SADHU VASWANI INSTITUTE OF MANAGEMENT STUDIES FOR GIRLS

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Director

PROGRAMME STRUCTURE, PROGRAMME OUTCOMES AND COURSE OUTCOMES

Programme: Master of Business Administration
Pattern: 2019Pattern

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PROGRAMME-MBA

PATTERN -2019

PROGRAMME STRUCTURE, PROGRAMME OUTOMES AND COURSE OUTCOMES

PROGRAMME STRUCTURE

Ref:
http://collegecirculars.unipune.ac.in/sites/documents/Syllabus2020/MBA%20Revised%20Syllabus%202019%20Pattern%20_Sem%20I%20to%20IV_R2_25_7_2020_04.082020.pdf

PROGRAMME STRUCTURE:

Master of Business Administration (MBA) – Revised Syllabus 2019

2 year, 4 Semester Full time Programme

Choice Based Credit System (CBCS) and Grading System Outcome Based Education Pattern

MBA I effective from AY 2019-20 MBA II effective from AY 2020-21

Preamble: The revised MBA Curriculum 2019 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System initiated in the AY 2013. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

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, multi-disciplinary, 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 life-long 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.

MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Comprehensive Concurrent Evaluation (CCE)	End Semester Evaluation (ESE) Marks	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
ADDITIONAL COURSE TYPES						
1	Enrichment Courses (ENR)	1	Elective	25	0	25
2	Foundation Courses	1	Elective	25	0	25

MBA PROGRAMME STRUCTURE: The Basic Programme Structure shall be as depicted below

	Course#	Semester I		Semester II		Semester III		Semester IV		Credits	CCE Marks	ESE Marks
COMPULSORY CORE COURSES (GENERIC (GC) + SUBJECT (SC) + Summer Internship Project SIP)												
A	1	GC - 1	1	GC - 7	1	GC - 11	1	GC - 14		66 Credits		
	2	GC - 2	2	GC - 8	2	GC - 12	2	GC - 15				
	3	GC - 3	3	GC - 9	3	GC -13 (SIP)	3	SC - 5				
	4	GC - 4	4	GC - 10	4	SC - 3	4	SC - 6				
	5	GC - 5	5	SC - 1	5	SC - 4					1050	1050
	6	GC- 6	6	SC - 2							2100	
GENERIC ELECTIVE COURSES (UNIVERSITY LEVEL) – GE - UL												
B	7	GE UL - 1	7	GE UL - 4	6	GE UL – 7	5	GE UL - 10		22 Credits	0	550
	8	GE UL - 2	8	GE UL - 5	7	GE UL – 8	6	GE UL - 11				
	9	GE UL - 3	9	GE UL - 6	8	GE UL –9					550	
GENERIC / SUBJECT ELECTIVE COURSES (INSTITUTE LEVEL) - GE – IL / SE - IL												
C	10	GE IL - 1	10	GE IL - 4	9	SE IL -3	7	SE IL -6		22 Credits	550	0
	11	GE IL - 2	11	SE IL -1	10	SE IL -4	8	SE IL -7				
	12	GE IL - 3	12	SE IL -2	11	SE IL -5					550	
	12		**12**		**11**		**8**		**43**	110 Credits	1600 CCE	1600 ESE
FOUNDATION COURSES (OPTIONAL)												
D		FOUNDATION 1		FOUNDATION 7						0 to 10 Credits		
		FOUNDATION 2		FOUNDATION 8								
		FOUNDATION 3		FOUNDATION 9								
		FOUNDATION 4		FOUNDATION 10								
		FOUNDATION 5										
		FOUNDATION 6										
ENRICHMENT COURSES (OPTIONAL)												
E		ENRICHMENT 1		ENRICHMENT 7		ENRICHMENT 11		ENRICHMENT 13		0 to 14 Credits		
		ENRICHMENT 2		ENRICHMENT 8		ENRICHMENT 12		ENRICHMENT 14				
		ENRICHMENT 3		ENRICHMENT 9								
		ENRICHMENT 4		ENRICHMENT 10								
		ENRICHMENT 5										
		ENRICHMENT 6										
ALTERNATIVE STUDY CREDIT COURSES (OPTIONAL)												
F		ASCC 1		ASCC 4		ASCC 7		ASCC 10		0 to 22 Credits		
		ASCC 2		ASCC 5		ASCC 8		ASCC 11				
		ASCC 3		ASCC 6		ASCC 9						

Note:

1. The basic programme structure comprises of Block A, B & C above.
2. Variations to the basic programme structure shall be defined at the institute level using any permissible combination of A,B,C,D,E and F blocks depicted above, taking into consideration institutional vision-mission-focus areas, industry demand, student learning capabilities, faculty competencies, availability of learning resources, etc. PSOs shall be appropriately defined by the institute.

LEGEND:

#	Block	CIE - ESE (Credits per course)	Course Type	Credits	Courses	Nature
1.1	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULSORY
1.2	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULSORY
1.3	A3	50-50 (3 Credits)	PROJECT	6	1	COMPULSORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.1	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.4	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES

			TOTAL	110	43	
			OPTIONAL COURSES (In Lieu of C1 / C2 ONLY)			
4.1	D	25 - 0 (1 Credit)	FOUNDATION COURSES	0 -10	0 - 10	ELECTIVES
4.2	E	25 - 0 (1 Credit)	ENRICHMENT COURSES	0- 14	0 - 14	ELECTIVES
4.3	F	50 - 0 (2 Credits)	ALTERNATIVE STUDY CREDIT COURSES	0 -22	0 -11	ELECTIVES

1.0 Specializations offered: The following specializations shall be offered as MAJOR / MINOR:
1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)

The following specializations shall be offered ONLY as MINOR Specializations:
1. Rural & Agribusiness Management (RABM)
2. Pharma & Healthcare Management (PHM)
3. Tourism & Hospitality Management (THM)

4. **ANNEXURE I**

GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks CCE, 50 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

5. *** Six Credits**

GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES – 2 Credits Each			
00 Marks CCE , 50 Marks ESE			
Course #	**Course Code**	**Course**	**Semester**

		Any 3 courses to be selected from the following list in Semester I		
107	GE - UL - 01	Management Fundamentals	I
108	GE - UL - 02	Indian Economy	I
109	GE - UL - 03	Entrepreneurship Development	I
110	GE - UL - 04	Essentials of Psychology for Managers	I
111	GE - UL - 05	Legal Aspects of Business	I
112	GE - UL - 06	Demand Analysis & Forecasting	I
		Any 3 courses to be selected from the following list in Semester II		
207	GE - UL - 07	Contemporary Frameworks in Management	II
208	GE - UL - 08	Geopolitics & World Economic Systems	II
209	GE - UL - 09	Start Up and New Venture Management	II
210	GE - UL - 10	Qualitative Research Methods	II
211	GE - UL - 11	Business, Government & Society	II
212	GE - UL - 12	Business Process Re-engineering	II
		Any 3 courses to be selected from the following list in Semester III		
306	GE - UL - 13	International Business Economics	III
307	GE - UL - 14	International Business Environment	III
308	GE - UL - 15	Project Management	III
309	GE - UL - 16	Quality Management	III
310	GE - UL - 17	Corporate Governance	III
311	GE - UL - 18	Management of Non-profit organizations	III
		Any 2 courses to be selected from the following list in Semester IV		
405	GE - UL - 19	Global Strategic Management	IV
406	GE - UL - 20	Competing in Global Markets	IV
407	GE - UL - 21	Cyber Laws	IV
408	GE - UL - 22	CSR & Sustainability	IV

GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES – 2 Credits Each			
50 Marks CCE , 00 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 3 courses to be selected from the following list in Semester I			
113	GE - IL - 01	Verbal Communication Lab	I
114	GE - IL - 02	Enterprise Analysis & Desk Research	I
115	GE - IL - 03	Selling & Negotiation Skills Lab	I
116	GE - IL - 04	MS Excel	I
117	GE - IL - 05	Business Systems & Procedures	I
118	GE – IL- 06	Managing Innovation	I
119	GE – IL- 07	Foreign Language – I	I
Maximum 1 course to be selected from the following list in Semester II			
213	GE – IL - 08	Written Analysis and Communication Lab	II

214	GE – IL - 09	Industry Analysis & Desk Research	II
215	GE – IL - 10	Entrepreneurship Lab	II
216	GE – IL - 11	SPSS	II
217	GE – IL - 12	Foreign Language – II	II

SUBJECT CORE (SC) COURSES: Specialization – Financial Management (FIN)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 FIN	SC – FIN - 01	Financial Markets and Banking Operations	II
206 FIN	SC – FIN - 02	Personal Financial Planning	II
304 FIN	SC – FIN - 03	Advanced Financial Management	III
305 FIN	SC – FIN - 04	International Finance	III
403 FIN	SC – FIN - 05	Financial Laws	IV
404 FIN	SC – FIN - 06	Current Trends & Cases in Finance	IV

	(FOU)					
3	Alternative Study Credit Courses (ASCC)	2	Elective	50	0	50
4	Open Electives (OE)	3 or 2	Subject Core / Subject Elective	As per Subject Core / Subject Elective Pattern		

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Financial Management (FIN)				
2 Credits Each, 50 Marks CCE, 00 Marks ESE				
Course No.	Course Code	Course		Semester
Maximum 2 courses to be selected from the following list in Semester II				
217 FIN	SE – IL - FIN - 01	Securities Analysis & Portfolio Management		II
218 FIN	SE – IL - FIN - 02	Futures and Options		II
219 FIN	SE – IL - FIN - 03	Direct Taxation		II
220 FIN	SE – IL - FIN - 04	Financial Reporting		II
221 FIN	SE – IL - FIN - 05	Retail Credit Management- Lending & Recovery		II
222 FIN	SE – IL - FIN - 06	Banking Laws & Regulations		II
223 FIN	SE – IL - FIN - 07	Fundamentals of Life Insurance – Products and Underwriting		II
224 FIN	SE – IL - FIN - 08	General Insurance - Health and Vehicle		II
Maximum 3 courses to be selected from the following list in Semester III				
312 FIN	SE – IL - FIN - 09	Behavioural Finance		III
313 FIN	SE – IL - FIN - 10	Technical Analysis of Financial Markets		III
314 FIN	SE – IL - FIN - 11	Commodities Markets		III
315 FIN	SE – IL - FIN – 12	Indirect Taxation		III
316 FIN	SE – IL - FIN – 13	Corporate Financial Restructuring		III
317 FIN	SE – IL - FIN - 14	Financial Modeling		III
318 FIN	SE – IL - FIN – 15	Digital Banking		III
319 FIN	SE – IL - FIN – 16	Treasury Management		III
320 FIN	SE – IL - FIN – 17	Project Finance and Trade Finance		III
321 FIN	SE – IL - FIN – 18	Insurance Laws & Regulations		III
322 FIN	SE – IL - FIN – 19	Marine Insurance		III
323 FIN	SE – IL - FIN – 20	Fire Insurance		III
Maximum 2 courses to be selected from the following list in Semester IV				
409 FIN	SE – IL - FIN – 21	Fixed Income Securities		IV
410 FIN	SE – IL - FIN – 22	Business Valuation		IV
411 FIN	SE – IL - FIN – 23	Risk Management		IV
412 FIN	SE – IL - FIN – 24	Strategic Cost Management		IV
413 FIN	SE – IL - FIN – 25	Rural and Micro Finance		IV
414 FIN	SE – IL - FIN - 26	Reinsurance		IV
415 FIN	SE – IL - FIN – 27	Agricultural Insurance		IV

SUBJECT CORE (SC) COURSES: Specialization – Human Resource Management (HRM)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 HR	SC – HRM – 01	Competency Based Human Resource Management	II
206 HR	SC – HRM – 02	Employee Relations & Labour Legislation	II
304 HR	SC – HRM - 03	Strategic Human Resource Management	III
305 HR	SC – HRM - 04	HR Operations	III
403 HR	SC – HRM - 05	Organizational Diagnosis & Development	IV
404 HR	SC – HRM - 06	Current Trends & Cases in Human Resource Management	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Human Resource Management (HRM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 HRM	SE – IL - HRM - 01	Labour Welfare	II
218 HRM	SE – IL - HRM - 02	Lab in Recruitment and Selection	II
219 HRM	SE – IL - HRM - 03	Learning and Development	II
220 HRM	SE – IL - HRM - 04	Public Relations & Corporate Communications	II
221 HRM	SE – IL - HRM - 05	HR Analytics	II
222 HRM	SE – IL - HRM - 06	Conflict and Negotiation Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 HRM	SE – IL - HRM - 07	Talent Management	III
313 HRM	SE – IL - HRM - 08	Psychometric Testing and Assessment	III
314 HRM	SE – IL - HRM - 09	HR Perspectives in Mergers and Acquisition	III
315 HRM	SE – IL - HRM - 10	International HR	III
316 HRM	SE – IL - HRM - 11	Mentoring and Coaching	III
317 HRM	SE – IL - HRM - 12	Compensation and Reward Management	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 HRM	SE – IL - HRM - 13	Labour Legislations	IV
410 HRM	SE – IL - HRM - 14	Designing HR Policies	IV
411 HRM	SE – IL - HRM – 15	Labour Costing	IV
412 HRM	SE – IL - HRM - 16	Best Practices in HRM	IV

SUBJECT CORE (SC) COURSES: Specialization – Operations & Supply Chain Management (OSCM)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 OSCM	SC – OSCM - 01	Services Operations Management - I	II
206 OSCM	SC – OSCM - 02	Supply Chain Management	II
304 OSCM	SC – OSCM - 03	Services Operations Management - II	III
305 OSCM	SC – OSCM - 04	Logistics Management	III

403 OSCM	SC – OSCM - 05	Operations Strategy	IV
404 OSCM	SC – OSCM - 06	Industry 4.0	IV

SUBJECT ELECTIVE (SE - IL) COURSES : Specialization – Operations & Supply Chain Management (OSCM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 OSCM	SE – IL - OSCM - 01	Planning & Control of Operations	II
218 OSCM	SE – IL - OSCM - 02	Productivity Management	II
219 OSCM	SE – IL - OSCM - 03	Inventory Management	II
220 OSCM	SE – IL - OSCM - 04	Theory of Constraints	II
221 OSCM	SE – IL - OSCM - 05	Quality Management Standards	II
222 OSCM	SE – IL - OSCM - 06	Service Value Chain Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 OSCM	SE – IL - OSCM – 07	Manufacturing Resource Planning	III
313 OSCM	SE – IL - OSCM – 08	Total Quality Management	III
314 OSCM	SE – IL - OSCM – 09	Business Excellence	III
315 OSCM	SE – IL - OSCM – 10	Toyota Production System	III
316 OSCM	SE – IL - OSCM – 11	Operations Strategy	III
317 OSCM	SE – IL - OSCM – 12	Services Strategy	III
318 OSCM	SE – IL - OSCM – 13	Operations Analytics	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 OSCM	SE – IL - OSCM – 14	Enterprise Resource Planning	IV
410 OSCM	SE – IL - OSCM – 15	World Class Manufacturing	IV
411 OSCM	SE – IL - OSCM – 16	Six Sigma for Operations	IV
412 OSCM	SE – IL – OSCM – 17	Financial Perspectives in Operations Management	IV
413 OSCM	SE – IL - OSCM – 18	Services Management in Key Sectors	IV
414 OSCM	SE – IL - OSCM – 19	Purchasing & Supplier Relationship Management	IV
415 OSCM	SE – IL - OSCM - 20	Strategic Supply Chain Management	IV

