



<b>MBA PROGRAMME OBJECTIVE</b>
<ol style="list-style-type: none"> <li>1. To equip the students with requisite knowledge, skills &amp; right attitude necessary to provide effective leadership in a global environment.</li> <li>2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy &amp; Society, aligned with the national priorities.</li> <li>3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.</li> <li>4. To harness entrepreneurial approach and skill sets.</li> </ol>
<b>MBA PROGRAMME OUTCOMES (POs)</b>
<ol style="list-style-type: none"> <li>1. Demonstrate knowledge of business administration including its multiple functional disciplines</li> <li>2. Apply theoretical concepts in identifying and solving critical business problems</li> <li>3. Perform effectively, efficiently and ethically in diverse sectors of industries</li> <li>4. Exhibit entrepreneurial skills for developing business, economy and society</li> </ol>
<b>PROGRAMME EDUCATIONAL OBJECTIVES (PEO)</b>
<ol style="list-style-type: none"> <li>1. To equip the students with requisite knowledge, skills &amp; right attitude necessary to provide effective leadership in a global environment.</li> <li>2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy &amp; Society, aligned with the national priorities</li> <li>3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.</li> <li>4. To harness entrepreneurial approach and skill sets</li> </ol>
<b>PROGRAMME SPECIFIC OUTCOMES (PSOs)</b>
<b>MARKETING MANAGEMENT</b>
<ol style="list-style-type: none"> <li>1. The students will be able to formulate marketing strategies for effective process and create benefits/value to the organization and all stakeholders.</li> <li>2. The students will be able to exhibit multiple communication skills including written, oral, audio/visual and digital.</li> <li>3. Students will be able to apply consumer behavior theories in the tasks, projects, organization and live case studies.</li> <li>4. The students will be able to evaluate legal and ethical effects of their actions and decisions.</li> </ol>
<b>FINANCIAL MANAGEMENT</b>
<ol style="list-style-type: none"> <li>1. Students will be able to describe and distinguish among alternative derivative instruments, including the different types of exposures multinational corporations face when using derivative instruments.</li> <li>2. Students will be able to understand the financial statement, analyze and value securities, including debt and equity instruments.</li> </ol>



3. Students will be able to actually practice Tax liability when they work for the organization.

### **HUMAN RESOURCE MANAGEMENT**

1. Students will understand the importance of human resources and their effective management in organizations they will be able to demonstrate a basic understanding of different tools used in forecasting and planning human resource needs in the organization when they actually work.
2. Students will be able to analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training and also will be able to outline the current theory and practice of recruitment and selection.
3. Students will be able to develop, analyze and apply advanced training strategies and specifications for the delivery of training programs. Students will be able to understand roles at various levels of the organization and leading teams.
4. Students will assess & interpret the role of resistance and commitment in relation to change, propose change strategies for enhancing organizational development, and facilitate change implementation the change when they will work in the organization.

### **OPERATIONS MANAGEMENT**

1. Operations management is the business function responsible for planning, coordinating, and controlling varied resources. Operations Management (OM) expounds overall challenges for Operations Managers.
2. The Operations Management helps students to understand the Strategic decisions. Students learn the application part through planning.
3. Further they understand what the skills are required to worker and what talents are required such as technological competence and knowledge of processes to be used.
4. SCM plays an important role in understanding distribution decisions. External suppliers provide the necessary raw materials, services, and component parts. Logistics includes distribution Management includes the packaging, storing & handling of products.

### **INFORMATION TECHNOLOGY**

1. To understand and apply the theories of Information Technology (IT) in the organization to improve its performance.
2. To analyze hardware, software, and systems applications that support technologies.
3. To carry out organizational systems analysis, design, planning, and integration of technology.
4. To create strategic technology management policies and procedures for the business.



## COURSE OUTCOMES

### SEMESTER I

#### **ACCOUNTING FOR BUSINESS DECISIONS-101**

1. 1. Students will recognize commonly used financial statements, their components and how information from business transactions flows into these statements.
2. 2. Students will collect, analyze and apply accounting information in accordance with financial regulations and the standards established for business decision makers.
3. 3. Students will demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment.
4. 4. Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.

#### **ECONOMIC ANALYSIS FOR BUSINESS DECISIONS - 102**

1. To be able to analyze the demand and supply conditions of the market and accordingly assess the position of a company.
2. To be able to understand the basic economic problems faced by the society and make effective decisions.
3. To be able to design competition strategies which includes costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
4. To be able to analyze the market competitions and design strategies accordingly.

#### **LEGAL ASPECTS OF BUSINESS-103**

1. The students would be able to appreciate the importance of law and legal institutions in business able to have a basic understanding of the laws relating to contract, consumer protection, competition, companies and dispute resolution.
2. The acquired knowledge will ensure the ability of the students to make decisions relating to legal issues in various types of organizations. This will enable students to be included in the governance and decision-making processes of these organizations.
3. Interpret and form contractual relationships in business.
4. Also, Explain the need for awareness of and sensitivity to differences in business law in the international business environment.
5. Students also describe how third parties may become involved in contracts, and what their rights may be under the contract.

#### **BUSINESS RESEARCH METHODS-104**

1. To be able to apply the concept of business research in business environment.
2. To be able to use the tools and techniques for exploratory, conclusive and causal research.
3. To be able to formulate the questionnaire for data collection with the help of proper measurement scales.
4. To be able to apply different analytical tools in research.

#### **ORGANIZATIONAL BEHAVIOUR - 105**



1. Familiarize the students with human behavior at work. Impart the knowledge of individual, group and organizational behavior and its importance that increase their effectiveness respectively.
2. Students will analyze and explain individual behavior related to motivation and rewards.
3. Students will identify the processes used in developing communication and resolving conflicts to explain group dynamics and demonstrate skills required for working in groups (team building).
4. Students will explain organizational culture and describe its dimensions and will be able to examine various organizational designs that will be helpful in implementing organizational change.

#### **BASICS OF MARKETING - 106**

1. To be able to understand the core concepts of marketing and its role in business organizations and society.
2. To be able to analyze the market size through target market analysis
3. To be able to communicate effectively to the customers through promotional strategies.
4. To be able to develop marketing strategies based on product, price and promotion purpose

#### **MANAGEMENT FUNDAMENTALS – 107**

1. Understand the various concepts of management.
2. Understand and apply the contemporary management practices.
3. Learn the professional challenges that managers face in various organization.
4. Learn to appreciate the emerging ideas and practices in the field of management. \

#### **BUSINESS COMMUNICATION -108**

1. To acquaint the students with fundamentals of communication and help them to transform their communication abilities.
2. To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
3. To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future.

#### **MS-EXCEL AND ADVANCED EXCEL LAB - 109**

1. To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications
2. To provide students hands on experience on MS Excel Utilities
3. To gain proficiency in creating solutions for Data Management and Reporting.

#### **PERSONALITY DEVELOPMENT LAB - 113**

1. To be able to exhibit proper business etiquettes in different business scenario.
2. To be able to appreciate the different etiquette requirements to behave effectively in organization.
3. To be able to behave confidently in social situations.

