



**Maratha Mandir's
Babasaheb Gawde Institute of Management Studies**

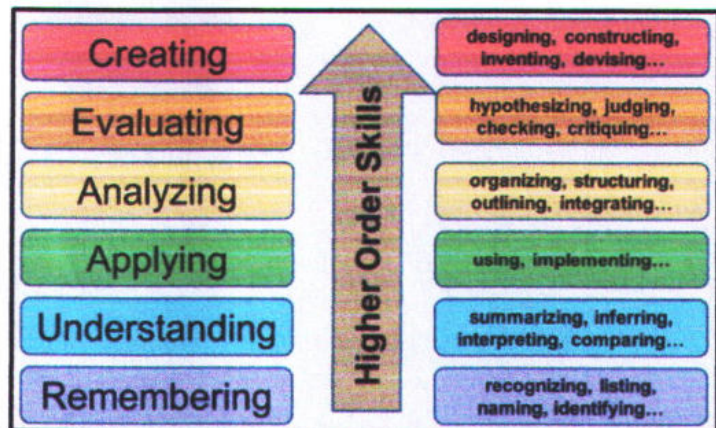
**COURSE OUTCOMES FOR
SUBJECTS
IN
MASTER OF MANAGEMENT
STUDIES**

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BACKGROUND & CONTEXT

Bloom's Taxonomy was created by Benjamin Bloom in 1956, published as a kind of classification of learning outcomes and objectives that has been used in the more than half-century. It is a framework for everything from framing digital tasks and evaluating apps to writing questions and assessments. The original sequence of cognitive skills was knowledge, comprehension, application, analysis, synthesis, and evaluation. The framework was

revised in 2001 by Lorin Anderson and David Krathwohl, by replacing 'Synthesis' with 'Creation' as the highest-level of Bloom's Taxonomy. And being at the highest level, the implication is that it's the most complex and demanding cognitive skill; it represents a kind of pinnacle for cognitive tasks.



How Bloom's Taxonomy is useful for Teachers? Educators are keen to use Bloom's because, among other qualities, it gives them a way to think about their teaching and the ensuing learning of their students. The framework can be used to create assessments, evaluate the complexity of assignments, increase the rigor of a lesson, and simplify an activity to help personalized learning, design a cumulative assessment, plan project-based learning, it helps to frame a group discussion, a quiz, a role-play and much more. Because it simply provides an order for cognitive behaviors, it can be applied to almost anything. There are six levels in Bloom's Taxonomy. There are six levels of Bloom's Taxonomy; remembering at the base and creating at the top of the hierarchy.

To apply Blooms, the six levels need to be developed in the learning outcomes of each subject. Each level consists of certain activities which are taken into account while applying Blooms.

SEMESTER I

Perspective Management:

1. Students will be able to remember various approaches to management
2. Students will be able to look at multiple perspectives of empirical understanding of various organizational processes.
3. Students will be able to analyze the roles and functions of managers at various levels.
4. Students will evaluate various approaches to handling crisis in organizations and study their outcome
5. Students will create approaches to apply various business strategies.

Financial Accounting:

1. Understand and remember basic concepts of accounting and financial statement
2. Applying accounting concepts and principles to prepare financial statements
3. Analyze financial statements.
4. Evaluate the financial position and performance of an entity with the help of various techniques in accounting
5. Create various financial statements using accounting techniques

Business Statistics:

1. Remember hypothesis testing techniques t, Chi square, Z test
2. Understand how to use probability, distribution, binominal, Poisson and normal parameters in process control.
3. Apply the basic concepts of statistics in decision making and
4. Learn to analyze charts and graphs in business reports.
5. Evaluate Central limit theorem in sample distribution and create basic business models.

Operations Management:

1. Remember concepts of operational activities and various operational terms
2. Understand the physical processes and learn how to apply them.
3. Apply global standards for cost reduction in the supply chain.
4. Analyze capacity utilization and accordingly order stock to minimize cost
5. Evaluate measurement of time & create overall production planning and control

Managerial Economics:

1. Remember the different methods of capital budgeting and understand various aspects of supply and demand while linking relationship between costs, revenues, profits and losses
2. The learner will be able to apply theory and practice of Managerial Economics according to business need.
3. Analyze pricing policies to make profits in business.
4. Evaluate various economic functions affecting demand and supply of products while.
5. Create marketing and business strategies to enhance demand in market

Effective and Management Communication:

1. The learner will understand historical background of communication
2. Evaluate non-verbal parameters in communication and recognize the barriers in communication.
3. Apply effective factors among individuals and groups by analyzing cultural diversity in work place.
4. Remember usage of etiquettes with foreign clients and also how to use audio visual the multimedia.
5. To create different types of communication mechanics.

