, and ML in risk management, fraud detection, and financial operations.

### **Elective Course 9: Corporate Restructuring and Mergers and Acquisitions**

**Credits: 2; Duration 30 hours**

#### **Course Outcomes:**

- CO1: Explain the concept, types, and strategic relevance of corporate restructuring, including mergers, acquisitions, divestments, joint ventures, and strategic alliances, along with their operational and financial implications.
- CO2: Analyze the motives, classification, and legal framework of mergers and acquisitions, including SEBI regulations, takeover tactics, and scheme of arrangement as per the Companies Act
- CO3: Evaluate methods of financing mergers and the valuation of target firms, treating mergers as capital budgeting decisions and assessing due diligence procedures and their risks.
- CO4: Assess post-merger integration challenges and growth strategies, including human resource integration, synergy realization, and performance evaluation tools in a merged entity.
- CO5: Develop and present case-based restructuring strategies, demonstrating the ability to apply theoretical concepts to practical scenarios through assignments and presentations.

### **Elective Course 10: Direct and Indirect Taxes**

**Credits: 2; Duration 30 hours**

#### **Course Outcomes:**

- CO1: Understand the core concepts, provisions, and definitions under the Indian Income Tax Act and Indirect Tax Laws.
- CO2: Apply provisions of Income Tax, GST, and Customs laws to compute taxable income and duties.



- CO3: Analyze and compute tax liabilities for individuals, corporates, and indirect tax transactions
- CO4: Evaluate ethical and legal dimensions of tax planning, avoidance, and evasion under both direct and indirect tax frameworks.
- CO5: Assess the impact of recent reforms in direct and indirect taxation on compliance, administration, and economic governance.

### **Semester III – Human Resources**

#### **Human Resource Group - Mandatory Course: Competency-based HRM & Performance Management System**

**Credits: 2; Duration: 30 Hours**

##### **Course Outcomes:**

- CO1: To understand history, concept, functions, and significant role of competency in the organization.
- CO2: To analyse the competency mapping process and its application using various methods and tools in the organisation.
- CO3: To create various approaches towards building a competency model and integrate the applications with HRM functions
- CO4: To understand the conceptual framework of Performance Management System in the organisation
- CO5: To apply and create methods of performance appraisal and evaluate the effectiveness of various performance appraisal methods in the organisation

#### **Elective Course 1: Artificial Intelligence (AI) in Human Resource Management**

**Credits: 2; Duration: 30 Hours**

##### **Course Outcomes:**

- CO1: To develop an understanding of Artificial Intelligence (AI) and its applications in Human Resource Management (HRM).
- CO2: To apply AI-driven tools and techniques in HR functions.
- CO3: To analyse ethical and legal considerations in AI-powered HR decision-making and implementation.
- CO4: To evaluate and develop practical expertise in AI-powered HR analytics and process automation.



- CO5: To create and integrate AI Models in HRM.

### **Elective Course 2: Compensation and Benefits**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: To understand the key concepts, components, and legal aspects of Compensation and benefits & the strategic role of Compensation.
- CO2: To apply job evaluation methods and pay structures in real-world scenarios.
- CO3: To analyse Compensation data to assess internal and external pay equity and various Compensation models
- CO4: To evaluate the effectiveness of Compensation strategies in achieving organizational goals.
- CO5: To create an innovative and competitive Compensation and benefits plan for an organization.

### **Elective Course 3: Employer Branding and Employee Value Proposition**

**Credits: 2; Duration: 30**

#### **Course Outcomes:**

- CO1: To understand employer branding and initiatives undertaken by different organizations.
- CO2: To apply the concept of employee value proposition as an element of employer branding.
- CO3: To analyse the impact of Employer Brand Management on organizations.
- CO4: To evaluate the impact of employer branding on employee value proposition.
- CO5: To create competitive advantage for an organization through Employer Branding Strategies.

### **Elective Course 4: HR Analytics**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: To understand the importance of Human Resource Analytics.

- CO2: To apply HR Analytics to facilitate decision making in organizations.
- CO3: To analyze the business environment and use HR Analytics for various HR functions.
- CO4: To evaluate the impact of HR Analytics in resolving business challenges.
- CO5: To create ethical ways to use AI and enhance organization effectiveness.

### **Elective Course 5: HR Planning and Application of Technology in HR**

**Credits: 2; Duration: 30**

#### **Course Outcomes:**

- CO1: To understand the importance of Human Resource Planning (HRP), Job Analysis, Job Design & Re-Design and its integration with Strategic HRM to enhance Organizational Effectiveness.
- CO2: To apply HR Planning techniques to understand manpower requirements in the organization in the dynamic business environment.
- CO3: To analyse HRP Strategies facilitating Workforce Diversity.
- CO4: To evaluate the impact of HRP Strategies on Organizational Effectiveness.
- CO5: To create ways to use technology as an enabler in improving HRP function.