### **SEMESTER II**



#### **MARKETING MANAGEMENT - 201**

1. 1. Students will learn new product development process and product Vs brand, brand equity, role of packaging and labeling, types of product life cycle and strategies across stages of the PLC.
2. 2. This course will also improve students' ability to think about setting the price and adapting the price and responding to price changes.
3. 3. Students will understand the role of marketing channels and channel design decisions, channel options i.e. retailing, wholesaling, franchising, direct marketing and e-commerce marketing.
4. 4. Students will learn the role of marketing communication in marketing effort, advertising, sales promotion, personal selling, public relation, direct marketing and concept of integrated marketing communications.
5. 5. This course will help for increasing knowledge of marketing planning and control.

#### **FINANCIAL MANAGEMENT - 202**

1. 1. Students will understand both the theoretical and practical role of financial management in business corporations.
2. 2. Students will analyze the finances of individual corporations both in terms of their performance and capital requirements.
3. 3. Students will demonstrate understanding of the goals of the finance manager.
1. 4. Students will develop the analytical skills this would facilitate the decision making in Business situations regarding selecting the capital budgeting proposals.

#### **HUMAN RESOURCE MANAGEMENT - 203**

1. 1. Students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration.
2. 2. This course will also improve students' ability to think about how HRM should be used as a tool to execute strategies.
3. 3. Students will investigate the role that HRM has to play in supporting the organization to achieve a sustainable competitive advantage.
4. 4. More explicitly, students will analyze elements such as the company and their vision, values and strategies.
5. 5. Students will discuss how these elements relate to the various parts of HR, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation and training & development) Employees Relation.

#### **DECISION SCIENCE - 204**

1. 1. Ability to formulate decision problems in the form of quantitative models.
2. 2. To be able to apply quantitative techniques to derive the optimum solution to facilitate decision making in various situations.
3. 3. Ability to design network diagrams for PERT and CPM models in order to identify critical path of any project.
4. 4. To be able to compute the probability of a given event and to translate real world problem into probability models.

#### **OPERATIONS AND SUPPLY CHAIN MANAGEMENT - 205**

1. 1. Students learn Strategic decisions that set the direction for the entire company. They



get well-versed with planned and executed ways leads to sustainable business through generating competitive advantage in the marketplace.

2. No business function these days work in Isolation. Marketing tackles demand management. Finance about working Capital and cash flows, Human Resources about employee capital.
3. Students will learn through manufacturing processes how to make products or offer services.
4. Students understand the issues and challenges related to operation function. The SCM includes the Evolution from Physical distribution to Logistics to SCM.

#### **MANAGEMENT INFORMATION SYSTEMS - 206**

1. To be able to illustrate how decision support tools can be used for the advantage of business operations.
2. To be able to exhibit an understanding of the major functional areas of Business
3. To be able to demonstrate the major steps in the design and implementation phases of the system development life cycle (SDLC).
4. To be able to explain fundamental concepts of data communications, computer networking, and the related hardware.

#### **EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS LAB - 207**

1. Explains the concepts and perceptive of emotional intelligence
2. Demonstrates the application of emotional competencies in their personal and professional life
3. Describes the role of emotional intelligence and its effectiveness in the workplace

#### **LIFE SKILLS LAB-210**

1. To cope with the increasing pace and change of modern life
2. To help student need new life skills such as the ability to deal with stress and frustration.
3. The ability to speak clearly, persuasively, and forcefully in front of an audience – whether an audience of 1 or of thousands – is one of the most important skills anyone can develop.
4. And develop important life skills including Decision making, Problem solving, creative thinking/lateral thinking, Critical thinking/perspicacity, Effective communication, Interpersonal relationships, Self-awareness/mindfulness and Assertiveness.

#### **GEOPOLITICS & THE WORLD ECONOMIC SYSTEM- 211**

1. Students will understand the relationship between political power and geographic space amidst world economic system.
2. Students will understand and learn to apply the various facets of international political economy & national system political economy.
3. Students will acquaint the interrelationship between the trading system, international financial system and the participants in the changed economic system

#### **INDUSTRY ANALYSIS - DESK REASEARCH -215**

1. To be able to understand business processes of an Industry
2. To be able to collect information from different sources to develop business models that supports a company's strategic objectives



3. To be able to analyze and interpret both qualitative and quantitative data of an Industry
4. To be able to evaluate the opportunities for business process improvement in an Industry.

### SEMESTER III

### GENERIC CORE

#### **STRATEGIC MANAGEMENT - 301**

1. To be able to understand the various strategic decisions taken by the organization and have an ability to engage in strategic planning.
2. To be able to apply the basic concepts, principles and practices associated with strategy formulation and implementation.
3. To be able to analyze industry factors, and identify their impact on profitability and strategic positioning
4. To be able to assess the resources and constraints for strategy making in a business organization.

#### **ENTERPRISE PERFORMANCE MANAGEMENT - 302**

1. To be able to know the benefits of performance management.
2. Student shall be able to take appropriate investment decisions based on the need of enterprise.
3. To be able to understand the various concept in the performance management in enterprise.
4. To be able to understand the applicability of various evaluation parameters required for performance management.

#### **STARTUP & NEW VENTURE MANAGEMENT - 303**

1. To be able to identify and evaluate opportunities to design new business that solves problems or make lives better.
2. To be able to develop appropriate project report for generating funds for start up business.
3. Students should be able to identify the problems in business and do research to find out justified solutions.
4. To be able to formulate feasible operational strategies for production and distribution of goods and services to achieve competitive advantage.

#### **SUMMER INTERNSHIP PROJECT - 304**

1. Develop application orientated thinking and analytical problem solving abilities.
2. Gain hands on experience in various functions of management.
3. Conduct research for an organization by implementing the correct methodology.
4. Cultivate communication and interpersonal skills.

### **SPECIALIZATION- MARKETING MANAGEMENT**

#### **CONTEMPORARY MARKETING RESEARCH- 305 MKT**

1. To be able to appreciate the different perspectives of marketing research from both user's and doer's perspective.
2. To be able to formulate research proposal and evaluate it.
3. To be able to conduct professional marketing research.



4. To be able to apply business research tools in Marketing decision making.

**CONSUMER BEHAVIOUR -306 MKT**

1. Analyze the external influences on buying decision of an individual.
2. Compare individual and external determinants of consumer behavior.
3. Identify and differentiate the buying decision process for various goods/services.
4. Apply consumer behavior models to the decision-making processes of individuals.
5. Develop a thorough understanding about the characteristics of Indian consumers.

**INTEGRATED MARKETING COMMUNICATIONS -307 MKT**

1. The students should be able to draft oral and written marketing communication plans based on the research.
2. To be able to build strategies for IMC, this includes digital & social media executions, advertising, promotions, and public relations initiatives.
3. To be able to analyze and evaluate the cost effectiveness of various forms of media.
4. To be able to prepare a cost-effective marketing communication plan.

**STRATEGIC BRAND MANAGEMENT-309MKT**

1. To be able to understand the applicability of different approaches to measure brand equity.
2. Ability to make a framework for managing brands strategically.
3. To be able to create profitable brand strategies.

**CUSTOMER RELATIONSHIP MANAGEMENT – 312 MKT**

1. Establish customer relationships for an organization to achieve customer satisfaction and customer loyalty.
2. Design and implement strategies for customer acquisition, retention and customer development for a firm.
3. Design customer portfolios with the help of customer databases.
4. Manage the business networks for enhancing customer relationships.
5. Perform internal marketing for better CRM for an organization.

