



## St. Francis Institute of Management & Research (SFIMAR)

### COURSE OUTCOMES - MASTER OF MANAGEMENT STUDIES PROGRAMME

Semester	Subject Code	Subjects	CO's	COURSE OUTCOMES
	C1.1	Perspective Management	CO 1	Identify the relationships between organizational mission, goals, and objectives
			CO 2	Relate various stakeholders and their significance in business.
			CO 3	Interpret how internal and external environment shape organizations and their responses
			CO 4	Develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
			CO 5	Analyze organizational design and structural issues
			CO 6	Decide citizenship involved in taking conscious steps for societal advancement at individual level and organizational level
			CO 1	Discuss and Explain specific concepts, theories, tools and techniques or Financial Accounting.

**SEM I**

C1.2	Financial Accounting	CO 2	Demonstrate the competencies and experiential learning that enables students to function individual
		CO 3	Employ critical thinking to different analyse financial data as well as effects of financial accounting methods on the financial statement.
C1.3	Operations Management	CO 1	Understand the basic concepts, principles, tools and techniques of operations management
		CO 2	Understand the problems Issues and latest developments of operations management.
		CO 3	Apply the concepts, tools and techniques leant for operational analysis and decision making
		CO 4	Evaluation for performing quantitative and qualitative analysis in the contemporary environment for acquiring problem solving and analytical thinking skill
C1.4	Managerial Economics	CO 1	Apply economic concepts for managerial decisions
		CO 2	Evaluate business environment where the student likely to work
C1.5	Business Statistics	CO 1	Demonstrate the basic concepts of Statistics.
		CO 2	Analyze the business situations using statistical tools.

		CO 3	Apply statistical knowledge to take business decisions.
E1.7	Business Ethics	CO 1	Expect an Integrity-driven work place scenario from students
		CO 2	Demonstrate sustainability as a compulsive tool of driving Organizational Vision and Mission
		CO 3	Develop a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular
E1.9	Organizational Behaviour	CO 1	Define basic concepts of Organizational Behaviour
		CO 2	Identify human behaviour in organizations to enhance their performance
		CO 3	Practice critical analytical skills that will help diagnose problems in organizations and generate effective solutions
E1.12	Negotiations & Selling Skills	CO 1	Describe concepts and importance of negotiation and selling in management
		CO 2	Identify the different models for effective selling and negotiation
		CO 3	Demonstrate the basic skills required for negotiation and selling in a business

	C2.1	Marketing Management	CO 1	Describe and explain theoretical concepts and framework of marketing management
			CO 2	Identify and relate the marketing concepts to industry practices
			CO 3	Analyze industry cases and their marketing problems to synthesize solutions and thereby develop decision-making skills in the broader marketing domain
			CO 4	Demonstrate theoretical learning by applying the same to develop an actionable marketing plan
	C2.2	Financial Management	CO 1	Apply and critically evaluate finance and investment theory with reference to the concept and operation of financial markets.
			CO 2	Apply and critically evaluate corporate finance techniques and theories of financial statements for decision making.
			CO 3	Identify, define and analyse problems and identify and create process to solve them
	C2.3	Operations Research	CO 1	Demonstrate how to maximize the profit or minimize the loss using minimum resources available.
			CO 2	Apply these solutions in real world problem to get maximum benefit at the right time and at right place
			CO 3	Develop better quantitative information for making managerial decision which will develop more effective approach to the problems.

**SEM II**

		CO 4	Understand the relationship between OR specialist and Manager
		CO 5	Explain OR techniques are Superior to general knowledge
C2.4	Human Resources Management	CO 1	Define terminologies and functions of Human Resource Management
		CO 2	Explain concepts, techniques and practices in the management of human resources
		CO 3	Demonstrate better human relations in the organization by the development, application and evaluation of policies, procedures and programs relating to human resources
C2.5	Business Research Methods	CO 1	Identify various methods of research by recognizing the importance to investigate problems for research
		CO 2	Demonstrate how to organize and conduct research applying modern analytical tools for business management decisions
		CO 3	Prepare and produce data to interpret the findings from the study
		CO 4	Integrate the findings of research and formulate strategies for business
		CO 1	Comprehend the framework of Indian Income Tax Act with concepts of Tax Slabs Tax Deducted at Source etc