Organizational Behaviour:

1. Remember theories of motivation and leadership theories and how bases of power are created in individuals and groups in organization.
2. Understand nature and scope of individuals and groups in organization
3. Apply behavioral patterns of superiors, peers and subordinates while solving problems to deal more efficiently with them.
4. Analyze the concept of change management and its effects on organizations development.
5. Evaluate meaning and determinants of personality and effects of perceptions on behavior to create effective organizational processes

Negotiation & Selling Skills:

1. Students will remember negotiation skills required while dealing with different stake holders.
2. Students will build up an understanding of negotiation as one of the important soft skills and provide deeper insights related to negotiation.
3. Students will be able to apply negotiation skills in sales and marketing practices and analyze importance of negotiation from the customer perspectives.
4. Evaluate the different approaches required for different segments while selling
5. Students will be able to create effective sales strategies.

SEMESTER II

Marketing Management:

1. Remember various concepts related to communication design while emphasizing on important aspects of marketing
2. Students will understand the Historical Development of the subject and they will be in a position to compare and.
3. Familiarize students with Marketing Research and its utility for applying the fundamentals in their careers.
4. Familiarize students with importance of buyer behavior to help them analyze its importance in segmenting, targeting and positioning in marketing.
5. Evaluate marketing opportunities for creating and utilizing suitable models.

Financial Management:

1. Remember and the basic concepts of corporate finance
2. Understand evaluation techniques like NPV, IRR, PI and Payback Period
3. Apply the impact of dividend payout ratios
4. Ability to design the optimal capital structure and analyze its impact on DOL, DFL and DCL.
5. Familiarize students to evaluate capital structure theories and impact of D/E ratios on EPS and create reports by using various financial techniques.

Operations Research:

1. Remember project management techniques
2. Understand the application of Operation Research in business
3. Apply LPP model in appropriate real-life scenarios
4. Analyze special case of LPP and apply inappropriate business situation
5. Evaluate the project management techniques by creating queue mode

Business Research Methods:

1. Remember the nature and classification of research design and the types of research
2. Understand history of research, types of research
3. Apply research methods in social and business sciences
4. Analyze sampling concept and concepts of testing hypothesis such as chi square, ANOVA, factorial design and learn to apply it
5. Evaluate the data - uses, advantages, disadvantages, types and sources and types of measurement scales and create skillful research reports

Human Resource Management:

1. Remember the steps required for employee training development program
2. Understand importance of manpower planning and job analysis
3. Apply the theoretical and practical aspects of human resource management to formulate business strategies
4. Analyze the insights of organizational development and its application in OD strategies

5. Evaluate the personnel functions with respect to its association in policy formulations create different kinds of HRM strategies

Corporate Social Responsibilities:

1. Remember the practical skills required to create good CSR strategies
2. Understand different ways and methods in which CSR can be managed and applied effectively
3. Analyze methods in which CSR can be planned and develop practical skills
4. Evaluate how meaningful contribution by creating a sustainable culture in organization
5. Create an integral approach to set in CSR within the core business and culture of an organization

Entrepreneurship Management:

1. Remember the PEST analysis for kick-starting a venture
2. Understand importance of entrepreneurship and different ways and methods to harness the potential of a new venture
3. Apply the thumb rules of legal framework and statutory compliances for kick starting a venture
4. Analyze effects of gender bias in society and learn methods to eradicate the bias against women
5. Evaluate opportunities provided in the make in India campaign and the various sources business financing for starting a new venture and think of methods to create a bias free society

Developing Teams and Effective Leadership:

1. Remember the role of leader in managing stress of the team
2. Understand importance of managing team spirit.
3. Apply fruitful strategies for maintaining team spirit and vibrancy in the team
4. Analyze the impact of trust on team spirit and leadership
5. Evaluate and adapt leadership style for coping with team challenges and create an effective team.