**FINANCE SPECIALIZATION**

**DIRECT TAXATION – 305 FIN**

1. Determine the residential status and tax liability of individuals.
2. Apply various tax related salary provisions in preparation of Form 16.
3. Apply and calculate the tax on house property, capital gains and other income sources for an individual.
4. Differentiate between agricultural income and other income and give the tax treatment of the former accordingly.
5. Identify institutions that are exempt from paying income tax. Prepare and file online TDS returns and ITR for an individual.

**FINANCIAL SERVICES OF INDIA, MARKETS AND SERVICES – 306 FIN**

1. Analyze the structure and components of Indian financial system.
2. Understand the various regulators and functions of RBI, PFRDA, IRDA and SEBI and its impact on Indian financial system.





3. Distinguish between the functions of money and capital market and analyze the methods of raising funds in primary market.
4. Differentiate between venture capital, factoring, forfeiting, securitization, loan syndication and use these for business decisions.
5. Analyze the various types of Mutual funds and select proper type of mutual fund for investment.

**STRATEGIC COST MANAGEMENT: 307 FIN**

1. Differentiate between cost management and cost reduction in an organization.
2. Choose and apply various techniques of cost management.
3. Determine the Cost Structure, cost center and cost drivers of an activity in a manufacturing concern.
4. Prepare a balanced score card for an organization.
5. Apply lean management in a small-scale organization.

**CORPORATE FINANCE-309FIN**

1. Identify the key themes in corporate finance
2. Explain the role of finance in an organization
3. Explain and analyze the interrelationship between finance and governance
4. Analyse the relationship between strategic decision making and corporate financing decisions

**BANKING OPERATIONS –I -313 FIN**

1. Analyze the role of banks and its impact on Indian Economy. 1(a) Understand the various regulatory bodies in banking sector and perform a cause effect analysis of some provisions on banking performance/functioning.
2. Classify the types of banks on the basis of functions of banks.
3. Compare and contrast different types of mortgages, pledge and hypothecation.
4. Assess bank's financial position on the basis of NPAs.
5. Prepare final accounts of banks, showing provisions for loan accounts of NPA.

**FINANCIAL INSTRUMENTS AND DERIVATIVES– 316 FIN**

1. Identify the characteristics of money market and capital market and write the regulatory framework of SEBI for Capital Market.
2. State the various capital market and money market instruments identifying the features of each instrument.
3. Identify and apply the spot/forward rate for a contract and differentiate between forward and future contract.
4. Reason out the actions taken by an investor in a derivative market.
5. Calculate returns of a portfolio using CAPM model.

**SPECIALISATION – HUMAN RESOURCE MANAGEMENT**

**LABOUR AND SOCIAL SECURITY LAWS – 305 HR**

1. Classify different labor laws and understand rationale behind them.
2. Recognize statutory rights of workers/employees.
3. Determine the role of law and government bodies in regulating industrial conflicts.
4. Identify laws governing working conditions in different industrial settings.
5. Ability to apply important provisions and processes for conflict management.

**HUMAN RESOURCE ACCOUNTING AND LABOUR LAWS -306 HR**

1. List Components of Compensation.



2. Apply different factors for deciding compensation.
3. Recognize recent practices in HR Accounting.
4. Decide on fringe benefits while deciding compensation.
5. Evaluate various types of fringe benefits and reward systems.

**EMPLOYEE HEALTH, SAFETY - 307HR**

1. To learn the basic concepts of safety management
2. To study the various provisions of employee health and safety.

**OUTSOURCING OF HR- 311HR**

1. A secure knowledge and understanding of the various debates surrounding the outsourcing phenomenon.
2. Appreciate the market and industry forces reshaping the modern corporate human resources organization and the importance of an integrated sourcing approach.
3. Provide guidance on how to think about the what, why and why not of outsourcing.
4. Recognize the threshold question for evaluating the business rationale for outsourcing.

**LAB IN RECRUITMENT AND TRAINING – 314 HR**

1. Design appropriate recruitment advertisement for print and digital media.
2. Develop a matrix for personality, aptitude and competency for entry level jobs.
3. Determine appropriate interview modes for different jobs.
4. Design appropriate interview questions different interview modes.

**LAB IN TRAINING -316 HR**

1. Analyze Training Needs of personnel.
2. Design Training Program on basis of training need analysis.
3. Design training methods to execute the training program.

**SEMESTER III : SUPPLY CHAIN MANAGEMENT - SCM**

**305-SCM -Essentials of Supply Chain Management – ESCM**

1. To make students understand how supply chain impacts all areas of the firm.
2. To understand the basic concepts of supply chain management.
3. To explore insights into supply chain's linkages with customer value.
4. To define customer value and to understand its execution.
5. To understand the applications.

**306-SCM - Logistics Management – LM**

1. To understand the role and importance of logistics in modern day economy.
2. To evaluate and analyze the relationship between logistics and other functional areas.
3. To develop effective logistic system as a case study.
4. To understand the scope of logistics.
5. To learn the importance of logistic management.

**308-SCM - Inventory Management – IM**

1. To understand the Process of Aggregate Planning and its link with Inventory Management.
2. To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models.
3. To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order.
4. To acquaint with safety and environmental aspects of Inventory Management.
5. To understand the applications.



**310-SCM- Six Sigma – SS**

- 1.To understand the concept of six sigma.
2. To identify the six-sigma methodology and philosophy.
3. To analyze the change and sustain benefits.
4. To identify the customer requirements.
5. To understand the applications.

**311 - SCM – Supply Chain Planning – SCP**

- 1.To understand the Process of Aggregate Planning and its link with Inventory Management.
- 2.To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models.
3. To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order.
4. To acquaint with safety and environmental aspects of Inventory Management.
5. To apply the DMAIC Cycle.

**315-SCM - Supply Chain Practices – I - SCM-I**

- 1.To understand the practical knowledge of the supply chain management in various sectors.
2. To analyze the manufacturing operations of a firm.
3. To apply sales and operations planning, MRP and lean manufacturing concepts.
4. To apply quality management tools for process improvement.
5. To identify the parties involved and their role in the supply chain practices.

**SEMESTER - III : INFORMATION TECHNOLOGY MANAGEMENT - IT**

**305-IT -Management – ITM**

- 1.To Understand important elements of hardware and networking management.
- 2.To learn about software system and security management.
3. To understand the nature of various types cyber-crimes and to know about various provisions.
4. To know about the certifying authorities, disputes, trademarks, IT Act.
5. To share the knowledge and accelerate learning in the field of IT.