SUBJECT CORE (SC) COURSES: Specialization – Business Analytics (BA)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 BA	SC – BA - 01	Basic Business Analytics using R	II
206 BA	SC – BA - 02	Data Mining	II
304 BA	SC – BA - 03	Advanced Statistical Methods using R	III
305 BA	SC – BA - 04	Machine Learning & Cognitive intelligence using Python	III
403 BA	SC – BA - 05	Networks, Innovation and Value Creation	IV
404 BA	SC – BA - 06	Artificial Intelligence in Business Applications	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Business Analytics (BA)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 BA	SE – IL - BA - 01	Marketing Analytics	II
218 BA	SE – IL - BA - 02	Retailing Analytics	II
219 BA	SE – IL - BA - 03	Workforce Analytics	II
220 BA	SE – IL - BA - 04	Tableau	II
221 BA	SE – IL - BA - 05	Data Warehousing Project Life Cycle Management	Ì
Maximum 3 courses to be selected from the following list in Semester III			
312 BA	SE – IL - BA – 06	Social Media, Web & Text Analytics	III
313 BA	SE – IL - BA – 07	Operations Analytics	III
314 BA	SE – IL - BA – 08	Supply Chain Analytics	III
315 BA	SE – IL - BA – 09	Financial Analytics	III
316 BA	SE – IL - BA – 10	Cognos Analytics	III
317 BA	SE – IL - BA – 11	Predictive Modelling using SPSS Modeler	III
318 BA	SE – IL - BA - 12	Foundations in Spark & Scala	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 BA	SE – IL - BA - 13	E tailing Analytics	IV
410 BA	SE – IL - BA - 14	Insurance & Healthcare Analytics	IV
411 BA	SE – IL - BA – 15	Banking Analytics	IV
412 BA	SE – IL - BA – 16	Telecom Analytics	IV
413 BA	SE – IL - BA – 17	ETL, Data Profiling and Data Modeling	IV
414 BA	SE – IL - BA – 18	Cognitive Analytics Using Watson	IV
415 BA	SE – IL - BA – 19	Data Science using Spark and Scala	IV
416 BA	SE – IL - BA – 20	Unstructured Data Analytics with Hadoop / Big Data / NoSQL	IV

[D] FOUNDATION (FOU) COURSES (ELECTIVES) – 1 Credit Each			
25 Marks CCE, 00 Marks ESE			
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II			
Course No.	Course Code	Course	Semester
1	FOU - 001	Elementary English	I
2	FOU - 002	Elementary Mathematics & Statistics	I
3	FOU - 003	Elementary Economics	I
4	FOU - 004	Elementary Accounting	I
5	FOU - 005	Elementary Information Technology	I
6	FOU - 006	Elementary Business Etiquette	I
7	FOU - 007	Elementary MS WORD	II
8	FOU - 008	Elementary MS POWERPOINT	II
9	FOU - 009	Elementary Data Interpretation & Logical Reasoning	II
10	FOU - 010	Elementary Verbal and Reading Comprehension	II
11	FOU - 011	Elementary Quantitative Ability	II

[E] ENRICHMENT (ENR) COURSES (ELECTIVES) – 1 Credit Each				
25 Marks CCE, 00 Marks ESE				
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II and / or Between ZERO to TWO courses to be selected from the following list in Semester III and / or Between ZERO to FOUR courses to be selected from the following list in Semester IV				
Course No	Course Code	Proficiency Track	Course	Semester
1	ENR - 1	Entrepreneurship	Entrepreneurship in The Online Economy – Seminar	Any
2	ENR - 2	Entrepreneurship	Management Skills for MSMEs – Seminar	Any
3	ENR - 3	Entrepreneurship	Business Plan for Small Business - Case Study Development and Presentation	Any
4	ENR - 4	Entrepreneurship	The Elevator Pitch - Case Study Development and Presentation	Any
5	ENR - 5	Entrepreneurship	Private Equity – Seminar	Any
6	ENR - 6	Entrepreneurship	Launching & Sustaining Start-Ups- Case Study Development and Presentation	Any
7	ENR - 7	Entrepreneurship	Start-Up Fest	Any
8	ENR - 8	Entrepreneurship	Marketing on a shoe string budget for Small Business - Case Study Development and Presentation	Any
9	ENR - 9	Entrepreneurship	Growing business through Franchising - Case Study Development and Presentation	Any

10	ENR - 10	Entrepreneurship	Finance and Accounting aspects of Small Businesses - Case Study Development and Presentation	Any
11	ENR - 11	Entrepreneurship	Planning, Structuring, and Financing Small Businesses - Case Study Development and Presentation	Any
12	ENR - 12	Entrepreneurship	Digital Marketing for MSMEs- Case Study Development and Presentation	Any
13	ENR - 13	Entrepreneurship	Legal Compliances for MSMEs – Seminar	Any
14	ENR - 14	Entrepreneurship	Contemporary Indian Models in Entrepreneurship - Case Study Development and Presentation	Any
15	ENR - 15	Entrepreneurship	Women Entrepreneurs in Contemporary India - Case Study Development and Presentation	Any
16	ENR - 16	Desk Research	Review of National Databases & Reports	Any
17	ENR - 17	Desk Research	Review of Industry Databases	Any
18	ENR - 18	Desk Research	Review of Industry Best Practice Surveys	Any
19	ENR - 19	Desk Research	Review of Global Best Practice Surveys	Any
20	ENR - 20	Desk Research	Review of TED Talks	Any
21	ENR - 21	Desk Research	Book Reviews	Any
22	ENR - 22	Desk Research	Emerging Trends in Business - Seminar	Any
23	ENR - 23	Desk Research	Best Business Practices - Case Study Development and Presentation	Any
24	ENR - 24	Desk Research	Disruptive Business Practices - Case Study Development and Presentation	Any
25	ENR - 25	Desk Research	Business Houses & Business Families in India - Case Study Development and Presentation	Any
26	ENR - 26	Desk Research	Industry Specific Governance & Compliances - Seminar	Any
27	ENR - 27	Desk Research	Business Excellence Awards & Awardees - Case Study Development and Presentation	Any
28	ENR - 28	Managerial Effectiveness	Design Thinking Workshop	Any
29	ENR - 29	Managerial Effectiveness	Problem Solving Tools & Techniques Workshop	Any
30	ENR - 30	Managerial Effectiveness	Theory of Constraints Workshop	Any
31	ENR - 31	Managerial Effectiveness	Six Sigma Applications in Business Workshop	Any
32	ENR - 32	Managerial Effectiveness	Budgeting Workshop	Any
33	ENR - 33	Managerial Effectiveness	i-Lab Design Thinking Projects Workshop	Any
34	ENR - 34	Managerial Effectiveness	Public Relations Workshop	Any
35	ENR - 35	Managerial Effectiveness	Cross Cultural Relationship Marketing Workshop	Any
36	ENR - 36	Managerial Effectiveness	Digital Productivity Tools Workshop	Any
37	ENR - 37	Managerial Effectiveness	Effective Meetings Management Workshop	Any
38	ENR - 38	Managerial Effectiveness	Balanced Score Card - Case Study Development and Presentation	Any

39	ENR - 39	Perspectives on Management	Management Thinkers & Contributions - Seminar	Any
40	ENR – 40	Perspectives on Management	Enduring Management Principles & Thoughts - Seminar	Any
41	ENR - 41	Perspectives on Management	Mysteries in Management - Seminar	Any
42	ENR - 42	Perspectives on Management	Management - The Future Frontiers - Seminar	Any
43	ENR - 43	Perspectives on Management	Leaderships Lessons from Non-business leaders – Seminar	Any
44	ENR - 44	Perspectives on Management	Leadership Lessons from Antiquity - Seminar	Any
45	ENR - 45	Perspectives on Management	Leading in the 21st Century - Case Study Development and Presentation	Any
46	ENR - 46	Perspectives on Management	Strategy in a VUCA world - Case Study Development and Presentation	Any
47	ENR - 47	Economy & Polity	The Economics & Politics of NGOs - Case Study Development and Presentation	Any
48	ENR - 48	Economy & Polity	Politics & Governance - Seminar	Any
49	ENR - 49	Economy & Polity	Climate Change Politics & Policy - Seminar	Any
50	ENR - 50	Economy & Polity	Energy Economics - Seminar	Any
51	ENR - 51	Economy & Polity	Civil Society, New Social Movements & Public Policy - Case Study Development and Presentation	Any
52	ENR - 52	Economy & Polity	Corporations, NGOs & Civil societies - Seminar	Any
53	ENR - 53	Economy & Polity	Environment & Development - Seminar	Any
54	ENR - 54	Economy & Polity	Globalization & Localization - Seminar	Any
55	ENR - 55	Economy & Polity	Strategic Transformation and Change in the	Any

			Indian Economy - Case Study Development and Presentation	
56	ENR - 56	Communication	Verbal Communication & Presentation Skills Workshop	Any
57	ENR - 57	Communication	Visual Communication Workshop	Any
58	ENR - 58	Communication	Communication Through Theatre Techniques Workshop	Any
59	ENR - 59	Communication	Technical Writing Workshop	Any
60	ENR - 60	Communication	Walk the Talk - Leader / Entrepreneur Interviews Lab	Any
61	ENR - 61	Communication	Creative Writing Workshop	Any
62	ENR - 62	Communication	Blog Writing Workshop	Any
63	ENR - 63	Behavioural & Interpersonal Skills	Transactional Analysis Lab	Any
64	ENR - 64	Behavioural & Interpersonal Skills	Emotional Intelligence & Managerial Effectiveness Lab	Any
65	ENR - 65	Behavioural & Interpersonal Skills	Influence & Persuasion Lab	Any
66	ENR - 66	Behavioural & Interpersonal	Negotiation Skills Lab	Any

		Skills		
67	ENR - 67	Behavioural & Interpersonal Skills	Team Selling Lab	Any
68	ENR - 68	Technology	Technology Clinic	Any
69	ENR - 69	Technology	Digital Innovation and Transformation – Seminar	Any
70	ENR - 70	Technology	Social Impact of Technology - Case Study Development and Presentation	Any
71	ENR - 71	Technology	Technology Commercialization – Seminar	Any
72	ENR - 72	Technology	Intellectual Property Rights – Seminar	Any
73	ENR - 73	Technology	Strategy and Technology – Seminar	Any
74	ENR - 74	Technology	Internet of Things – Seminar	Any
75	ENR - 75	Technology	Cyber Security – Seminar	Any
76	ENR - 76	Technology	Gamification Workshop	Any
77	ENR - 77	Understanding India	Skill-India - Case Study Development and Presentation	Any
78	ENR - 78	Understanding India	Smart-Cities - Case Study Development and Presentation	Any
79	ENR - 79	Understanding India	Swacch Bharat - Case Study Development and Presentation	Any
80	ENR - 80	Understanding India	Make-in-India - Case Study Development and Presentation	Any
81	ENR - 81	Understanding India	Constitution of India – Seminar	Any
82	ENR - 82	Understanding India	Indian Social Structure - Case Study Development and Presentation	Any
83	ENR - 83	Understanding India	Methodological Foundations of Indian Scientific Tradition – Seminar	Any
84	ENR - 84	Understanding India	Some Scientific Concepts from Sanskrit Texts – Seminar	Any
85	ENR - 85	Understanding India	Film Appreciation - Case Study Development and Presentation	Any
86	ENR - 86	Understanding India	Culture, Diversity & Society – Seminar	Any
87	ENR - 87	Understanding India	Contemporary Debates in Business & Society – Seminar	Any
88	ENR - 88	Understanding India	Consumerism and Sociology of the Family – Seminar	Any
89	ENR - 89	Understanding India	Culture and Media – Seminar	Any
90	ENR - 90	Understanding India	Business History – Seminar	Any
91	ENR - 91	Unconventional Sectors	Educational Institutions Management - Case Study Development and Presentation	Any
92	ENR - 92	Unconventional Sectors	The Business of Bollywood - Case Study Development and Presentation	Any
93	ENR - 93	Unconventional Sectors	Contemporary Sports: A Business Perspective - Case Study Development and Presentation	Any
94	ENR - 94	Unconventional Sectors	Managing Public Festivals , Exhibitions & Fairs - Case Study Development and Presentation	Any
95	ENR - 95	Unconventional Sectors	Agro Tourism- Case Study Development and Presentation	Any

96	ENR - 96	Ethics & Social Responsibility	Rural Immersion Project	Any
97	ENR - 97	Ethics & Social Responsibility	Managing for bottom of the Pyramid Business – Seminar	Any
98	ENR - 98	Ethics & Social Responsibility	Digital Technologies For Social Inclusion - Case Study Development and Presentation	Any
99	ENR - 99	Ethics & Social Responsibility	Social Impact Analysis for Local Community Projects - Case Study Development and Presentation	Any
100	ENR - 100	Ethics & Social Responsibility	Social & Ethical Aspects of Healthcare – Seminar	Any
101	ENR - 101	Ethics & Social Responsibility	Spirituality for Managers – Seminar	Any
102	ENR – 102	Personal Interest Course	Yoga	Any
103	ENR – 103	Personal Interest Course	Vedic Maths	Any
104	ENR – 104	Personal Interest Course	Graphology	Any
105	ENR – 105	Personal Interest Course	Caligraphy	Any
106	ENR – 106	Personal Interest Course	Music	Any
107	ENR – 107	Personal Interest Course	Dance	Any
108	ENR – 108	Personal Interest Course	Adventure Sports	Any
109	ENR – 109	Personal Interest Course	Hackathon	Any
110	ENR - 110	Personal Interest Course	Local Community Development Project	Any
111	ENR - 111	Personal Interest Course	Videography	Any
112	ENR - 112	Personal Interest Course	Fine Arts	Any

[F] ALTERNATIVE STUDY CREDIT COURSES (ASCC) (ELECTIVES) – 2 Credit Each			
50 Marks CCE, 00 Marks ESE			
Between ZERO to THREE courses to be selected from the following list in Semester I# and / or Between ZERO to THREE courses to be selected from the following list in Semester II# and / or Between ZERO to THREE courses to be selected from the following list in Semester III# and / or Between ZERO to TWO courses to be selected from the following list in Semester IV#			
Course No.	Course Code	Course	Semester
1	ASCC - 001	MOOCs	Any
2	ASCC - 002	Professional Certification Programs	Any
3	ASCC - 003	CSR Project	Any
4	ASCC - 004	Innovation Projects	Any
5	ASCC - 005	Industry or Academic Internships	Any
6	ASCC - 006	Field/Live Projects	Any

Same type of course can be selected multiple number of times.

MINOR ONLY SPECIALIZATIONS

Specialization – Rural & Agri -Business Management (RABM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – RABM – 01	Agriculture and Indian Economy	III
2	SC – RABM – 02	Rural Marketing	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – RABM – 03	Rural Credit and Finance	III
2	SE – RABM – 04	Rural Marketing II	III
3	SE– RABM – 05	ICT for Agriculture Management	IV
4	SE – RABM – 06	Agri – Entrepreneurship	IV
Specialization – Pharma & Health Care Management (PHCM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – PHCM- 01	Fundamentals of Pharma and Healthcare Management	III
2	SC – PHCM- 02	Pharma and healthcare regulatory environment in India	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – PHCM- 03	Strategic Planning & Healthcare Management	III
2	SE – PHCM- 04	Information Technology in Pharma and Healthcare	III
3	SE – PHCM- 05	Pharmaceutical Import and Export	IV
4	SE – PHCM- 06	Entrepreneurship in Pharma and Healthcare	IV
Specialization – Tourism & Hospitality Management (THM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – THM – 01	Fundamental of Hospitality Management	III
2	SC – THM - 02	Tourism & Travel Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – THM - 03	Event Management	III
2	SE – THM - 04	Tourism Planning & Development	III
3	SE – THM - 05	Strategic Hospitality Management	IV
4	SE – THM - 06	Revenue Management	IV

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

1.   Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, 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 startups 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 behaviors & act with integrity.