E2.6	Legal & Tax Aspects of Business	CO 2	Calculate the Income Tax and Tax Liability of various Assessee based on different cases
		CO 3	Identify the concepts of Indirect Taxes, manufacturing, Excisable goods classification of Goods, Valuation of Goods and CENVAT
		CO 4	Analyze the scope and coverage of Customs Act, Custom duties and classification and valuation of Goods
E2.7	Cost & Management Accounting	CO 1	Identify and classify cost on the basis of the nature of cost and prepare a cost sheet for accurate calculation of product cost or service cost
		CO 2	Apply activity based costing, target costing and lifecycle costing, service costing
		CO 3	Justify the system of costing to be implemented in a particular business scenario
		CO 4	Prepare various types of budgets and analyse the actual performance of the departments against the plan and analyze any deviation from the plan
		CO 5	Construct responsibility centers and analyze environmental cost
		CO 6	Justify and select the optimum transfer pricing method
E2.8	Business	CO 1	Demonstrate and develop the conceptual framework of business environment

<b>SEM III</b>	E2.0	Environment	CO 2	Apply economic, social and cultural changes to business decision making
	E2.12	Entrepreneurship Management	CO 1	Apply of theories of entrepreneurial strategy through the formulation, implementation and evaluation of a strategic plan for an entrepreneurial organization.
			CO 2	Develop business plan /model which facilitate competitive advantage for an entrepreneur.
			CO 3	Demonstrate the value of personal and professional development, community services and lifelong learning.
	E2.11	Analysis of Financial Statement	CO 1	Comprehend the tools used in the financial statement analysis and reporting
			CO 2	Demonstrate proficieny in the application of tools to be used in a company
			CO 3	Evaluate the performance of a company
	C3.1	International Business	CO 1	Acquiring knowledge of Trade theories, PEST Analysis, Mode of Entry, FDI, GATT, WTO, World Bank, IMF, trade agreements, International Finance, International Marketing, International HR, International Operations
			CO 2	Understanding global best business practices
			CO 3	Analysing trends in global business

<b>Common</b>	C3.2	Strategic Management	CO 1	Analyze the concepts of SM and its illustration in the organisation
			CO 2	Apply his/her knowledge of SM to resolve departmental issues in logistics
			CO 3	Formulate and evaluate the strategy of the organization towards achieving organisational objectives
	O3.4	Supply Chain Management	CO 1	Analyze the concepts of SCM and its illustration in the organization
			CO 2	Apply his/her knowledge of SCM to resolve departmental issues in logistics
			CO 3	Evaluate the strategy of the organization towards achieving supply chain objectives
	O3.5	Materials Management	CO 1	Understand material planning
			CO 2	Discuss numerical techniques to solve EOQ
			CO 3	Discuss purchase or manufacture decision making
CO 4			Demonstrate practical analysis of problems and optimal solutions	



**SEM III  
Operations**

O3.6	Operations Analytics	CO 1	Discuss how to convert data to information
		CO 2	Discuss numerical techniques to solve operational problems
		CO 3	Apply sequencing, assignment and transport logistics decision making
		CO 4	Discuss practical analysis of operational problems and optimal solutions
O3.7	Manufacturing Resource Planning & Control	CO 1	Demonstrate how to plan and control manufacturing resources in competitive business environment
		CO 2	Discuss use of various tools, techniques and systems for manufacturing planning and control
		CO 3	Discuss challenges faced in manufacturing organization
		CO 4	Analyze how to make best use of available resources
		CO 5	Demonstrate with available resources how to come out with quality and competitive products adhering to delivery schedule and timelines
		CO 1	Understand importance of the Service Operations Management

	O3.8	Service Operations Management	CO 2	Differentiate between Services and Goods
			CO 3	Develop timely delivery of quality services to customers
			CO 4	Discuss service strategies and service delivery models
			CO 5	Understand approach and methodology in implementing service models in different fields of service types
			CO 6	Discuss how to become successful service operations manager
	EO 3.14	TQM	CO 1	Comprehend the concept of Total Quality Management and its applications in manufacturing and service industry.
			CO 2	Analyze different theories of TQM developed by researchers/quality managers.
			CO 3	Design various tools and techniques of TQM under a quality management system
	F3.4	Security Analysis & Portfolio Management	CO 1	Analyze various alternatives available for investment through concepts
			CO 2	Learn to measure risk and return through critical thinking and making decisions.