### **Elective Course 6: Learning and Development**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: To understand the importance of Learning & Development (L&D) in Human Resource Management.
- CO2: To discover and apply various L&D models, frameworks, and industry best practices to enhance employee growth and organizational performance.
- CO3: To develop the ability to design, implement, and evaluate effective training programs tailored to business needs.
- CO4: To examine the role of technology and AI in transforming Learning and creating suitable Learning & Development strategies.
- CO5: To analyse and interpret real-world case studies of successful L&D initiatives and create effective L&D strategies.



**SRBS**

Bombay Suburban Art &amp; Craft Education Society's

**SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH**

Raheja Education Complex, Kher Nagar, Opp. Chhatrapati Shivaji Maharaj Ground, Bandra (E), Mumbai – 400 051

(Approved by AICTE, DTE, Affiliated to University of Mumbai, ISO 9001:2015 Certified and NAAC Accredited)

**Elective Course 7: Global HRM****Credits: 2; Duration: 30 Hours****Course Outcomes:**

- CO1: To understand the key concepts, functions and importance of human resource management across different countries.
- CO2: To apply recruitment, selection and staffing strategies that align with global business objectives.
- CO3: To analyze HR policies in a global context by examining legal frameworks, cultural influences and labour relations.
- CO4: To evaluate the impact of global HR practices on employees' performance, engagement, and compliance.
- CO5: To create and implement compensation frameworks and performance-based pay systems in accordance with the country of workplace.

**Elective Course 8: Organization Theory, Structure and Design****Credits: 2; Duration 30 Hours****Course Outcomes:**

- CO1: To understand the fundamental principles, theories, and models of organizational design and structure.
- CO2: To analyze and apply organizational design theories to create effective and efficient organizational structures.
- CO3: To evaluate the impact of different organizational structures on business performance, strategy, and HR practices.
- CO4: To analyse the influence of technology, culture, and external environments on organizational design and structure.
- CO5: To create and implement organizational structures that align with strategic objectives and enhance organizational performance.





### **Semester III - Marketing**

#### **Marketing Group - Mandatory Course: Marketing Strategy**

**Credits: 2; Duration: 30 Hours**

##### **Course Outcomes:**

- CO1: Understand the fundamentals of strategy formulation
- CO2: Apply concepts learnt to create meaningful differentiation for customers
- CO3: Analyze the market position and opportunities using frameworks learnt
- CO4: Evaluate alternative strategies keeping in mind customer differences, their trade-offs etc.
- CO5: Create a marketing strategy based on concepts.

#### **Elective Course 1: Consumer Buying Behaviour**

**Credits: 2; Duration: 30 Hours**

##### **Course Outcomes:**

- CO1: Understand how consumers differ in their behaviours across categories, situations
- CO2: Apply consumer's decision-making process (DMP) at various stages of the buying process to make appropriate decision
- CO3: Analyze the consumer decision making process based on above frameworks and make optimal decisions
- CO4: Evaluate different forces shaping consumer behaviour and their impact on marketing strategies
- CO5: Create a marketing plan based on the frameworks learnt in this course.

#### **Elective Course 2: Sales Management**

**Credits: 2; Duration: 30**

##### **Course Outcomes:**

- CO1: Understand the changing nature of the Salesforce and complexity of selling situations
- CO2: Analyse the impact of the quality of Salesforce on revenue growth



- CO3: Evaluate the movement from general to specialised selling; shift from product selling to deep customer understanding and impact on sales force
- CO4: Apply the concepts learnt to increase customer retention through managing the sales force
- CO5: Develop a sales force plan from concepts learnt in the course

### **Elective Course 3: Product Management**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: Understand the roles and responsibilities of product management function within the marketing organization
- CO2: Apply the concepts and frameworks to identify opportunities for new products
- CO3: Analyze competitive scenarios and consumer wants to develop product mix decisions
- CO4: Evaluate product policies based on frameworks to arrive at a decision based on Product / company fit, corporate mission and objectives
- CO5: Create a strategic plan for a new product launch

### **Elective Course 4: Brand Management**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: To develop a thorough understanding of building, measuring, and managing Brand equity
- CO2: Apply the concepts and frameworks to building brands across all types of organizations
- CO3: Analyze brand strategies through theories, models and other tools
- CO4: Evaluate Brand Architectures and valuations
- CO5: Create branding strategies to maximize brand equity



### **Elective Course 5: Digital Marketing Strategy**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: Understand the issues in transitioning from traditional marketing to digital marketing
- CO2: Analyse outbound and inbound marketing programmes and impact on consumer behaviour through frameworks
- CO3: Apply the learnings to critique F2C and D2C communications and its effectiveness on company revenues and profits
- CO4: Evaluate digital marketing programmes across channels using and frameworks learnt in the course
- CO5: Design a comprehensive digital marketing strategy integrating multiple channels to achieve business objectives

