



Fr.C.Rodrigues Institute of Management Studies, Vashi, Navi Mumbai

Course Outcomes for all Courses offered in MMS program

SEMESTER	COURSE	COURSE CODE	COURSE OUTCOME (CO)	COURSE OUTCOME STATEMENTS
Semester I	Perspective Management	MMS-C101	CO1	Understand basic concepts and functions of management
			CO2	Understand how internal and external business environment shape organizations and their responses
			CO3	Understand the ways of managing positive and healthy mindset
			CO4	Understand the importance of behavior, skills, and mindset of a manager and a leader
			CO5	Understand the role of managers in business and society, and crisis and change management
			CO6	Apply knowledge of management theories and practices to solve business problem
	Effective and Management Communication	MMS-C106	CO1	To understand importance of communication at individual level

			CO2	To understand group communication and various challenges faced
			CO3	To understand the use of modern technology for corporate communication
			CO4	To apply effective communication techniques to build interpersonal skills at an individual level
			CO5	To apply effective communication techniques to build interpersonal skills at a group level
			CO6	To apply effective written communication techniques through letters and reports
	Organisational Behaviour	MMS-C109	CO1	Understand organizational behavior concepts and theories and interpret how organizations and the people within them work
			CO2	Understand individual behavior related to personality, attitude, perception and motivation
			CO3	Understand group behavior and dynamics and demonstrate skills required for working in groups
			CO4	Understand the organizational culture and various organizational designs
			CO5	Apply organizational behavior concepts and theories through case analysis
			CO6	Apply organizational behavior concepts and theories through case analysis
	Financial Accounting	MMS-C102	CO1	To understand basic concepts and fundamentals used in financial accounting
			CO2	To Understand all the intricacies of corporate financial statements.
			CO3	To Undersatnd stock valuation
			CO4	To Understand depreciation accounting.
			CO5	To Understand cash flow and fund flow statements

			CO6	To apply basic knowledge to prepare balance sheet, income and expenditure statements.
	Operations Management	MMS-C104	CO1	Understand the fundamentals of operations management in manufacturing and service industry.
			CO2	Understand the concept of supply chain management & logistics with a process approach and relate it to material management.
			CO3	Understand the importance of quality focused approach and internationally accepted standards.
			CO4	Apply techniques to finalize decision about facility location.
			CO5	Analyse situation related to facility layout for better decision.
			CO6	Analyse process and process related parameters for process improvement
	Negotiation and Selling Skills	MMS-C112	CO1	Understand the concept of negotiation with regards to its importance and types of negotiation
			CO2	Understand the skills required to be a good negotiator
			CO3	Apply models of Negotiation like BATNA, ZOPA etc and strategies to overcome barriers to negotiation
			CO4	Analyse the selling models used in different situations and types of businesses
			CO5	Analyse process and strategies of selling to different stakeholders and types of consumers
			CO6	Create a sales pitch/application tool for a specific product/service/idea

	Managerial Economics	MMS-C105	CO1	To Understand various micro economic theories from the consumers point of view
			CO2	To Understand various micro economic theories from the producers and suppliers point of view
			CO3	To Understand different types of Markets
			CO4	To Apply the Capital Budgeting tools for individual projects.
			CO5	To Analyze the most feasible projects by comparing them with the results of Capital Budgeting tools.
			CO6	To Analyze the relationship between cost, revenue, profit, losses as well as the economic analysis of current affairs.
	Business Statistics	MMS-C103	CO1	Understand different statistical techniques to solve business problems
			CO2	To understand sampling and sampling distribution
			CO3	To understand the theory of probability, and the probability model
			CO4	Apply descriptive statistics effectively to data
			CO5	Analyse and interpret data using various statistical techniques for decision making
			CO6	Evaluate how statistical techniques can help in decision making
Semester II	Entrepreneurship Ma	MMS-C212	CO1	Understand entrepreneurial perspective focusing on opportunities and related challenges.
			CO2	Understand role of innovation and technology in the domain of entrepreneurship.
			CO3	Understand entrepreneurial environment on back drop of PEST factors, support organisations and legal framework.

