



Mahatma Education Society's

DTE Code : MB 3160

PILLAI HOC INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

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Approved by AICTE, DTE, Government of Maharashtra and Affiliated to the University of Mumbai

MASTER OF MANAGEMENT STUDIES (MMS) (Program affiliated to University of Mumbai)

Program Outcomes (POs)

PO 1 Apply knowledge of management theories and practices to solve business problems.

PO 2 Foster Analytical and critical thinking abilities for data-based decision making.

PO 3 Ability to develop Value based Leadership ability.

PO 4 Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.

PO 5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO 6 Demonstrate creativity in addressing business situations.

PO 7 Demonstrate fair degree of ethical and social responsibility in personal and professional dealings.

| Master of Management Studies | | | | |
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| Course Outcomes (COs) | | | | |
| Semester | Subject Code | Subject Name | | Course Outcomes |
| SEM 1 | 101 | PERSPECTIVE MANAGEMENT | CO 1 | To enumerate the various principles that govern management |
| | | | CO 2 | To discuss the varied roles and functions of managers in an organization |
| | | | CO 3 | To conceptualize how internal and external environment shape organizations and their responses |
| | | | CO 4 | To develop requisite leadership skills to succeed in an organizational context |
| | 102 | FINANCIAL ACCOUNTING | CO 1 | To explain the basic concepts and fundamentals used in financial accounting. |
| | | | CO 2 | To explain all the intricacies of corporate financial statements |
| | | | CO 3 | To analyze annual reports, audit reports and directors' report |
| | | | CO 4 | To understand funding sources, instruments and markets |
| | 103 | BUSINESS STATISTICS | CO 1 | To identify types of data and illustrate in an organization |
| | | | CO 2 | To identify different statistical tools and techniques |
| | | | CO 3 | To employ statistical tools and interpret outcomes |

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| | | | CO4 | To analyze and interpret the reviews of financial results, proposals and plans |
| | 104 | OPERATIONS MANAGEMENT | CO 1 | To identify the principles of operations management required by a student of management studies. |
| | | | CO 2 | To discuss the various operating principles applicable to both manufacturing as well as service industry |
| | | | CO 3 | To discuss the various analytical techniques of Operations management this can be applied in a range of industries. |
| | | | CO 4 | To discuss how to apply different analytical techniques of operation management in different industry and sector. |
| | 105 | MANAGERIAL ECONOMICS | CO 1 | To examine the theory and Conceptual practice of Managerial Economics |
| | | | CO 2 | To apply the theoretical knowledge in actual policy planning and practical decision making |
| | | | CO 3 | To recognize the functions of demand and supply of capital |
| | | | CO 4 | To analyze and calculate profitability of projects |
| | 106 (E) | EFFECTIVE AND MANAGEMENT COMMUNICATION | CO 1 | To understand the importance Of communication and itsprocess |
| | | | CO 2 | To use channels of communication and understand essentials of verbal and Nonverbal Communication |

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| | | | CO 3 | To function effectively in a global organization |
| | | | CO 4 | To explain about Meetings, MOM, Group discussion, Report writing. |
| | 107 (E) | ORGANISATIONAL BEHAVIOUR | CO 1 | To explain how differences in individuals on the basis of personality, values, perception and the like can affect performance |
| | | | CO 2 | To apply appropriate leadership styles indifferent organizational contexts |
| | | | CO 3 | To apply group and team concepts for better individual and organizational performance |
| | | | CO 4 | To recognize the importance of change in organizations and apply mechanisms to Cope with the same |
| | 108 (E) | PERSONAL GROOMING AND EFFECTIVENESS | CO 1 | To explain identify personal habits and their impact. |
| | | | CO 2 | To discuss how to develop effective time management skills and the ability to cope up with stress. |
| | | | CO3 | To explain how to apply clear and effective communication skills. |
| | | | CO4 | To discuss and address the barriers to personal effectiveness. |
| SEM 2 | 201 | MARKETING MANAGEMENT | CO 1 | To explain the basic elements of the marketing management terms, Implementation of studied term in the industry and related process. |