### **Elective Course 6: Marketing Analytics**

**Credits: 2, Duration: 30**

#### **Course Outcomes:**

- CO1: Explain the Role of Analytics in Modern Marketing Decision-Making.
- CO2: Differentiate between Predictive, Classification, Clustering, and Segmentation Models in Marketing Analytics.
- CO3: Apply Statistical and Machine Learning Techniques such as Regression, Classification, and Clustering to Marketing problems.
- CO4: Evaluate Customer Lifetime Value (CLV) and its impact on Marketing Strategies.
- CO5: Develop Data-Driven Marketing Performance measurement frameworks.

### **Elective Course 7: Retail Management**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: Understanding the basics of shopper marketing, shopper behaviour and retail management.
- CO2: Apply the concepts and frameworks to different retail environments



- CO3: Analyze data and identify relationships and retailing models
- CO4: Evaluate different channel and retail models for developing optimum solutions
- CO5: Create an integrated plan based on the learnings and observations made for a channel to reach shoppers, based on course work done

### **Elective Course 8: Rural Marketing**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: To understand the scope and opportunities in Rural Marketing in current scenario.
- CO2: To know applications of rural marketing in context of Product, pricing, distribution and communication among rural segments.
- CO3: To analyse Rural economy, rural marketing environment and rural consumer behaviour.
- CO4: To assess role of financing and cooperative institutions in rural markets.
- CO5: To develop marketing strategies for marketing of agricultural & cottage industry produce.

### **Elective Course 9: Tourism Marketing**

**Credits: 2; Duration: 30**

#### **Course Outcomes:**

- CO1: Understand the fundamentals and types of tourism
- CO2: Apply concepts learnt to evaluate the tourism industry
- CO3: Analyze country – specific tourism strategies using Ghemavat's AAA framework
- CO4: Evaluate various country brands in tourism based on Anholt-GfK brand Indices
- CO5: Create tourism strategies for different countries based on concepts learnt in the course



### **Semester III – Operations and Supply Chain**

#### **Operations and Supply Chain Group - Mandatory Course: Supply Chain Management**

**Course Credits: 2; Duration: 30 Hours**

##### **Course Outcomes:**

- CO1: Recall basic concepts of supply chain management for business improvement
- CO2: Associate the concepts of supply chain management and connect with business scenarios
- CO3: Apply basic principles of supply chain management for streamlining business processes
- CO4: Analyse the performance of supply chain for all the stakeholders of the business
- CO5: Evaluate supply chain networks and optimize solutions to have competitive edge in management
- CO6: Design supply chain network for creating business value

#### **Elective Course 1: Logistics Management**

**Course Credits: 2; Duration: 30 Hours**

##### **Course Outcomes:**

- CO1: Remember / Recall fundamental concepts of logistics, transportation, warehousing and supply chain management
- CO2: Understand logistics strategies, distribution models and cost structures in supply chains
- CO3: Apply the principles of transportation, warehousing and inventory management in real-world scenarios
- CO4: Analyse logistics performance metrics and evaluate cost-effectiveness
- CO5: Evaluate risk, sustainability and technology integration in logistics
- CO6: Create an effective logistics plan, incorporating modern technologies and best practices for efficient movement of inventory



### **Elective Course 2: Warehouse Management**

**Course Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Remember the fundamental concepts of warehouse management and retain the basic
- CO2: Understand role of warehouse management in supply chain operations
- CO3: Apply safety, security, and sustainability practices in warehouse management
- CO4: Analyse warehouse layout and design principles to optimize efficiency and cost-effectiveness
- CO5: Evaluate inventory management strategies and warehouse performance metrics
- CO6: Create an effective warehouse design plan, incorporating modern technologies and best practices for inventory and storage management

### **Elective Course 3: Business Process Management for Risk & Performance Management**

**Course Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Define key concepts, principles, and frameworks in Business Process Management (BPM), Risk Management, and Performance Management.
- CO2: Explain the relationship between BPM, risk mitigation, and organizational performance, and their role in achieving business objectives.
- CO3: Utilize process mapping, risk assessment techniques, and performance measurement tools to analyze and improve business operations.
- CO4: Evaluate risks and inefficiencies in business processes and recommend strategies for risk mitigation and performance enhancement.
- CO5: Assess the impact of BPM initiatives on risk reduction and overall business performance using industry benchmarks and best practices.
- CO6: Design business process improvement strategies, integrating risk management and performance optimization frameworks to enhance organizational efficiency.