**306-IT-E Business – EB**

- 1.To learn about various e-business strategies and e-business infrastructure.
2. To understand principles of BI and Analytics at conceptual level
3. To determine requirement to initiate/lead an e-business venture/ business segment
4. To explain role of BI Application in various functional areas through case studies
5. To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce

**305-IT -Management & Cyber Laws – MCL**

- 1.To understand important elements of hardware and networking management
2. To learn about software system and security management
3. To understand the nature of various types cybercrimes and to know about various provisions
4. To know about the certifying authorities, disputes, trademarks, IT Act
5. To share the knowledge and accelerate learning in the field of IT

**306-IT-E Business and Business Intelligence – BBI**

- 1.To learn about various e-business strategies and e-business infrastructure



2. To understand principles of BI and Analytics at conceptual level
3. To determine requirement to initiate/lead an e-business venture/ business segment
4. To explain role of BI Application in various functional areas through case studies
5. To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce

**307-IT-Software Engineering with System Analysis & Design – SESAD**

1. To develop theoretically sound understanding of Software Engineering Methods
2. To study various approaches for system development
3. To investigate the system requirement and specifications
4. To design diagrams such as use case, activity diagram, sequence diagram etc. and user interfaces for software Engineering
5. To understand Use-case Driven Object-Oriented Analysis

**308 - IT- Mobile Computing with Android – MCA**

1. To understand the concept and scope of technical aspects of M-computing
2. To learn various emerging technologies in M-computing
3. To understand M-computing applications; initiate new applications
4. To compare and analyze various m commerce services and mobile applications
5. To Discuss and learn new trends in Android programming

**SEMESTER - III: OPERATIONS MANAGEMENT SPECIALISATION - OPE**

**305-OPE - Planning and Control of Operations – PCO**

1. To understand the Routing, Scheduling, shop loading and dispatch follow up in Planning & Control of Operations.
2. To identify the Demand Forecasting tool
3. To understand the problems and opportunities faced by the operations manager in manufacturing and service organizations.
4. To develop the need for aggregate planning and the steps in aggregate planning.
5. To Summarize the Manufacturing Resources Planning and Scheduling of Operations.

**306-OPE - Inventory Management – IM**

1. To understand aggregate Planning and Inventory Management
2. To illustrate managing SC inventory and delivering perfect customer orders.
3. To summarize Safety & Environmental Aspects of Inventory Management.
4. To perceive key operational aspects of Supply chain
5. To perceive make or buy decisions.

**307-OPE - Productivity Management – PM**

1. To Conceptual clarity about the word productivity
2. To Carry out value analysis
3. To Mapping the process by using flow chart
4. To Calculate standard time of job.
5. To Acquire knowledge about new trends

**308-OPE - Maintenance Management - MM**

1. To understand importance and role of Maintenance Management
2. To apply the all-important concepts
3. To acquaint with various alternatives of Maintenance Management
4. To explore the functions of maintenance management
5. To understand use of decision tools for Maintenance Management



**310-OPE - Manufacturing Resource Planning - MRP**

1. To understand role and importance of Manufacturing Resource Planning (MRP II)
2. To compare MRP – I and MRP - II
3. To utilize capacity management in Operations
4. To examine manufacturing calendar for smooth Operation activates.
5. To understand the applications

**311-OPE - Technology Management - TM**

1. To highlight the role of technology and innovation as drivers of value and competitive advantage.
2. To utilize the technology management practices
3. To provide conceptual foundations in managing innovation and technology.
4. To apply the all-important concepts
5. To understand all basic elements

**312-OPE - Six Sigma - SS**

1. To understand the Routing, Scheduling, shop loading and dispatch follow up in Planning & Control of Operations.
2. To identify the Demand Forecasting tool
3. To develop the need for aggregate planning and the steps in aggregate planning.
4. To Summarize the Manufacturing Resources Planning and Scheduling of Operations
5. To use a structured approach to process improvement.

**313-OPE –Designing Operating System –DOS**

1. To explain Job design and work measurement
2. To illustrate designing manufacturing Process and service Process
3. To understand basics of designing service processes
4. To explain designing service processes
5. To understand Process analysis

**315-OPE – Project Management - PM**

1. To explain the students with a holistic, integrative view of Project Management
2. To explore the role of projects in modern day business organizations
3. To sensitize the students to complexities of project management
4. To understand how to manage project teams. 5. To understand the applications

**SEMESTER - III : INTERNATIONAL BUSINESS MANAGEMENT - IB**

**305-IB - International Business Economics - IBE**

1. To understand and learn the various concepts, theories & models of International Business Economics.
2. To understand & apply the basic theoretical knowledge of current International Economy issues.
3. To allow students to use economics tools to analyze current trends / issues of International Market Economics.
4. To appraise the role of International Banking authorities managing problems of international debts & risks.
5. To understand & recognize the need of International Banking in International Trade & Business.

**306 - IB -Export Documentation and Procedures - EDP**

1. To familiarize students with policy, procedures and documentation relating to foreign trade operations.
2. To understand procedures and documentation in international trade; procedures and documentation as trade barriers



3. To understand the practical formalities related to Export - Import
4. To know the Export - Import procedure.
5. To understand the applications

**307-IB - International Management - IM**

1. To understand cross cultural values and communication
2. To analyze the challenges of global planning
3. To examine and manage political risks
4. To familiarize students with the cross – cultural behavior and its management for successful operations of the international firms
5. To understand the applications

**308-IB - International Marketing – IM**

1. To describe the concept broad structure of an international marketing plan.
2. To explain the concept of New Product Development
3. To describe the Pricing Strategies for international marketing
4. To explain the aspects of international supply chain management
5. To describe the International promotion tools and planning

**309-IB - International Marketing Research - IMR**

1. To highlight the significance of International Marketing Research and provide a comprehensive understanding the research process
2. To develop an in-depth knowledge of the challenges associated in conducting market research internationally
3. To understand the simple and advanced data analysis for International Marketing Research
4. To apply the theory
5. To make sound marketing decisions on the basis of collected and analyzed data

**310-IB - International Financial Management - IFM**

1. To make student understand the operations of foreign exchange market.
2. To allow students to understand regulatory framework of International Finance through which the operation can take place.
3. To analyze the student's complexities of managing finance of multinational firms.
4. To apply appropriate techniques for International Accounting
5. To recognize the need of International Taxation

**314-IB - Legal Dimensions of International Business - LDIB**

1. To apply the concept of laws regarding of international business
2. To explain the concept of Dispute settlement
3. To describe the restrictions on trade in endangered species and other commodities as based on international conventions
4. To apply the various laws relating to International business
5. To apply the Consumer law with reference to the national & international dimensions

**316-IB - International Relations and Management - IR&M**

1. To equip the students with an understanding of the multifaceted phenomenon called international relations
2. To help students understand as to how exactly does the existing international environment
3. To expose students to these issues focused on India to discern their effect on the management of business.
4. To understand the concepts
5. To apply the theory

**GENERIC CORE**



### **MANAGING FOR SUSTAINABILITY – 401**

1. Understand the value of CSR towards the sustainable development.
2. Know the importance of sustainable development with respect to various stakeholders.
3. Apply the concept of sustainable development and various models in various business cases.
4. Relate the theories of CSR to the current situation and carry out the best practice towards Development.
5. Validate the business practices in a ethical manner and move towards the corporate excellence.

### **DISSERTATION - 402**

1. Develop ability to apply knowledge and skills to address business problem.
2. Cultivate knowledge of the core business areas and learn how to apply such knowledge effectively in business environment.
3. Develop ability to handle desk-based projects.