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| | | | CO 2 | To explain how to identify and solve many business problems by using a marketing perspective. |
| | | | CO 3 | To understand the new product development process. |
| | 202 | FINANCIAL MANAGEMENT | CO 1 | To define the goal of a finance manager |
| | | | CO 2 | To explain the fundamental financial management concepts |
| | | | CO 3 | To identify funding sources, instruments and markets |
| | 203 | OPERATIONS RESEARCH | CO 1 | To explain optimizing techniques |
| | | | CO 2 | To apply optimizing techniques in decision making in business |
| | | | CO 3 | To effectively understand the mathematical basis for business decision making |
| | | | CO 4 | To Identify and develop operational research model from real system |
| | 204 | BUSINESS RESEARCH METHODS | CO 1 | Define concepts of research methods to solve business problems |
| | | | CO 2 | Analyze the data to make meaningful decisions |
| | | | CO 3 | Apply research tools and concepts to business management decisions and |

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| | 205 | HUMAN RESOURCES MANAGEMENT | CO 1 | To explain the core activities undertaken by HR managers and analyze its implications On organizational success |
| | | | CO 2 | To demonstrate the ability to use appropriate mechanisms to keep employees engaged and motivated |
| | | | CO 3 | To discuss the changing role of HR in a technology driven globalized world |
| | 206 (E) | COST AND MANAGEMENT ACCOUNTING | CO 1 | To understand the basic cost concept and techniques of analyzing cost to have better management control and decision making. |
| | | | CO 2 | To understand the Various Elements of Costs. |
| | | | CO 3 | To explain the concepts and application of activity-based costing. |
| | 208 (E) | ANALYSIS OF FINANCIAL STATEMENTS | CO 1 | To explain the various techniques of Financial Statement Analysis |
| | | | CO 2 | To develop expertise in Business Valuation |
| | | | CO 3 | To explain advanced tools used in financial statements and financial reporting. |

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| | 209 (E) | DEVELOPING TEAMS AND LEADERSHIP | CO 1 | To explain how to developing and managing a team. |
| | | | CO 2 | To explain strategies for coping with teams and challenges. |
| | | | CO 3 | To discuss how to adapt your leadership styles to effectively lead and influence others. |
| SEM III Common | 302 | INTERNATIONAL BUSINESS | CO 1 | To explain the concepts, theories and models of International Business. |
| | | | CO 2 | To explain global best business practices and business institutions that facilitate international business |
| | | | CO 3 | To analyze trends in global business |
| | | | CO 4 | To apply international business concepts in the industry |
| | 303 | STRATEGIC MANAGEMENT | CO 1 | To identify industry to which the organization belongs and analyze the industry using industry analysis tools |
| | | | CO 2 | To discuss and analyses the organization in detail using organization analysis tools |
| | | | CO 3 | To apply the concepts of management in a real-life scenario |
| | | | CO 4 | To discuss the process of strategy formulation, implementation and evaluation |

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| SEM 3 FINANCE | F304 | FINANCIAL MARKETING & INSTITUTIONS | CO 1 | To explain different components of the Indian Financial system and their functions. |
| | | | CO 2 | To comprehend various products issued through different financial institutions in the primary and secondary markets. |
| | | | CO 3 | To discuss the fixed income market, the different instruments and concepts related to it. |
| | | | CO 4 | To explain and discuss different components of the Indian financial system and their functions. |
| | F305 | CORPORATE VALUATION AND MERGER AND ACQUISITIONS | CO 1 | To explain the process and set of procedures to be used to estimate the value of a company. |
| | | | CO 2 | To understand synergies, types of Mergers and Acquisitions. |
| | | | CO 3 | To discuss the strategic decisions in M&A to enhance a company's growth. |
| | | | CO 4 | To explain financial statements leverages and working capital from valuation perspective. |
| | F306 | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | CO 1 | To explain the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions. |
| | | | CO 2 | To explain the need for continuous evaluation and review of the portfolio with different techniques. |
| | | | CO 3 | To discuss technical analysis to predict price movements based on indicators and forecasting techniques. |