**SEM III  
Finance**

		CO 3	Evaluate the relationship between risk and return through experiential learning.
F3.5	Financial Markets and Institutions	CO 1	Classify the different components of the Indian Financial and their functions
		CO 2	Comprehend various products issued through different financial institutions in the primary and secondary markets
		CO 3	Explain the fixed income market, the different instruments and concepts related to it.
F3.6	Corporate Valuation and Mergers & Acquisition	CO 1	Develop knowledge of appraising various inorganic growth strategies
		CO 2	Develop capabilities to estimate the value of a merger or acquisition
		CO 3	Develop capabilities to evaluate the strengths or weaknesses of an inorganic growth strategy implemented by firms
F3.7	Financial Regulations	CO 1	Understand Financial Regulation in India
		CO 2	Enable Students to understand its importance and relevance towards safeguarding financial stability, security
		CO 1	Explain various basic concepts related to derivative market and functioning of derivative market.

	F3.8	Derivatives and Risk Management	CO 2	Apply various derivative pricing models confidently and understand factors affecting it.
			CO 3	Apply various basic and advanced derivative strategies to mitigate the financial risk
			CO 4	Illustrate the risk management using option Greeks and various methods of volatility estimation.
	EF3.17	International Finance	CO 1	Understanding of the concepts, theories of international finance and the regulatory framework for financing international
			CO 2	Application of tools and techniques of international finance for foreign exchange determination, foreign exchange risk and management
			CO 3	Analysis of the functioning of the international environment, global financial markets and institutions
			CO 4	Evaluation of techniques of Capital Budgeting and Risk management for international investment decisions and business operation
M3.1	Product & Brand	CO 1	Create awareness about various fundamentals of product and brand management	
		CO 2	Understand and apply different tools and strategies	
		CO 3	Develop and evaluate new product ideas	

**SEM III  
Marketing**

M3.4	Management	CO 4	Know the product journey and life cycle strategies at various phases
		CO 5	Discuss insights of corporate thought process and application of brand extension strategies
		CO 6	Understand various approaches and methods of brand equity measurement
M3.5	Sales Management	CO 1	Describe concepts and importance of selling in management
		CO 2	Identify and explain the different models for effective selling
		CO 3	Demonstrate the basic skills required for selling in a business Scenario
M3.6	Consumer Behaviour	CO 1	Understand Concepts of consumer behaviour and acknowledge its importance in the context of marketing.
		CO 2	Identify the factors that influence consumer behaviour.
		CO 3	Examine the consumer decision-making process.
		CO 4	Design the positioning and communication strategy according to target consumer characteristics and behaviour.

M3.7	Marketing Strategy	CO 1	Analyze the information needs and marketing metrics
		CO 2	Evaluate the concept of Marketing strategy
M3.8	Services Marketing	CO 1	Explain the Fundamental of services.
		CO 2	Analysze the consumer behaviour in services and the gaps in service industry.
		CO 3	Explain how to forecast demand, planning delivery and capacity management by using service assets of an organization.
		CO 4	Evaluate the CRM program and consumer satisfaction and retention.
		CO 5	Create and evaluate how companies align internal capacities to deliver external promises for customer loyalty.
EM3.14	Marketing Research Analysis	CO 1	Understand the fundamental concepts of Market Research and Analytics
		CO 2	Recognize the tools to develop Research and Analytics
		CO 3	Distinguish both qualitative and quantitative techniques in Research.

			CO 4	Analyze, formulate and develop a Market Research Report.
	H3.4	Training & Development	CO 1	Understand the T&D system, steps and process
			CO 2	Identify the importance of Training Life cycle for successful learning experience
			CO 3	Apply with up to date knowledge on the subject of training & development
	H3.5	Competency Based HRM & Performance Management	CO 1	Discuss the concepts of Competency and Performance Management
			CO 2	Understand and appreciate the application of these concepts in the Industry
			CO 3	Understand the connect between Competency and performance Management in the Assessment of employees
			CO 4	Devise methods on how to motivate employees using a Competency model
			CO 1	Identify elements of compensation structure and reward strategies to help them to develop organizational compensation policy.
			CO 2	Discuss each element of CTC to create an effective compensation and benefit for the employee.