SEMESTER III

CORE SUBJECTS

Summer Project:

1. Remember the framework and set the contextual relevance.
2. Understand the depth of the topic chosen for dissertation.
3. Apply statistical tools for checking validity of hypothesis.
4. Analyze data collected from respondents
5. Evaluate the results and outcomes; on the basis of the outcomes create your recommendations and suggestion.

International Business:

1. Understand the scope of International business and.
2. Remember the thumb rules of PESTLE analysis, Porter's Diamond Country Risk analysis, Hofstede's Cultural Dimensions for
3. Applying various theories for formulating effective strategic practices adaptable to different types of organizational structures.
4. Analyze legal, political, economic, social, technological framework of a country and different modes of entries in foreign markets for making investment decisions.
5. Evaluate country attractiveness for doing business to create and apply international business strategies

Strategic Management:

1. Understand terminologies and processes of strategic management and get familiarized with environment scanning for effective strategy formulation.
2. Remember the models VUCA, SWOT, Pestle, BCG Matrix, GE Matrix, McKinsey, Ansoff Matrix as tools for strategy formulation; also learn to apply them for strategy fit.
3. Analyze how to leverage and sustain strategic gaps in the market.
4. Evaluate organization's core competence and competitive advantages.
5. Create multi directional, innovative ways for growth of business aligning with organizational intent: vision, mission, goals and objectives.

FINANCE

Financial Markets and Institutions:

1. Remember the rules to outline basics of derivative products
2. Understand the role of RBI and IFS and the Indian Financial system including diversified components
3. Application of thumb rules for risk analysis.
4. Analyze functioning of Stock Exchange and evaluation various financial products in the primary and secondary markets
5. Create an ability to understand currency markets and its role in the financial system.

Corporate Valuation and Mergers & Acquisitions:

1. Remember the guidelines to be followed in valuation reports
2. Understanding the concept of valuation and applying process and procedures used to estimate the value of a company.
3. Analyze the various styles of business restructuring in the regulatory framework and methods of financing, payments and tax considerations.
4. Evaluate the different alternative methods used in valuation and.
5. Comprehending alternative business restructuring methods for creation of shareholder wealth.

Security Analysis and Portfolio Management:

1. Remember the rules applied for fixed income securities and carry on technical analysis.
2. Understanding the basic fundamentals of securities and the risk return analysis.
3. Apply rules to calculate prices with Efficient Market Hypothesis (EMH)
4. Analyze the circumstances for carrying on technical analysis
5. Create an ability to perform company analysis, also, creating and tracking index and accordingly evaluate investment decisions.

Financial Regulations:

1. Learners will remember the connotation of regulatory framework for stock markets
2. Understand the financial regulations framework, the regulatory bodies and its significance in financial system
3. Apply knowledge gained to make transaction in financial markets
4. Analyze the intricacies present in the regulatory framework.
5. Evaluate the role played by regulators to protect rights of investors and they will create strategies fitting the regulatory agencies

Derivatives and Risk Management:

1. Remember the processes of trading, clearing and settlement
2. Understand mechanism of futures and options
3. Recognize and apply pay-off of each strategy.
4. Analyze the basics of derivative markets in regards to the process of pricing and valuation of forwards and futures.

5. Evaluating risks in relation to demand and supply of options and creating synthetic options using Excel.

International Finance:

1. Remember concepts of international finance and theories
2. Understand operations of foreign exchange markets, modes and mechanism of spot and forward
3. Apply knowledge of international finance for solving specific problems and creating strategies
4. Analyze fundamental equilibrium relationships
5. Evaluate various innovative international financial products and create strategies for international finance



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MARKETING

Sales Management:

1. Remember the basics of sales techniques such as sales approach, demonstration & closure, AIDA model for the sales process.
2. Understand sales management functions in regular, B2B, B2C organizations
3. Analyze the importance of motivation and compensation of sales teams and apply knowledge for best performance and retention of the team.
4. Evaluate the significance of territory, time management, route planning, scheduling, customer visits and manpower planning for creating adequate sales target setting.
5. Create sales strategies to match the present and future plans of the organization.