			CO4	Understand financing avenues and scaling up business, in the given framework.
			CO5	Apply knowledge gained to identify product/project.
	Legal & Tax Aspects of Business	MMS-C206	CO1	To remember about the important provisions of some important business laws
			CO2	To understand the different business laws like The Indian Contract Act, Sales of Goods Act, Negotiable Instruments Act, Consumer Protection Act, The Companies Act & IPR
			CO3	To understand the implications of the business laws on organisations
			CO4	To understand the framework of Indian Income Tax Act with concepts of tax slabs, TDS etc
			CO5	To apply principles of Income Tax Act to various scenarios
			CO6	To understand the scope and coverage of indirect taxes (Old & Contemporary)
	Business Research Methods	MMS-C204	CO1	Understand various types of research, research process and applications in social and business sciences
			CO2	Understand the process of formulating research problems and meaning, nature and classification of research designs
			CO3	Understand data sources for social research, types of measurement scales and design questionnaires
			CO4	Understand various sampling techniques and develop understanding for data collection

			CO5	Analyze univariate and bivariate data, test hypothesis and able to write reports
	Human Resource Management	MMS-C205	CO1	Understand key terms, theories/concepts and practices within the field of HRM/Employee Relations
			CO2	Understand the importance and process of manpower planning, job analysis and methods used for recruitment and selection of human resources
			CO3	Understand the importance and process of performance management system and appraisals and compensation management
			CO4	Understand the process of employee training and development programs in organizations
			CO5	Understand the role of human resources in supporting organizational strategy
			CO6	Apply knowledge of change management and organization development to human resource management
	Operations Research	MMS-C203	CO1	Understand varied business situations (function view point – Finance, HR, Marketing, Operations) and translate into mathematical expressions.
			CO2	Understand various techniques to address business situations – certainty (LPP, Transportation and Assignment problems)
			CO3	Understand various techniques to address business situations - uncertainty (Decision theory, Waiting lines, Game theory).
			CO4	Apply techniques learned regarding certainty to various business situations.

			CO5	Apply various techniques learned regarding uncertainty to different business situations.
	Marketing Management	MMS-C201	CO1	Understand the evolution of marketing and its basic concepts like needs, want, demand and marketing environment
			CO2	Understand the role of Market Research & Marketing Information Systems in decision making in organizations
			CO3	Understand Buying Behavior of consumers in different types of Business
			CO4	Apply pillars of Marketing (STPD) in different situations/scenarios
			CO5	Apply Marketing Mix in different situations/scenarios
			CO6	Evaluate the commonly used marketing strategies like BCG Matrix, Ansoff Matrix, Product Life Cycle, Porter's Five force model etc
	Financial Management	MMS-C202	CO1	To Understand key concepts, theories and sources of finance in Financial management
			CO2	To apply Inventory management ,capital Budgeting tools and Leverage concepts to companies and its operations.
			CO3	To analyze companies with the help of ratios
			CO4	To analyze companies, its various projects and policies with the help of receivable management and External financing requirements.
			CO5	To analyze companies, its various projects and policies with the help of capital budgeting tools and factors affecting capital structure planning.

	Cost & Management	MMS-C207	CO1	Student will be able to classify cost into various categories and develop a cost sheet under various costing methods using a given case.
			CO2	Student will be able to comprehend various components of budgeting and develop various types of budgets for a given organization and analyze the functional as well as the master budgets successfully.
			CO3	Students will be able to calculate different variances by setting various benchmarks and analyzing from a given budget to implement effective control.
			CO4	Students would be able to solve the real-life managerial problem with the help of the available theoretical framework such as marginal costing which will help in designing better profitability of the firm.
			CO5	Students would be able to understand and apply the concept of ABC and Target costing accurately through situation analysis that would help in effective allocation of overhead for competitive pricing.
			CO6	Student would be able to demonstrate the cost of the product taking in to account the various phases of product life cycle for decision making using cases of specific product and allocate direct and indirect cost for social and environmental issues.
Semester III - CORE	International Business	MMS-C301	CO1	Understand concepts, theories those shape the market place for international business in a globalised world.