**SEM III  
Human  
Resources**

H3.6	Compensation and Benefits	CO 3	Construct Compensation packages keeping in mind the laws related to it for effective employee motivation.
		CO 4	Understand procedure of calculating remuneration for various job based on components of remuneration.
		CO 5	Design hypothetical compensation & Benefits for employees in the organization.
H3.7	Labour laws and Implications on Industrial Relations	CO 1	Understanding of Labour Legislation
		CO 2	Enable them to understand its importance and relevance towards safeguarding interest of its employees, ensuring their security, ensure stability in the industry, thereby helping the students to be good efficient HR personnel.
H3.8	HR Planning and Application of Technology in HR	CO 1	Understand the subject of HRP along with the steps and process
		CO 2	Identify the importance of HRP in an organization
		CO 3	Apply up to date knowledge on application of technology in HR
EH3.11	Employee Branding & Employer Value Proposition	CO 1	Understand conceptual understanding concerning branding of employees, employers, and other stake holders
		CO 2	Apply brand building strategies in creation, nurturing and maintaining employee brands



		Proposition		
			CO 3	Experiment and apply brand building principles in creating and maintaining corporate brand through Human resource functions like effective leadership and corporate governance.
	T3.4	Software Engineering	CO 1	Select appropriate process model for software development.
			CO 2	Apply tools and techniques and its applications
			CO 3	Discuss use of UML and other tools for structured analysis and logical design
			CO 4	Apply testing tools, quality assurance criteria and levels of quality assurance
	T3.5	Database Management System & Data Warehousing	CO 1	Understand the importance of DBMS in the organization with the different DBMS structures.
			CO 2	Apply SQL for managerial use
			CO 3	Develop logical databases
			CO 4	Design control mechanisms for DBMS
			CO 5	Discuss Emerging trends in DBMS

**SEM III  
Information  
Technology**

T3.6	Enterprise Management System	CO 1	Discuss overview of IT applications in a Business Organization
		CO 2	Understand the concept of Enterprise Resource Planning (ERP) - Functional view of business processes and how they are integrated using an ERP. Benefits of ERP Various ERP development options with its pros and cons
		CO 3	Identify and study various tools and technologies related to ERP
		CO 4	Understand the role of consultants and analyze the product selection criteria
		CO 5	Design BPR and ERP Implementation strategies.
T3.7	Big Data and Business Analytics	CO 1	Describe and identify the structure of Big Data Architecture
		CO 2	Identify and apply various BI tools and techniques
		CO 3	Illustrate the application of tools like Qlik sense, tableau etc.
T3.8	Knowledge Management	CO 1	Describe the difference between data, information, knowledge
		CO 2	Discuss various frameworks of knowledge system

		CO 3	Understand applications of Knowledge Management
ET3.10	Information System Security and Audit	CO 1	Describe the IS audit key elements and the standards of performance required by the profession
		CO 2	Examine the multiple layers of IS security in organizations
		CO 3	Analyze the risk management approach to information assets' security with respect to operational and organizational goals
		CO 4	Assess the impacts of IS audit and control on the operation of organizations;
		CO 5	Evaluate physical and logical security controls, and the automated approaches in IS security
C4.1	Project Management	CO 2	Demonstrate proficiency in conducting project planning, scheduling and risk management
		CO 3	Analyze and evaluate the proposals and projects for decision making.
		CO 4	Demonstrate proficiency in analyzing the project performance and risk control

**SEM IV**

EO4.6	Strategic Sourcing in Supply Management	CO 1	Discuss SCM and Purchase processes in detail
		CO 2	Understand applications of purchase analysis
		CO 3	Discuss Legal, cost, and ethical aspects of supply and purchase function
EF4.7	Venture Capital & Private Equity	CO 1	Know VCPE industry and the players involved
		CO 2	Explain terms such as Term sheets, Due diligence, Deal structuring used in VCPE investment process starting from fund raising to exiting
		CO 3	Calculate pre and post money Valuation based industry PE multiple and investment made
		CO 4	Apply the VCPE concept and process knowledge for future jobs in VCPE and related industries
EM4.5	Integrated Marketing Communication	CO 1	Understand the various functions of Media Planning and Buying
		CO 2	Analyse the strategies and practices involved in the process of advertising management
		CO 3	Apply advertising theories and analytical frameworks to specific cases and examples of advertising practice.

EH4.5	OD and Change Management	CO 1	Understand the basic concepts in the subject of OD and Change Management.
		CO 2	Demonstrate knowledge of OD and Change Management and its practices to solve business problems
		CO 3	Develop proficiency in the use of modern technology for business applications, research and communication process in the area of OD and Change management.
		CO 4	Develop competencies and experiential learning to function effectively and as entrepreneurs using the knowledge gained in the subject
ET4.6	Managing Technology Business and IT Resource Management	CO 1	Understand the need and Significance of IT Resource Management (IRM)
		CO 2	Determine the Domains and Areas of where Information and Resource Systems can be applied
		CO 3	Critically evaluate current trends in Information management and their manifestation in business and industry.
		CO 4	Implement the Information and Resource Systems to Business Needs