Marketing Strategy:

1. Remember the basic elements of marketing channels and conflict resolution techniques
2. Understand the strategic aspects of new product development
3. Apply channel policies for implementing new product development process successfully
4. Analyze and develop marketing intelligence to formulate good brand policies by fixing competent pricing of products
5. To evaluate the changes taking place in the macroeconomic environment and its impact on marketing program and accordingly create a marketing plan

Consumer Behavior:

1. Remember the models of consumer behavior for their physiological and psychological implications in marketing
2. To understand the concept of consumer behavior, role and importance of consumer behavior in marketing
3. Apply various consumer behavior models to ensure success of marketing strategies implemented
4. Analyze how digital revolution has changed the consumer behavior entirely
5. Evaluate consumer learning process with reference to cultural and social factors for creating practical strategies

Service Marketing:

1. Remember fundamentals of services and understand consumer behavior in service industry
2. To align internal capabilities in organization by applying suitable strategies for gaining customer loyalty
3. Analyze gaps in service delivery and accordingly plan demand forecast, delivery planning and sales forecast
4. Evaluate requirement to use CRM for customer satisfaction and retention of market share, use complaints as an opportunity for enhancing quality of service
5. Create customer loyalty with internal capabilities

Product and Brand Management:

1. Remember the concepts of product life cycle and product portfolio
2. Understand the process of New Product Development and handling it for extending its life cycle
3. Apply practical branding strategies to tackle_key issues in product and brand management
4. Analyze key issues in product and brand management
5. Evaluate brand equity as a concept and create measures to enhance the brand equity

Retail Management:

1. Remember different retail formats and study the issues in supply chain management.
2. Understand basics of retailing and key elements in retail planning process
3. Apply customer experience and engagement in retail store operations
4. Analyze the different pricing strategies in retail
5. Evaluate market segmentation in retail and create a retail marketing plan

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HUMAN RESOURCE MANAGEMENT

Training & Development:

1. Remember the concepts of training, need for assessment and evaluation in human resource development.
2. Understand the concept of learning organization
3. Apply cost benefit and ROI analysis prior to choosing methods of training for management development in organization.
4. Analyze various models and methods of competency mapping
5. Evaluate different learning methodologies to create a continual learning process and implement training in organization.

Compensation and Benefits:

1. Remember the elements of compensation structure
2. Understanding philosophy of human resources and the concept of reward strategy with special reference of compensation remuneration
3. Applying various costing elements by conducting a remuneration survey
4. Analyze the CTC (cost to company) of each employee while considering the inflation factor
5. Evaluate various types of variables of pay and create a salary offer template

Competency Based HRM and Performance Management:

1. Remember the history of competency, types of competencies, why should organizations promote competency culture; understand various methods of data collection for competency mapping.
2. Apply various factors for conducting the process of staff appraisal, and the role of performance consulting.
3. Analyze the role of running the assessment center and report writing for giving feedback
4. Evaluate rewards for good performance and importance of ethical practices in performance management.
5. Create a framework for Performance Management in organization.

Labour Laws and Implications on Industrial Relations:

1. Remember the court jurisdiction in handling labor laws such as Government of India structure, Constitutional provisions for labour, Structure of various courts and labour law classifications.
2. Understand nature and importance of labour laws and its dynamics
3. Learn how to apply internal assessments of organization in regards to the various labour laws.
4. Analyze history, provisions, case laws in social security legislations
5. Evaluate case laws and amendments under each law while creating a firm understanding of laws for their recurring practice in the workplace.

HR Planning and Application of Technology in HR:

1. Remember the role of Human Resource Planning and Forecasting and understand the concept of job analysis and selection.
2. Learn how to apply technology across all HR functions
3. Analyze workforce diversity and its role played in planning, preparing policies, valuing diversity in organization, gender diversity legislation and corporate initiatives as a global perspective.
4. Evaluate the role played by technology in HR practices
5. Create Human Resource Information Systems for understanding and application of HR Analytics.

Employee Relations Labour Laws and Alternative Dispute Resolution:

1. Remember history and growth of IR in India in pre independence, post-independence and the relationship between India and ILO.
2. Understand the various approaches and definitions of IR
3. Learn how to apply thumb rules for conflict resolution in organization.
4. Analyze the importance of worker's participation in management of the organization
5. Evaluate new trends in IR in the backdrop of changing demographics and create conflict mechanisms in organization.