			CO2	Understand various institutions and their role in creating and strengthening conducive environment for global business.
			CO3	Assess the impact of economic, political, legal, social, cultural & financial environment and apply to current business decisions.
			CO4	Analyse the various strategies adopted by firms to expand as well as manage international operations.
			CO5	Evaluate opportunities and risks of operating businesses in global market to make business decisions in the international scenario.
	Strategic Management	MMS-C302	CO1	Recall strategic management basic concepts
			CO2	Demonstrate an understanding of the important strategic management frameworks
			CO3	Utilize the strategic management tools and frameworks and apply them to real life business issues.
			CO4	Examine the applications of the strategic management tools and frameworks
			CO5	Evaluate the strategic options available to organizations for better implementation and control.
			CO6	Formulate strategic solutions for real life business problems.
	Summer Internship	MMS-C303	CO1	To understand role of business environment and its impact on organizational performance
			CO2	- To Understand the importance of managerial attributes and qualities while performing various tasks in internship organization.

			CO3	To apply managerial knowledge and skills in identifying organizational practices and processes
			CO4	To analyze organizational practices and processes and examine the determinants of organizational effectiveness.
			CO5	– To create scientific report by synthesizing learnings/experiences.
Semester III - FINANCE Specialisation	Financial Markets & Institution	MMS-F304	CO1	Understand the role and structure of the financial system.
			CO2	Understand the concepts of financial market.
			CO3	Understand the role of Financial Intermediaries in Indian Financial Market.
			CO4	Application of different financial products issued in domestic market.
			CO5	Application of concepts in the emerging as well as traditional financial services markets.
	Corporate Valuation & Mergers	MMS-F305	CO1	Understand basic concepts related to Corporate valuation and Mergers and acquisition.
			CO2	Understand different methods of corporate valuation, M&A
			CO3	Apply valuation using discounted cash flow methods and ability to calculate the same
			CO4	Apply Non DCF method of valuation and special cases of valuation
			CO5	Applying concepts of valuation in case of M&A and calculate value of firm

	Security Analysis and Portfolio Mgmt	MMS-F306	CO1	Understand key concepts, theories of securities market
			CO2	Apply concepts, techniques and theory of Risk Return analysis and corporate adjustments as a prerequisite to make investment decisions
			CO3	Apply concepts, techniques and theory of Capital Market Theory and Technical Analysis of stocks as a prerequisite to make investment decisions
			CO4	Analyze portfolios with the help of various models to make investment decisions
			CO5	Evaluate stocks and Bonds using Valuation models
	Financial Regulations	MMS-F307	CO1	Understand the basics of SEBI regulations
			CO2	Understand the basics of different regulations
			CO3	Apply Regulations through case studies
			CO4	Apply Financial Regulations in CO1 to other regulations such as Company law, Taxation, Accountancy etc.
			CO5	Apply the objects of every regulation and the triggers for the enactment of the Regulations.
	Derivatives & Risk Management	MMS-F308	CO1	Understand key concepts, types of derivatives and their uses
			CO2	Understanding mechanics of options and pay off for strategies
			CO3	Apply the future and option trading strategies for minimisation of risk.
			CO4	Apply Risk management and Option greeks

			CO5	Evaluate different option trading, hedging strategies and develop them as per investors requirement and understanding the process of clearing and settlement
			CO6	Evaluate factors affecting derivatives valuations and their application in valuations
	Financial Modelling	MMS-F316	CO1	Understand excel basics for financial models through the basic, logical and financial functions in excel.
			CO2	Understand the prerequisites such as financial functions for Financial models.
			CO3	Understand the prerequisites such as what if analysis, VBE and corporate adjustments for Financial models.
			CO4	Apply excel basics and financial functions to build small models
			CO5	Create big valuation models and make them industry ready
Semester III - MARKETING Specialisation	Sales Management	MMS-M304	CO1	To understand the functioning of sales department in organisations across different sectors and selling skills important for a sales person
			CO2	To apply techniques and tools useful in planning and administration of sales
			CO3	To apply and develop sales skills like team management, territory management, time management in various situations
			CO4	To analyse and set up appropriate controls in sales