#### **Elective Course 4: Global Supply Chain Management**

**Course Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Recall the concepts of global supply chain management for solving business related problems
- CO2: Explain principles of global supply chain for decision making
- CO3: Develop solutions for global supply chain improvement
- CO4: Analyse the data and classify the issue regarding challenges and opportunities in global supply chain
- CO5: Assess the business environment and take a leading role in providing multiple opportunities for decision making
- CO6: Generate innovation approaches with technology and plan growth of the global supply chain business

#### **Elective Course 5: Service Operations Management**

**Course Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

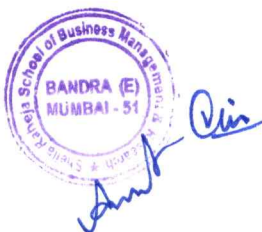
- CO1: Recall the concepts of service operations management for solving business related problems
- CO2: Explain service operations principles for decision making
- CO3: Develop solutions for service operations business improvement
- CO4: Analyse the data and classify the issue regarding challenges and opportunities
- CO5: Assess the business environment and take a leading role in providing multiple opportunities
- CO6: Generate innovation approaches with technology and plan growth of the service business

#### **Elective Course 6: Operations Analytics**

**Course Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Recall fundamental concepts of data-driven decision-making in operations



- CO2: Understand key analytical techniques used in operations
- CO3: Implement data analytics in real-world operational scenario
- CO4: Analyse & assess the impact of operational efficiency using quantitative models and optimization techniques
- CO5: Evaluate the impact of operational efficiency using appropriate data and optimization techniques for decision making
- CO6: Design innovative data-driven solutions for operations challenges

### **Elective Course 7: Manufacturing Resource Planning & Control**

**Course Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Choose appropriate Production planning to achieve business plan
- CO2: Compare manufacturing resources available and select right ones to optimize cost
- CO3: Identify ways to manage demand and capacity planning
- CO4: Analyse best practices followed for Material Requirement Planning
- CO5: Evaluate how implementing ERP system can help organizations to operate and monitor
- CO6: Create manufacturing resource plan based on understanding of concepts

### **Elective Course 8: Production Planning & Control (PPC)**

**Course Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Remember / Recall fundamental concepts of PPC CO2: Understand role of PPC in business management CO3: Apply the principles of PPC in manufacturing
- CO4: Analyse the pros and cons while decision making in manufacturing
- CO5: Evaluate risk, material and capacity while decision making
- CO6: Create effective processes for performance improvement and sustainable business



### **Elective Course 9: Purchase and Materials Management**

**Course Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: Remember important aspects of materials management
- CO2: Understanding the importance and worth of Materials Management with respect to business operations
- CO3: Apply concepts of materials management in business operations
- CO4: Analyse data for tenders, vendor selection, material purchase and cost analysis
- CO5: Evaluation of suppliers, materials, vendors and business proposals
- CO6: Create an optimized procurement and inventory management system to enhance efficiency and sustainability

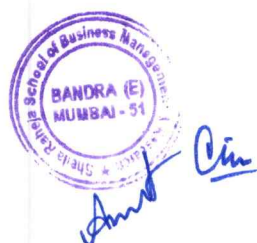
### **Semester III - Open Electives Across Specializations**

#### **Open Elective 1: Marketing of Financial Products and Services**

**Course Credits: 2; Duration 30 hours**

#### **Course Outcomes:**

- CO1: Explain the role, scope, and significance of marketing in financial services, including an overview of key products such as banking, insurance, and investment services.
- CO2: Apply segmentation, targeting, and positioning (STP) strategies, and design marketing mixes for diverse financial products including banking, NBFCs, insurance, and mutual funds.
- CO3: Analyze customer behaviour and marketing strategies in digital financial services, including fintech, mobile marketing, and CRM tools.
- CO4: Evaluate legal and ethical frameworks governing financial marketing in India, and assess their role in ensuring transparency and consumer protection.
- CO5: Design and present a field-based marketing strategy for a financial product using experiential insights, CRM, and digital tools.





### **Open Elective 2: Climate Risk and Sustainable Finance**

**Credits: 4; Total Hours: 60**

#### **Course Outcomes:**

- CO1: Understand the fundamentals of climate change, its economic impact, and the financial risks it poses
- CO2: Analyze the role of financial institutions and global policies in climate mitigation and sustainable development
- CO3: Evaluate ESG frameworks, investment strategies, and the regulatory landscape influencing sustainable finance
- CO4: Apply tools and instruments such as green bonds, carbon pricing, and climate risk management in financial decision-making
- CO5: Assess real-world cases, innovations, and emerging trends in climate risk and sustainable finance with relevance to India

### **Open Elective 3: Acquiring and Managing Talent**

**Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: To recognize the role of talent acquisition and selection.
- CO2: To identify the methods of acquisition and management of talent for a given position.
- CO3: To apply different interview techniques and demonstrate required interviewing skills for a given position.
- CO4: To analyse the requirements of the measures used in employee talent acquisition and selection to evaluate applicants fairly and in an unbiased manner.
- CO5: To create effective ways of acquiring, managing and retaining talent and evaluate the impact of talent management through the HR function.