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| | | | CO 4 | To explain the creation of an index, adjustment in the index, tracking an index. |
| | F307 | FINANCIAL REGULATIONS | CO 1 | To explain the financial regulations and its framework in India |
| | | | CO 2 | To discuss the implications of the financial regulations on the different financial institutions and bodies |
| | | | CO 3 | To discuss the relevance of these financial regulations in safeguarding and maintaining financial stability |
| | | | CO 4 | To understand SEBI Regulations pertaining to capital market. |
| | F308 | DERIVATIVES AND RISK MANAGEMENT | CO 1 | To explain the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets. |
| | | | CO 2 | To enumerate the derivatives pricing and application of strategies for financial risk management. |
| | | | CO 3 | To discuss trading, clearing and settlement mechanism in derivatives markets. |
| | | | CO 4 | To explain SAPM, Corporate valuation, Investment Banking commodity markets and international finance. |
| | F309 | BANKING AND FINANCIAL SERVICE INSTITUTION | CO 1 | To understand various financial institution their functions and the range of financial services they offer individual, Government. |
| | | | CO 2 | To explain how to apply appropriate risk management techniques to mitigate this risk effectively. |

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| | | | CO 3 | To explain Application of regulatory compliance. |
| | | | CO 4 | To explain critical evaluation of financial industry trends. |
| SEM III MARKE TING | M304 | SALES MANAGEMENT | CO 1 | To explain the function of sales and its importance |
| | | | CO 2 | To develop selling and negotiation skills |
| | | | CO 3 | To discuss the field sales control techniques |
| | | | CO 4 | To discuss the importance of distribution and logistics management in relation to sales management, |
| | M305 | MARKETING STRATEGY | CO 1 | To explain the concept and principles related to marketing strategy |
| | | | CO 2 | To explain the process of new product development |
| | | | CO 3 | To discuss pricing and channel policies |
| | | | CO 4 | To develop a marketing plan for an organization |
| | M306 | CONSUMER BEHAVIOR | CO 1 | To explain pre and post purchase consumer behavior. |
| | | | CO 2 | To discuss the conceptual insights into key aspects such as social, psychological, and other factors that influence consumer behavior |
| | | | CO 3 | To discuss the impact of digital revolution on consumer behavior. |
| | | | CO 4 | To describe the numerous models related to consumer attitudes and their impact on behavior. |

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| | M307 | SERVICE MARKETING | CO 1 | To explain the basic concepts and decision-making processes involved in Services Management |
| | | | CO 2 | To apply the different service quality concepts to companies in the service sector |
| | | | CO 3 | To discuss the importance of Customer relationship management in services |
| | | | CO 4 | To explain how to forecast demand, planning delivery and capacity by using service assets of the organization. |
| | M308 | PRODUCT & BRAND MANAGEMENT | CO 1 | To explain the product decisions over the PLC |
| | | | CO 2 | To explain the new product development process |
| | | | CO 3 | To define the concept of brand equity |
| | | | CO 4 | To discuss branding decisions - line extensions and category extensions |
| | M309 | MARKETING RESEARCH AND ANALYSIS | CO 1 | To understand the marketing research process application a tools & techniques. |
| | | | CO 2 | To explain the different approaches of marketing research |
| | | | CO 3 | To understand fundamental of qualitative research |
| | | | CO 4 | To understand the process of marketing mix concepts. |
| SEM III HRM | H304 | TRAINING & DEVELOPMENT | CO 1 | To explain the importance of training and Development in companies |
| | | | CO 2 | To apply concepts that will help analyze training needs of employees |
| | | | CO 3 | To design and develop training programs that add value to individuals and organizations |

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| | | | CO 4 | to assess the tangible and intangible value of training programs |
| | H305 | COMPENSATION AND BENEFITS | CO 1 | To explain the concept of compensation and the various elements that are related to a compensation structure |
| | | | CO 2 | To discuss the various laws and acts that have a direct impact on compensation structures |
| | | | CO 3 | To develop an effective compensation and benefit plan for employee |
| | | | CO 4 | To develop reward strategies that are aligned to the business context |
| | H306 | COMPETENCY BASED HRM & PERFORMANCE MANAGEMENT | CO 1 | To explain the concept of competency and competency-based HR practices. |
| | | | CO 2 | To elaborate the various approaches towards building a competency model |
| | | | CO 3 | To discuss the integration and the Applications of competency model with other HRM functions. |
| | | | CO 4 | To discuss performance management systems and strategies adopted by the organizations |
| | H307 | LABOUR LAW & IMPLICATION ON INDUSTRIAL RELATIONS | CO 1 | To explain the concept of Industrial Relations and the Legislations Governing Industrial Relations in India |
| | | | CO 2 | To discuss the current amendments in Labour laws |
| | | | CO 3 | To elaborate and highlight Labour laws with IR implications |
| | | | CO 4 | To study the Alternate Dispute Settlement Mechanism for settlement of Industrial disputes and resolution of IR issues |
| | | | CO 1 | To explain the concept of HR Planning and related indicators and trends |