			CO5	To understand the importance of distribution & Logistics in sales and distribution
	Marketing Strategy	MMS-M305	CO1	To understand the basics of Marketing Strategy and New Product Development process
			CO2	To apply various matrices to evaluate marketing programmes
			CO3	To analyse Product and Brand Policy decisions in marketing
			CO4	To analyse pricing and channel policies in marketing
			CO5	To create a marketing plan by undertaking relevant analysis and decision making
	Consumer Behaviour	MMS-M306	CO1	To understand importance, basic concepts and models of Consumer Behavior
			CO2	To understand the decision making process in consumer and business decision making
			CO3	To analyse the role of internal factors like Motivation, Perception, Learning, Attitude and Personality in consumer decision making process
			CO4	To analyse the role of external factors like Social Class, Group Behavior and Culture in consumer decision making process
			CO5	To evaluate role of Consumer Behavior in overall marketing decisions
	Services Marketing	MMS-M307	CO1	To understand various basic aspects of services marketing like characteristics of services, consumer behavior in services

			CO2	To understand various aspects of services marketing like marketing mix, demand and capacity management
			CO3	To analyse the role of CRM in improving customer satisfaction and customer retention
			CO4	To apply effective processes for complaint handling, Service failures and Service Recovery
			CO5	To evaluate recent improvements in service quality and developments in Service
	Product and Brand Management	MMS-M308	CO1	To understand importance of product and brand decisions in overall marketing strategy
			CO2	To apply product mix decisions and SBU strategies over different stages of Product Life Cycle
			CO3	To analyse New Product development process and financial decisions regarding products over their product life cycle
			CO4	To evaluate the role of brand elements in building strong brands
			CO5	To evaluate branding strategies used to build strong brands
			CO6	
	Digital Marketing	MMS-M312	CO1	To understand the role and importance of Digital Media in Marketing
			CO2	To understand various aspects of Social Media Marketing like campaign creation, lead generation, campaign assessment.
			CO3	To analyse the role of various digital marketing techniques like SEO,SEM and display advertising in overall marketing plan

			CO4	To analyse the role of various digital marketing techniques like Email Marketing, Mobile Marketing in overall marketing plan
			CO5	To apply pricing models to various types of digital marketing initiatives
Semester III - HUMAN RESOURCES MGMT	Training and Development	MMS-H304	CO1	Understand the evolution of training & development and the concept of human resource development, training need assessment, training audit and training evaluation
			CO2	Understand what motivates adult learning and the concept of traditional and new methods of training and the process of training and development
			CO3	Understand the concept of learning organizations, management development and its benefits
			CO4	Apply the concept of adult learning and identify methodologies for developing and designing training programmes, organise and utilize the budget, training administration
			CO5	Evaluate the training programmes, cost benefit analysis and ROI
			CO6	Create a training module from assessing training needs to establishing training objectives to developing training modules and executing the training programme
	Compensation and Benefits	MMS-H305	CO1	Understand the core concepts of compensation and benefits management system

			CO2	Understand the different components of compensation and benefit packages and methods to evaluate compensation and benefit, processes and strategies
			CO3	Understand the basic legal framework envisaged under the statutes for compensation and welfare of employees and the premise of bonus, wages, and minimum wages to workers
			CO4	Apply knowledge of compensation, benefit and rewards to construct an effective compensation structure that will ensure the firm is competitive with other similar firms and determine appropriate pay levels
			CO5	Analyze compensation system of an organization and develop compensation plan, employee benefits and incentives programs
	Competency Based HRM & Performance Mgmt	MMS-H306	CO1	Understand the theory and concept of competency and the relevance of competency based-HR practices in modern organizations
			CO2	Understand the steps in competency mapping and explain the purpose of assessment centres (ACs) and various tools used in ACs
			CO3	Understand the conceptual framework of performance management system and various strategies used by organizations to measure performance and reward
			CO4	Apply knowledge of various methods to collect data in competency mapping process and make use of systematic approach to build competency model and its various uses within the organizations