## **SPECIALISATION - MARKETING**

### **SERVICES MARKETING - 403 MKT**

1. Show an understanding of the concept 'Services' and buying behavioral factors of consumers in services.
2. Apply Traditional Marketing Mix Elements in Services.
3. Develop blueprints of simple service processes.
4. Identify the quality parameters in service, delivery, Compare, contrast and understand role of people and physical evidence as the differentiator of success in different service settings.
5. Show applications of Service Marketing concept and theories in different service sectors.

### **SALES & DISTRIBUTION MANAGEMENT - 404 MKT**

1. Identify the differences between channels of distribution for various categories of goods.
2. Plan, design and implement the sales structure for an organization.
3. Perform sales planning and sales control for an organization.
4. Choose channels of distribution depending on nature of the business organization.
5. Strategies and implement retail promotion techniques for an organization.

### **RETAIL MARKETING - 405 MKT**

1. Understand the concept of retailing and classify the various retailers.
2. Apply Retail Market Strategy and take decisions relating to starting a retail outlet.
3. Plan and implement Retail Administration.
4. Demonstrate the ability to price Merchandise and apply appropriate Retail Communication mix program.
5. Identify Challenges to Indian Retail Sector and mall.

### **RURAL MARKETING – 406 MKT**

1. To understand rural aspects of marketing
2. To learn nuances of rural markets to design effective strategies.
3. To enhance deeper understanding of rural consumer behavior

### **INTERNATIONAL MARKETING – 408 MKT**

1. To make the students understand the concept and techniques of international marketing.
2. To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.
3. To introduce a systematic understanding of marketing strategy and decision making in dynamic marketing environment.

### **MARKETING STRATEGY -410 MKT**

1. Integrate marketing strategies with the business strategies of an organization.
2. Perform sales forecasting based on requirements of a firm.
3. Choose newer and better marketing segments for any business situation.



4. Design and implement marketing strategies for an organization.
5. Plan and execute strategies for matured and declining markets.

### **SPECIALISATION – FINANCE**

#### **INDIRECT TAXATION – 403 FIN**

1. Understand the basic concepts in GST
2. Learn the various legal provisions associated with GST
3. Comprehend the various differences between the traditional indirect taxation rules and the current GST principles.
4. Understand the basic law of supply in GST.

#### **INTERNATIONAL FINANCE – 404 FIN**

1. Students will show an understanding of the theories of international finance and monetary issues and apply them to real world situations.
2. Students will discuss the issues of international governance and management of financial flow.
3. Students will Assess historical and contemporary international financial systems and compare their relevance to markets.
4. Students will determine how capital flows to international markets and how internationalization of markets drives portfolio construction.

#### **BANKING OPERATIONS – 409 FIN**

1. To get acquainted with the changed role of Banking post 1991 Reforms.
2. To know the lending and borrowing rates along with the various mandatory reserves.
3. To know the procedural compliances by bank's functionality.

#### **WEALTH AND PORTFOLIO MANAGEMENT -410 FIN**

1. To understand the concept of Wealth Management.
2. To understand the concept of Portfolio Management.
3. To understand various tools and methods of evaluating the portfolio

#### **COMMODITY MARKET – 412 FIN**

1. Understand the evolution of commodities derivatives markets.
2. Differentiate between commodity and financial derivatives.
3. Analyze the risk and its importance in pricing.
4. Know different market mechanism and its role in commodities markets.
5. Comprehend regulation frame work and taxation aspects of commodity market.

#### **PRINCIPLES OF INSURANCE – 414 FIN**

1. Understand the various type of insurance available and their functions.
2. Learn and understand the various functions of the regulatory authorities and intermediaries involved in the insurance sector.
3. Apply the various marketing techniques to promote insurance products among the public.
4. Design an appropriate portfolio using insurance for risk diversification.

### **SPECIALISATION – HUMAN RESOURCE**

#### **EMPLOYMENT RELATIONS - 403HR**

1. Define and explain the key definitions used in IR.
2. Analyze important laws governing IR.
3. Demonstrate knowledge of statutory and non-statutory provisions under The Industrial Disputes Act 1947.
4. Identify levels at which employees can participate in management's decision-making process.
5. Identify best IR practices followed in industries.





**STRATEGIC HUMAN RESOURCE MANAGEMENT – 404 HR**

1. Formulate HR Strategies for basic functions of HR.
2. Analyze the Career Planning & Succession Planning of the available Human Resources in the organization.
3. Align the HR strategies with organizational strategies.
4. Identify the various HR challenges in the functions like Compensation Management, retention, Appraisal etc.
5. Analyze the Global dimensions of HR Strategy.

**ORGANISATIONAL DESIGN AND DEVELOPMENT – 405 HR**

1. The students will understand the nature, working and design of various organization.
2. Apply the various theories towards the organizational development.
3. Understand the organizational culture in an organization and take ethical decisions accordingly.

**CHANGE MANAGEMENT – 408 HR**

1. Identify phases of change.
2. Recognize factors responsible for change.
3. Know and apply different models of change management.
4. Lead change in different situations.
5. Execute change in different situations.

**EMERGING TRENDS IN HR – 414 HR**

1. Determine global trends affecting human resources management.
2. Enlist emerging trends in HR and analyze their impact on organizations.
3. Identify and enlist best HR practices adopted globally.
4. Explore skills and competencies needed to be an HR professional.
5. Identify Skill development program adopted by Industries.

**COMPETENCY MAPPING – 416 HR**

1. Understand the basic concepts and processes involved in competency mapping and its various processes.
2. Categorize the various threshold levels for competency mapping.
3. Understand the importance and uses of competence mapping.

**SEMESTER-IV: OPERATIONS MANAGEMENT - OPE**

**403 - OPE- Operations Strategy & Research - OPR**

1. To understand the key role of operations in the growth and profitability of organizations.
2. To apply the Methodology for Developing Operations Strategy
3. To apply the quantitative tools for solving typical Operations Domain Problems
4. To identify, formulate and solve complex industrial engg. problems.
5. To study the Linear Programming and decision-making tree

**404 - OPE -Total Quality Management - TQM**

1. To understand concepts of quality and strategic quality management
2. To explain quality Gurus and comparison of quality philosophy
3. To demonstrate QC Tools
4. To illustrate importance of Statistical Quality Control
5. To summarize quality Management Awards and frameworks



**405 - OPE - Quality Management Standards - QMS**

1. To introduce various management system standards.
2. To explain the implementation and role of MR for IMS.
3. To help the students understand the implementation of IMS through cases in services and manufacturing.
4. To understand the concepts
5. To apply the theory

**406 - OPE - World Class Manufacturing - WLM**

1. To identify the parameters of global competitiveness.
2. To develop model for competitive advantage of the company.
3. To develop systems and tools for assessing the performance.
4. To assess the performance of Indian manufacturers against the world leaders.
5. To evolve the strategies for Indian manufacturers to become world class.