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

COURSES FOR THE BATCH 2019-21

SEM	Sr no	COURSE NAME
		SEMESTER-I
I	1	101 GC – 01 MANAGERIAL ACCOUNTING
	2	102 GC – 02 ORGANIZATIONAL BEHAVIOUR
	3	103 GC – 03 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS
	4	104 GC – 04 BUSINESS RESEARCH METHODS
	5	105 GC – 05 BASICS OF MARKETING
	6	106 GC – 06 DIGITAL BUSINESS
	7	109 GE - UL - 03 ENTREPRENEURSHIP DEVELOPMENT
	8	111 GE - UL - 05 LEGAL ASPECTS OF BUSINESS
	9	112 GE - UL - 06 DEMAND ANALYSIS & FORECASTING
	10	116 GE - IL - 04 MS EXCEL
		SEMESTER-II
II	11	201 GC – 07 MARKETING MANAGEMENT
	12	202 GC – 08 FINANCIAL MANAGEMENT
	13	203 GC – 09 HUMAN RESOURCES MANAGEMENT
	14	204 GC – 10 OPERATIONS & SUPPLY CHAIN MANAGEMENT
	15	207 GE - UL - 07 CONTEMPORARY FRAMEWORKS IN MANAGEMENT
	16	208 GE - UL - 08 GEOPOLITICS & WORLD ECONOMIC SYSTEMS
	17	209 GE - UL - 09 START UP AND NEW VENTURE MANAGEMENT
	18	215 GE – IL - 10 ENTREPRENEURSHIP LAB
		SPECIALIZATION – MARKETING MANAGEMENT
	19	205 MKT SC – MKT- 01 MARKETING RESEARCH
	20	206 MKT SC – MKT- 02 CONSUMER BEHAVIOUR
	21	219 MKT SE – IL - MKT- 03 PERSONAL SELLING LAB
	22	220 MKT SE – IL - MKT- 04 DIGITAL MARKETING - I
		SPECIALIZATION – FINANCIAL MANAGEMENT
	23	205 FIN SC – FIN - 01 FINANCIAL MARKETS AND BANKING OPERATIONS
	24	206 FIN SC – FIN - 02 PERSONAL FINANCIAL PLANNING
	25	219 FIN SE – IL - FIN - 03 DIRECT TAXATION
	26	223 FIN SE – IL - FIN - 07 FUNDAMENTALS OF LIFE INSURANCE – PRODUCTS AND UNDERWRITING
		SPECIALIZATION – HUMAN RESOURCE MANAGEMENT
	27	205 HR SC – HRM – 01 COMPETENCY BASED HUMAN RESOURCE MANAGEMENT
	28	206 HR SC – HRM – 02 EMPLOYEE RELATIONS & LABOUR LEGISLATION
	29	218 HRM SE – IL - HRM - 02 LAB IN RECRUITMENT AND SELECTION
	30	222 HRM SE – IL - HRM - 06 CONFLICT AND NEGOTIATION MANAGEMENT
		SPECIALIZATION – BUSINESS ANALYTICS

	31	205 BA SC – BA - 01 BASIC BUSINESS ANALYTICS USING R
	32	206 BA SC – BA - 02 DATA MINING
	33	219 BA SE – IL - BA - 03 WORKFORCE ANALYTICS
	34	220 BA SE – IL - BA - 04 TABLEAU

<h2 style="text-align:center">SEMESTER-III</h2>

	35	301 GC-11 STRATEGIC MANAGEMENT
	36	302 GC-12 DECISION SCIENCE
	37	307 GE-UL-14 INTERNATIONAL BUSINESS ENVIRONMENT
	38	308 GE-UL-15 PROJECT MANAGEMENT
	39	310 GE-UL-17 CORPORATE GOVERNANCE

<h2 style="text-align:center">SPECIALIZATION – MARKETING MANAGEMENT</h2>

	40	304 MKT SC-MKT-03 SERVICES MARKETING
	41	305 MKT SC-MKT-04 SALES & DISTRIBUTION MANAGEMENT
	42	313 MKT SE-IL-MKT-08 INTERNATIONAL MARKETING
	43	314 MKT SE-IL-MKT-09 DIGITAL MARKETING - II
	44	316 MKT SE-IL-MKT-11 MARKETING ANALYTICS

<h2 style="text-align:center">SPECIALIZATION – FINANCIAL MANAGEMENT</h2>

III	45	304 FIN SC-FIN-03 ADVANCED FINANCIAL MANAGEMENT
	46	305 FIN SC-FIN-04 INTERNATIONAL FINANCE
	47	315 FIN SE-IL-FIN-12 INDIRECT TAXATION
	48	318 FIN SE-IL-FIN-15 DIGITAL BANKING
	49	321 FIN SE-IL-FIN-18 INSURANCE LAWS & REGULATIONS

<h2 style="text-align:center">SPECIALIZATION – HUMAN RESOURCE MANAGEMENT</h2>

	50	304 HR SC-HRM-03 STRATEGIC HUMAN RESOURCE MANAGEMENT
	51	305 HR SC-HRM-04 HR OPERATIONS
	52	312 HRM SE-IL-HRM-07 TALENT MANAGEMENT
	53	318 HRM SE-IL-HRM-13 PERFORMANCE MANAGEMENT SYSTEM
	54	319 HRM SE-IL-HRM-14 CHANGE MANAGEMENT & NEW TECHNOLOGIES

<h2 style="text-align:center">SPECIALIZATION – BUSINESS ANALYTICS</h2>

	55	304 BA SC-BA-03 ADVANCED STATISTICAL METHODS USING R
	56	305 BA SC-BA-04 MACHINE LEARNING & COGNITIVE INTELLIGENCE
	57	313 BA SE-IL-BA-07 INDUSTRIAL INTERNET OF THINGS
	58	314 BA SE-IL-BA-08 SUPPLY CHAIN ANALYTICS
	59	315 BA SE-IL-BA-09 COGNOS ANALYTICS

<h2 style="text-align:center">SEMESTER-IV</h2>

	60	401 GC-14 ENTERPRISE PERFORMANCE MANAGEMENT
	61	402 GC-15 INDIAN ETHOS & BUSINESS ETHICS
	62	407 GE-UL-21 CYBER LAWS
	63	408 GE-UL-22 CORPORATE SOCIAL RESPOSIBILITY & SUSTAINA

<h2 style="text-align:center">SPECIALIZATION – MARKETING MANAGEMENT</h2>

IV	64	403 MKT SC-MKT-05 MARKETING 4.0
	65	404 MKT SC-MKT-06 MARKETING STRATEGY
	66	409 MKT SE-IL-MKT-13 CUSTOMER RELATIONSHIP MANAGEMENT
	67	414 MKT SE-IL-MKT-18 MARKETING TO EMERGING MARKETS & BOTTOM OF PYRAMID

<h2 style="text-align:center">SPECIALIZATION – FINANCIAL MANAGEMENT</h2>

	68	403 FIN SC-FIN-05 FINANCIAL LAWS
	69	404 FIN SC-FIN-06 CURRENT TRENDS & CASES IN FINANCE
	70	409 FIN SE-IL-FIN-21 FIXED INCOME SECURITIES
	71	412 FIN SE-IL-FIN-24 STRATEGIC COST MANAGEMENT
**SPECIALIZATION – HUMAN RESOURCE MANAGEMENT**
	72	403 HR SC-HRM-05 ORGANIZATIONAL DIAGNOSIS & DEVELOPMENT
	73	404 HR SC-HRM-06 CURRENT TRENDS & CASES IN HUMANRESOURCE
	74	412 HRM SE-IL-HRM-18 BEST PRACTICES IN HRM
	75	415 HRM SE-IL-HRM-21 E-HRM
**SPECIALIZATION – BUSINESS ANALYTICS**
	76	403 BA SC-BA-05 ECONOMICS OF NETWORK INDUSTRIES
	77	404 BA SC-BA-06 ARTIFICIAL INTELLIGENCE IN BUSINESS APPLICATIONS
	78	410 BA SE-IL-BA-14 HEALTHCARE ANALYTICS
	79	411 BA SE-IL-BA-15 WATSON

SEMESTER I

Course Code & Course: 101 GC – 01   Managerial Accounting (MA)

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.
CO1.1.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYZING	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

102 GC – 02   Organizational Behaviour (OB)

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.
CO1.1.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	ANALYZING	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.

103 GC – 03 Economic Analysis for Business Decisions (EABD)

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.
CO1.1.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYZING	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.

104   GC – 04   Business Research Methods (BRM)

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.
CO1.1.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYZING	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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
		research reports to address real-life business research problems.

105   GC – 05   Basics of Marketing BOM)

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.
CO1.1.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios.
CO105.4	ANALYZING	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.).

106   GC – 06   Digital Business (DB)

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.
CO1.1.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	ANALYZING	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.

109   GE - UL - 03   Entrepreneurship Development (ED)

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	ANALYZING	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.

111   GE - UL - 05   Legal Aspects of Business (LAB)

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	ANALYZING	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

112 GE - UL - 06 Demand Analysis & Forecasting

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO112.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
CO112.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management
CO112.3	APPLYING	IDENTIFY the pros and cons of various forecasting methods
CO112.4	ANALYZING	DECONSTRUCT a forecast into its various components
CO112.5	EVALUATING	BUILD a forecast for common products and services using time-series data.

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES

116 GE - IL - 04 MS Excel (MS Ex)

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	ANALYZING	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.

201 GC – 07 Marketing Management

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.)
CO1.1.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real-world marketing offering (commodities, goods, services, e-products/ eservices.)
CO201.4	ANALYZING	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.)

202 GC – 08 Financial Management

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	ANALYZING	ANALYZE the situation and • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

203 GC – 09 Human Resources Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	UNDERSTANDING	ENUMERATE the emerging trends and practices in HRM.
CO203.3	APPLYING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	ANALYZING	DEMONSTRATE the use of different appraisal and training methods in an organization.

| CO203.5 | EVALUATING | OUTLINE the compensation strategies of an organization |
| CO203.6 | CREATING | INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations. |

204 GC – 10 Operations & Supply Chain Management

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	ANALYZING	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.

207 GE - UL - 07 Contemporary Frameworks in Management

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	ANALYZING	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.

208 GE - UL - 08 Geopolitics & World Economic Systems

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	INDENTIFY the crucial elements of international trade laws.

CO208.4	ANALYZING	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.

209 GE - UL - 09 Start Up and New Venture Management

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

215 GE – IL - 10 Entrepreneurship Lab

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO215.1	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context.

CO215.2	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.
CO215.3	APPLYING	DEVELOP a business model around the shortlisted business opportunity.
CO215.4	ANALYZING	FORMULATE the organization structure for the proposed start up
CO215.5	EVALUATING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
CO215.6	CREATING	CREATE a proposal for funding the start up.

MARKETING SPECIALIZATION

205 MKT SC – MKT- 01 Marketing Research

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	ANALYZING	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 SC – MKT- 02 Consumer Behaviour

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	ANALYZING	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)

CO206MKT.6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.

219 MKT SE – IL - MKT- 03 Personal Selling Lab

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219MKT.1	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
CO219MKT.2	UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
CO219MKT.3	APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
CO219MKT.4	ANALYZING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real-world scenario for a real-world product/ service / e-product / e-service.
CO219MKT.5	EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real-world scenario for a real-world product/ service / e-product / e-service.
CO219MKT.6	CREATING	CREATE sales presentation for a real-world product/ service / e-product / e-service and for variety of selling situations.

220 MKT SE – IL - MKT- 04 Digital Marketing - I

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES

CO220MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO220MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
CO220MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
CO220MKT.4	ANALYZING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
CO220MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.
CO220MKT.6	CREATING	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.

FINANCE SPECIALIZATION

205 FIN SC – FIN - 01 Financial Markets and Banking Operations

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	ANALYZING	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 SC – FIN - 02 Personal Financial Planning

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	ANALYZING	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.

219 FIN SE – IL - FIN - 03 Direct Taxation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES

CO219FIN.1	REMEMBERING	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
CO219FIN.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
CO219FIN.3	APPLYING	CALCULATE Gross Total Income and Income Tax Liability of an individual assesses
CO219FIN.4	ANALYZING	ANALYZE and DISCOVER intrinsic value of a security.
CO219FIN.5	EVALUATING	DESIGN/ DEVELOP / CREATE tax saving plan.

223 FIN SE – IL - FIN - 07 Fundamentals of Life Insurance – Products and Underwriting

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO223FIN.1	REMEMBERING	RECALL all the concepts pertaining to Life Insurance covered in the course syllabus.
CO223FIN.2	UNDERSTANDING	Explain all the concepts pertaining to Life Insurance covered in the course syllabus.
CO223FIN.3	APPLYING	DESIGN the life insurance cover strategy for clients.
CO223FIN.4	ANALYZING	DETERMINE the key elements of the Life Insurance Products and Services.
CO223FIN.5	EVALUATING	APPLY the life insurance product knowledge to suit to the clients' needs.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

205 HR SC – HRM – 01 Competency Based Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205HR.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO205HR.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO205HR.3	APPLYING	PRACTICE competency mapping.
CO205HR.4	ANALYZING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HR.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HR.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

206 HR SC – HRM – 02 Employee Relations & Labour Legislation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206HR.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
CO206HR.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.

CO206HR.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO206HR.4	ANALYZING	OUTLINE the role of government, society and trade union in ER.
CO206HR.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO206HR.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

218 HRM SE – IL - HRM - 02 Lab in Recruitment and Selection

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218HR.1	REMEMBERING	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection.
CO218HR.2	UNDERSTANDING	COMPARE and CONTRAST various methods of Recruitment and Selection.
CO218HR.3	APPLYING	DEVELOP Job Specifications and Job descriptions in a variety of context.
CO218HR.4	ANALYZING	ANALYZE various Personality types
CO218HR.5	EVALUATING	EXPLAIN the profiling techniques used to test Personality, Aptitude, Competency.
CO218HR.6	CREATING	COMPILE a list of questions for Recruitment and Selection interviews.

222 HRM SE – IL - HRM - 06 Conflict and Negotiation Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO222HR.1	REMEMBERING	DEFINE the key concepts of the subject matter.

CO222HR.2	UNDERSTANDING	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and best alternative to a negotiated agreement (BATNA)
CO222HR.3	APPLYING	APPLY the negotiation process, Zone of possible agreement (ZOPA) and best alternative to a negotiated agreement (BATNA) for successful negotiations.
CO222HR.4	ANALYZING	APPRAISE the importance of in business negotiations and managing conflicts.
CO222HR.5	EVALUATING	DEVELOP the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.
CO222HR.6	CREATING	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.

BUSINESS ANALYTICS SPECIALIZATION

205 BA SC – BA - 01 Basic Business Analytics using R

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205BA.1	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
CO205BA.2	UNDERSTANDING	DESRCIBE the service design elements of variety of services.
CO205BA.3	APPLYING	USE service blueprinting for mapping variety of real-life service processes.

CO205BA.4	ANALYZING	ANALYSE alternative locations and sites for variety of service facilities.
CO205BA.5	EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
CO205BA.6	CREATING	CREATE flow process layouts for variety of services.

206 BA SC – BA - 02 Data Mining

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206BA.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO206BA.2	UNDERSTANDING	EXPLAIN the structure of modern-day supply chains.
CO206BA.3	APPLYING	IDENTIFY the various flows in real world supply chains.
CO206BA.4	ANALYZING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO206BA.5	EVALUATING	EXPLAIN the key Operational Aspects in Supply Chain Management.
CO206BA.6	CREATING	DISCUSS the relationship between Customer Value and Supply Chain Management.

219 BA SE – IL - BA - 03 Workforce Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219BA.1	REMEMBERING	DEFINE the key terms associated with Inventory Management

CO219BA.2	UNDERSTANDING	CLASSIFY various types of inventory, and inventory costs.
CO219BA.3	APPLYING	CALCULATE Economic Order Quantity and stock levels under various conditions.
CO219BA.4	ANALYZING	COMPARE and CONTRAST various methods of inventory control.
CO219BA.5	EVALUATING	ASSESS various factors influencing Make or Buy decisions.
CO219BA.6	CREATING	SOLVE problems based on ABC classification of inventory.

220 BA SE – IL - BA - 04 Tableau

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220BA.1	REMEMBERING	DEFINE the key concepts of TOC.
CO220BA.2	UNDERSTANDING	DEMONSTRATE knowledge & understanding of the fundamentals of TOC.
CO220BA.3	APPLYING	IDENTIFY and mitigate both real constraints and managerial constraints.
CO220BA.4	ANALYZING	ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance.
CO220BA.5	EVALUATING	EXPLAIN the benefits an organization may reap through the successful implementation of the TOC.
CO220BA.6	CREATING	DEVELOP solutions to common problems in Project Management, Operations Management and Supply Chain Management using TOC principles and methods.

GENERIC CORE (GE) COURSES

301: Strategic Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	UNDERSTANDING	DESCRIBE the trade-offs implementation, appraisal. Within and across strategy formulation,
CO301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

302: Decision Science

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO302.3	UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.

CO302.4	APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO302.5	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability
CO302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

UNIVERSITY LEVEL (UL) COURSES

307 GE-UL-14 International Business Environment

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 307 .1	REMEMBERING	Recall and describe the key concepts of international Business Environment
CO 307 .2	UNDERSTANDING	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 307 .3	APPLYING	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 307 .4	ANALYSING	Analyze the issues related to Labor, Environmental and Global Value chain
CO 307 .5	EVALUATING	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

308 GE-UL-15 Project Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308 .1	REMEMBERING	DEFINE the key terms and concepts in project management.
CO 308 .2	UNDERSTANDING	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
CO 308 .3	APPLYING	ILLUSTRATE the importance of PM in most industries and businesses

| CO 308 .4 | ANALYSING | EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions |
| CO 308 .5 | EVALUATING | DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management |

310 GE-UL-17 Corporate Governance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO310.1	REMEMBERING	RECOGNIZE and REMEMBER the scope of Corporate Governance.
CO310.2	UNDERSTANDING	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
CO310.3	APPLYING	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
CO310.4	ANALYSING	Analyze the legal framework of Corporate Governance and formulate Internal control policies.
CO310.5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	CREATING	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.