			CO5	Apply knowledge of performance ratings and normalization and identify potential pitfalls in managing performance and address ethical issues and dilemmas in performance management
	Labour Laws & its implications on Industrial Relations	MMS-H307	CO1	Understand the various theories, models, and paradigms in Industrial Relations and the role of key participants, institutions, relationships and processes in Industrial Relations as much as their issues and implications for business and organizations
			CO2	Understand the salient features of labour laws/codes related to Industrial Relations, Social Security, Wages, Welfare and Working Conditions
			CO3	Understand the principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, employee discipline and industrial dispute
			CO4	Apply knowledge of industrial relations and labour laws/codes to manage labour issues and problems
			CO5	Analyze various labour issues and problems and examine the implications of various IR practices
	HR Planning & Application of Technology in HR	MMS-H308	CO1	Understand the concepts of human resource planning (HRP), different levels of planning in an organization and the relationship between HRP and business planning; advantages and disadvantages of HR demand forecasting techniques and external and internal supply assessment methods

			CO2	Understand the different steps in the HRP process and discuss how the process can be applied at both the operational and strategic level; strategies to address environmental factors and shape HR plans and strategies
			CO3	Understand the purpose of human resource information system (HRIS), HR Analytics and describe how it facilitates HRP
			CO4	Apply concepts, methods and techniques of HR planning to organizational issues
			CO5	Analyze how job analysis and/or job design and organizational change and/or development are linked to HRP
	Personal Growth Laboratory	MMS-H309	CO1	Understand and discuss personal growth and personal effectiveness, meaning of self-awareness and self-esteem by using various tools and techniques such as Personality and its theories, Emotional Intelligence, Neuro Linguistic Programming
			CO2	Understand the basics of different types of thinking techniques and methods of improving creativity
			CO3	Understand team conflict and negotiation and causes of stress and techniques to manage various situations at workplace
			CO4	Apply acquired knowledge of the various concepts and learning methodologies to real and work life situations, to utilize the skills developed, to identify their own behavior as well as of others
			CO5	Analyze the importance of interpersonal relations for personal and professional growth to positively impact team work in organization

Semester III - OPERATION S Specialisation	Supply Chain Management	MMS-O304	CO1	Understand supply chain, logistics and warehousing concepts in integrated way.
			CO2	Understand role of web based techniques in order processing and procurement.
			CO3	Apply various process related tools to improve S.C. performance through SC integration.
			CO4	Apply various frameworks for strategic alliance.
			CO5	Analyse supply chain and current trends using database.
	Operations Analytics	MMS-O305	CO1	Understand concept of analytics in context of Operations domain.
			CO2	Apply various tools and techniques to evaluate demand analytics and related errors.
			CO3	Apply analytics concepts to service domain.
			CO4	Analyse supply chain challenges through analytics.
			CO5	Evaluate performance using dash board and reports.
	Service Operations Management	MMS-O306	CO1	Understand concepts related to service, outsourcing, offshoring and classification of services.
			CO2	Understand various types of service firms and challenges related to their site selection.
			CO3	Apply various tools and techniques for site selection of various types of service firms.
			CO4	Analyse situation to make service firm profitable using yield management concept.

			CO5	Evaluate effectiveness of material management and performance of service operations.
	Mfg. Resource Planning Control	MMS-O307	CO1	Understand connection between manufacturing resources and operations management function & business, at large.
			CO2	Understand different terminologies related to MRP-I and MRP-II and emergence of MRP-II from MRP-I.
			CO3	Apply Master Production Schedule (MPS) to make Material Requirement Planning (MRP).
			CO4	Apply product structure and BOM technique to finalize MRP.
			CO5	Analyse role of MRP-I and MRP-II leading to emergence of ERP.
	Materials Management	MMS-O308	CO1	Understand importance of materials management and material handling .
			CO2	Understand different aspects procurement and purchasing.
			CO3	Apply different techniques for material planning and classification.
			CO4	Apply ethics principles in material management.
			CO5	Analyse material storage and related layout aspects.
	Business Process Engg. & Benchmarking	MMS-O310	CO1	Understand framework of BPR (Project Environment).
			CO2	Understand four phases of reengineering project.
			CO3	Apply Process Flow Chart technique and “End-To-End” approach with customer focus to different business processes.