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OPERATIONS

Supply Chain Management:

1. Remember the evolution of SCM, its integration and linkage with value addition
2. Understand how an organization can take the Competitive Advantage through a good quality SCM.
3. Applying ethical rules and regulation in organization pertaining to supply chain management
4. Analyze the various warehouse processes and logistics information systems and evaluate different types of strategic alliances.
5. Creating various transportation modes and distribution networks

Operation Analytics:

1. Remember forecasting and predictions methods with use of various techniques
2. Understand service analytics in the waiting line, single & multi-server, use of simulation and customer service efficiency, cost optimization for applying the best methods.
3. Analyze service efficiency analysis in retail, for stocking policy to identify supply chain related measures.
4. Evaluate appropriateness of the projective techniques
5. Create a report of risk and performance of the supply chain with analytics and performance metrics.

Service Operations Management:

1. Remember various inventory models with their pros and cons for inventory control in service industry.
2. Understand the characteristics of service industry and its importance in today's world and
3. Apply quantitative ability for decision making
4. Analyze various complexities regarding to types of services firms, demand sensitive service, delivery of services and quasi manufacturing services.
5. Evaluate outsourcing option for Firm Risk, Pricing Risk, Competitive Advantage, Information Privacy Risk, Firm Specific Risk and create quantitative models in various situations for profitability.

Manufacturing Resource Planning & Control:

1. Remember various models for Master Production Schedule (MPS) optimization.
2. Understand the importance and resources required for operation planning and control in the business environment.
3. Apply measurements for ideal manufacturing and resource planning for making strategies
4. Analyze materials requirement planning as a system;
5. Evaluate hierarchy of production plans with linkages to achieve business plans and create policies for finite and infinite loads.

Materials Management:

1. Remember the detailed process of importing in terms of documentation and classification of materials
2. Understand the concept and objectives of Materials Management from a financial perspective
3. Apply various material handling techniques with a clear understanding on its impact on the materials function
4. Analyze purchasing activity and its scope in materials management.
5. Evaluate in detail purchasing activities with basic understanding of project and and create store accounting statements

Total Quality Management:

1. Remember the statistical techniques and tools of quality control.
2. Understand the concept of quality and the history of quality movement
3. Apply Deming/Juran/Crossby's project management rules to understand the relation of cost and quality.
4. Analyze the involvement of each employee in quality movement in organization.
5. Evaluate Just in Time and Lean Manufacturing techniques for measuring processes and create different frameworks for achieving international standards in quality.

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SYSTEM

Database Management System & Data Warehousing:

1. Understand and remember the introduction, Meaning and Definition of Database, Database Environment
2. Apply the understand the Data Models: The importance of data models, Basic building
3. Analyze applications of Database Management System (DBMS)
4. Evaluate the Relational Database Management System (RDBMS)
5. Create the Object-Relational Database Management System (ORDBMS) and Structured Query Language and application DBMS to business

Enterprise Management Systems:

1. Understand and remember the Enterprise Resource Planning (ERP) - Meaning and Concept of ERP, Functional view of business processes and how they are integrated using an ERP, Merits and Demerits of ERP
2. Apply the Enterprise Content Management – Role of content management
3. Analyze the applications areas of ERP, in various industry verticals and business
4. Evaluate Enterprise Portals – Concept of an enterprise portal
5. Create the Enterprise Application Integration- Challenges in integrating

Big Data and Business Analytics:

1. Understand and remember the Introduction to Big Data and Business Analytics and its applications
2. Apply the Business Analytics Cycle,
3. Analyze Analytical Tools & Methods
4. Evaluate Data Mining & decision-making concepts, Predictive Analysis, Forecasting Optimization, Simulation, and Business Metrics
5. Create Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools

Knowledge Management:

1. Understand and remember the introduction to Meaning of data, information, knowledge
2. Apply the conceptual background and framework of KM
3. Analyze the KM Foundations and Solutions of KM Foundations
4. Evaluate Organizational Structure, Culture, Communities and KM practices,
5. Create Information Technology as an enabler

Software Engineering:

1. Remember the in details of software development process
2. Understand issues /challenges in analysis, design, implementation, maintenance etc.
3. Apply conceptual framework to software engineering
4. Analyze the ability to analyze, design, verify, validate, implement, apply and maintain software systems.