**407 - OPE - Business Process Reengineering - BPR**

1. To learn business processes and business process reengineering.
2. To demonstrate BPR in manufacturing industry
3. To understand role of information technology in re-engineering
4. To know BPR implementation methodology
5. To know factor for success and barriers to success in BPR

**408 - OPE - Enterprise Resource Planning - ERP**

1. To learn and understand the concept of ERP and ERP Architecture
2. To acquire knowledge of ERP implementation and critical issues associated with it
3. To know features of important ERP modules
4. To know about emerging trends in ERP applications
5. To illustrate and apply ERP technology in various sectors through solving case studies in service and manufacturing industry

**410 - OPE - Service Operation Management – SOM**

1. To understand basics of services
2. To explain site selection for services
3. To outline yield management and inventory management in services
4. To summarize inventory management in services
5. To understand off shoring and outsourcing

**411 - OPE -Business Process Management - BPM**

1. To understand Business Process Management Systems.
2. To Construct the Students with technologies for human-centric process automation and system-centric process automation.
3. Application and integration strategy for processes that leverages organizational and technical capabilities of an enterprise
4. To know Task and Resource Allocation.
5. To understand the applications

**414 - OPE - Lean Manufacturing - LM**

1. To develop alternative model for MRP in the context of lean.
2. To develop the plan for implementation of lean.
3. To implement Line Layout and Work Station Identification with Process Linking and Balancing
4. Implement in process KANBAN system.
5. TO assess the output of lean implementation in comparison with customer demand.



### SEMESTER-IV : SUPPLY CHAIN MANAGEMENT - SCM

#### **403 - SCM - Strategic Supply Chain Management - SSCM**

1. To understand the role and objectives of Strategic Supply Chain Management
2. To identify the role and importance of strategic partnerships and alliances in Supply Chain Management
3. To explore the increasing scope of Supply Chain Management and its future challenges
4. To understand the global strategies pertaining to SCM.
5. To understand the applications

#### **404 - SCM- Knowledge Management in Supply Chain - KMSC**

1. To understand the Supply Chain Systems Classification
2. To Analyze and improve supply chain processes
3. To Understand the foundational role of logistics as it relates to transportation and warehousing.
4. To understand the role of IT as an enabler of Supply Chain Management for today's businesses
5. To Apply knowledge to evaluate and manage an effective supply chain

#### **409 - SCM - Project Management - PM**

1. To make the students understand complex issues in Project Management
2. To learn for apply of project management tools and techniques.
3. To gain knowledge on perspectives of the complex issues in Project Management.
4. To teach the students the concepts and skills that are used by managers to plan projects, secure resources, budget, lead project teams to successful completion of projects
5. To understand the applications

#### **410 - SCM - Supply Chain Performance Measurement – SCPM**

1. To describe the Relationship between Company Strategy & Supply Chain Metrics
2. To apply & Evaluate various measures for Performance Management
3. To understand the concept of Balanced Score Card
4. To introduce a select world class performance measures of Supply Chain
5. To describe the SCOR framework of Supply chain management

#### **412 - SCM - Global Logistics - GL**

1. To learn 7R's of Logistics Management and 5 P's of Logistics
2. To describe various modes of transportation, transportation of goods through Air
3. To understand various Acts related to carriage of Goods by Land
4. To develop process of Carriage of Goods by Sea & Ocean Freight
5. To be able to explain various Shipping Formalities

#### **413 - SCM - Supply Chain Practices - II – SCP II**

1. To understand the practice of supply chain management in various sectors.
2. To understand the peculiarities of supply chain management practices in various sectors.
3. To Describe the Virtual Supply Chains for Books
4. To Analyze the Supply Chains for SMEs
5. To describe the Global Supply Chains - Luxury Cars, Toys.

### SEMESTER-IV: INFORMATION TECHNOLOGY MANAGEMENT - IT



**403 - IT - Software Project Management - SPM**

1. To understand different aspects of Software Project Management as an important field of practice under IT Management
2. To study important considerations in project software quality management
3. To learn Project evaluation and cost estimation techniques for Software Project Management
4. To understand risk management and resource monitoring
5. To know and use project management software

**404 - IT- Enterprise Resource Planning - ERP**

1. To learn and understand the concept of ERP and ERP Architecture
2. To acquire knowledge of ERP implementation and critical issues associated with it
3. To know features of important ERP modules
4. To know about emerging trends in ERP applications
5. To illustrate and apply ERP technology in various sectors through solving case studies in service and manufacturing industry

**406 - IT- Network Technologies & Security - NTS**

1. To learn and acquire the understanding of Networking essentials.
2. To discuss and study Networking models used in networking
3. To develop awareness of managing networks in order to offer high quality service to the users
4. To analyze the application of network security methods
5. To study various communication protocols used in Networks

**407 - IT - Database Administration - DBA**

1. To know duties and responsibilities of a Data Base Administrator
2. To learn DBA skills through select tasks
3. To develop awareness of database administration
4. To understand the concepts
5. To apply the theory

**408 - IT- Software Testing - ST**

1. To understand the scope of software testing activity
2. To apply and analyze various levels of testing
3. To create and apply test management and design strategies
4. To make the students make aware the scope in software testing
5. To make the students understand the implications of software testing

**409 - IT- Information Security & Audit - ISA**

1. To understand the perspectives of Information and Security risk
2. To apply and analyze security audit as a preventive system
3. To create and apply techniques of risk prevention
4. To make the students analyze the implications of audit
5. To make the students understand the importance of information security

**410 - IT- Data Warehousing & Data Mining - DWDM**

1. To understand and learn the operational aspects of data warehousing and data mining
2. The student can apply and analyze the applications of data warehousing/data mining in business
3. To make the students understand the importance of data warehousing
4. To make the students analyze the implications of data mining
5. To interpret the operational aspects of data management



**411 - IT - Geographical Information Systems- GIS**

1. To study the basic concepts and framework of GIS
2. To able to identify public open data sources
3. To understand the basic GIS operations.
4. To able to know linear operations on spatial data.
5. To able to know how to capture, store, analyze and manage spatially referenced data.

**412 - IT - E-Governance - EG**

1. To study the basic concepts of e- governance
2. To understand the e-governance models.
3. To able to know the requirements for e-governance infrastructure.
4. To able to know how to maintain databases by using DW and DM.
5. To understand the case studies of e-governance in India.

**414 - IT - Microsoft Office 2010 Lab - MOL**

1. To enable students working in Microsoft office 2010 organize work more efficiently & develop a fully unified office with Microsoft suite.
2. To explore the applications of MS-Office
3. To provide an opportunity to learn advanced and uncommon features of office – 2010 as on aid to career growth
4. To understand the important concepts
5. To apply the theory

**SEMESTER-IV: INTERNATIONAL BUSINESS MANAGEMENT - IB**

**403-IB - International Business Environment - IBE**

1. To make understand student nature & structure of International Business Environment.
2. To create understanding in students about various policy perspective about international regulatory environment.
3. To identify the environmental factors which are affecting on International Business.
4. To evaluate the role of International Economic Institutions & Agreements.
5. To analyze & communicate global economic developments.