			CO4	Analyse processes with the help of improvement tools like Benchmarking, SMED, SPC etc. in project BPR
			CO5	Evaluate role of IT enablement to enhance speed of processes.
Semester IV - CORE	Project Management	MMS-C401	CO1	Understand project organization related concepts.
			CO2	Understand project team and related concepts.
			CO3	Apply concept of Project Management to identify new opportunities and techniques of project crashing in given constraints
			CO4	Apply CPM/PERT/Earned Value Analysis, Gantt chart tools and techniques for achieving success parameters of cost (Budget), time (Schedule) and quality (Delivery and Customer satisfaction) in project management.
			CO5	Analyze project for financial analysis.
	General Management	MMS-C402	CO1	To construct objectives of study on the basis of Literature Review/Industry study.
			CO2	To choose appropriate research design.
			CO3	To make use of appropriate theoretical framework
			CO4	To examine relationship between variables
			CO5	To justify the findings made during the project.
			CO6	To discuss the managerial implications of the study.
	Functional Specialisation	MMS-C403	CO1	To construct objectives of study on the basis of Literature Review/Industry study.
			CO2	To choose appropriate research design.

			CO3	To make use of appropriate theoretical framework
			CO4	To examine relationship between variables
			CO5	To justify the findings made during the project.
			CO6	To discuss the managerial implications of the study.
	Social Relevance	MMS-C404	CO1	To understand social and environmental challenges.
			CO2	To build the values of social responsibility by sensitizing students about the problems in the environment/ society.
			CO3	To develop the capabilities of students to work for an inclusive and sustainable economy.
			CO4	To analyze challenges faced by institutions in meeting social and environmental responsibilities and collaboratively explore effective solutions
			CO5	To Appraise resources and privileges enjoyed by individuals
			CO6	To discuss suitable actions for social and environmental challenges
Semester IV - FINANCE Specialisation	Venture Capital & Pvt. Equity	MMS-F407	CO1	To Understand the Structure of Venture Capital and Private Equity
			CO2	To Understand VCPE funds regulations and Corporate Governance matters
			CO3	To Analyze VCPE deals through financial valuations.
			CO4	To Evaluate the VCPE process of fund raising.
			CO5	To Evaluate the VCPE process of Investment selection and exit strategies.

Semester IV - MARKETING Specialisation	Trends in Marketing	MMS-M408	CO1	To analyse the factors contributing to changing trends in marketing
			CO2	To apply marketing in specific scenarios like Non-Profit Organisations, Marketing at Bottom of Pyramid, Green organisations
			CO3	To evaluate the benefits of modern trends in marketing like Experiential Marketing, Referral Marketing, Crowdsourcing, cause related marketing in changing business world
			CO4	To evaluate pros and cons of trends like Data Driven marketing, Product Placement, Collaborative marketing, Event based marketing, Gaming over traditional methods
			CO5	To create strategies for implementing various trends in marketing like social marketing, cause related marketing, marketing of Luxury Goods etc
Semester IV - HUMAN RESOURCES MGMT	OD and Change Management	MMS-H405	CO1	Understand the significance and philosophy of organizational change and the concept and assumptions of OD
			CO2	Understand various theories and models used in planned change programs
			CO3	Understand OD as an applied behavioural science and the role of OD practitioners and change agents in facilitating change

			CO4	Apply various diagnostic tools and the appropriate methodology for collecting organizational data to plan a major change effort
			CO5	Analyze the various structural, behavioral and comprehensive interventions used in in change efforts
Semester IV - OPERATION S Specialisation	Strategic Sourcing in Supply Management	MMS -O408	CO1	Understand strategic nature of purchasing function(Procurement), legality and ethics in the context of supply chain.
			CO2	Understand terminology and documents regarding local and overseas procurement.
			CO3	Apply tools and techniques for better supplier selection.
			CO4	Apply various techniques to better P2P process
			CO5	Analyse different procurement situations using Supply Market Matrix, Kraljic Matrix.
Semester IV - OPERATION S Specialisation	Operations Outsourcing and Offshoring	MMS-O407	CO1	Understand importance, factors, implementation, benefits and challenges of outsourcing.
			CO2	Understand activities, quantification, ethics, cost issues and non-cost issues of Offshoring.
			CO3	Apply various tools and models to compete in national and global market.
			CO4	Analyse situations to decide options for offshoring.

			CO5	Evaluate strategies and control criteria during pre-implementing and post-implementing phase.
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