304MKT: Services Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304 MKT.1	REMEMBERING	RECALL the key concepts in services marketing
CO304 MKT.2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
CO304 MKT.3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
CO304 MKT.4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
CO304 MKT.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
CO304 MKT.6	CREATING	DEVELOP marketing mix for various services offering

305MKT: Sales and Distribution Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305 MKT.1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
CO305 MKT.2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO305 MKT.3	APPLYING	APPLY the concepts related to sales and distribution management.
CO305 MKT.4	ANALYSING	ANALYZE the real life scenarios of sales

		and distribution management.
CO305 MKT.5	EVALUATING	EVALUATE the existing sales and distribution strategies and approaches.
CO305 MKT.6	CREATING	DEVELOP generate and evaluate sales and distribution strategies.

313 MKT SE-IL-MKT-08 International Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313 MKT.1	REMEMBERING	ENUMERATE various terms and key concepts associated with international marketing.
CO313 MKT.2	UNDERSTANDING	EXPLAIN various key concepts used in all aspects of international marketing.
CO313 MKT.3	APPLYING	APPLY all stages in international marketing management process.
CO313 MKT.4	ANALYSING	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
CO313 MKT.5	EVALUATING	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
CO313 MKT.6	CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.

314 MKT SE-IL-MKT-09 Digital Marketing - II

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 314 MKT.1	REMEMBERING	DEFINE the key terms and concepts related

CO#		
		with digital marketing
CO 314 MKT.2	UNDERSTANDING	EXPLAIN various tools of digital marketing.
CO 314 MKT.3	APPLYING	MAKE USE OF various tools of digital marketing.
CO 314 MKT.4	ANALYSING	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.
CO 314 MKT.5	EVALUATING	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
CO 314 MKT.6	CREATING	DEVELOP appropriate digital marketing campaign.

316 MKT SE-IL-MKT-11 Marketing Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316MKT.1	REMEMBERING	DEFINE various key concepts in Marketing Analytics
CO316MKT.2	UNDERSTANDING	DESCRIBE various key concepts in Marketing Analytics
CO316MKT.3	APPLYING	IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it.
CO316MKT.4	ANALYSING	EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data
CO316MKT.5	EVALUATING	MEASURE the effectiveness of marketing effortsand key outcomes in multiple areas of Marketing.
CO316MKT.6	CREATING	DESIGN a study that incorporates the key tools and techniques of Marketing Analytics

304 FIN SC-FIN-03 Advanced Financial Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304FIN.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
CO 304FIN.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
CO 304FIN.3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO 304FIN.4	ANALYSING	ANALYZE the options for making the right financial decisions of a firm
CO 304FIN.5	EVALUATING	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
CO304FIN.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

305 FIN SC-FIN-04 International Finance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305 FIN.1	REMEMBERING	Enumerate the key terms associated with International Finance.
CO305 FIN.2	UNDERSTANDING	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
CO305 FIN.3	APPLYING	Illustrate the role of international monitory systems & intermediaries in Global financial market.
CO305 FIN.4	ANALYZING	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.

CO305 FIN.5	EVALUATING	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
CO305 FIN.6	CREATING	Formulate the investment plan international finance environment. Or business plan by adapting

315 FIN SE-IL-FIN-12 Indirect Taxation

CO#	Cognitive Ability	Course Outcomes
CO315 FIN.1	REMEMBERING	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.
CO315 FIN.2	UNDERSTANDING	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
CO315 FIN.3	APPLYING	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
CO315 FIN.4	ANALYSING	Illustrate the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept.
CO315 FIN.5	EVALUATING	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services.
CO315 FIN.6	CREATING	Elaborate all Provisions of GST and can correlate with filing of returns; virtual e filling can be done Estimate the GST, TDS, anticipate goods, services, tax payable person for the business.

318 FIN SE-IL-FIN-15 Digital Banking

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO318 FIN.1	REMEMBERING	Remember various concepts and products in Digital Banking
CO318 FIN.2	UNDERSTANDING	Explain and understand the significance and development of Digital Banking
CO318 FIN.3	APPLYING	Compare and contrast the Branchless Banking and Traditional Banking
CO318 FIN.4	ANALYSING	Analyze the payment system of digital banking from consumer's point of view
CO318 FIN.5	EVALUATING	Evaluate Role of digital banking and emerging technologies in economic development

321 FIN SE-IL-FIN-18 Insurance Laws & Regulations

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO321.1	REMEMBERING	RELATE to terminologies used in Insurance Law
CO321.2	UNDERSTANDING	EXPLAIN the role of insurance law in overall development of the country through risk management and insurance coverage.
CO321.3	APPLYING	IDENTIFY risk management plans , strategies and techniques in Life and General Insurance.
CO321.4	ANALYSING	APPRAISE Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.
CO321.5	EVALUATING	ASSESS the insurance policies in the light of risk valuation.

304HRM- Strategic Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304HRM.1	REMEMBERING	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO304HRM.2	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO304HRM.3	APPLYING AND ANALYZING	Ability to ANALYZE HR as an investment to the company.
CO304HRM.4	EVALUATING	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO304HRM.5	CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

305 HR SC-HRM-04 HR Operations

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO315HRM.1	REMEMBERING	DESCRIBE structure of personnel department, its policies and maintenance of employee files & records
CO315HRM.2	UNDERSTANDING	LEARN drafting of communications for disciplinary actions
CO315HRM.3	APPLYING	DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc.
CO315HRM.4	ANALYSING	EXPERIMEMT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
CO315HRM.5	EVALUATING	CALCULATE computation of Workmen

		compensation, Bonus and Gratuity
CO315HRM.6	CREATING	FILE returns under various labour laws and prepare salary structure

312 HRM SE-IL-HRM-07 Talent Management

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.312HRM.1	REMEMBERING	DEFINE Talent Management and its significance
CO.312HRM.2	UNDERSTANDING	UNDERSTANDING performance excellence through Talent Management
CO.312 HRM.3	APPLYING	APPLY Talent Management concepts in Human Resource Management
CO.312HRM.4	ANALYSING	ANALYSING Talent Management practices in employee development and career enhancement
CO.312HRM.5	EVALUATING	FORMULATE the Talent Management Strategies for any organisation.

318 HRM SE-IL-HRM-13 Performance Management System

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO318HRM.1	REMEMBERING	DESCRIBE key components and applicability of theories of Performance Management System
CO318HRM.2	UNDERSTANDING	DEMONSTRATE the communication skills required when managing achievement and underachievement.
CO318HRM.3	APPLYING	IDENTIFY factors affecting Performance Measurement
CO318HRM.4	ANALYSING	ANALYZE various tools for performance assessment
CO318HRM.5	EVALUATING	COMPARE various organizational performance management systems and best practices.

319 HRM SE-IL-HRM-14 Change Management & New Technologies

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO319 HRM .1	REMEMBERING	DEFINE Change Management and its significance
CO319 HRM .2	UNDERSTANDING	UNDERSTANDING change management model and practices
CO319 HRM .3	APPLYING	APPLY Change Management in context to digital transformation
CO319 HRM .4	ANALYSING & EVALUATING	EXAMINE and DETERMINE various concepts in human resource information system
CO319 HRM .5	CREATING	IMPLEMENT change management in the organization.

BUSINESS ANALYTICS SPECIALIZATION

304 BA SC-BA-03 Advanced Statistical Methods Using R

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304BA .1	REMEMBERING	RECALL all basic statistical concepts and associated values, formulae.
CO304BA .2	UNDERSTANDING	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios
CO304BA .3	APPLYING	APPLY time series analysis in prediction of various trends.
CO304BA .4	ANALYSING	DISCRIMINATE between various types of probability and probability distributions.
CO304BA .5	EVALUATING	FORMULATE and TEST hypothesis using tools of R.
CO304BA .6	CREATING	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

305 BA SC-BA-04 Machine Learning & Cognitive Intelligence

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305BA.1	REMEMBERING	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence
CO305BA.2	UNDERSTANDING	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
CO305BA.3	APPLYING	DEVELOP a thought process to think like data scientist/business Analyst
CO305BA.4	ANALYSING	ANALYSE data using supervised and unsupervised Learning Techniques
CO305BA.5	EVALUATING	SELECT the right functions, arrays of Python for Machine Learning algorithms.
CO305BA.6	CREATING	COMBINE various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domain and scenarios.

313 BA SE-IL-BA-07 Industrial Internet of Things

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313BA.1	REMEMBERING	ENUMERATE the key concepts of industry 4.0, data science in manufacturing, operations analytics and IIOT
CO313BA.2	UNDERSTANDING	DISCUSS the value added by analytics in the operations function.
CO313BA.3	APPLYING	DEMONSTRATE the practical applications of data analytics and data science in manufacturing operations.
CO313BA.4	ANALYSING	EXAMINE the Industrial Internet of t h i n g s (IoT) and the role of Big Data Analytics.
CO313BA.5	EVALUATING	EXPLAIN the applications of analytics in operations.
CO313BA.6	CREATING	COMPILE the issues pertaining to the adoption of technologies that will shape industry

314 BA SE-IL-BA-08 Supply Chain Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO314BA.1	REMEMBERING	DESCRIBE the importance of the basics of Supply Chain Analytics and Optimization
CO314BA.2	UNDERSTANDING	EXPLAIN the role and applications of Descriptive, Predictive & Prescriptive Analytics in a Supply Chain
CO314BA.3	APPLYING	ILLUSTRATE the basics of Modeling through R Language.
CO314BA.4	ANALYSING	EXAMINE the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.
CO314BA.5	EVALUATING	DETERMINE the right tools for addressing various issues in Supply Chain Analytics.
CO314BA.6	CREATING	COMBINE the various approaches to improvements in the supply chain Analytics for improvements in Supply Chain System

315 BA SE-IL-BA-09 Cognos Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315BA.1	REMEMBERING	TELL how and when to use visualization
CO315BA.2	UNDERSTANDING	ILUSTRATE uses of crosstabs and SQL queries
CO315BA.3	APPLYING	BUILD stunning Dashboards with Cognos Analytics
CO315BA.4	ANALYSING	ILLUSTRATE the full-fledged Report Authoring tool
CO315BA.5	EVALUATING	EXPLAIN how a dashboard is different from a report, and when to use both
CO315BA.6	CREATING	DEVELOP the advanced reporting solutions which allow users to perform complex analysis tasks and interact with information

SEMESTER IV

401 GC-14 Enterprise Performance Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	UNDERSTANDING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO401.4	APPLYING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	ANALYSING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

402 GC-15 Indian Ethos & Business Ethics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
CO402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
CO402.3	UNDERSTANDING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO402.4	APPLYING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
		COMPREHENSION and PRACTICE of Indian ethos and value system
CO402.5	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

407 GE-UL-21 Cyber Laws

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO407.1	REMEMBERING	DEFINE the key terms and concepts pertaining to cyber laws.
CO407.2	UNDERSTANDING	DESCRIBE the relevant legal provisions in detail.
CO407.3	APPLYING	DETERMINE the applicability of the legal provisions in a specific scenario.
CO407.4	ANALYZING	OUTLINE the course of action in case of violation of the legal provisions.
CO407.5	EVALUATING	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

408 GE-UL-22 Corporate Social Responsibility & Sustainability

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	REMEMBERING	Enumerate the different concepts, legislative provisions, environmental aspects, best practices, complexity, scope, reports, social framework etc. related to CSR, business ethics & sustainability development.

CO408.2	UNDERSTANDING	Compare different CSR theories, cases, dimensions of Sustainability and demonstrate a multi stake holder perspective in viewing CSR, Business ethics & Sustainability issues etc.
CO408.3	APPLYING	Apply the different models, theories, approaches, cases etc. for implementation & monitoring of CSR activities & Sustainability and its impact on corporate culture & society at large.
CO408.4	ANALYSING	Analyze the different reports, cases, various legal issues relating to CSR, different sustainability reports and various national and global initiatives related to CSR, Business ethics & Sustainability.
CO408.5	EVALUATING	Evaluate the level of commitment of different organizations to CSR, Business ethics in attaining Sustainability development & show its competitive advantages.
CO408.6	CREATING	Create & Implement a CSR policy in attaining Sustainability development and its impact on various stakeholders.

403 MKT SC-MKT-05 Marketing 4.0

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403MKT.1	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0
CO403MKT.2	UNDERSTANDING	EXPLAIN the importance of 5A's in Marketing 4.0.
CO403MKT.3	APPLYING	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
CO403MKT.4	ANALYSING	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
CO403MKT.5	EVALUATING	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
CO403MKT.6	CREATING	DEVELOP strategies to create WOW! Moments with customer engagement

404 MKT SC-MKT-06 Marketing Strategy

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404MKT.1	REMEMBERING	DISCOVER perspectives of market strategy.
CO404MKT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
CO404MKT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and

CO404MKT.4	ANALYSING	ANALYSE a company's current situation through applying internal and external analyses.
CO404MKT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
CO404MKT.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.

409 MKT SE-IL-MKT-13 Customer Relationship Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 409MKT.1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to CRM.
CO 409MKT.2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM.
CO 409MKT.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
CO 409MKT.4	ANALYZING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO 409MKT.5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
CO 409MKT.6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

414 MKT SE-IL-MKT-18 Marketing to Emerging Markets & Bottom of the Pyramid

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO414MKT.1	REMEMBERING	DESCRIBE the various practices and perspectives, concepts and

		characteristics of emerging Markets and BOP markets, its size & composition.
CO414MKT.2	UNDERSTANDING	EXPLAIN Characteristics, challenges and opportunities of Emerging Markets, BOP markets and need of segmentation of BOP markets.
CO414MKT.3	APPLYING	APPLY principles, BOP Protocol and Criticism of Marketing to BOP, to develop marketing decision-making skills for products and services in BOP markets.
CO414MKT.4	ANALYSING	COMPARE AND CONTRAST between emerging markets, developed markets and BOP markets
CO414MKT.5	EVALUATING	EVALUATE Demographic & economic scenario and Comparative Advantage of emerging market countries and next 11.
CO414MKT.6	CREATING	DEVELOP Marketing strategy to Emerging Markets and elaborate four elements of BOP strategy to relate it with the BRICS Market in the context of real-world marketing offering.

403 FIN SC-FIN-05 Financial Laws

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403FIN.1	REMEMBERING	Define and Describe the basic concepts related to Financial Laws
CO403FIN.2	UNDERSTANDING	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
CO403FIN.3	APPLYING	Make use of contextual financial laws applicable to organisations.
CO403FIN.4	ANALYZING	Infer the application of financial laws to organisations
CO403FIN.5	EVALUATING	Appraise and perceive the benefits of applicable laws to the organisations.

404 FIN Current Trends & Cases in Finance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404FIN.1	REMEMBERING	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO404FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
CO404FIN.3	APPLYING	APPLY the various theories and models of financial management in the case.
CO404FIN.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO404FIN.5	EVALUATING	EVALUATE the financial impact of the alternative on the given case.

409 FIN SE-IL-FIN-21 Fixed Income Securities

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409FIN.1	REMEMBERING	Describing the basic concepts of Fixed Income

CO#		
		Securities
CO409FIN.2	UNDERSTANDING	Understanding the various types of securities traded in the fixed income market and the concepts related to the risk and returns of the Fixed income securities
CO409FIN.3	APPLYING	Applying the knowledge of fixed income securities for diversifying the portfolio of investments
CO409FIN.4	ANALYZING	Predictive analysis of the economic outlook through yield curve analysis
CO409FIN.5	EVALUATING	devise the various investment strategies based on portfolio returns.

412 FIN SE-IL-FIN-24 Strategic Cost Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412 FIN.1	REMEMBERING	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
CO412 FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
CO412 FIN.3	APPLYING	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
CO412 FIN.4	ANALYSING	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
CO412 FIN.5	EVALUATING	FORMULATE new models and techniques for managing the cost strategically in any business organization.

403 HR SC-HRM-05 Organizational Diagnosis & Development

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403HRM.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
CO403HRM.2	UNDERSTANDING	UNDERSTAND concept of OD and 'intervention'.
CO403HRM.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
CO403HRM.4	ANALYSING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
CO403HRM.5	EVALUATING	IDENTIFY AND MAP an intervention to organisational need
CO403HRM.6	CREATING	DESIGN the role of the consultant for an organisational issue

404 HR SC-HRM-06 Current Trends & Cases In Human Resource

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404 HRM.1	REMEMBERING	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
CO404 HRM.2	UNDERSTANDING	SUMMARIZE the impact of Current HR trends on HR Functions
CO404 HRM.3	APPLYING	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
CO404 HRM.4	ANALYSING	EXAMINE the changing role of HR Priorities
CO404 HRM.5	EVALUATING	ELABORATE upon the various types of current HR Trends
CO404 HRM.6	CREATING	APPLY the existing Tech tools to real time

		HRM Challenges and offer Solutions.

412 HRM SE-IL-HRM-18 Best Practices in HRM

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO.412HRM.1	REMEMBERING	DEFINE dynamic approach towards Human Resource activities and practices.
CO.412HRM.2	UNDERSTANDING	EXPLAIN theoretical framework for best practices.
CO.412HRM.3	APPLYING	IDENTIFY & CLASSIFY the practices according to the industry and sub sectors of the industry.
CO.412HRM.4	ANALYSING & EVALUATING	COMPARE and DETERMINE various skill sets required at Human Resource Section.
CO.412HRM.5	CREATING	PLAN a survey of various industry and DEVELOP a trend analysis of Human Resource Best Practices.

415 HRM SE-IL-HRM-21 E-HRM

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO415HRM.1	REMEMBERING	ENUMERATE fundamental concept of HRIS
CO415HRM.2	UNDERSTANDING	UNDERSTAND various technology driven features that can be adapted for HRM functions
CO415HRM.3	APPLYING	DETERMINE impact of technology on HRM functions.
CO415HRM.4	ANALYZING	ANALYSE issues regarding technology in HRM functions.
CO415HRM.5	EVALUATING & CREATING	DEVELOP competencies needed to adapt technology in HRM functions

403 BA SC-BA-05 Economics Of Network Industries

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403 BA .1	REMEMBERING	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
CO403 BA .2	UNDERSTANDING	DESCRIBE the characteristics of the markets for network products.
CO403 BA .3	APPLYING	ILLUSRTRATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
CO403 BA .4	ANALYSING	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
CO403 BA .5	EVALUATING	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
CO403 BA .6	CREATING	DISCUSS the economics of Internet advertising, and the business model of zero pricing.

404 BA SC-BA-06 Artificial Intelligence in Business Applications

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404 BA .1	REMEMBERING	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
CO404 BA .2	UNDERSTANDING	UNDERSTAND AI's fundamental concepts and methods.
CO404 BA .3	APPLYING	APPLY various machine learning algorithms on structured data to develop machine learning models.

CO404 BA .4	ANALYSING	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
CO404 BA .5	EVALUATING	SELECT logical and functional process to develop the model
CO404 BA .6	CREATING	CREATE SOLUTIONS for various business problems using AI techniques.

410 BA SE-IL-BA-14 Healthcare Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410BA.1	REMEMBERING	DESCRIBE the key terms in healthcare data analytics
CO410BA.2	UNDERSTANDING	EXPLAIN the fundamental concepts in Health Care Analytics
CO410BA.3	APPLYING	ILLUSTRATE the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data
CO410BA.4	ANALYSING	EXAMINE the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data
CO410BA.5	EVALUATING	EXPLAIN the perspectives of healthcare related opportunities for developing new analytical approaches.
CO410BA.6	CREATING	ADAPT healthcare data analytics for improving the health and well-being of people.

411 BA SE-IL-BA-15 Watson

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO411BA.1	REMEMBERING	RECALL the key aspects of cognitive computing and Watson.
CO411BA.2	UNDERSTANDING	DESCRIBE & DISCUSS the conceptual components and practical aspects of a cognitive system.
CO411BA.3	APPLYING	MAKE USE OF Watson platform and its underlying technologies for natural language

		processing and question answering in particular.
CO411BA.4	ANALYSING	ILLUSTRATE the various use cases of Watson.
CO411BA.5	EVALUATING	EXPLAIN fundamentals of IBM Cloud and creating service instances.
CO411BA.6	CREATING	BUILD a Customer Complaints Analyzer using Watson Natural Language Understanding.

LIST OF COURSES FOR THE BATCH 2020-2022

Sr No	Course Code and Course Name
SEM – I	
1	101 GC – 01 Managerial Accounting
2	102 GC – 02 Organizational Behaviour
3	103 GC – 03 Economic Analysis for Business Decisions
4	104 GC – 04 Business Research Methods
5	105 GC – 05 Basics of Marketing
6	106 GC – 06 Digital Business
7	107 GE - UL - 01 Management Fundamentals
8	109 GE - UL - 03 Entrepreneurship Development
9	111 GE - UL - 05 Legal Aspects of Business
10	113 GE - IL - 01 Verbal Communication Lab
11	115 GE - IL - 03 Selling & Negotiation Skills Lab
12	116 GE - IL - 04 MS Excel
SEM - II	
13	201 GC – 07 Marketing Management
14	202 GC – 08 Financial Management
15	203 GC – 09 Human Resources Management
16	204 GC – 10 Operations & Supply Chain Management
17	207 GE - UL - 07 Contemporary Frameworks in Management
18	208 GE - UL - 08 Geopolitics & World Economic Systems
19	211 GE - UL - 11 Business, Government & Society
20	215 GE – IL - 10 Entrepreneurship Lab
MARKETING SPECIALISATION	
21	205 MKT SC – MKT- 01 Marketing Research
22	206 MKT SC – MKT- 02 Consumer Behaviour
23	219 MKT SE – IL - MKT- 03 Personal Selling Lab
24	221 MKT SE – IL - MKT- 05 Marketing of Financial Services - I
FINANCE SPECIALISATION	
25	205 FIN SC – FIN - 01 Financial Markets and Banking Operations
26	206 FIN SC – FIN - 02 Personal Financial Planning
27	219 FIN SE – IL - FIN - 03 Direct Taxation
28	223 FIN SE – IL - FIN - 07 Fundamentals of Life Insurance – Products and Underwriting
HUMAN RESOURCE MANAGEMENT SPECIALISATION	
29	205 HR SC – HRM – 01 Competency Based Human Resource Management
30	206 HR SC – HRM – 02 Employee Relations & Labour Legislation

31	217 HRM SE – IL - HRM - 01 Labour Welfare
32	219 HRM SE – IL - HRM - 03 Learning and Development

	SEM - III
33	301 GC-11 Strategic Management
34	302 GC-12 Decision Science
35	308 GE-UL-15 Project Management
36	309 GE-UL-16 Knowledge management
37	310 GE-UL-17 Corporate Governance

MARKETING SPECIALISATION

38	304 MKT SC-MKT-03 Services Marketing
39	305 MKT SC-MKT-04 Sales & Distribution Management
40	314 MKT Digital Marketing - II
41	315 MKT Marketing of Financial

FINANCE SPECIALISATION

42	304 FIN SC-FIN-03 Advanced Financial Management
43	305 FIN SC-FIN-04 International Finance
44	318 FIN Digital Banking
45	321 FIN Insurance Laws & Regulation

HUMAN RESOURCE MANAGEMENT SPECIALISATION

46	304 HR SC-HRM-03 Strategic Human Resource Management
47	305 HR SC-HRM-04 HR Operations
48	312 HRM SE-IL-HRM-07 Talent Management
49	316 HRM Mentoring and Coaching

BUSINESS ANALYTICS SPECIALISATION

50	305 BA SC-BA-04 Machine Learning & Cognitive Intelligence
51	312 BA- social media, Web & Text Analytics

OPERATIONS AND SUPPLYCHAIN MANAGEMENT

52	305 OSCM Logitics Management
53	312 OSCM- Manufacturing Resource Planning

	SEM - IV
54	401 GC-14 Enterprise Performance Management
55	402 GC-15 Indian Ethos & Business Ethics
56	407 GE-UL-21 Cyber Laws
57	408 GE-UL-22 Corporate Social Resposibility & Sustaina

MARKETING SPECIALISATION

58	403 MKT SC-MKT-05 Marketing 4.0
59	404 MKT SC-MKT-06 Marketing Strategy
60	409 MKT SE-IL-MKT-13 Customer Relationship Management

FINANCE SPECIALISATION

61	403 FIN SC-FIN-05 Financial Laws
62	404 FIN SC-FIN-06 Current Trends & Cases In Finance

63	412 FIN SE-IL-FIN-24 Strategic Cost Management

HUMAN RESOURCE MANAGEMENT SPECIALISATION

64	403 HR SC-HRM-05 Organizational Diagnosis & Development
65	404 HR SC-HRM-06 Current Trends & Cases In Umanresource
66	409 HR SE – IL - HRM - 15 Labour Legislation

BUSINESS ANALYTICS SPECIALISATION

67	403 BA SC-BA-05 ECONOMICS OF NETWORK INDUSTRIES
68	409 BA SE – IL - BA - 13 E Commerce Analytics

OPERATIONS AND SUPPLYCHAIN MANAGEMENT

69	403 OSCM SC – OSCM - 05 E Supply Chains & Logistics
70	409 OSCM SE – IL - OSCM – 14 Enterprise Resource Planning

COURSE OUTCOMES-BATCH 2020-22

101 GC – 01 Managerial Accounting (MA)

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.
CO1.1.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYZING	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

102 GC – 02 Organizational Behaviour (OB)

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	ANALYZING	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.

103   GC – 03   Economic Analysis for Business Decisions (EABD)

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.
CO1.1.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYZING	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.

104 GC – 04   Business Research Methods (BRM)

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.
CO1.1.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYZING	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.

105 GC – 05   Basics of Marketing BOM)

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.
CO1.1.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios.
CO105.4	ANALYZING	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.).

106   GC – 06   Digital Business (DB)

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	ANALYZING	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.

107 GE - UL – 01-Management Fundamentals (MF)

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.

109 GE - UL - 03   Entrepreneurship Development (ED)

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	ANALYZING	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.

111 GE - UL - 05   Legal Aspects of Business (LAB)

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	ANALYZING	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

113   GE - IL - 01 Verbal Communication Lab (VCB)

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	ANALYZING	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.

115   GE - IL - 03 Selling & Negotiation Skills Lab (SNSL)

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	ANALYZING	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 / eservice and for a real-world selling situation.

116   GE - IL - 04 MS Excel (MS Ex)

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	ANALYZING	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.

201 GC – 07 Marketing Management

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.)
CO202.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real-world marketing offering (commodities, goods, services, e-products/ eservices.)
CO201.4	ANALYZING	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.)

202 GC – 08 Financial Management

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	ANALYZING	ANALYZE the situation and • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

203 GC – 09 Human Resources Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	UNDERSTANDING	ENUMERATE the emerging trends and practices in HRM.

CO203.3	APPLYING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	ANALYZING	DEMONSTRATE the use of different appraisal and training methods in an organization.
CO203.5	EVALUATING	OUTLINE the compensation strategies of an organization
CO203.6	CREATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

204 GC – 10 Operations & Supply Chain Management

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	ANALYZING	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.

207 GE - UL - 07 Contemporary Frameworks in Management

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	ANALYZING	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.

208 GE - UL - 08 Geopolitics & World Economic Systems

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	INDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYZING	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.

211 GE - UL - 11 Business, Government & Society

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO211.1	REMEMBERING	DESCRIBE the economic roles of government in the Indian context.
CO211.2	UNDERSTANDING	EXPLAIN the macroeconomic crises around the world.
CO211.3	APPLYING	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
CO211.4	ANALYSING	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
CO211.5	EVALUATING	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
CO211.6	CREATING	DISCUSS the interplay between technology, business and society.

215 GE – IL - 10 Entrepreneurship Lab

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES

CO215.1	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context.
CO215.2	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.
CO215.3	APPLYING	DEVELOP a business model around the shortlisted business opportunity.
CO215.4	ANALYZING	FORMULATE the organization structure for the proposed start up
CO215.5	EVALUATING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
CO215.6	CREATING	CREATE a proposal for funding the start up.

MARKETING SPECIALIZATION

205 MKT SC – MKT- 01 Marketing Research		
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	ANALYZING	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 SC – MKT- 02 Consumer Behaviour

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	ANALYZING	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)
CO206MKT.6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.

219 MKT SE – IL - MKT- 03 Personal Selling Lab

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219MKT.1	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals

CO219MKT.2	UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
CO219MKT.3	APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
CO219MKT.4	ANALYZING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real-world scenario for a real-world product/ service / e-product / e-service.
CO219MKT.5	EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real-world scenario for a real-world product/ service / e-product / e-service.
CO219MKT.6	CREATING	CREATE sales presentation for a real-world product/ service / e-product / e-service and for variety of selling situations.

221 MKT SE – IL - MKT- 05 Marketing of Financial Services - I

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221MKT.1	REMEMBERING	RECALL and DESCRIBE the key terminology of Financial Services.
CO221MKT.2	UNDERSTANDING	DESCRIBE the various types of financial products and services.
CO221MKT.3	APPLYING	DEVELOP FAQs for each kind of financial products and services from an investment advisor's perspective.
CO221MKT.4	ANALYSING	COMPARE and CONTRAST the various types of financial products and services and ILLUSTRATE their benefits and limitations.

CO221MKT.5	EVALUATING	EVALUATE the financial products and services from an investment perspective for various kinds of investors.
CO221MKT.6	CREATING	COLLECT the application forms for all kinds of investments and DISCUSS each of them.

FINANCE SPECIALIZATION

205 FIN SC – FIN - 01 Financial Markets and Banking Operations

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	ANALYZING	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 SC – FIN - 02 Personal Financial Planning

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	ANALYZING	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.

219 FIN SE – IL - FIN - 03 Direct Taxation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219FIN.1	REMEMBERING	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
CO219FIN.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
CO219FIN.3	APPLYING	CALCULATE Gross Total Income and Income Tax Liability of an individual assesses
CO219FIN.4	ANALYZING	ANALYZE and DISCOVER intrinsic value of a security.
CO219FIN.5	EVALUATING	DESIGN/ DEVELOP / CREATE tax saving plan.

223 FIN SE – IL - FIN - 07 Fundamentals of Life Insurance – Products and Underwriting

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO223FIN.1	REMEMBERING	RECALL all the concepts pertaining to Life Insurance covered in the course syllabus.
CO223FIN.2	UNDERSTANDING	Explain all the concepts pertaining to Life Insurance covered in the course syllabus.

CO223FIN.3	APPLYING	DESIGN the life insurance cover strategy for clients.
CO223FIN.4	ANALYZING	DETERMINE the key elements of the Life Insurance Products and Services.
CO223FIN.5	EVALUATING	APPLY the life insurance product knowledge to suit to the clients' needs.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

205 HR SC – HRM – 01 Competency Based Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205HR.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO205HR.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO205HR.3	APPLYING	PRACTICE competency mapping.
CO205HR.4	ANALYZING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HR.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HR.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

206 HR SC – HRM – 02 Employee Relations & Labour Legislation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206HR.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
CO206HR.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
CO206HR.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.

CO206HR.4	ANALYZING	OUTLINE the role of government, society and trade union in ER.
CO206HR.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO206HR.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

217 HRM SE – IL - HRM - 01 Labour Welfare

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO217HRM.1	REMEMBERING	ENUMERATE the key concepts of the subject matter.
CO217HRM.2	UNDERSTANDING	DESCRIBE the key aspects of the labour policy regulation in the country.
CO217HRM.3	APPLYING	IDENTIFY the applicability of various legislations to variety of real world organizations.
CO217HRM.4	ANALYSING	EXAMINE the traditional concept of labour welfare in the industry.
CO217HRM.5	EVALUATING	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
CO217HRM.6	CREATING	ELABORATE upon the perspective of labour problems and remedial measures in the country.

219 HRM SE – IL - HRM - 03 Learning and Development

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES

CO219HRM.1	REMEMBERING	DESCRIBE the key concepts associated with Learning & Development
CO219HRM.2	UNDERSTANDING	EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
CO219HRM.3	APPLYING	IDENTIFY training needs of various categories of employees in a variety of organizational contexts.
CO219HRM.4	ANALYSING	EXAMINE the impact of training on various organizational and HR aspects.
CO219HRM.5	EVALUATING	EVALUATE the training process of various categories of employees in a variety of organizational contexts.
CO219HRM.6	CREATING	DESIGN a training programme for various categories of employees in a variety of organizational contexts.

MBA II Semester III
GENERIC CORE (GE) COURSES

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	UNDERSTANDING	DESCRIBE th withi an acros strateg formulati appraisal. n d s y on,
CO301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.

CO301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

302: Decision Science

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO302.3	UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO302.4	APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO302.5	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability
CO302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

UNIVERSITY LEVEL (UL) COURSES

308 – Project Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308 .1	Remembering	DEFINE the key terms and concepts in project management.
CO 308 .2	Understanding	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
CO 308 .3	Applying	ILLUSTRATE the importance of PM in most industries and businesses
CO 308 .4	Analysing	EXAMINE the importance of Leadership specifically in heterogenous and virtual

| CO 308 .5 | Evaluating | teams as well as governance and approaches to conflict resolutions |
| | | DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management |

309 – Knowledge Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 309 .1	Remembering	DEFINE the key terms and concepts in Knowledge Management.
CO 309 .2	Understanding	DESCRIBE the Knowledge Management cycle
CO 309 .3	Applying	DISCUSS the types of Knowledge and its implications.
CO 309 .4	Analysing	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
CO 309 .5	Evaluating	EXPLAIN the human and business aspects of knowledge management.

310– Corporate Governance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO310.1	REMEMBERING	RECOGNIZE and REMEMBER the scope of Corporate Governance.
CO310.2	UNDERSTANDING	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
CO310.3	APPLYING	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
CO310.4	ANALYSING	Analyze the legal framework of Corporate Governance and formulate Internal control policies.
CO310.5	EVALUATING	Evaluate the legal framework and global

		perspective of Corporate Governance.
CO310.6	CREATING	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.

MARKETING MANAGEMENT SPECIALIZATION

304MKT: Services Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304 MKT.1	REMEMBERING	RECALL the key concepts in services marketing
CO304 MKT.2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
CO304 MKT.3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
CO304 MKT.4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
CO304 MKT.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
CO304 MKT.6	CREATING	DEVELOP marketing mix for various services offering

305MKT: Sales and Distribution Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305 MKT.1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
CO305 MKT.2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO305 MKT.3	APPLYING	APPLY the concepts related to sales and distribution management.

CO305 MKT.4	ANALYSING	ANALYZE the real life scenarios of sales and distribution management.
CO305 MKT.5	EVALUATING	EVALUATE the existing sales and distribution strategies and approaches.
CO305 MKT.6	CREATING	DEVELOP generate and evaluate sales and distribution strategies.

314 MKT: Digital Marketing II

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 314 MKT.1	REMEMBERING	DEFINE the key terms and concepts related with digital marketing
CO 314 MKT.2	UNDERSTANDING	EXPLAIN various tools of digital marketing.
CO 314 MKT.3	APPLYING	MAKE USE OF various tools of digital marketing.
CO 314 MKT.4	ANALYSING	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.
CO 314 MKT.5	EVALUATING	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
CO 314 MKT.6	CREATING	DEVELOP appropriate digital marketing campaign.

315 Marketing of Financial Services - II

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO315 MKT.1	REMEMBERING	RECALL the key concepts of the Indian Banking system.
CO315 MKT.2	UNDERSTANDING	EXPLAIN the fundamental changes in banking and financial markets as financial institutions.
CO315 MKT.3	APPLYING	DEMONSTRATE the skills and knowledge required to understand and Need based pitching of the financial Products to the targeted customers.

CO315 MKT.4	ANALYSING	OUTLINE the growth & service offerings of wealth management in global & Indian context.
CO315 MKT.5	EVALUATING	ASSESS the customer touch-points and customer-buying journey for financial services.
CO315 MKT.6	CREATING	CREATE the marketing strategy for financial products.

FINANCIAL MANAGEMENT SPECIALIZATION

304FIN: Advanced Financial Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 304.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
CO 304.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
CO 304 .3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO 304.4	ANALYSING	ANALYZE the options for making the right financial decisions of a firm
CO 304.5	EVALUATING	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
CO304.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

305FIN: International Finance

CO#	Cognitive Ability	Course Outcomes
CO305 FIN.1	REMEMBERING	Enumerate the key terms associated with International Finance.
CO305 FIN.2	UNDERSTANDING	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
CO305 FIN.3	APPLYING	Illustrate the role of international monitory

		systems & intermediaries in Global financial market.
CO305 FIN.4	ANALYZING	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.
CO305 FIN.5	EVALUATING	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
CO305 FIN.6	CREATING	Formulate the investment plan international finance environment. Or business plan by Adapting

318FIN: Digital Banking

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO318 FIN.1	REMEMBERING	Remember various concepts and products in Digital Banking
CO318 FIN.2	UNDERSTANDING	Explain and understand the significance and development of Digital Banking
CO318 FIN.3	APPLYING	Compare and contrast the Branchless Banking and Traditional Banking
CO318 FIN.4	ANALYSING	Analyze the payment system of digital banking from consumer's point of view
CO318 FIN.5	EVALUATING	Evaluate Role of digital banking and emerging technologies in economic development

321FIN: Insurance Laws and Regulations

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO321.1	REMEMBERING	RELATE to terminologies used in Insurance Law
CO321.2	UNDERSTANDING	EXPLAIN the role of insurance law in overall development of the country through risk management and insurance coverage.
CO321.3	APPLYING	IDENTIFY risk management plans ,

		strategies and techniques in Life and General Insurance.
CO321.4	ANALYSING	APPRAISE Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.
CO321.5	EVALUATING	ASSESS the insurance policies in the light of risk valuation.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

304HRM- Strategic Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304HRM.1	REMEMBERING	REMEMBER the strategies adopted byHR and their implementation issues and challenges faced by the organization in national and international context.
CO304HRM.2	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO304HRM.3	APPLYING AND ANALYZING	Ability to ANALYZE HR as an investment to the company.
CO304HRM.4	EVALUATING	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO304HRM.5	CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

305HRM : HR Operations

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO315 HRM.1	REMEMBERING	DESCRIBE structure of personnel department, its policies and maintenance of employee files & records

CO315 HRM.2	UNDERSTANDING	LEARN drafting of communications for disciplinary actions
CO315 HRM.3	APPLYING	DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc.
CO315 HRM.4	ANALYSING	EXPERIMEMT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
CO315 HRM.5	EVALUATING	CALCULATE computation of Workmen compensation, Bonus and Gratuity
CO315 HRM.6	CREATING	FILE returns under various labour laws and prepare salary structure

312HRMTalent Management

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.312HRM.1	REMEMBERING	DEFINE Talent Management and its significance
CO.312HRM.2	UNDERSTANDING	UNDERSTANDING performance excellence through Talent Management
CO.312HRM.3	APPLYING	APPLY Talent Management concepts in Human Resource Management
CO.312HRM.4	ANALYSING	ANALYSING Talent Management practices in employee development and career enhancement
CO.312HRM.5	EVALUATING	FORMULATE the Talent Management Strategies for any organisation.

316 HRM: Mentoring and Coaching

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316 HRM.1	REMEMBERING	ENUMERATE various concepts of Mentoring and Coaching.
CO316 HRM.2	UNDERSTANDING	UNDERSTAND techniques of Mentoring and Coaching
CO316 HRM.3	APPLYING	APPLY models of Mentoring and Coaching to real world scenarios

CO316 HRM.4	ANALYZING	ANALYSE issues in Mentoring and Coaching
CO316 HRM.5	EVALUATING & CREATING	DEVELOP skills needed to become Mentor, Coach

<div align="center"><strong style="color:red">BUSINESS ANALYTICS SPECIALIZATION</div>

305 BA - Machine Learning & Cognitive intelligence using Python

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305 BA.1	REMEMBERING	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence
CO305 BA.2	UNDERSTANDING	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
CO305 BA.3	APPLYING	DEVELOP a thought process to think like data scientist/business Analyst
CO305 BA.4	ANALYSING	ANALYSE data using supervised and unsupervised Learning Techniques
CO305 BA.5	EVALUATING	SELECT the right functions, arrays of Python for Machine Learning algorithms.
CO305 BA.6	CREATING	COMBINE various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domain and scenarios.

312 BA- Social Media, Web & Text Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312 BA.1	REMEMBERING	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics
CO312 BA.2	UNDERSTANDING	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios

CO312 BA.3	APPLYING	DEVELOP a thought process to harness the power of social media analytics to improve website or business
CO312 BA.4	ANALYSING	ANALYSE Social Media Analytics and Web Analytics Tools
CO312 BA.5	EVALUATING	SELECT the right metrics for Social Media Analytics and Web Analytics
CO312 BA.6	CREATING	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios

OPERATIONS & SUPPLY CHAIN MANAGEMENT

305 OSCM - Logistics Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305 OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to Logistics management.
CO305 OSCM.2	UNDERSTANDING	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes.
CO305 OSCM.3	APPLYING	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
CO305 OSCM.4	ANALYSING	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
CO305 OSCM.5	EVALUATING	OUTLINE a typical logistic framework and services. ILLUSTRATE the linkages with its dynamic storage system / Customer Issues, Logistic and Business Issues in a real world context.
CO305OSCM.6	CREATING	DISCUSS modern real world logistical systems using the various concepts in the syllabus.

312 OSCM- Manufacturing Resource Planning

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312 OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to MRP II.
CO312 OSCM.2	UNDERSTANDING	DESCRIBE the integrated planning structure and functions incorporated within MRP.
CO312 OSCM.3	APPLYING	ILLUSRATE the importance of MRP as a top-management planning tool
CO312 OSCM.4	ANALYSING	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
CO312 OSCM.5	EVALUATING	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.
CO312 OSCM.6	CREATING	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.

401 GC-14 ENTERPRISE PERFORMANCE MANAGEMENT

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	UNDERSTANDING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO401.4	APPLYING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	ANALYSING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

402 GC-15 INDIAN ETHOS & BUSINESS ETHICS

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
CO402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover

CO402.3	UNDERSTANDING	its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
CO402.3	UNDERSTANDING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO402.4	APPLYING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
CO402.5	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

407 Cyber Laws

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO407.1	REMEMBERING	DEFINE the key terms and concepts pertaining to cyber laws.
CO407.2	UNDERSTANDING	DESCRIBE the relevant legal provisions in detail.

CO407.3	APPLYING	DETERMINE the applicability of the legal provisions in a specific scenario.
CO407.4	ANALYZING	OUTLINE the course of action in case of violation of the legal provisions.
CO407.5	EVALUATING	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

408 Corporate Social Responsibility & Sustainability

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	REMEMBERING	Enumerate the different concepts, legislative provisions, environmental aspects, best practices, complexity, scope, reports, social framework etc. related to CSR, business ethics & sustainability development.
CO408.2	UNDERSTANDING	Compare different CSR theories, cases, dimensions of Sustainability and demonstrate a multi stake holder perspective in viewing CSR, Business ethics & Sustainability issues etc.
CO408.3	APPLYING	Apply the different models, theories, approaches, cases etc. for implementation & monitoring of CSR activities & Sustainability and its impact on corporate culture & society at large.
CO408.4	ANALYSING	Analyze the different reports, cases, various legal issues relating

CO408.5	EVALUATING	Evaluate the level of commitment of different organizations to CSR, Business ethics in attaining Sustainability development & show its competitive advantages.
		to CSR, different sustainability reports and various national and global initiatives related to CSR, Business ethics & Sustainability.
CO408.6	CREATING	Create & Implement a CSR policy in attaining Sustainability development and its impact on various stakeholders.

<div align="center">**MARKETING SPECIALIZATION**</div>

403 MKT Marketing 4.0

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403MKT.1	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0
CO403MKT.2	UNDERSTANDING	EXPLAIN the importance of 5A's in Marketing 4.0.
CO403MKT.3	APPLYING	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
CO403MKT.4	ANALYSING	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
CO403MKT.5	EVALUATING	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products &

CO403MKT.6	CREATING	DEVELOP strategies to create WOW! Moments with customer engagement

404 MKT Marketing Strategy

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404MKT.1	REMEMBERING	DISCOVER perspectives of market strategy.
CO404MKT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
CO404MKT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.
CO404MKT.4	ANALYSING	ANALYSE a company's current situation through applying internal and external analyses.
CO404MKT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
CO404MKT.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.

409 MKT Customer Relationship Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409MKT.1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to CRM.
CO409MKT.2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories

		associated with CRM.
CO409MKT.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
CO409MKT.4	ANALYZING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO409MKT.5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
CO409MKT.6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

FINANCE SPECIALIZATION

403 FIN Financial Laws

CO#	Cognitive Ability	Course Outcomes
CO403FIN .1	Remembering	Define and Describe the basic concepts related to Financial Laws
CO403FIN. 2	Understanding	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
CO403FIN. 3	Applying	Make use of contextual financial laws applicable to organisations.
CO403FIN. 4	Analyzing	Infer the application of financial laws to organisations
CO403FIN. 5	Evaluating	Appraise and perceive the benefits of applicable laws to the organisations.

404 FIN Current Trends & Cases in Finance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404 FIN.1	REMEMBERING	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO404 FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus

CO404 FIN.3	APPLYING	APPLY the various theories and models of financial management in the case.
CO404 FIN.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO404 FIN.5	EVALUATING	EVALUATE the financial impact of the alternative on the given case.
412 FIN Strategic Cost Management		
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412 FIN.1	REMEMBERING	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
CO412 FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
CO412FIN.3	APPLYING	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
CO412FIN.4	ANALYSING	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
CO412FIN.5	EVALUATING	FORMULATE new models and techniques for managing the cost strategically in any business organization.
HUMAN RESOURCE MANAGEMENT SPECIALIZATION		
403 HRM - Organizational Diagnosis & Development		
CO#	**COGNITIVE ABILITIES**	**COURSE OUTCOMES**

CO403 HRM.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
CO403 HRM.2	UNDERSTANDING	UNDERSTAND concept of OD and 'intervention'.
CO403 HRM.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
CO403 HRM.4	ANALYSING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
CO403 HRM.5	EVALUATING	IDENTIFY AND MAP an intervention to organisational need
CO403 HRM.6	CREATING	DESIGN the role of the consultant for an organisational issue

404 HRM Current Trends & Cases in Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404 HRM.1	REMEMBERING	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
CO404 HRM.2	UNDERSTANDING	SUMMARIZE the impact of Current HR trends on HR Functions
CO404 HRM.3	APPLYING	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
CO404 HRM.4	ANALYSING	EXAMINE the changing role of HR Priorities
CO40 4HRM.5	EVALUATING	ELABORATE upon the various types of current HR Trends
CO404 HRM.6	CREATING	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.

409 HRM Labour Legislation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409HRM.1	REMEMBERING	AWARENESS about foundation of labor legislation.
CO409HRM.2	UNDERSTANDING	UNDERSTAND the legislation related to various labor and social laws.
CO409HRM.3	APPLYING	APPLY formulas of specific laws and calculate.
CO409HRM.4	ANALYSING	STUDY labor legislation and effective implementation of them through case laws.
CO409HRM.5	EVALUATING	REVIEW AND UNDERSTAND different labor legislations and its amendments.

BUSINESS ANALYTICS SPECIALIZATION

403 BA Economics of Network Industries

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403 BA .1	REMEMBERING	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
CO403 BA .2	UNDERSTANDING	DESCRIBE the characteristics of the markets for network products.
CO403 BA .3	APPLYING	ILLUSRTRATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
CO403BA .4	ANALYSING	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
CO403BA .5	EVALUATING	EVALUATE the role of complementary products, compatibility and standards,

CO403BA .6	CREATING	DISCUSS the economics of Internet advertising, and the business model of zero pricing.

409 BA- E Commerce Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409 BA.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
CO409 BA.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO409 BA.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO409 BA.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
CO409 BA.5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO409 BA.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.

OPERATIONS & SUPPLY CHAIN MANAGEMENT

403 OSCM- E Supply Chains and Logistics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403 OSCM .1	REMEMBERING	DESCRIBE the structure of modern days Logistics.

CO403 OSCM .2	UNDERSTANDING	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO403 OSCM .3	APPLYING	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
CO403 OSCM .4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
CO403 OSCM .5	EVALUATING	EXPLAIN the key Operational Aspects of E Procurement.
CO403 OSCM .6	CREATING	DEVELOP a framework for e-logistics

409 OSCM- Enterprise Resource Planning

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409 OSCM.1	REMEMBERING	DESCRIBE the key concepts of ERP systems for manufacturing or service organizations.
CO409 OSCM.2	UNDERSTANDING	EXPLAIN the scope of common ERP Systems modules.
CO409 OSCM.3	APPLYING	DEVELOP basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
CO409 OSCM.4	ANALYSING	EXAMINE the challenges associated with implementing enterprise systems and their impacts on organizations.
CO409 OSCM.5	EVALUATING	JUSTIFY selection of an appropriate ERP transition strategy.
CO409 OSCM.6	CREATING	FORMULATE best selection and implementation strategy in a real setting.