### **Open Elective 4: Labour, Social Security and Welfare Law**

**Credits:2; Duration 30 Hours**

#### **Course Outcomes:**

- CO1: To understand the labour Laws implemented in Organizations
- CO2: To analyse the social security legislation relevant in the given scenario.



- CO3: To apply the laws related to Labour Laws and Labour Welfare Laws in organizational situations.
- CO4: To analyse and evaluate the role of governing bodies in security and welfare of employees.
- CO5: To create and develop a framework of social security and welfare laws for smooth functioning of an organization.

### **Open Elective 5: Service Management**

**Course Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Understand the various aspects of service at all customer touch points to enrich the lives of customers.
- CO2: Apply the various concepts and frameworks in the course to leverage service as a source of competitive advantage
- CO3: Analyze service quality, various metrics, and service design to leverage information flows and enhance customer value
- CO4: Evaluate value provided, customer behaviour, gaps in competitor offerings to create new, innovative services
- CO5: Devise a comprehensive service plan considering the company and competitive situation to complement marketing strategy

### **Open Elective 6: Events Management**

**Credits: 2; Duration: 30 Hours**

**Course Outcomes:**

- CO1: Understand the structure and scope of the event management industry.
- CO2: Apply the concepts learnt to Plan and design events aligned with client or organizational goals.
- CO3: Analyze the scheduling, logistics, risk mitigation and budgeting requirements for an event
- CO4: Evaluate integrated marketing communication strategies, and event execution including vendors and talent
- CO5: Plan an event and evaluate its success using metrics and concepts learnt in the course



### **Open Elective 7: Quality Management**

**Course Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: Define fundamental concepts, principles, and historical developments in quality management, including key contributions from Deming, Juran, and Crosby.
- CO2: Explain various quality management tools, techniques, and methodologies such as Six Sigma, Total Quality Management (TQM), and Statistical Process Control (SPC).
- CO3: Demonstrate the implementation of quality control and assurance strategies in real- world scenarios, using tools like Pareto Analysis, Cause-and-Effect Diagrams, and Failure Mode and Effects Analysis (FMEA).
- CO4: Examine international quality standards (ISO 9001, ISO 14001) and their impact on organizational performance, compliance, and continuous improvement.
- CO5: Assess different business excellence models and continuous improvement strategies like Lean and Kaizen for enhancing operational efficiency.
- CO6: Create and implement innovative quality management strategies to enhance organizational performance and sustainability.

### **Open Elective 8: Predictive Analytics**

**Course Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: The basic concepts of predictive analytics, including types of analytics and their applications in business decision-making.
- CO2: The use of regression models for prediction and estimation in real-world business scenarios.
- CO3: Logistic regression and classification techniques to solve business problems, including customer segmentation and event prediction.
- CO4: Data using forecasting methods to make accurate predictions based on business data.
- CO5: The performance of predictive models and assess their relevance to business outcomes.
- CO6: Actionable insights and predictive models using software tools to address real-world business challenges





### **Open Elective 9: Data Mining and Business Intelligence**

**Course Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: the introduction to data mining: introduction, definition of data mining, data mining parameters, how data mining works.
- CO2: the data mining techniques, statistical perspective on data mining, statistics-need and algorithms focused on business intelligence
- CO3: the business intelligence essentials.
- CO4: the Business Intelligence and Data Mining tools and its application for Business
- CO5: Data mining and BI Strategy for effective business,

### **Open Elective 10: Block chain Technology for Business**

**Course Credits: 2; Duration: 30 Hours**

#### **Course Outcomes:**

- CO1: To understand the fundamental principles, architecture, and working of block chain technology.
- CO2: To analyse the role of block chain in transforming business operations across industries.
- CO3: To explore various block chain platforms, smart contracts, and their applications in business.
- CO4: To assess security, legal, regulatory, and ethical considerations in block chain adoption.
- CO5: To evaluate emerging trends and future opportunities in block chain technology for business innovation.

### **Open Elective 11: Enterprise Risk Management**

- Offered by Institute of Risk Management and Approved by University of Mumbai under the Open Elective Basket - University of Mumbai - link:
- <https://mu.ac.in/wp-content/uploads/2025/04/IRMs-Global-Level-1-Enterprise-Risk-Management-2-Credits-Open-Elective-Course-ERM-A.C.-9.8.pdf>

**SRBS**

Bombay Suburban Art &amp; Craft Education Society's

**SHEILA RAHEJA SCHOOL OF BUSINESS MANAGEMENT AND RESEARCH**

Raheja Education Complex, Kher Nagar, Opp. Chhatrapati Shivaji Maharaj Ground, Bandra (E), Mumbai – 400 051

(Approved by AICTE, DTE, Affiliated to University of Mumbai, ISO 9001:2015 Certified and NAAC Accredited)

- Course can be accessed through following link:
- <https://www.gicededu.co.in/irm-mumbai-university-global-enterprise-risk-management-2-credit-course.php>
- Offered in Virtual Mode by 'Institute of Risk Management'
- Evaluation by IRM

### **Open Elective 12: SWAYAM Course Open Elective Course - Guidelines**

#### **Students can opt for maximum 5 Elective Courses in Semester III**

- Either all Five opted Elective courses can be from the 'Selected Specialization' Group (Finance/ Human Resource/ Marketing/Operations/Systems)
- OR
- Minimum Four Elective courses can be from the 'Selected Specialization' Group (Finance/ Human Resource/ Marketing/Operations/Systems) and One can be from Open Elective Basket
- In case, the course 'Enterprise Risk Management' (offered by IRM) OR 'SWAYAM' Course is opted as an open Elective, then the concerned Institute/College would have to ensure that the students complete the selected course and appear for the respective examination processes within the stipulated semester deadlines. The marks so-obtained through IRM / SWAYAM Examination (as the case may be), would be recorded as the 'SWAYAM' course score.



## **MMS Semester IV**

### **Mandatory Core Course: International Business**

**Credits: 4; Duration: 60 Hours**

#### **Course Outcomes:**

- CO1: Understand key concepts and global contexts driving international business strategies.
- CO2: Apply analytical frameworks to evaluate countries, markets, and global value chains.
- CO3: Formulate strategic decisions on entry modes, market selection, and subsidiary structuring.
- CO4: Assess financial, legal, cultural, and operational challenges in cross-border operations.
- CO5: Design comprehensive country entry strategies considering institutional, cultural, and competitive factors.

### **Mandatory Core Course: Corporate Governance and Ethics**

**Credits: 4; Duration: 60 Hours**

#### **Course Outcomes:**

- CO1: Demonstrate an understanding of corporate governance principles, board roles, and regulatory frameworks in the Indian context.
- CO2: Apply governance and ethical frameworks to business practices in compliance with Indian corporate laws and SEBI regulations.
- CO3: Analyze governance, CSR, and ESG practices of Indian companies using real-world disclosures and case examples.
- CO4: Evaluate corporate decisions and leadership approaches through ethical and governance perspectives for accountability and sustainability.
- CO5: Design strategic initiatives for CSR and ESG integration in alignment with Indian statutory requirements and stakeholder expectations.





**Mandatory Core Course: Seminar Paper****Course Credits: 2****Course Outcomes:**

- CO1: Demonstrate the ability to identify and define a relevant research problem within a selected functional area (Finance, Marketing, HR, Operations, or Systems).
- CO2: Apply appropriate research methodology, including the design of tools for collecting primary and secondary data, in line with academic standards.
- CO3: Analyze and interpret data using relevant analytical techniques to derive meaningful insights.
- CO4: Critically evaluate existing literature and integrate theoretical and conceptual frameworks to support the research study.
- CO5: Create and communicate research findings effectively through a structured report and oral presentation, demonstrating academic writing, critical thinking, and presentation skills.

**Mandatory Core Course: Research Project****Course Credits: 8****Course Outcomes:**

- CO1: Identify and define research problems by recognizing gaps in existing literature and industry practice, demonstrating comprehension of foundational research concepts.
- CO2: Design a research framework with clearly stated objectives, research questions, hypotheses, and suitable methodology for data collection.
- CO3: Apply statistical, analytical, or thematic methods depending on research type.
- CO4: Critically assess research findings, interpret results in context, and formulate evidence-based conclusions and practical recommendations.
- CO5: Communicate research outcomes effectively through a structured research report and oral presentation, synthesizing insights and demonstrating originality.



**Semester IV - Finance****Elective Course 1: Financial Market Regulations****Credits: 4; Total Hours: 60****Course Outcomes:**

- CO1: Describe the structure, evolution, and role of financial regulations in India in the context of global financial developments
- CO2: Analyze the regulatory powers and responsibilities of Indian financial institutions including RBI, SEBI, IRDA, and CCI
- CO3: Interpret SEBI regulations and assess their implications on capital markets, mutual funds, and investor protection
- CO4: Evaluate the effectiveness of legal frameworks concerning foreign exchange, money laundering, and international funds.
- CO5: Assess and critique regulatory frameworks governing credit rating agencies and foreign investments under Indian law.

**Elective Course 2: Behavioural Finance****Credits: 4; Duration: 60 hours****Course Outcomes:**

- CO1: Recall key psychological principles and biases influencing financial decisions.
- CO2: Explain common psychological obstacles that hinder rational financial decision-making.
- CO3: Analyze risks and outcomes associated with biased decision-making in financial contexts.
- CO4: Apply behavioural finance theories, including Expected Utility Theory, to real-world financial scenarios
- CO5: Evaluate the Efficient Market Hypothesis and construct reasoned arguments using behavioural case studies.



**Elective Course 3: Investment Banking and Alternate Investment Funds****Credits: 4; Duration: 60 hours****Course Outcomes:**

- CO1: Explain the fundamentals of Investment Banking and Alternative Investment Funds (AIFs), including their roles and structures.
- CO2: Describe and outline the processes of capital raising, issue management, and due diligence in financial transactions.
- CO3: Critically assess various services in project finance and structured finance to evaluate feasibility and structure of funding models.
- CO4: Analyze the characteristics and management strategies of alternative investment products and their use in investment portfolios.
- CO5: Apply AIF models in assessing risk scenarios and Evaluate overall AIF formats and structures.

**Elective Course 4: Fixed Income Securities****Course Credits: 4; Duration: 60 Hours****Course Outcomes:**

- CO1: Students will be able to discuss the various products and operations in bond and money markets and explain the recent developments in the money and bond markets.
- CO2: Students will be able to calculate the various parameters of bond markets accurately using the established approaches and framework and solve problems in various areas of bond and money market
- CO3: Students will be able to critically apply various tools and techniques for effective risk management in bond markets and will formulate key strategies using various frameworks of bond portfolio management in well-defined contexts.
- CO4: Students will be able to determine the various risks inherent to bond and money market and decide the various instruments of financial derivatives available for managing such risk.
- CO5: Students will be able to Defend the learnings about the structure of debt market, role of regulators, government, Banks, Global bond market and other stake holders in crisis and failures of debt market during case study discussions and presentation.





### **Elective Course 5: Wealth Management**

**Credits: 4; Duration: 60 Hours**

**Course Outcomes:**

- CO1: Define key concepts and principles of Wealth Management.
- CO2: Explain the role of different asset classes in Portfolio Management and their Risk return characteristics.
- CO3: Financial planning principles for individual and institutional wealth.
- CO4: Investment portfolios and asset allocation strategies.
- CO5: Assess risk management techniques in wealth planning.
- CO6: Comprehensive wealth management plans incorporating tax and estate planning.

### **Semester IV - Human Resource**

#### **Elective Course 1: Human Resource Capital, Accounting and Audit**

**Credits: 4; Duration 60 Hours**

**Course Outcomes:**

- CO1: To understand HR Accounting & Audit and its importance.
- CO2: To analyse the HR Accounting and Auditing methods.
- CO3: To apply HR Accounting methods.
- CO4: To evaluate the effectiveness of HR Accounting and Audit practices in organisations.
- CO5: To create Human Accounting Systems in organisations.

#### **Elective course 2: Industrial Relations and Alternate Dispute Resolution**

**Credits: 4; Duration 60 Hours**

**Course Outcomes:**

- CO1: To understand Evolution and Approaches of IR.
- CO2: To analyse the social security legislations laws cases relevant in the given scenario
- CO3: To understand and apply conflict prevention & resolution methods under IR



- CO4: To evaluate various methods to solve the conflict and to draft settlement agreements.
- CO5: To create models of adapting to changes in the dynamics of IR in changing Industry Employee Relations.

### **Elective Course 3: OD and Change Management**

**Credits: 4; Duration 60 Hours**

**Course Outcomes:**

- CO1: To understand the fundamental concepts, theories, and importance of Organizational Development and Change Management.
- CO2: To apply the Concepts and Frameworks of OD Approaches, OD Interventions and Change Management Models.
- CO3: To analyze various diagnostic tools and assess the impact of OD and Change Management in Organizational Performance.
- CO4: To evaluate the role of Leadership and Culture in Implementing and Sustaining Change Initiatives.
- CO5: To create change strategies for Organizational Transformation using OD Approaches.

### **Elective course 4: Strategic Human Resource Management**

**Credits: 4; Duration: 60 Hours**

**Course Outcomes:**

- CO1: To understand concepts, principles, and frameworks of Strategic HRM.
- CO2: To apply HR strategies, models and techniques to solve business and workforce challenges
- CO3: To analyze and differentiate various SHRM approaches in diverse business environments.
- CO4: To evaluate the HR policies and practices in alignment with corporate strategies.
- CO5: To design and create strategic HR plans and innovative solutions to contemporary HR issues.



**Semester IV - Marketing****Elective 1: Business to Business Marketing****Credits: 4; Duration: 60 Hours****Course Outcomes:**

- CO1: Understand the key factors in B2B segmentation, role of DMU's in organisation purchases, and value creation in B2B markets
- CO2: Apply the concepts learnt in the course to develop an appealing value-proposition for business customers
- CO3: Analyse the buyer value system to identify opportunities
- CO4: Evaluate the competitor's strategies, position in the ecosystem / network and identify the most suitable position for the firm.
- CO5: Create a business plan for launch of a product/solution from theories learnt in the course

**Elective 2: Global Marketing****Credits: 4; Duration: 60 Hours****Course Outcomes:**

- CO1: Understand the application of marketing principles in the global Context
- CO2: Apply global strategy concepts to international contexts
- CO3: Analyse international marketing strategies considering cultural, political, geographic and other differences, as well as standardization v/s localization etc.
- CO4: Evaluate Global marketing strategies using frameworks taught in the course

CO5: Create a global marketing plan for a product/category to be launched in selected countries

**Elective 3: Technology Strategy****Credits: 4; Duration: 60 Hours****Course Outcomes:**

- CO1: Understand issues in using new technology to compete successfully
- CO2: Develop strategies to manage technology risks, identify market needs, commercialize new technologies, and compete successfully in the market





- CO3: Analyze timing of entry of new technology, issues in collaboration v/s Competition
- CO4: Evaluate different positions to exploit new technologies
- CO5: Create a business plan for a hypothetical start-up targeting an unmet need.

#### **Elective 4: Social Marketing**

**Credits: 4; Duration: 60 Hours**

**Course Outcomes:**

- CO1: Understand the importance of social marketing in influencing Behaviours
- CO2: Apply concepts learnt to real life plans
- CO3: Analyse social marketing campaigns
- CO4: Evaluate the plan on Objectives, behaviours, cost, and ethical aspects
- CO5: Create a social marketing campaign based on concepts learnt

### **Semester IV – Operations and Supply Chain**

#### **Elective Course 1: Operations Strategies**

**Course Credits: 4; Duration: 60 Hours**

**Course Outcomes:**

- CO1: Remember / Recall fundamental principles of operations strategy and competitive advantage
- CO2: Understand frameworks for formulating and implementing operations strategies
- CO3: Apply operations strategy tools in real-world business scenarios CO4: Analyse the impact of strategic decisions on operational performance CO5: Critically evaluate operations strategies for various industries
- CO6: Create new relevant strategies in evolving business environment



### **Elective Course 2: Operations Applications and Cases**

**Course Credits: 4; Duration: 60 Hours**

**Course Outcomes:**

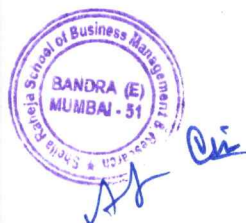
- CO1: Recall key concepts of Operations Management, including resource planning and process analysis
- CO2: Understand Manufacturing Resource Planning (MRP-I & II) and inventory management techniques using excel
- CO3: Apply workforce planning, aggregate planning, and scheduling techniques to optimize resource utilization
- CO4: Analyze investment decisions, plant operations, maintenance, and asset replacement strategies through financial modelling on Excel
- CO5: Evaluate cost estimation models for tendering, bidding, and financial feasibility in procurement and project management
- CO6: Design and create operations management frameworks for service industries (insurance, BPO/KPO, entertainment) to enhance efficiency and reduce costs

### **Elective Course 3: Lean Management**

**Course Credits: 4; Duration: 60 Hours**

**Course Outcomes:**

- CO1: Define and recall fundamental concepts of Lean Management.
- CO2: Explain key principles and philosophies of Lean.
- CO3: Utilize Lean tools and techniques in practical scenarios.
- CO4: Examine waste reduction strategies and process improvements.
- CO5: Assess Lean implementation effectiveness in organizations.
- CO6: Develop Lean-based solutions for operational efficiency.



### **Elective Course 4: Demand Forecasting and Inventory Management**

**Course Credits: 4; Duration: 60 Hours**

**Course Outcomes:**

- CO1: Remember the importance of demand forecasting in businesses
- CO2: Understand key concepts and techniques of demand forecasting
- CO3: Apply forecasting models to real-world business scenarios
- CO4: Analyze different inventory management techniques and models
- CO5: Evaluate the impact of demand forecasting on supply chain efficiency
- CO6: Develop and implement inventory management strategies to optimize stock levels, minimize costs, and prevent stock outs or overstocking

### **Elective Course 5: Productivity Enhancement in Operations Management**

**Course Credits: 4; Duration: 60 Hours**

**Course Outcomes:**

- CO1: Remember / Recall the fundamental concepts and principles of productivity in operations.
- CO2: Understand various frameworks and models for productivity enhancement.
- CO3: Apply productivity improvement techniques in real-world operational scenarios. CO4: Analyse the impact of different productivity enhancement strategies on operations. CO5: Critically evaluate productivity measurement tools and their effectiveness.
- CO6: Create new approaches towards improving processes, materials and overall productivity