**404-IB - Indian Economy and Trade Dependencies - IETD**

1. To explore students to the diversity of issues prevalent in the Indian Economy
2. To show insights to the students about the trade related issues of the Indian Economy
3. To recall students, realize the importance of trade in the present globalized era.
4. To understand the global strategies pertaining to Indian Economy and Trade Dependencies
5. To understand the applications

**405-IB - Environment and Global Competencies - E&GC**

1. To analyze Competitiveness, Macro Economic Indicators & Global Competitiveness Index.
2. To judge the impact of geographical aspects on international business and its impact on business strategies.
3. To review relationship between Sustainable Competitiveness & Economic Growth.
4. To analysis of Significance of Globalization for Innovations and to understand concept of Virtualizing the Business Model to Drive Innovation.
5. To evaluate of Global Strategy, Structure and Implementation



**407-IB - Cross-Cultural Relationship Marketing - CCRM**

1. To make students understand the cultural aspects of relationships
2. To emphasize the need for cultural adaptation in relationship development and negotiations.
3. To outline students with Mapping Players and Process Cross cultural etiquette and behavior- the basics.
4. To augment skill for Communication in Cross Cultural Relationships, Cross communication between network members.
5. To understand the applications

**408-IB - Foreign Exchange Management - FEM**

1. To create understanding amongst students about the basic concepts of Foreign Exchange Management.
2. To evaluate the currency futures of foreign exchange market participants.
3. To analyze the general factors of exchange rate of foreign exchange management.
4. To understand the different theories of foreign exchange management.
5. To use resources & modern tools for measuring foreign exchange risk.

**409-IB - E Commerce - EC**

1. To introduce concepts of E- commerce.
2. To learn Business to Consumer E- Commerce applications
3. To know Business to Business E- Commerce
4. To explain electronic payment systems and security issues in E- Commerce
5. To understand regulatory aspects and ethical issues in E- Commerce

**410-IB - Enterprise Resource Planning - ERP**

1. To help students understand how business works & information system fit into business operations.
2. To evaluate cross functional integration aspects of business.
3. To apply better managerial decision through real time data integration & sharing.
4. To analyze the future trends of information systems for the effective business operations.
5. To apply appropriate technology for ERP implementation

**411-IB - Global HR - GHR**

1. To give exposure to the students to international HR
2. To make students understand various initiatives in global HR
3. To make students understand various issues in global HR
4. To understand the concepts
5. To apply the theory

**CREDIT COURSE**

**HUMAN RIGHTS**

**HRE 101**

1. Familiar with Human Rights as a citizen of India.
2. Recognize their duties.

**HRE 102**

1. Identify the rights of vulnerable and disadvantaged groups.
2. Recognize the disadvantaged groups.

**HRE 103**

1. Demonstrate understanding of human rights.
2. Understand the human rights laws and policies in India.
3. Analyze the human rights enforcement mechanism in India.



### **INTRODUCTION TO CYBER SECURITY**

**(191)**

1. Recognize the different network types.
2. Know importance of Information Security.
3. Differentiate types of security threats and vulnerabilities.

**(292) Module 2 MBA-I SEM-II**

1. Exhibit security management practices.
2. Comprehend the security laws and standards in security management.

**(392) Module 3 MBA-II SEM-III**

1. Identify and practice the access control and intrusion detection techniques.
2. Analyze server management and types of firewalls.
3. Identify the next generation technologies.

**(492) Module 4 MBA-II SEM-IV**

1. Differentiate security architectures and its models.
2. Analyze wireless network and its security.

### **SOFT SKILLS:**

1. Enhance their business communication skills.
  2. Implement the concept and components of effective verbal and non-verbal communication.
  3. Develop written communication skills and presentation skills.
  4. Implement team building and team coordination skills.
- Cultivate self-management and time management skills.

### **CORPORATE SOCIAL RESPONSIBILITY:**

1. Develop an understanding of corporate citizenship and sustainability from business perspective.
  2. Identify the role of CSR in business organization.
  3. Implement and manage CSR activities for an organization.
  4. Differentiate tangible and intangible CSR value.
- Analyze how different companies have fulfilled their corporate social responsibility.

## MBA Programme (2019 CBCS Pattern Syllabus)

### Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real-world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
2. **PEO2:** Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multidisciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
4. **PEO4:** Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in lifelong learning.
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

### Programme Outcomes (POs):

At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyse, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions



4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large

5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.

6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management.

7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing start-ups as well as professionalizing and growing family businesses.

8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviours & act with integrity.

10. **Life Long Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

## Semester - I

### Course: 101 – Managerial Accounting

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO101.5	EVALUATING	EVALUATE the financial impact of the decision.

### Course: 102- Organisational Behaviour

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

### Course: 103 – Economic Analysis for Business Decisions

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

## Course: 104 – Business Research Methods

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

## Course: 105 – Basics of Marketing

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO105.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO105.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO105.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
CO105.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO105.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).

## Course: 106 – Digital Business

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO106.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
CO106.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
CO106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
CO106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
CO106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world.

## Course: 107 – Management Fundamentals

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.
CO107.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
CO107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

## Course: 109 – Entrepreneurship Development

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

## Course: 111 – Legal Aspects of Business

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

## Course: 113 – Verbal Communication Lab

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO113.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO113.3	APPLYING	DEMONSTRATE appropriate use of body language.
CO113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

## Course: 115 – Selling & Negotiation Skills Lab

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO115.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
CO115.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO115.3	APPLYING	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
CO115.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e-product / e-service.
CO115.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
CO115.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / e-service and for a real world selling situation.

## Course: 116 – Ms-Excel Lab

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO116.1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO116.2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
CO116.3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
CO116.4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO116.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO116.6	CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.

## Semester II

## Course: 201 – Marketing Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO201.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.5	EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

## Course: 202 – Financial Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO202.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none"><li>• comment on financial position of the firm</li><li>• estimate working capital required</li><li>• decide ideal capital structure</li><li>• evaluate various project proposals</li></ul>
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

## Course: 203 – Human Resource Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
CO203.3	UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO203.5	ANALYSING	OUTLINE the compensation strategies of an organization
CO203.6	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

## Course: 204 – Operations & Supply Chain Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.

CO204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
CO204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

## Course: 207 – Contemporary Framework Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO207.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO207.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO207.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO207.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

## Course: 208 – Geo – Politics & World Economic System

**Course Outcomes: At the end of this course, the learner shall be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

## Course: 209 – Start -up & New Venture Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO209.2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
CO209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
CO209.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

## Course: 214 – Industry Analysis – Desk Research

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO214.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO214.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO214.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO214.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO214.5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO214.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).



## Marketing Specialisation:

### 205 MKT – Marketing Research

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.
CO205MKT.2	UNDERSTANDING	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
CO205MKT.3	APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
CO205MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
CO205MKT.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
CO205MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.

### 206 MKT – Consumer Behaviour

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206MKT.1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
CO206MKT.2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
CO206MKT.3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
CO206MKT.4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO206MKT.5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).

### 217 MKT – Integrated Marketing Communications

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217MKT.1	REMEMBERING	DESCRIBE the IMC mix and the IMC planning process.
CO217MKT.2	UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
CO217MKT.3	APPLYING	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
CO217MKT.4	ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO217MKT.5	EVALUATING	DESIGN a sales promotion campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.
CO217MKT.6	CREATING	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.

## 218 MKT – Product & Brand Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218MKT.1	REMEMBERING	DEFINE the key concepts and DESCRIBE the elements of a product strategy.
CO218MKT.2	UNDERSTANDING	EXPLAIN the process and methods of brand management, including how to establish brand identity and build brand equity.
CO218MKT.3	APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.4	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.5	EVALUATING	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO218MKT.6	CREATING	COLLECT brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.