COURSES FOR THE BATCH 2021-23

SEM - I	
SR NO	**COURSE CODE AND COURSE NAME**
SEM- II	
1	101 GC – 01 MANAGERIAL ACCOUNTING
2	102 GC – 02 ORGANIZATIONAL BEHAVIOUR
3	103 GC – 03 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS
4	104 GC – 04 BUSINESS RESEARCH METHODS
5	105 GC – 05 BASICS OF MARKETING
6	106 GC – 06 DIGITAL BUSINESS
7	107 GE - UL - 01 MANAGEMENT FUNDAMENTALS
8	109 GE - UL - 03 ENTREPRENEURSHIP DEVELOPMENT
9	111 GE - UL - 05 LEGAL ASPECTS OF BUSINESS
10	113 GE - IL - 01 VERBAL COMMUNICATION LAB
11	115 GE - IL - 03 SELLING & NEGOTIATION SKILLS LAB
12	116 GE - IL - 04 MS EXCEL
SEM- II	
13	201 GC – 07 MARKETING MANAGEMENT
14	202 GC – 08 FINANCIAL MANAGEMENT
15	203 GC – 09 HUMAN RESOURCES MANAGEMENT
16	204 GC – 10 OPERATIONS & SUPPLY CHAIN MANAGEMENT
17	207 GE - UL - 07 CONTEMPORARY FRAMEWORKS IN MANAGEMENT
18	208 GE - UL - 08 GEOPOLITICS & WORLD ECONOMIC SYSTEMS
19	209 GE - UL - 11 START UP AND NEW VENTURE MANAGEMENT
20	214 GE – IL - 08 INDUSTRY ANALYSIS AND DESK RESEARCH
MARKETING SPECIALISATION	
21	205 MKT SC – MKT- 01 MARKETING RESEARCH
22	206 MKT SC – MKT- 02 CONSUMER BEHAVIOUR
23	220 MKT SE – IL - MKT- 04 DIGITAL MARKETING-I
FINANCE SPECIALISATION	
24	205 FIN SC – FIN - 01 FINANCIAL MARKETS AND BANKING OPERATIONS
25	206 FIN SC – FIN - 02 PERSONAL FINANCIAL PLANNING
26	219 FIN SE – IL - FIN - 03 DIRECT TAXATION

	HUMAN RESOURCE MANAGEMENT SPECIALISATION
27	205 HR SC – HRM – 01 COMPETENCY BASED HUMAN RESOURCE MANAGEMENT
28	206 HR SC – HRM – 02 EMPLOYEE RELATIONS & LABOUR LEGISLATION
29	218 HRM SE – IL - HRM - 02 -LAB IN RECRUITMENT AND SELECTION
	BUSINESS ANALYTICS SPECIALISATION
30	205 SC BA- 01- BASIC BUSINESS ANALYTICS USING R
31	206 SC BA-02- DATA MINING
32	220 BA-SE-IL 02 -TABLEU
	SEM – III
33	301 GC-11 STRATEGIC MANAGEMENT
34	302 GC-12 DECISION SCIENCE
35	308 GE-UL-15 PROJECT MANAGEMENT
36	309 GE-UL-16 KNOWLEDGE MANAGEMENT
37	310 GE-UL-17 CORPORATE GOVERNANCE
	MARKETING SPECIALISATION
38	304 MKT SC-MKT-03 SERVICES MARKETING
39	305 MKT SC-MKT-04 SALES & DISTRIBUTION MANAGEMENT
40	312 MKT SE-IL-07- BUSINESS TO BUSINESS MARKETING
41	313 MKT SE-IL-10- INTERNATIONAL MARKETING
42	314 MKTDIGITAL MARKETING - II
	FINANCE SPECIALISATION
43	304 FIN SC-FIN-03 ADVANCED FINANCIAL MANAGEMENT
44	305 FIN SC-FIN-04 INTERNATIONAL FINANCE
45	315 FIN SE-IL-12- INDIRECT TAXATION
46	318 FIN DIGITAL BANKING
47	321 FIN INSURANCE LAWS & REGULATION
	HUMAN RESOURCE MANAGEMENT SPECIALISATION
48	304 HR SC-HRM-03 STRATEGIC HUMAN RESOURCE MANAGEMENT
49	305 HR SC-HRM-04 HR OPERATIONS
50	312 HRM SE-IL-HRM-07 TALENT MANAGEMENT
51	313 HR SE-IL-08-PSYCHOMETRIC TESTING AND ASSESSMENT
52	319 HR SE-IL-14-CHANGE MANAGEMENT & NEW TECHNOLOGIES IN HRM
	BUSINESS ANALYTICS SPECIALISATION
53	304 BA SC-03-ADVANCED STATISTICAL METHODS USING R

54	305 BA SC-BA-04 MACHINE LEARNING & COGNITIVE INTELLIGENCE
55	312 BA- SOCIAL MEDIA, WEB & TEXT ANALYTICS
56	316 BA-SE-IL-10 PREDICTIVE MODELLING USING SPSS MODELER
57	317 BA-SE-IL-11 E-COMMERCE ANALYTICS-I
	SEM – IV
58	401 GC-14 ENTERPRISE PERFORMANCE MANAGEMENT
59	402 GC-15 INDIAN ETHOS & BUSINESS ETHICS
60	407 GE-UL-21 CYBER LAWS
61	408 GE-UL-22 CORPORATE SOCIAL RESPOSIBILITY & SUSTAINABILITY
	MARKETING SPECIALISATION
62	403 MKT SC-MKT-05 MARKETING 4.0
63	404 MKT SC-MKT-06 MARKETING STRATEGY
64	409 MKT SE-IL-MKT-13 CUSTOMER RELATIONSHIP MANAGEMENT
65	412 MKT SE-IL-16- RETAIL MARKETING
	FINANCE SPECIALISATION
66	403 FIN SC-FIN-05 FINANCIAL LAWS
67	404 FIN SC-FIN-06 CURRENT TRENDS & CASES IN FINANCE
68	410 FIN SE-IL-22-BUSINESS VALUATION
69	412 FIN SE-IL-FIN-24 STRATEGIC COST MANAGEMENT
	HUMAN RESOURCE MANAGEMENT SPECIALISATION
70	403 HR SC-HRM-05 ORGANIZATIONAL DIAGNOSIS & DEVELOPMENT
71	404 HR SC-HRM-06 CURRENT TRENDS & CASES IN HUMANRESOURCE
72	409 HR SE – IL - HRM - 15 LABOUR LEGISLATION
73	414 HR SE-IL-20-LEADERSHIP AND SUCCESSION PLANNING
	BUSINESS ANALYTICS SPECIALISATION
74	403 BA SC-BA-05 ECONOMICS OF NETWORK INDUSTRIES
75	404 BA SC-06-ARTIFICIAL INTELLIGENCE IN BUSINESS APPLICATIONS
76	409 BA SE – IL - BA - 13 E COMMERCE ANALYTICS - II
77	412 BA SE-IL-16- SCALA AND SPARK

COURSE OUTCOMES-BATCH 2021-2023

Course Code & Course: 101 GC – 01 Managerial Accounting (MA)		
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.
CO1.1.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYZING	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
102 GC – 02 Organizational Behaviour (OB)		
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.
CO1.1.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.

CO102.4	ANALYZING	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.

103   GC – 03   Economic Analysis for Business Decisions (EABD)

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.
CO1.1.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYZING	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.

104 GC – 04   Business Research Methods (BRM)

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.
CO1.1.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	ANALYZING	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.

105 GC – 05   Basics of Marketing BOM)

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.
CO1.1.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios.
CO105.4	ANALYZING	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.).

106   GC – 06   Digital Business (DB)

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	ANALYZING	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.

107 GE - UL – 01-Management Fundamentals (MF)

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.

109   GE - UL - 03   Entrepreneurship Development (ED)

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	ANALYZING	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.

111   GE - UL - 05   Legal Aspects of Business (LAB)

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	ANALYZING	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

113   GE - IL - 01 Verbal Communication Lab (VCB)

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	ANALYZING	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.

115   GE - IL - 03 Selling & Negotiation Skills Lab (SNSL)

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	ANALYZING	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 / eservice and for a real-world selling situation.

116   GE - IL - 04 MS Excel (MS Ex)

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	ANALYZING	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.

201 GC – 07 Marketing Management

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.)
CO202.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real-world marketing offering (commodities, goods, services, e-products/ eservices.)
CO201.4	ANALYZING	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

CO201.6	CREATING	DESIGN a marketing plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)

(commodities, goods, services, e-products/ e-services.)

202 GC – 08 Financial Management

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	ANALYZING	ANALYZE the situation and • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
CO202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

203 GC – 09 Human Resources Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.

CO203.2	UNDERSTANDING	ENUMERATE the emerging trends and practices in HRM.
CO203.3	APPLYING	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.4	ANALYZING	DEMONSTRATE the use of different appraisal and training methods in an organization.
CO203.5	EVALUATING	OUTLINE the compensation strategies of an organization
CO203.6	CREATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

204 GC – 10 Operations & Supply Chain Management

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	ANALYZING	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

| CO204.6 | CREATING | ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized. |

207 GE - UL - 07 Contemporary Frameworks in Management

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	ANALYZING	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.

208 GE - UL - 08 Geopolitics & World Economic Systems

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	INDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYZING	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.

209 GE - UL - 11 Start Up and New Venture Management

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.

214 GE – IL - 08 Industry Analysis and Desk Research

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 SPECIALIZATION

205 MKT SC – MKT- 01 Marketing Research

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

CO205MKT.3	APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
CO205MKT.4	ANALYZING	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 SC – MKT- 02 Consumer Behaviour

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	ANALYZING	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)
CO206MKT.6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.

220 MKT SE – IL - MKT- 04 Digital Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO220MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO220MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
CO220MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
CO220MKT.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
CO220MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.

CO220MKT.6	CREATING	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.

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FINANCE SPECIALIZATION

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205 FIN SC – FIN - 01 Financial Markets and Banking Operations

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	ANALYZING	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 SC – FIN - 02 Personal Financial Planning

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	ANALYZING	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.

219 FIN SE – IL - FIN - 03 Direct Taxation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO219FIN.1	REMEMBERING	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
CO219FIN.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
CO219FIN.3	APPLYING	CALCULATE Gross Total Income and Income Tax Liability of an individual assesses
CO219FIN.4	ANALYZING	ANALYZE and DISCOVER intrinsic value of a security.
CO219FIN.5	EVALUATING	DESIGN/ DEVELOP / CREATE tax saving plan.

205 HR SC – HRM – 01 Competency Based Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO205HR.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
CO205HR.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO205HR.3	APPLYING	PRACTICE competency mapping.
CO205HR.4	ANALYZING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HR.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HR.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.

206 HR SC – HRM – 02 Employee Relations & Labour Legislation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO206HR.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
CO206HR.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.

CO206HR.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
CO206HR.4	ANALYZING	OUTLINE the role of government, society and trade union in ER.
CO206HR.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
CO206HR.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.

218 HRM SE – IL - HRM - 02 -Lab in Recruitment and Selection

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO218HRM.1	REMEMBERING	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection.
CO218HRM.2	UNDERSTANDING	COMPARE and CONTRAST various methods of Recruitment and Selection.
CO218HRM.3	APPLYING	DEVELOP Job Specifications and Job descriptions in a variety of context.
CO218HRM.4	ANALYSING	ANALYZE various Personality types.
CO218HRM.5	EVALUATING	EXPLAIN the profiling techniques used to test Personality, Aptitude, Competency.
CO218HRM.6	CREATING	COMPILE a list of questions for Recruitment and Selection interviews.

205 SC BA- 01- Basic Business Analytics using R

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 SC BA-02- Data Mining

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.

220 BA-SE-IL 02 -Tableu

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO221BA.1	REMEMBERING	DEFINE Tableau terminology and SHOW how to Connect to your data, Edit and save a data source.
CO221BA.2	UNDERSTANDING	ILLUSTRATE the use of the Tableau interface to effectively create powerful visualizations and charts.
CO221BA.3	APPLYING	MAKE USE OF statistical techniques to analyze your data, parameters and input controls to give users control over certain values.
CO221BA.4	ANALYSING	INTEGRATE data sources using data blending and Combine data from

		multiple tables in the same data source using joins.
CO221BA.5	EVALUATING	CREATE basic calculations including basic arithmetic calculations, custom aggregations and ratios, date math, and quick table calculations.
CO221BA.6	CREATING	BUILD spatial visualizations of non-geographic data by using advanced geographic mapping techniques and custom images and geocoding.

301 GC-11 Strategic Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	UNDERSTANDING	DESCRIBE the trade-offs implementation, apprais Within and across strategy formulation,
CO301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

302 GC-12 Decision Science

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO302.3	UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO302.4	APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO302.5	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability

CO302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

308 GE-UL-15 Project Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308 .1	REMEMBERING	DEFINE the key terms and concepts in project management.
CO 308 .2	UNDERSTANDING	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
CO 308 .3	APPLYING	ILLUSTRATE the importance of PM in most industries and businesses
CO 308 .4	ANALYSING	EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions
CO 308 .5	EVALUATING	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management

309 GE-UL-16 Knowledge management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO309 .1	REMEMBERING	DEFINE the key terms and concepts in Knowledge Management.
CO309 .2	UNDERSTANDING	DESCRIBE the Knowledge Management cycle
CO309 .3	APPLYING	DISCUSS the types of Knowledge and its implications.
CO309 .4	ANALYSING	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
CO309 .5	EVALUATING	EXPLAIN the human and business aspects of knowledge management.

310 GE-UL-17 Corporate Governance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO310.1	REMEMBERING	RECOGNIZE and REMEMBER the scope of Corporate Governance.
CO310.2	UNDERSTANDING	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
CO310.3	APPLYING	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
CO310.4	ANALYSING	Analyze the legal framework of Corporate Governance and formulate Internal control policies.
CO310.5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	CREATING	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.

304 MKT SC-MKT-03 Services Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304MKT.1	REMEMBERING	RECALL the key concepts in services marketing
CO304MKT.2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
CO304MKT.3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
CO304MKT.4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
CO304MKT.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
CO304MKT.6	CREATING	DEVELOP marketing mix for various services offering

305 MKT SC-MKT-04 Sales & Distribution Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305MKT.1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
CO305MKT.2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO305MKT.3	APPLYING	APPLY the concepts related to sales and distribution management.
CO305MKT.4	ANALYSING	ANALYZE the real life scenarios of sales and distribution management.
CO305MKT.5	EVALUATING	EVALUATE the existing sales and

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
		distribution strategies and approaches.
CO305MKT.6	CREATING	DEVELOP generate and evaluate sales and distribution strategies.

312 MKT SE-IL-07- Business to Business Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312MKT.1	REMEMBERING	DEFINE the terms and concepts related to Business to Business marketing
CO312MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in business to business marketing
CO312MKT.3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
CO312MKT.4	ANALYSING	FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing
CO312MKT.5	EVALUATING	DESIGN marketing mix elements considering business-to-business sales and service situations.
CO312MKT.6	CREATING	DEVELOP marketing plan for business-to-business Marketing situations.

313 MKT SE-IL-10- International Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO313 MKT.1	REMEMBERING	ENUMERATE various terms and key concepts associated with international marketing.
CO313 MKT.2	UNDERSTANDING	EXPLAIN various key concepts used in all aspects of international marketing.
CO313 MKT.3	APPLYING	APPLY all stages in international marketing management process.
CO313 MKT.4	ANALYSING	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.

CO313 MKT.5	EVALUATING	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
CO313 MKT.6	CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.

314 MKT Digital Marketing - II

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 314 MKT.1	REMEMBERING	DEFINE the key terms and concepts related with digital marketing
CO 314 MKT.2	UNDERSTANDING	EXPLAIN various tools of digital marketing.
CO 314 MKT.3	APPLYING	MAKE USE OF various tools of digital marketing.
CO 314 MKT.4	ANALYSING	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.
CO 314 MKT.5	EVALUATING	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
CO 314 MKT.6	CREATING	DEVELOP appropriate digital marketing campaign.