5. Help students to develop skills that will enable them to evaluate to create high quality software and reliability.

Digital Business:

1. Remember framework of Drivers of digital business-, Mobile, Cloud Computing, Social media
2. Understand the Introduction to Digital Business 2 To understand the E-Business- Meaning, retailing in e- Business-products and services, consumer behavior 3 Developing the 4 To know about -Building
3. Apply E-Business model, Retailing in e- Business-products and services, consumer behavior.
4. Analyze Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, Information Super Highway, Collaboration Tools
5. Evaluate & Create Digital Business Support services- e-CRM, e-SCM, e-banking, ERP, Mobile Computing

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SEMESTER IV

CORE SUBJECTS

Project Management:

1. Remember the basic concepts of project management
2. Understand organization structure by applying flow of authority and responsibility.
3. Analyze earned value by evaluating a project financially to revise estimates of cost and time.
4. Evaluate risks in project management by making resource chart by finding probability of completion of project.
5. Create new project proposals with help of network diagram, critical path and concepts of crashing network.

Dissertation in Functional Specialization, General Management and Social Relevance (100 marks each and 4 credits each):

1. Remember the framework and set the contextual relevance.
2. Understand the depth of the topic chosen for dissertation.
3. Analyze the data collected through various primary and secondary sources.
4. Apply statistical tools for checking validity of hypothesis.
5. Evaluate the results and outcomes and create reports highlighting recommendations and suggestion.

FINANCE

Commercial Banking:

1. Remember the golden rule of capital adequacy regulation and its impact on performance of banks.
2. Understand and apply the historical concepts and fundamentals of Commercial Banking.
3. Analyze the basic schemes of deposits and credits, term loan and working capital and the banking laws.
4. Evaluate measures taken towards financing priority sector schemes and the role of Central Bank in supervision and control of commercial banks with reference to various products of banking.
5. Create strategies of Asset Liability Management (ALM) with positive impact on profitability.

MARKETING

Integrated Marketing Communication:

1. Remember the thumb rules of how to manage perceptions of people while making ads.
2. Understand key elements of IMC which consists of advertising, public relations, sales promotion, direct marketing
3. Apply various advertising research methods to identify effectiveness of various promotional channels

4. Analyze the dynamics of various promotional tools and understand the basics of direct marketing tools and techniques.
5. Evaluate role of different media vehicles in IMC and create marketing and promotional plans.

HUMAN RESOURCE

Organizational Development & Change Management:

1. Remember the process of change in detail
2. Understand the impact of change on internal environment to make it conducive to change.
3. Apply methods of monitoring change in organization by studying latest trends in OD and change management
4. Analyze different diagnostic models and methods of data collection to use different OD interventions.
5. Evaluate the role of organizational culture and its impact on change management; create different strategies for organizational development.

OPERATION

Operations Application and Cases:

1. Remember the rules of tendering and bidding cost with examples in various sectors.
2. Understand the complex procedure and operations of products and service industry.
3. Apply the best techniques, tools and practices in complex situations.
4. Analyze investments in advanced plant machinery and its maintenance
5. Evaluate the processes of production and create application related to workforce planning on Excel.

SYSTEMS

System Application and Case Studies:

Understand the Importance of information system for business

2. Remember scope and need of case study for information system for business
3. Apply areas of information technology/information system for business
- 4 Analyse practical applications areas of information technology
- 5 Create Information System across the various functions and sectors of the industry

PROGRAM OUTCOMES

- a) Apply knowledge of management theories and practices to solve business problems.
- b) Foster Analytical and critical thinking abilities for data-based decision making.
- c) Ability to develop Value Based Leadership.
- d) Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- e) Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAM SPECIFIC OUTCOMES

- a) Develop the entrepreneurial skills and employability of the students for the future industry and society requirements.
- b) An ability to recognize the importance of professional development by pursuing management studies that offer challenging and rewarding careers in the field of management


Dr. Vidya Hattangadi
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