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| | H308 | HR PLANNING AND APPLICATION OF TECHNOLOGY IN HR | CO 2 | To discuss HR demand and supply forecasting techniques |
| | | | CO 3 | To discuss the benefits and implications of workforce diversity |
| | | | CO4 | To explain job analysis, HR planning and election in the modern Business Environment. |
| | H309 | GLOBAL HRM | CO 1 | To acquire and understanding of cross-cultural differences and to train those going for foreign postings. |
| | | | CO 2 | To understand the role of HR managers in formulating Strategies for recruiting and selection etc. |
| | | | CO 3 | To create a learning environment Career Planning and succession Planning. |
| | | | CO 4 | Competencies for Global workplace. |
| SEM III OPERATIONS | O304 | SUPPLY CHAIN MANAGEMENT | CO 1 | To explain the basic concepts of Logistics writ to Inbound, process and outbound. |
| | | | CO 2 | To examine the major elements of supply chain and expose the students to the leading edge thinking on the subject. |
| | | | CO 3 | To discuss the supply chain strategy, designing, risk & Inventory management. |
| | | | CO 4 | To identify the relevant IT frameworks and its application to Supply chain Management. |
| | O305 | OPERATION ANALYTICS | CO 1 | To explain basic aspects of analytics and evaluation |
| CO 2 | | | To explain various analytical techniques applied in complex real-life situations | |
| CO 3 | | | To apply the concepts of analytics to different functions in the operations domain | |

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| | | | CO 4 | To explain to scale up an academic model to workable practical model by carrying the process of analytical framework. |
| | O306 | SERVICE OPERATIONS MANAGEMENT | CO 1 | To explain the various types of service industry. |
| | | | CO 2 | To discuss the various types of numerical methods for determining site location |
| | | | CO 3 | To explain the role played by operations management for the success of the service industry. |
| | | | CO 4 | To differentiate the various approaches to inventory management followed by both manufacturing as well as service industry. |
| | O307 | MANUFACTURING RESOURCE PLANNING & CONTROL | CO 1 | To explain the importance of manufacturing resources planning and control to achieve continuous improvement |
| | | | CO 2 | To explain the different models like optimization line balancing models, demand management capacity planning models; lay out models. |
| | | | CO 3 | To apply knowledge of quantitative methods as well as various tools of resources planning like MRP1, MRP 2 & ERP for decision making in operations. |
| | | | CO 4 | To explain various manufacturing resource importance their planning and control. |
| | O308 | MATERIAL MANAGEMENT | CO 1 | To explain the importance of Materials Management in business |
| | | | CO 2 | To explain the documentation Procedures related to procurement of materials |
| | | | CO 3 | To discuss the quantitative models applicable to materials planning |
| | | | CO 4 | To discuss the ethical aspects in Materials Management |

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| | 0309(E) | TOTAL QUALITY MANAGEMENT | CO 1 | To define Total Quality management |
| | | | CO 2 | To discuss the concept of quality circles and total employee involvement in quality improvement |
| | | | CO 3 | To apply the for-quality control and management in real life situations |
| | | | CO4 | To Understand the relation of cost and values to business. |
| SEM III SYSTEMS | S304 | DATABASE MANAGEMENT SYSTEM & DATA WAREHOUSING | CO 1 | To define Database and Database Environment |
| | | | CO 2 | To explain Data Models: The importance of data models, Basicbuilding blocks |
| | | | CO 3 | To apply Database Management System (DBMS) & RDBMS in real life business situations |
| | | | CO 4 | To explain Object-Relational Database Management System (ORDBMS) |
| | S305 | ENTERPRISE MANAGEMENT SYSTEM | CO 1 | To define Enterprise Resource Planning (ERP) |
| | | | CO 2 | To explain the role of ERP in integrating the different functions and business processes |
| | | | CO 3 | To explain Enterprise Portals – Concept of an enterprise portal |
| | | | CO 4 | To elaborate the application areas of ERP, in various industry verticals and business |
| | S306 | BIG DATA AND BUSINESS ANALYSICS | CO 1 | To explain the concept of Big Data and Business Analytics andits applications |
| | | | CO 2 | To understand the Business Analytics Cycle Introduction,Analytical Tools & Methods |
| | | | CO 3 | To understand Data Mining & decision-Making concepts, Predictive Analysis, Forecasting Optimization, Simulation, and Business Metrics. |

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| | | | CO 4 | To understand the Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications. |
| | S307 | KNOWLEDGE MANAGEMENT | CO 1 | To differentiate between data, information and knowledge |
| | | | CO 2 | To describe the conceptual background and framework of KM |
| | | | CO 3 | To elaborate the best practices in knowledge management in organizations |
| | | | CO 4 | To know the organizational structure, culture, communities, and KM practices, Information Technology as an enabler. |
| | S308 | SOFTWARE ENGINEERING | CO 1 | To describe the software development process highlighting the issues /challenges in analysis, design, implementation, maintenance etc. |
| | | | CO 2 | To analyze, design, verify, validate, implement, apply and maintain software systems. |
| | | | CO 3 | To develop high quality software for business purposes |
| | | | CO 4 | TO Explore software development process software lifecycle. |
| | S309 | CYBER LAWS AND MANAGING ENTERPRISE | CO 1 | To understand the basic concepts of technology and law and law of digital contracts. |
| | | | CO 2 | To understand intellectual property issues in cyber space. |
| | | | CO 3 | To explain the international scenario in cyber laws. |
| | | | CO 4 | To understanding enterprise IT risk. |
| | | | CO1 | To describe elements of project management |

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| SEM IV COMM ON | 401 | PROJECT MANAGEMENT | CO2 | To apply general concepts, practices and tools of projectmanagement |
| | | | CO3 | To assess project variables |
| | | | CO4 | To formulate a project plan. |
| SEM IV MARKE TING | M405 | INTEGRATED MARKETING COMMUNICATIN | CO1 | To understand the basic of integrated marketing communication. |
| | | | CO2 | To explain the dynamics of various promotions. |
| | | | CO3 | To understand direct marketing tools and techniques. |
| | | | CO 4 | To explain the different aspects of direct selling in person and through internet. |

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| SEM IV FINANCE | F405 | VENTURE CAPITAL AND PRIVATE EQUITY | CO1 | To understand venture capital landscape and private equity |
| | | | CO2 | To explain how to demonstrate proficiency in evaluating investment opportunities in private equity and venture capital. |
| | | | CO3 | To explain how to apply the principal of deal structuring in private equity and venture capital investment. |
| | | | CO4 | To understand ethical and regulatory considerations in alternative investments. |
| SEM IVHR | H405 | STRATEGIC HRM WITH GLOBAL RESEARCH | CO1 | To describe the role of HR as a Strategic partner in anorganization |
| | | | CO2 | To explain the basics of HR strategy formulation and implementation in domestic as well as international scenario |

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| | | | CO3 | To explain the concept of talent management in domestic as well as international scenario |
| | | | CO4 | To describe the global dimensions of HR strategies |
| SEM IV SYSTEMS | S405 | STRATEGIC INFORMATION TECHNOLOGY MANAGEMENT | CO1 | To explain the importance and Need of IT resource management |
| | | | CO2 | To describe the latest inventions and trends in technology and its applications in business |
| | | | CO3 | To apply IT Resource Management to business scenarios |
| | | | CO4 | To understand strategic use of information for competitive advantage |

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| SEM IV OPERATIONS | O405 | STRATEGIC SOURCING IN SUPPLY MANAGEMENT | CO1 | To discuss various parameters required to develop and implement a procurement strategy that aligns with the overall competitive strategy of the organization. |
| | | | CO2 | To equip students to understand how Strategic sourcing enhances efficiency and value, ultimately impacting the profitability of the entire organization |
| | | | CO3 | Familiarize with concepts of ethical and contractual risk management, sustainability, and legal issues faced by purchasing and supply chain managers |

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| | | | CO4 | To understand and associate the link between the purchase and supply chain functions. |
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