304 FIN SC-FIN-03 Advanced Financial Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
CO304.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
CO304 .3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO304.4	ANALYSING	ANALYZE the options for making the right financial decisions of a firm
CO304.5	EVALUATING	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
CO304.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

305 FIN SC-FIN-04 International Finance

CO#	Cognitive Ability	Course Outcomes
CO305FIN.1	REMEMBERING	Enumerate the key terms associated with International Finance.
CO305FIN.2	UNDERSTANDING	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
CO305FIN.3	APPLYING	Illustrate the role of international monitory systems & intermediaries in Global financial market.
CO305FIN.4	ANALYZING	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.

CO305FIN.5	EVALUATING	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
CO305FIN.6	CREATING	Formulate the investment plan international finance environment. Or business plan by adapting

315 FIN SE-IL-12- Indirect Taxation

CO#	COGNITIVE ABILITY	COURSE OUTCOMES
CO315FIN.1	REMEMBERING	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.
CO315FIN.2	UNDERSTANDING	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
CO315FIN.3	APPLYING	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
CO315FIN.4	ANALYSING	Illustrate the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept.
CO315FIN.5	EVALUATING	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services.

CO315FIN.6	CREATING	Elaborate all Provisions of GST and can correlate with filing of returns; virtuale filling can be done Estimate the GST, TDS, anticipate goods, services, tax payable person for the business.

318 FIN SE – IL - FIN – 15 Digital Banking

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO318FIN.1	REMEMBERING	Remember various concepts and products in Digital Banking
CO318FIN.2	UNDERSTANDING	Explain and understand the significance and development of Digital Banking
CO318FIN.3	APPLYING	Compare and contrast the Branchless Banking and Traditional Banking
CO318FIN.4	ANALYSING	Analyze the payment system of digital banking from consumer's point of view
CO318FIN.5	EVALUATING	Evaluate Role of digital banking and emerging technologies in economic development

321FIN SE – IL - FIN – 18Insurance Laws & Regulations

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO321.1	REMEMBERING	RELATE to terminologies used in Insurance Law
CO321.2	UNDERSTANDING	EXPLAIN the role of insurance law in overall development of the country through risk management and insurance coverage.
CO321.3	APPLYING	IDENTIFY risk management plans , strategies and techniques in Life and General Insurance.
CO321.4	ANALYSING	APPRAISE Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.

CO321.5	EVALUATING	ASSESS the insurance policies in the light of risk valuation.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

304HRM- Strategic Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304HRM.1	REMEMBERING	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO304HRM.2	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO304HRM.3	APPLYING AND ANALYZING	Ability to ANALYZE HR as an investment to the company.
CO304HRM.4	EVALUATING	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO304HRM.5	CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

305 HR SC-HRM-04 HR Operations

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO305HRM.1	REMEMBERING	DESCRIBE structure of personnel department, its policies and maintenance of employee files & records
CO305HRM.2	UNDERSTANDING	LEARN drafting of communications for disciplinary actions

CO305HRM.3	APPLYING	DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc.
CO305 HRM.4	ANALYSING	EXPERIMEMT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
CO305HRM.5	EVALUATING	CALCULATE computation of Workmen compensation, Bonus and Gratuity
CO305HRM.6	CREATING	FILE returns under various labour laws and prepare salary structure

312 HRM SE-IL-HRM-07 Talent Management

CO#	COGNITIVE ABILITIES	COURSE OBJECTIVES (CO'S)
CO.312HRM.1	REMEMBERING	DEFINE Talent Management and its significance
CO.312HRM.2	UNDERSTANDING	UNDERSTANDING performance excellence through Talent Management
CO.312HRM.3	APPLYING	APPLY Talent Management concepts in Human Resource Management
CO.312HRM.4	ANALYSING	ANALYSING Talent Management practices in employee development and career enhancement
CO.312HRM.5	EVALUATING	FORMULATE the Talent Management Strategies for any organisation.

313 HR SE-IL-08-Psychometric Testing and Assessment

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO313HRM.1	REMEMBERING	KNOW various tools of psychometry designed to measure traits of individuals
CO313HRM.2	UNDERSTANDING	UNDERSTAND & Conduct the group simulated exercises for organizational purpose
CO313HRM.3	APPLYING	IDENTIFY AND ADMINISTER psychometric tools to respondents
CO313HRM.4	ANALYSING	INTERPRET results and counsel the

| CO313HRM.5 | CREATING | CREATE Psychometric Tests for the specific traits as required by the organization |

319 HR SE-IL-14-Change Management & New Technologies in HRM

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO319 HRM .1	REMEMBERING	DEFINE Change Management and its significance
CO319 HRM .2	UNDERSTANDING	UNDERSTANDING change management model and practices
CO319 HRM .3	APPLYING	APPLY Change Management in context to digital transformation
CO319 HRM .4	ANALYSING & EVALUATING	EXAMINE and DETERMINE various concepts in human resource information system
CO319 HRM .5	CREATING	IMPLEMENT change management in the organization.

BUSINESS ANALYTICS SPECIALIZATION

304 BA SC-03-Advanced Statistical Methods using R

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO304BA .1	REMEMBERING	RECALL all basic statistical concepts and associated values, formulae.
CO304BA .2	UNDERSTANDING	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios
CO304BA .3	APPLYING	APPLY time series analysis in prediction of various trends.
CO304BA .4	ANALYSING	DISCRIMINATE between various types of probability and probability distributions.
CO304BA .5	EVALUATING	FORMULATE and TEST hypothesis using tools of R.

305 BA SC – BA – 04 Machine Learning & Cognitive intelligence using Python

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO305BA.1	REMEMBERING	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence
CO305BA.2	UNDERSTANDING	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
CO305BA.3	APPLYING	DEVELOP a thought process to think like data scientist/business Analyst
CO305BA.4	ANALYSING	ANALYSE data using supervised and unsupervised Learning Techniques
CO305BA.5	EVALUATING	SELECT the right functions, arrays of Python for Machine Learning algorithms.
CO305BA.6	CREATING	COMBINE various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domain and scenarios.

312 BA   SE – IL - BA – 06 social media, Web & Text Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO312BA.1	REMEMBERING	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics
CO312BA.2	UNDERSTANDING	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
CO312BA.3	APPLYING	DEVELOP a thought process to harness the power of social media analytics to improve website or business
CO312BA.4	ANALYSING	ANALYSE Social Media Analytics and Web Analytics Tools
CO312BA.5	EVALUATING	SELECT the right metrics for Social Media Analytics and Web Analytics
CO312BA.6	CREATING	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios

316 BA-SE-IL-10 Predictive Modelling using SPSS Modeler

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO316BA.1	REMEMBERING	DESCRIBE what Predictive Modeling is all about and know why you would want to use it
CO316BA.2	UNDERSTANDING	EXPLAIN the CRISP-DM methodology and the IBM SPSS Modeler Workbench
CO316BA.3	APPLYING	Explore, Prepare, Model and Evaluate your data using IBM SPSS Modeler
CO316BA.4	ANALYSING	ILLUSTRATE how to use modeling skills to make decisions.
CO316BA.5	EVALUATING	FORMULATE models based on trained data, test the model with historical data, and use qualifying models on live data or other historical untested data.
CO316BA.6	CREATING	SOLVE real world problems using predictive modeling techniques on a real- world data set

317 BA-SE-IL-11 E-commerce Analytics - I

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO317BA.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
CO317BA.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO317BA.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO317BA.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
CO317BA.5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline

		transactions, optimize product mix, and accurately attribute sales.
CO317BA.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.

MBA II SEMESTER IV

401 GC-14 Enterprise Performance Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	UNDERSTANDING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO401.4	APPLYING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
CO401.5	ANALYSING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

402 GC-15 Indian Ethos & Business Ethics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
CO402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.

CO402.3	UNDERSTANDING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO402.4	APPLYING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
CO402.5	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

407 GE-UL-21 Cyber Laws

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO407.1	REMEMBERING	DEFINE the key terms and concepts pertaining to cyber laws.
CO407.2	UNDERSTANDING	DESCRIBE the relevant legal provisions in detail.
CO407.3	APPLYING	DETERMINE the applicability of the legal provisions in a specific scenario.
CO407.4	ANALYZING	OUTLINE the course of action in case of violation of the legal provisions.
CO407.5	EVALUATING	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

408 GE-UL-22 Corporate Social Responsibility & Sustainability

CO#	COGNITIVE	COURSE OUTCOMES

	ABILITIES	
CO408.1	REMEMBERING	Enumerate the different concepts, legislative provisions, environmental aspects, best practices, complexity, scope, reports, social framework etc. related to CSR, business ethics & sustainability development.
CO408.2	UNDERSTANDING	Compare different CSR theories, cases, dimensions of Sustainability and demonstrate a multi stake holder perspective in viewing CSR, Business ethics & Sustainability issues etc.
CO408.3	APPLYING	Apply the different models, theories, approaches, cases etc. for implementation & monitoring of CSR activities & Sustainability and its impact on corporate culture & society at large.
CO408.4	ANALYSING	Analyze the different reports, cases, various legal issues relating to CSR, different sustainability reports and various national and global initiatives related to CSR, Business ethics & Sustainability.
CO408.5	EVALUATING	Evaluate the level of commitment of different organizations to CSR, Business ethics in attaining Sustainability development & show its competitive advantages.
CO408.6	CREATING	Create & Implement a CSR policy in attaining Sustainability development and its impact on various stakeholders.

403 MKT SC-MKT-05 Marketing 4.0

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403MKT.1	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0
CO403MKT.2	UNDERSTANDING	EXPLAIN the importance of 5A's in Marketing 4.0.
CO403MKT.3	APPLYING	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
CO403MKT.4	ANALYSING	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
CO403MKT.5	EVALUATING	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
CO403MKT.6	CREATING	DEVELOP strategies to create WOW! Moments with customer engagement

404 MKT SC-MKT-06 Marketing Strategy

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404MKT.1	REMEMBERING	DISCOVER perspectives of market strategy.
CO404MKT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
CO404MKT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.

CO404MKT.4	ANALYSING	ANALYSE a company's current situation through applying internal and external analyses.
CO404MKT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
CO404MKT.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.

409 MKT SE-IL-MKT-13 Customer Relationship Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409MKT.1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to CRM.
CO409MKT.2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM.
CO409MKT.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
CO409MKT.4	ANALYZING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO409MKT.5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
CO409 MKT.6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

412 MKT SE-IL-16- Retail Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412MKT.1	REMEMBERING	DEFINE various concepts associated with retail marketing
CO412MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in Retail Marketing
CO412MKT.3	APPLYING	ILLUSTRATE value creation & competitive advantage in Retail Marketing.

CO412MKT.4	ANALYSING	ANALYSE the contemporary issues affecting Retail marketing decisions
CO412MKT.5	EVALUATING	EVALUATE the effectiveness of Retail marketing mix used by different Retail formats
CO412MKT.6	CREATING	FORMULATE effective retail marketing strategy

FINANCE SPECIALIZATION

403 FIN SC-FIN-05 Financial Laws

CO#	COGNITIVE ABILITY	COURSE OUTCOMES
CO403FIN .1	REMEMBERING	Define and Describe the basic concepts related to Financial Laws
CO403FIN. 2	UNDERSTANDING	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
CO403FIN. 3	APPLYING	Make use of contextual financial laws applicable to organisations.
CO403FIN. 4	ANALYZING	Infer the application of financial laws to organisations
CO403FIN. 5	EVALUATING	Appraise and perceive the benefits of applicable laws to the organisations.

404 FIN SC-FIN-06 Current Trends & Cases in Finance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404FIN.1	REMEMBERING	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO404FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
CO404FIN.3	APPLYING	APPLY the various theories and models of financial management in the case.
CO404FIN.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO404FIN.5	EVALUATING	EVALUATE the financial impact of the alternative on the given case.

410 FIN SE-IL-22-Business Valuation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410FIN.1	REMEMBERING	RECALL concepts of value and valuation
CO410FIN.2	UNDERSTANDING	EXPLAIN valuation process of business firms
CO410FIN.3	APPLYING	CALCULATE business value using different techniques
CO410FIN.4	ANALYSING	EXAMINE special factors to be considered in business valuation
CO410FIN.5	EVALUATING	ASSESS the value of the firm in the light of business environment and regulatory aspects

412 FIN SE-IL-FIN-24 Strategic Cost Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412FIN.1	REMEMBERING	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
CO412FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
CO412FIN.3	APPLYING	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
CO412FIN.4	ANALYSING	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
CO412FIN.5	EVALUATING	FORMULATE new models and techniques for managing the cost strategically in any business organization.

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

403 HR SC-HRM-05 Organizational Diagnosis & Development

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403HRM.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
CO403HRM.2	UNDERSTANDING	UNDERSTAND concept of OD and 'intervention'.
CO403HRM.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
CO403HRM.4	ANALYSING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
CO403HRM.5	EVALUATING	IDENTIFY AND MAP an intervention to organisational need
CO403HRM.6	CREATING	DESIGN the role of the consultant for an organisational issue

404 HR SC-HRM-06 Current Trends & Cases in Human resource

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404HRM.1	REMEMBERING	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
CO404HRM.2	UNDERSTANDING	SUMMARIZE the impact of Current HR trends on HR Functions
CO404HRM.3	APPLYING	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
CO404HRM.4	ANALYSING	EXAMINE the changing role of HR Priorities
CO404HRM.5	EVALUATING	ELABORATE upon the various types of

		current HR Trends
CO404HRM.6	CREATING	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.

409 HR SE – IL - HRM - 15 Labour Legislation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409HRM.1	REMEMBERING	AWARENESS about foundation of labor legislation.
CO409HRM.2	UNDERSTANDING	UNDERSTAND the legislation related to various labor and social laws.
CO409HRM.3	APPLYING	APPLY formulas of specific laws and calculate.
CO409HRM.4	ANALYSING	STUDY labor legislation and effective implementation of them through case laws.
CO409HRM.5	EVALUATING	REVIEW AND UNDERSTAND different labor legislations and its amendments.

414 HR SE-IL-20-Leadership and Succession Planning

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES (CO'S)
CO.414HRM.1	REMEMBERING	IDENTIFY the basic concepts of leadership and succession planning.
CO.414HRM.2	UNDERSTANDING	UNDERSTANDING the modern theories and styles of leadership.
CO.414HRM.3	APPLYING	IMPLEMENTING the appropriate succession plan through leadership development
CO.414HRM.4	ANALYSING & EVALUATING	ANALYSING and EVALUATING the existing human capital.
CO.414HRM.5	CREATING	BUILDING appropriate Succession Plan required in an organization.

403 BA SC-BA-05 Economics of Network Industries

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO403BA .1	REMEMBERING	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
CO403BA .2	UNDERSTANDING	DESCRIBE the characteristics of the markets for network products.
CO403BA .3	APPLYING	ILLUSRTRATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
CO403BA .4	ANALYSING	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
CO403BA .5	EVALUATING	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
CO403BA .6	CREATING	DISCUSS the economics of Internet advertising, and the business model of zero pricing.

404 BA SC-06-Artificial Intelligence in Business Applications

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO404BA .1	REMEMBERING	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
CO404BA .2	UNDERSTANDING	UNDERSTAND AI's fundamental concepts and methods.
CO404BA .3	APPLYING	APPLY various machine learning algorithms

CO404BA .4	ANALYSING	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
CO404BA .5	EVALUATING	SELECT logical and functional process to develop the model
CO404BA .6	CREATING	CREATE SOLUTIONS for various business problems using AI techniques.

409 BA SE – IL - BA - 13 E Commerce Analytics - II

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO409BA.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
CO409BA.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO409BA.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO409BA.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
CO409BA.5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO409BA.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.

412 BA SE-IL-16- Scala and Spark

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO412BA.1	REMEMBERING	DESCRIBE the ecosystem associated with

		SCALA and SPARK.
CO412BA.2	UNDERSTANDING	ILLUSTRATE the use of SPARK and SCALA.
CO412BA.3	APPLYING	USE the core RDD and DataFrame APIs to perform analytics on datasets with Scala.
CO412BA.4	ANALYSING	EXAMINE how and when it differs from familiar programming models
CO412BA.5	EVALUATING	READ data from persistent storage and load it into Apache Spark.
CO412BA.6	CREATING	MANIPULATE data with Spark and Scala

BHAGWANTI HEMANDAS NANWANI

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Director