### Finance Specialisation

## 205 FIN – Financial Markets & Banking Operations

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205FIN.1	REMEMBERING	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
CO205FIN.2	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance.
CO205FIN.3	APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
CO205FIN.4	ANALYSING	ANALYZE the linkages in the Financial Markets.
CO205FIN.5	EVALUATING	EXPLAIN the various banking and accounting transactions.
CO205FIN.6	CREATING	DEVELOP necessary competencies expected of a finance professional.

## 206 FIN – Personal Financial Planning

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206FIN.1	REMEMBERING	UNDERSTAND the need and aspects of personal financial planning
CO206FIN.2	UNDERSTANDING	Describe the investment options available to an individual
CO206FIN.3	APPLYING	IDENTIFY types of risk and means of managing it
CO206FIN.4	ANALYSING	DETERMINE the ways of personal tax planning
CO206FIN.5	EVALUATING	EXPLAIN retirement and estate planning for an individual and design a financial plan.
CO206FIN.6	CREATING	CREATE a financial plan for a variety of individuals.

## 217 FIN – Security Analysis & Portfolio Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217FIN.1	REMEMBERING	REMEMBER various concepts taught in the syllabus.
CO217FIN.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management.
CO217FIN.3	APPLYING	CALCULATE risk and return on investment using various concepts covered in the syllabus.
CO217FIN.4	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
CO217FIN.5	EVALUATING	DESIGN/ CREATE optimal portfolio.

## 218 FIN – Futures & Options

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218FIN.1	REMEMBERING	DESCRIBE the basic concepts related to Derivatives, Types of Derivative products and Risk Management
CO218FIN.2	UNDERSTANDING	EXPLAIN in detail the terminology used in the Futures and Options segment of finance domain
CO218FIN.3	APPLYING	UNDERSTAND and DIFFERENTIATE between Options and Futures pricing and apply the understanding in the simulated virtual trading platform.
CO218FIN.4	ANALYSING	ANALYZE and offer optimum solutions in the cases of risk management through hedging with futures and options.
CO218FIN.5	EVALUATING	EVALUATE the various derivative strategies for their application in different situations.

## HR Specialisation

## 205 – HR – Competency Based Human Resource Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205HRM.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO205HRM.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO205HRM.3	APPLYING	PRACTICE competency mapping.
CO205HRM.4	ANALYSING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HRM.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HRM.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

## 206 – HR- Employee Relations and Labour Legislations

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206HRM.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
CO206HRM.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO206HRM.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO206HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO206HRM.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO206HRM.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

## 220- HR – Public Relations & Corporate Communications

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220HRM.1	REMEMBERING	DESCRIBE the various forms of Corporate Communications from a HR perspective.
CO220HRM.2	UNDERSTANDING	EXPLAIN the role of Public Relations & Corporate Communications in HRM.
CO220HRM.3	APPLYING	PLAN and EXECUTE a PR activity.
CO220HRM.4	ANALYSING	EXAMINE the PR campaign & strategies of real world organizations.
CO220HRM.5	EVALUATING	DEVELOP a strategic communication plan for a real life Corporate communication issue.
CO220HRM.6	CREATING	COMPLIE an analytical report on the PR activities and communication strategies designed & practiced by the organizations and IMPROVE on it.

## 222 – HR – Conflict & Negotiation Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222HRM.1	REMEMBERING	DEFINE the key concepts of the subject matter.
CO222HRM.2	UNDERSTANDING	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA)
CO222HRM.3	APPLYING	APPLY the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA) for successful negotiations.
CO222HRM.4	ANALYSING	APPRAISE the importance of in business negotiations and managing conflicts.
CO222HRM.5	EVALUATING	DEVELOP the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.
CO222HRM.6	CREATING	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.

## Operations & Supply Chain Management - Specialisation

### 205- OSCM – Service Operation Management -1

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205OSCM.1	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
CO205OSCM .2	UNDERSTANDING	DESCRIBE the service design elements of variety of services.
CO205OSCM .3	APPLYING	USE service blueprinting for mapping variety of real life service processes.
CO205OSCM .4	ANALYSING	ANALYSE alternative locations and sites for variety of service facilities.
CO205OSCM .5	EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
CO205OSCM .6	CREATING	CREATE flow process layouts for variety of services.

### 206 -OSCM -Supply Chain Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206OSCM.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO206OSCM.2	UNDERSTANDING	EXPLAIN the structure of modern day supply chains.
CO206OSCM.3	APPLYING	IDENTIFY the various flows in real world supply chains.
CO206OSCM.4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO206OSCM.5	EVALUATING	EXPLAIN the key Operational Aspects in Supply Chain Management.
CO206OSCM.6	CREATING	DISCUSS the relationship between Customer Value and Supply Chain Management.

### 217-OSCM – Planning & Control of Operations

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217OSCM.1	REMEMBERING	DESCRIBE the building blocks of Planning & Control of Operations.
CO217OSCM.2	UNDERSTANDING	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
CO217OSCM.3	APPLYING	MAKE USE OF the various forecasting approaches in the context of operations planning process.
CO217OSCM.4	ANALYSING	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
CO217OSCM.5	EVALUATING	EXPLAIN the importance of scheduling in operations management.
CO217OSCM.6	CREATING	CREATE a Bill of Materials.

## 219 – Inventory Management

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219OSCM.1	REMEMBERING	DEFINE the key terms associated with Inventory Management.
CO219OSCM.2	UNDERSTANDING	CLASSIFY various types of inventory, and inventory costs.
CO219OSCM.3	APPLYING	CALCULATE Economic Order Quantity and stock levels under various conditions.
CO219OSCM.4	ANALYSING	COMPARE and CONTRAST various methods of inventory control.
CO219OSCM.5	EVALUATING	ASSESS various factors influencing Make or Buy decisions.
CO219OSCM.6	CREATING	SOLVE problems based on ABC classification of inventory.

## Business Analytics Specialisation

### 205 – BA – Basic Business Analytics Using R

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205BA.1	REMEMBERING	IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence.
CO205BA.2	UNDERSTANDING	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.
CO205BA.3	APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
CO205BA.4	ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.
CO205BA.5	EVALUATING	SELECT the right functions of R for the given analytics task.
CO205BA.6	CREATING	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

### 206 – BA – Data Mining

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206BA.1	REMEMBERING	DEFINE the key terms associated with Data Mining
CO206BA.2	UNDERSTANDING	EXPLAIN the various aspects of Data
CO206BA.3	APPLYING	APPLY classification models
CO206BA.4	ANALYSING	ANALYSE using clustering models
CO206BA.5	EVALUATING	SELECT appropriate association analysis and anomaly detection tools.
CO206BA.6	CREATING	COMBINE various data mining tools and use them in live analytical projects in business scenarios.

## 217 – BA – Marketing Analytics

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217BA.1	REMEMBERING	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.
CO217BA.2	UNDERSTANDING	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
CO217BA.3	APPLYING	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
CO217BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
CO217BA.5	EVALUATING	DETERMINE the most effective target markets.
CO217BA.6	CREATING	DESIGN a study that incorporates the key tools of Marketing Analytics.

## 218 – BA – Retailing Analytics

**Course Outcomes: On successful completion of the course the learner will be able to**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO2018BA.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
CO2018BA.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
CO2018BA.3	APPLYING	USE various kinds of data for performing Retailing Analytics.
CO2018BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.
CO2018BA.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
CO2018BA.6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics..