

Pimpri Chinchwad Education Trust's  
S. B. Patil Institute of Management

**MBA Programme : Course Outcomes (Revised Pattern 2019)**

**A.Y.: 2023-24**

**2.6.1 Course Outcomes (CO's)**

**Semester-I**

Course Code	Course Name	Course Outcome	
101	Managerial Accounting	CO101.1	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
		CO101.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
		CO101.3	PERFORM all the necessary calculations through the relevant numerical problems.
		CO101.4	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
		CO101.5	EVALUATE the financial impact of the decision.
		CO101.6	CREATE the Financial Statement of Sole Proprietor, Cost Sheet and Budgets
102	Organizational Behaviour	CO102.1	Describe complexities of individual and group behavior in the organizations.
		CO102.2	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
		CO102.3	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
		CO102.4	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
		CO102.5	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
		CO102.6	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.
103	Economic Analysis for Business Decisions	CO103.1	DEFINE the key terms.
		CO103.2	EXPLAIN the key concepts in economics, from a managerial perspective.
		CO103.3	IDENTIFY the various issues in an economics context and HIGHLIGHT their significance from the perspective of business decision making.
		CO103.4	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	EVALUATE critical thinking based on principles of micro-economics for informed business decision making.
		CO103.6	ELABORATE 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	Business Research Methods	CO104.1	DEFINE various concepts & terms associated with scientific business research.
		CO104.2	EXPLAIN the terms and concepts used in all aspects of scientific business research.
		CO104.3	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
		CO104.4	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	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	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

Course Code	Course Name	Course Outcome	
105	Basics of Marketing	CO105.1	REPRODUCE the key marketing concepts, components and principles of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
		CO105.2	INTERPRET the basic concepts, principles and frameworks of marketing in the context of diverse business situations for explaining the relevant issues with regard to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
		CO105.3	APPLY the contemporary marketing theories, frameworks and tools to inform problem solving with respect to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
		CO105.4	EXAMINE the critical marketing issues for drawing inferences about the underlying causes and relationships concerning marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
		CO105.5	EVALUATE the alternative courses of actions to make judgments with regard to the solution for problems involving marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
		CO105.6	GENERATE alternative approaches to the emerging business challenges in the context of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
106	Digital Business	CO106.1	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
		CO106.2	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
		CO106.3	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
		CO106.4	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
		CO106.5	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
		CO106.6	DISCUSS the various applications of Digital Business in the present day world.
107	Management Fundamentals	CO107.1	ENUMERATE various managerial competencies and approaches to management.
		CO107.2	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
		CO107.3	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
		CO107.4	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.
		CO107.5	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
		CO107.6	FORMULATE and DISCUSS a basic controlling model in a real life business, start- up and not-for-profit organizational context.
108	Indian Economy	CO108.1	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
		CO108.2	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
		CO108.3	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
		CO108.4	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
		CO108.5	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.

Course Code	Course Name	Course Outcome	
		CO108.6	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.
109	Entrepreneurship Development	CO109.1	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
		CO109.2	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
		CO109.3	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
		CO109.4	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
		CO109.5	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
		CO109.6	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.
113	Verbal Communication Lab	CO113.1	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
		CO113.2	EXPRESS themselves effectively in routine and special real world business interactions.
		CO113.3	DEMONSTRATE appropriate use of body language.
		CO113.4	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
		CO113.5	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
		CO113.6	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.
114	Enterprise Analysis - Desk Research	CO114.1	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
		CO114.2	SUMMARIZE the regional, national and global footprint of a real world business organization.
		CO114.3	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.
		CO114.4	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
		CO114.5	COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.
		CO114.6	IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).
115	Selling & Negotiations Skills Lab	CO115.1	DESCRIBE the various selling situations and selling types.
		CO115.2	OUTLINE the pre-sales work to be carried out by a professional salesperson.
		CO115.3	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
		CO115.4	FORMULATE a sales script for a real world sales call for a product/ service / e- product / e-service.
		CO115.5	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
		CO115.6	DEVELOP a sales proposal for a real world product/ service / e-product / e-service and for a real world selling situation.

**Semester-II ( GC+UL+IL)**

Course Code	Course Name	Course Outcome
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Course Code	Course Name	Course Outcome	
201	Marketing Management	CO201.1	DESCRIBE the key terms associated with the 4 Ps of marketing for a real world marketing offering.
		CO201.2	DEMONSTRATE the relevance of marketing mix concepts and frameworks for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CO201.3	APPLY marketing Mix decisions for a real world marketing offering (commodities, goods, services, e-products/ e- Services.)
		CO201.4	EXAMINE marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real world marketing offering (commodities, goods, services, e-products/ e-services
		CO201.5	EXPLAIN the interrelationships between various elements of Marketing mix in the context of real world marketing offering (commodities, goods, services, e-products/ e-services
		CO201.6	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
202	Financial Management	CO202.1	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
		CO202.2	EXPLAIN in detail all theoretical concepts throughout the syllabus
		CO202.3	PERFORM all the required calculations through relevant numerical problems.
		CO202.4	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	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
		CO202.6	CREATE Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry – wise), Comparative Proposals using Capital Budgeting Techniques
203	Human Resource Management	CO203.1	DESCRIBE the role of Human Resource Function in an Organization.
		CO203.2	DISCUSS the emerging trends and practices in HRM.
		CO203.3	ILLUSTRATE the different methods of HR Acquisition and retention.
		CO203.4	IDENTIFY the use of different appraisal and training methods in an organization.
		CO203.5	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.
		CO203.6	DESIGN the HR manual and compensation policy of the organization.
204	Operations & Supply Chain Management	CO204.1	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
		CO204.2	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
		CO204.3	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
		CO204.4	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
		CO204.5	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	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

### Semester-II ( Marketing Specialisation)

205 MKT	Marketing Research	CO205.1	DESCRIBE the key concepts involved in the Marketing Research.
		CO205.2	EXPLAIN various research designs, data sources, data collection methods, instruments, sampling methods and analytical tools used in Marketing Research.
		CO205.3	APPLY the concepts of marketing research in solving real-life marketing problems.
		CO205.4	ANALYSE data and draw appropriate Inferences to address real-life marketing issues.

Course Code	Course Name	Course Outcome	
		CO205.5	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
		CO205.6	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.
206 MKT	Consumer Behavior	CO206.1	RECALL the factors influencing Consumer's purchase decision making process.
		CO206.2	OUTLINE consumer and organizational buyer behavior process.
		CO206.3	APPLY consumer behavior concepts to real world strategic marketing management decision making.
		CO206.4	ANALYZE the consumer decision making process and the role of different determinants that affect the buying decision process.
		CO206.5	EXPLAIN the new trends influencing buyer behavior and its effect on new age Indian Consumer.
		CO206.6	DISCUSS the consumer and organizational buying behavior process for a variety of products (goods/services).
217 MKT	Integrated Marketing Communications	CO217.1	Describe the key concepts & components of IMC
		CO217.2	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
		CO217.3	Apply the integrated marketing communications tools in contemporary real world scenarios.
		CO217.4	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
		CO217.5	Evaluate the IMC mix, advertising – sales promotion & PR strategies with real world examples of products / services / eproducts / e-services
		CO217.6	Develop an integrated creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
218 MKT	Product & Brand Management	CO218MKT.1	DEFINE the key concepts and DESCRIBE the elements of a product strategy.
		CO218MKT.2	EXPLAIN the process and methods of brand management, including how to establish brand identity and build brand equity.
		CO218MKT.3	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
		CO218MKT.4	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
		CO218MKT.5	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
		CO218MKT.6	COLLECT brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.

### Semester-II ( Finance Specialisation)

205 FIN	Financial Markets and Banking Operations	CO205FIN.1	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
		CO205FIN.2	UNDERSTAND the concepts of financial markets, their working and importance.
		CO205FIN.3	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
		CO205FIN.4	ANALYZE the linkages in the Financial Markets.
		CO205FIN.5	EXPLAIN the various banking and accounting transactions.

Course Code	Course Name	Course Outcome	
		CO205FIN.6	DEVELOP necessary competencies expected of a finance professional.
206 FIN	Personal Financial Planning	CO206FIN.1	UNDERSTAND the need and aspects of personal financial planning
		CO206FIN.2	Describe the investment options available to an individual
		CO206FIN.3	IDENTIFY types of risk and means of managing it
		CO206FIN.4	DETERMINE the ways of personal tax planning
		CO206FIN.5	EXPLAIN retirement and estate planning for an individual and design a financial plan.
		CO206FIN.6	CREATE a financial plan for a variety of individuals.
217 FIN	Securities Analysis & Portfolio Management	CO217FIN.1	REMEMBER various concepts taught in the syllabus.
		CO217FIN.2	EXPLAIN various theories of Investment Analysis and Portfolio Management.
		CO217FIN.3	CALCULATE risk and return on investment using various concepts covered in the syllabus.
		CO217FIN.4	ANALYZE and DISCOVER intrinsic value of a security.
		CO217FIN.5	DESIGN/ CREATE optimal portfolio.
219 FIN	Direct Taxation	CO219FIN.1	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
		CO219FIN.2	EXPLAIN how tax planning can be done.
		CO219FIN.3	ILLUSTRATE how online filling of various forms and returns can be done.
		CO219FIN.4	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee.
		CO219FIN.5	ANALYZE and DISCOVER intrinsic value of a security.
		CO219FIN.6	DESIGN/ DEVELOP / CREATE tax saving plan.

### Semester-II (HR Specialisation)

205 HRM	Competency Based Human Resource Management System	CO205HRM.1	DEFINE the key terms related to performance management and competency development.
		CO205HRM.2	EXPLAIN various models of competency development.
		CO205HRM.3	PRACTICE competency mapping.
		CO205HRM.4	ANALYZE competencies required for present and potential future job roles at various levels and across variety of organizations.
		CO205HRM.5	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
		CO205HRM.6	DEVELOP a customized competency model in accordance with the corporate requirements.
206 HRM	Employee Relations and Labour Legislations	CO206HRM.1	SHOW awareness of important and critical issues in Employee Relations
		CO206HRM.2	INTERPRET and relate legislations governing employee relations.
		CO206HRM.3	DEMONSTRATE an understanding of legislations relating to working environment.
		CO206HRM.4	OUTLINE the role of government, society and trade union in ER.
		CO206HRM.5	EXPLAIN aspects of collective bargaining and grievance handling.
		CO206HRM.6	DISCUSS the relevant provisions of various Labour Legislations.
219 HRM	Learning and Development	CO219HRM.1	DESCRIBE the key concepts associated with Learning & Development
		CO219HRM.2	EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
		CO219HRM.3	IDENTIFY training needs of various categories of employees in a variety of organizational contexts.
		CO219HRM.4	EXAMINE the impact of training on various organizational and HR aspects.
		CO219HRM.5	EVALUATE the training process of various categories of employees in a variety of organizational contexts.
		CO219HRM.6	DESIGN a training programme for various categories of employees in a variety of organizational contexts.
		CO221HRM.1	ENUMERATE the key concepts related to the subject matter.

Course Code	Course Name	Course Outcome	
221 HRM	HR Analytics	CO221HRM.2	DEMONSTRATE experimentation and innovation.
		CO221HRM.3	USE thinking & decision making ability beyond the existing capabilities and present environment.
		CO221HRM.4	ANALYSE the behavioral Patterns of an individual & Map the competency- the audit Perspective.
		CO221HRM.5	EXPLAIN the innovative and formulate strategies which enhance innovative skills and Promote Innovation.
		CO221HRM.6	FORMULATE the linkage between HR Analytics and Business Analytics.

### Semester-II (OSCM Specialisation)

205 OSCM	Service Operations Management – I	CO205OSCM.1	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
		CO205OSCM.2	DESCRIBE the service design elements of variety of services.
		CO205OSCM.3	USE service blueprinting for mapping variety of real life service processes.
		CO205OSCM.4	ANALYSE alternative locations and sites for variety of service facilities.
		CO205OSCM.5	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
		CO205OSCM.6	CREATE flow process layouts for variety of services.
206 OSCM	Supply Chain Management	CO206OSCM.1	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
		CO206OSCM.2	EXPLAIN the structure of modern day supply chains.
		CO206OSCM.3	IDENTIFY the various flows in real world supply chains.
		CO206OSCM.4	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
		CO206OSCM.5	EXPLAIN the key Operational Aspects in Supply Chain Management.
		CO206OSCM.6	DISCUSS the relationship between Customer Value and Supply Chain Management.
217 OSCM	Planning & Control of Operations	CO217OSCM.1	DESCRIBE the building blocks of Planning & Control of Operations.
		CO217OSCM.2	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
		CO217OSCM.3	MAKE USE OF the various forecasting approaches in the context of operations planning process.
		CO217OSCM.4	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
		CO217OSCM.5	EXPLAIN the importance of scheduling in operations management.
		CO217OSCM.6	CREATE a Bill of Materials.
219 OSCM	Inventory Management	CO219OSCM.1	DEFINE the key terms associated with Inventory Management.
		CO219OSCM.2	CLASSIFY various types of inventory, and inventory costs.
		CO219OSCM.3	CALCULATE Economic Order Quantity and stock levels under various conditions.
		CO219OSCM.4	COMPARE and CONTRAST various methods of inventory control.
		CO219OSCM.5	ASSESS various factors influencing Make or Buy decisions.
		CO219OSCM.6	SOLVE problems based on ABC classification of inventory.

### Semester-II (BA Specialisation)

		CO205BA.1	IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence.
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Course Code	Course Name	Course Outcome	
205 BA	Basic Business Analytics using R	CO205BA.2	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.
		CO205BA.3	DEVELOP a thought process to think like a data scientist/business analyst.
		CO205BA.4	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.
		CO205BA.5	SELECT the right functions of R for the given analytics task.
		CO205BA.6	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.
		206 BA	Data Mining
CO206BA.2	EXPLAIN the various aspects of Data		
CO206BA.3	APPLY classification models		
CO206BA.4	ANALYZE using clustering models		
CO206BA.5	SELECT appropriate association analysis and anomaly detection tools.		
CO206BA.6	COMBINE various data mining tools and use them in live analytical projects in business scenarios.		
217 BA	Marketing Analytics	CO217BA.1	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.
		CO217BA.2	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
		CO217BA.3	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
		CO217BA.4	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
		CO217BA.5	DETERMINE the most effective target markets.
		CO217BA.6	DESIGN a study that incorporates the key tools of Marketing Analytics.
219 BA	Workforce Analytics	CO219OSCM.1	ENUMERATE the use of Workforce Analytics.
		CO219OSCM.2	UNDERSTAND the process of creating and using HR analytics
		CO219OSCM.3	USE dashboards, pivot tables for data driven decision making in HR.
		CO219OSCM.4	ILLUSTRATE the use of various tools and frameworks for predictive analytics.
		CO219OSCM.5	DERIVE a variety of metrics and quantify key outcomes in multiple areas of HR.
		CO219OSCM.6	BUILD value for HR departments by showing clear links between HR and Business outcomes.

### Semester - III (GC+UL)

Course Code	Course Name	Course Outcome	
301	Strategic Management	CO301.1	DESCRIBE the basic terms and concepts in Strategic Management.
		CO301.2	EXPLAIN the various facets of Strategic Management in a real world context.
		CO301.3	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
		CO301.4	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
		CO301.5	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	DEVELOP the capability to view the firm in its totality in the context of its environment.
302	Decision Science	CO302.1	DESCRIBE the concepts and models associated with Decision Science.
		CO302.2	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
		CO302.3	APPLY appropriate decision-making approach and tools to be used in business environment.
		CO302.4	ANALYZE real life situation with constraints and examine the problems using different decision-making tools
		CO302.5	EVALUATE the various facets of a business problem and develop problem solving ability

Course Code	Course Name	Course Outcome	
		CO302.6	DISCUSS & propose the various applications of decision tools in the present business scenario.
306	International Business Economics	CO 306 .1	RECALL and DEFINE the economic aspects of international business.
		CO 306 .2	DEMONSTRATE the outcomes of globalising and liberalising trade environment, trade policy frameworks and macroeconomic linkages of the open economy.
		CO 306 .3	IDENTIFY the mechanisms and working of the foreign exchange markets.
		CO 306 .4	EXAMINE how a protectionist trade policy improves or diminishes the prospects of survival / growth of business.
		CO 306 .5	MEASURE the implications of International Financial Crisis and its repercussions on International Trade
		CO 306 .6	COMPOSE a matrix of various economic aspects of international business and their linkages with Indian Economy
307	International Business Environment	CO 307.1	Recall and Describe the key concepts of international Business Environment
		CO 307.2	Understand the relevance of Multinational Corporations (MNCs) in global trade
		CO 307.3	Demonstrate the significance of FDI and FPI in respect of developing economy
		CO 307.4	Analyze the issues related to Labor, Environmental and Global Value chain
		CO 307.5	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.
310	Corporate Governance	CO310.1	ENUMERATE the global contemporary developments in Corporate Governance.
		CO310.2	EXPLAIN the importance of regulation, markets and information in corporate governance and CATEGORIZE the role of Board of Directors and Committees for good Corporate Governance.
		CO310.3	EXAMINE the provision of Corporate Governance for listed and unlisted firms.
		CO310.4	ANALYSE the enterprise risk for formulating the Internal control policies.
		CO310.5	Evaluate the legal framework and global perspective of Corporate Governance.
		CO310.6	DISCUSS Cases related to Corporate Governance.

### Semester-III Marketing Specialisation

Course Code	Course Name	Course Outcome	
304 MKT	Services Marketing	CO304 MKT.1	RECALL the key concepts in services marketing
		CO304 MKT.2	EXPLAIN the role of Extended Marketing Mix in Services
		CO304 MKT.3	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
		CO304 MKT.4	ANALYSE the significance of services marketing in the Indian and global economy
		CO304 MKT.5	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
		CO304 MKT.6	DEVELOP marketing mix for various services offering
305 MKT	Sales & Distribution Management	CO305MKT.1	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
		CO305MKT.2	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
		CO305MKT.3	APPLY the concepts related to sales and distribution management.
		CO305MKT.4	ANALYZE the real-life issues related to design and implementation of Sales and Distribution Management Strategy.
		CO305MKT.5	EVALUATE suitability of alternative Sales and Distribution Management strategies of an organization.
		CO305MKT.6	DESIGN and implement Sales and Distribution Management Strategies for an organization.
		CO312 MKT.1	DEFINE the terms and concepts related to Business to Business marketing.
		CO312 MKT.2	EXPLAIN the terms and concepts used in business to business marketing

Course Code	Course Name	Course Outcome	
312 MKT	Business to Business Marketing	CO312 MKT.3	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
		CO312 MKT.4	FORMULATE segmentation, targeting and positioning, consumer buying behavior and marketing mix in the context of Business to Business marketing
		CO312 MKT.5	DESIGN marketing mix elements considering business-to-business sales and service situations.
		CO312 MKT.6	DEVELOP marketing plan for business-to-business Marketing situations.
313 MKT	International Marketing	CO313MKT.1	DESCRIBE various terms and key concepts associated with international marketing.
		CO313MKT.2	EXPLAIN various key concepts used in all aspects of international marketing.
		CO313MKT.3	ILLUSTRATE all stages in international marketing management process.
		CO313MKT.4	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
		CO313MKT.5	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.
		CO313MKT.6	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.
315 MKT	Marketing of Financial Services - II	CO315MKT.1	REMEMBERING -RECALL the key terminology of Financial Services, Mutual fund, Insurance products and other alternative investment products.
		CO315MKT.2	UNDERSTANDING: Compare the characteristics of different types of financial products and services.
		CO315MKT.3	APPLYING: IDENTIFY characteristics, risks and returns associated with financial products and services offered in Indian Market from an investment advisor's perspective.
		CO315MKT.4	ANALYSING - Compare the different financial products available in Indian financial market
		CO315MKT.5	EVALUATING - EVALUATE the financial products and services from an investment perspective for various kinds of investors.
		CO315MKT.6	CREATING: Design Financial Product Portfolio for Indian Investor

### Semester-III Finance Specialisation

Course Code	Course Name	Course Outcome	
304 FIN	Advanced Financial Management	CO 304.1	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
		CO 304.2	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
		CO 304 .3	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
		CO 304.4	ANALYZE the options for making the right financial decisions of a firm
		CO 304.5	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
		CO304.6	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.
	International	CO305FIN.1	RECALL the basic concepts associated with international finance.
		CO305FIN.2	EXPLAIN the various the concepts related to Foreign Exchange Markets, transactions on the international foreign exchange market, Taxation Systems, International Receivables and cash management.
		CO305FIN.3	USE International Monetary Fund, World Bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, International receivables and cash management in International financial market.

Course Code	Course Name	Course Outcome	
305 FIN	International Finance	CO305FIN.4	ANALYZE the role of exchange rate and credit rating agencies, foreign exchange transactions, taxation system, Receivables and cash management in International financial market.
		CO305FIN.5	EVALUATE the International Monetary Fund, World Bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, Receivables and cash management in International finance.
		CO305FIN.6	CREATE the investment/ business plan by adopting various international finance concepts
314 FIN	Commodities Markets	CO314FIN.1	DESCRIBE the key concepts of commodities market
		CO314FIN.2	Understanding the pricing mechanism of commodity, regulatory framework and the difference between commodity and financial derivatives
		CO314FIN.3	APPLY all the required strategies and calculations of commodities trading.
		CO314FIN.4	ANALYZE both the fundamental and technical factors that drive the commodity price movements
		CO314FIN.5	EVALUATE the various methods and tools to detect the pulse of the markets and determine the trend in which the prices are moving.
		CO314FIN.6	ADAPT the skills of commodity analysis and build their own trading strategies
316 FIN	Corporate Financial Restructuring	CO316FIN.1	DESCRIBE the basic concepts related corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring and Corporate Governance Aspects of Restructuring
		CO316FIN.2	EXPLAIN the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.
		CO316FIN.3	PERFORM all the required calculations through relevant numerical problems.
		CO316FIN.4	ANALYZE the situation by calculations of exchange ratio, financial returns, valuations and others.
		CO316FIN.5	EVALUATE impact of corporate financial restructuring on all stakeholders
		CO316FIN.6	CREATE an interface and model on various dimensions of corporate finance and restructuring process.
319 FIN	Treasury Management	CO319FIN.1	REMEMBER the key concepts of Treasury Management
		CO319FIN.2	UNDERSTAND the role of Treasury Management in Business world.
		CO319FIN.3	APPLY the acquired knowledge to real-life treasury management problems
		CO319FIN.4	ANALYSE the techniques used to identify and manage exposure to cash-flow and liquidity risk
		CO319FIN.5	Evaluate the risk management framework required for corporate, banking and government entities in areas such as foreign exchange, interest rates, liquidity, credit and commodity price risk management
		CO319FIN.6	Identify and develop key strategies for treasury management

Semester-III Human Resource Specialisation			
Course Code	Course Name	Course Outcome	
305 HR	Human Resource Operations	CO315HRM.1	Describe the functioning of personnel department
		CO315HRM.2	Understand the communication of HR & Personnel department
		CO315HRM.3	Apply the knowledge of various provisions under laws related to social Security and Labour welfare
		CO315HRM.4	Examine various compensation structure and disciplinary policies
		CO315HRM.5	Evaluate applicability of provisions of laws related to social security and labour welfare across various sectors
		CO315HRM.6	Design a salary structure incorporating all components of payroll system
304 HR	Strategic Human Resource Management	CO 304.1	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
		CO 304.2	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
		CO 304 .3	Ability to ANALYZE HR as an investment to the company.
		CO 304.4	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
		CO 304.5	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

Course Code	Course Name	Course Outcome	
318 HR	Performance Management System	CO318 HRM.1	DESCRIBE key components and applicability of theories of Performance Management System
		CO318 HRM.2	DEMONSTRATE the communication skills required when managing achievement and underachievement.
		CO318 HRM.3	IDENTIFY factors affecting Performance Measurement
		CO318 HRM.4	ANALYZE various tools for performance assessment
		CO318 HRM.5	COMPARE various organizational performance management systems and best practices.
		CO318 HRM.6	DESIGN a performance management process for an organization.
319 HR	Change Management & New Technologies in HRM	CO319 HRM .1	DEFINE Change Management and its significance
		CO319 HRM .2	UNDERSTANDING change management model and practices
		CO319 HRM .3	APPLY Change Management in context to digital transformation
		CO319 HRM .4	EXAMINE and DETERMINE various concepts in human resource information system
		CO319 HRM .5	IMPLEMENT change management in the organization.
312 HR	Talent Management	CO.312.1	DEFINE Talent Management and its significance
		CO.312.2	UNDERSTANDING performance excellence through Talent Management
		CO.312.3	APPLY Talent Management concepts in Human Resource Management
		CO.312.4	ANALYSING Talent Management practices in employee development and career enhancement
		CO.312.5	FORMULATE the Talent Management Strategies for any organisation.

### Semester-III OSCM Specialisation

Course Code	Course Name	Course Outcome	
305 OSCM	Logistics Management	CO305OSCM.1	DEFINE basic terms and concepts related to Logistics management.
		CO305OSCM.2	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes.
		CO305OSCM.3	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
		CO305OSCM.4	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
		CO305OSCM.5	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	DISCUSS modern real world logistical systems using the various concepts in the syllabus.
304 OSCM	Services Operations Management - II	CO304OSCM .1	DEFINE the key concepts in Services Operations Management.
		CO304OSCM .2	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
		CO304OSCM .3	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
		CO304OSCM .4	CATEGORIZE a service firm according to its stage of competitiveness.
		CO304OSCM .5	MODIFY the Service strategies of an organization for achieving the strategic service vision.
		CO304OSCM .6	SOLVE the relevant numerical in the scope of the subject.
315 OSCM	Toyota Production System	CO315OSCM.1	DESCRIBE 14 principles of the Toyota Way.
		CO315OSCM.2	RELATE the TPS with other business situations.
		CO315OSCM.3	IMPLEMENT TPS principles to a real-life situation.
		CO315OSCM.4	EXAMINE the application of TPS principles in a service or manufacturing unit/ organization.
		CO315OSCM.5	DESIGN a process for executing Improvement Initiatives at workplace.
		CO315OSCM.6	BUILD an organization culture to foster continuous improvement.
		CO316OSCM.1	ENUMERATE the key components of operations strategy.

Course Code	Course Name	Course Outcome	
316 OSCM	Operations and Services Strategy	CO316OSCM.2	EXPLAIN the linkages between operations strategy and competitive advantage as the basis of competitive position through superior product development, cost, quality, features.
		CO316OSCM.3	ILLUSTRATE the broader context of business strategy & fit between manufacturing and operations capabilities and the business strategy
		CO316OSCM.4	EXAMINE the concepts of competitive leverage using manufacturing and operations, the fit of the various elements of manufacturing and operations, the impact of the competitive environment, and the structure of the value chain.
		CO316OSCM.5	DESIGN the operations and service strategy.
		CO316OSCM.6	FORMULATE an operations strategy (long-term plan) and link with operational decisions.
		313 OSCM	Sustainable Supply Chains
CO313OSCM.2	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.		
CO313OSCM.3	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.		
CO313OSCM.4	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.		
CO313OSCM.5	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.		
CO313OSCM.6	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.		

### Semester-III BA Specialisation

Course Code	Course Name	Course Outcome	
304 BA	Advanced Statistical Methods using R	CO304BA .1	RECALL all basic statistical concepts and associated values, formulae.
		CO304BA .2	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios
		CO304BA .3	APPLY time series analysis in prediction of various trends.
		CO304BA .4	DISCRIMINATE between various types of probability and probability distributions.
		CO304BA .5	FORMULATE and TEST hypothesis using tools of R.
		CO304BA .6	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.
305 BA	Machine Learning & Cognitive intelligence using Python	CO305BA.1	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence
		CO305BA.2	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
		CO305BA.3	DEVELOP a thought process to think like data scientist/business Analyst
		CO305BA.4	ANALYSE data using supervised and unsupervised Learning Techniques
		CO305BA.5	SELECT the right functions, arrays of Python for Machine Learning
		CO305BA.6	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	CO312BA.1	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics
		CO312BA.2	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
		CO312BA.3	DEVELOP a thought process to harness the power of social media analytics to improve website or business
		CO312BA.4	ANALYSE Social Media Analytics and Web Analytics Tools
		CO312BA.5	SELECT the right metrics for Social Media Analytics and Web Analytics
		CO312BA.6	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios
		CO313BA.1	ENUMERATE the key concepts of industry 4.0, data science in manufacturing, operations analytics and IIOT
		CO313BA.2	DISCUSS the value added by analytics in the operations function.

Course Code	Course Name	Course Outcome	
313 BA	Industrial Internet of Things	CO313BA.3	DEMONSTRATE the practical applications of data analytics and data science in manufacturing operations.
		CO313BA.4	EXAMINE the Industrial Internet of Things (IIoT) and the role of Big Data Analytics.
		CO313BA.5	EXPLAIN the applications of analytics in operations.
		CO313BA.6	COMPILE the issues pertaining to the adoption of technologies that will shape industry
314 BA	Supply Chain Analytics	CO314BA.1	DESCRIBE the importance of the basics of Supply Chain Analytics and
		CO314BA.2	EXPLAIN the role and applications of Descriptive, Predictive & Prescriptive
		CO314BA.3	ILLUSTRATE the basics of Modeling through R Language.
		CO314BA.4	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	DETERMINE the right tools for addressing various issues in Supply Chain Analytics.
		CO314BA.6	COMBINE the various approaches to Supply Chain Analytics for improvements in the supply chain system

### Semester-III : IB Specialisation

Course Code	Course Name	Course Outcome	
304 IB.1	Import Export Documentation and Procedures	CO304IB.1	Describe The Process Of Import And Export In The Context Of Business
		CO304IB.2	Explain The Import And Export Transactions, Classification And Various Payment Terms
		CO304IB.3	Identify Various Types Of Documents Required For The Procedures Involved In Import And Export
		CO304IB.4	Examine Various Documentation Formats For The Import And Export Processes
		CO304IB.5	Explain Pre And Post Activities Of Import And Export Process
		CO304IB.6	Discuss On Various Aspects Of Trades, Documentation And Procedures For Import And Export
312 IB	Cross Cultural Management and Global Leadership	CO312IB.1	Describe The Concept Of Culture And Significance Of Cross-Cultural Management
		CO312IB.2	Outline The Cultural Values And Differences With Dimensions Of Cultural Norms And Behaviors
		CO312IB.3	Identify Various Factors Affecting Culture And Decision-Making Models Across Cultures
		CO312IB.4	Examine Theories Of Leadership With Leadership Across Cultures
		CO312IB.5	Explain Culturally Intelligent Leadership In International Trade
		CO312IB.6	Discuss On Leading And Managing Multicultural Teams In International Context

### Semester-III Rural Agri Business Management

Course Code	Course Name	Course Outcome	
RABM 01	Agriculture and Indian Economy	RABM01.1	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
		RABM01.2	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective.
		RABM01.3	IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
		RABM01.4	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition and business cycles.
		RABM01.5	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency

Course Code	Course Name	Course Outcome	
		RABM01.6	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.
RABM03	Rural Credit and Finance	RABM03.1	RECALL the Role of Credit in Agriculture & Role of Agriculture in Economic Development
		RABM03.2	UNDERSTAND the concept and special features of co-operative banking, Structure of the co-operative credit system in India
		RABM03.3	Apply the theories of Agricultural finance with concept of credit
		RABM03.4	ANALYZE Players and Approaches in Microfinance & Rural Finance.
		RABM03.5	EXPLAIN the triangle of microfinance and the role of BDS in rural finance.
		RABM03.6	Develop a plan to create awareness about different rural finance schemes

### Semester-III Pharma & Health Care Management

Course Code	Course Name	Course Outcome	
PHCM01	Fundamentals of Pharma and Healthcare Management	PHCM01.1	DESCRIBE concept of Pharma and healthcare management and FIND out the different role and responsibilities of managers.
		PHCM01.2	UNDERSTAND the different managerial functions of managers
		PHCM01.3	IDENTIFY right the motivation for right stakeholder in the healthcare sector for effective delivery of service.
		PHCM01.4	ANALYZE modern Pharma and Healthcare models
		PHCM01.5	EXPLAIN government initiatives to provide healthcare facilities in each part of country
		PHCM01.6	CONSTRUCT model to provide effective service in healthcare management
PHCM03	Strategic Planning & Healthcare Management	PHCM03.1	DEFINE strategy and DESCRIBE various types of Strategic planning
		PHCM03.2	EXPLAIN why Vision Mission needs to consider for strategy formulation
		PHCM03.3	USE strategic planning to solve the management problem in healthcare management
		PHCM03.4	ANALYZE various management problem where it is required to take strategic actions.
		PHCM03.5	COMPARE various strategic formulations and the select right strategy
		PHCM03.6	Understand the problem and DEVELOP strategy to solve it.

### Semester-III Tourism & Hospitality Management

Course Code	Course Name	Course Outcome	
THM01	Fundamentals of Hospitality Management	THM01.1	DESCRIBE different types of hotels & travel agents
		THM01.2	UNDERSTAND the basic functioning of star hotels, major operational, Departments, government rules & regulations
		THM01.3	USE of flow charts & diagrams of various Hospitality Sectors to know the hierarchy of the organization
		THM01.4	EXAMINE current changes taking place in the Hotel & Tourism Industry
		THM01.5	EVALUATE the changes required to improve traditional methods to suit the current market trends.
		THM01.6	DEVELOP Smart techniques adaptable to the present market scenario for better customer satisfaction
THM03	Event Management	THM03.1	DESCRIBE the fundamentals of event management & different types of Events
		THM03.2	EXPLAIN the concepts of Events & guest requirements to plan an event
		THM03.3	DESIGN & Budget an event from various perspectives
		THM03.4	EXAMINE possible shortfalls on an event & create necessary back up systems to avoid failures
		THM03.5	COMPARE Success of an event in comparison to the set objectives
		THM03.6	COMPOSE New concepts of the event with innovative ideas to leave a lasting impression in the guest's mind along with achieving organizational growth.

### Semester-IV (GC+UL)

Course Code	Course Name	Course Outcome	
		CO401.1	Enumerate the different parameters & facets of management control of an enterprise.

Course Code	Course Name	Course Outcome	
401	Enterprise Performance Management IV	CO401.2	Illustrate the various techniques of enterprise performance management for varied sectors.
		CO401.3	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
		CO401.4	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
		CO401.5	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.
402	Indian Ethos & Business Ethics	CO402.1	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
		CO402.2	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	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	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
		CO402.5	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
		CO402.6	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.
405	Global Strategic Management	CO405.1	Define the concept and key terms associated with the global strategic management.
		CO405.2	Describe in detail global strategic alliance, merger and acquisitions.
		CO405.3	Demonstrate various global organisation models in global strategic management context.
		CO405.4	Examine various entry and business-level strategies from global strategic management prospective.
		CO405.5	Explain globalization, innovation, and sustainability and challenges to strategic management.
		CO405.6	Design global strategies and understand their relative merits and demerits.
408	Corporate Social Responsibility & Sustainability	CO408.1	DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013, when was CSR Initiated, Evolution, How CSR matters, Aims, objectives, Importance, Benefits of CSR, CSR in India ,CSR In global Context, Implementation .
		CO408.2	EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
		CO408.3	MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
		CO408.4	DECONSTRUCT The Role of Companies towards the society and its impact on the community.
		CO408.5	FORMULATE The companies how they are practicing CSR activities, Auditing the committees & Board of Committees, CSR Annual Reports.
		CO408.6	ELABORATE UPON the challenges of the Companies in shaping organizational culture and Development of the society.

#### Semester-IV Marketing Management

Course Code	Course Name	Course Outcome	
403 MKT	Marketing 4.0	CO403MKT.1	DESCRIBE the various concepts associated with Marketing 4.0.
		CO403MKT.2	EXPLAIN the importance of various concepts in Marketing 4.0. like prompted Advocacy ,5A's, Four Major Industry Archetypes, and content marketing leading to Brand Affinity.
		CO403MKT.3	APPLY the concepts of digital marketing by Using Digital Anthropology to connected customers , which will drive up the productivity , by Integrating the Best of Online and Offline Channels in the digital world.

Course Code	Course Name	Course Outcome	
MKT		CO403MKT.4	ANALYSE the online and offline interactions between the companies and customers to be the effective marketers.
		CO403MKT.5	EVALUATE how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
		CO403MKT.6	CREATING WOW! Moments with customer engagement by using Marketing 4.0.
404 MKT	Marketing Strategy	CO404MKT.1	DESCRIBE various concepts of marketing strategies
		CO404MKT.2	EXPLAIN various marketing strategies to handle marketing circumstances
		CO404MKT.3	APPLY the concepts of marketing strategy to solve real-life business problems.
		CO404MKT.4	DISCOVER the suitable competitive advantage useful to design market specific and organization specific marketing strategies.
		CO404MKT.5	EXPLAIN alternative ways to measure the outcome of market strategies.
		CO404MKT.6	DESIGN marketing strategies to lead the organization towards sustainable growth.
412 MKT	Retail Marketing	CO 412 MKT.1	DEFINE and RECALL concepts associated with retail marketing
		CO412 MKT.2	UNDERSTAND the various retail Formats, merchandise management and recent trends
		CO412 MKT.3	APPLY the best practices for retail store management along with USE of social media in retailing
		CO412 MKT.4	ANALYSE and COMPARE the contemporary issues in Retailing and E-tailing
		CO412 MKT.5	EVALUATE the store location based on the determinants and effectiveness of Retail marketing mix
		CO412 MKT.6	DESIGN effective CRM programs suitable for each retail format
414 MKT	Marketing to Emerging Markets & Bottom of Pyramid	CO414MKT.1	RECALL Concepts, characteristics, strategies, size and composition of emerging Markets and BOP markets.
		CO414MKT.2	SUMMERISE challenges and opportunities of BOP & Emerging markets and effect of different business environments on BOP & Emerging markets.
		CO414MKT.3	IDENTIFY Marketing Implications in terms of strategy, policy & practice of marketing for BOP and Emerging markets.
		CO414MKT.4	COMPARE BRICKS, Next 11 and countries in emerging markets, developed markets and BOP markets.
		CO414MKT.5	ASSESS Demographic & economic scenario and Comparative Advantage of emerging market countries for a given scenario.
		CO414MKT.6	Develop marketing strategies for BOP and emerging market in context of real world marketing offerings.

#### Semester-IV Financial Management

Course Code	Course Name	Course Outcome	
403 FIN	Financial Laws	CO403 .1	Define and Describe the basic concepts related to Financial Laws
		CO403. 2	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
		CO403. 3	Make use of contextual financial laws applicable to organisations.
		CO403. 4	Infer the application of financial laws to organisations
		CO403. 5	Appraise and perceive the benefits of applicable laws to the organisations.
		CO403. 6	CREATE debt restructuring portfolio/ proposal.
404 FIN	Current Trends & Cases in Finance	CO404FIN.1	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
		CO404FIN.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
		CO404FIN.3	APPLY the various theories and models of financial management in the case.
		CO404FIN.4	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
		CO404FIN.5	EVALUATE the financial impact of the alternative on the given case.
		CO404FIN.6	CREATE financial models based on theories and concepts studied
		CO410.1	RECALL concepts of value and valuation

Course Code	Course Name	Course Outcome	
410 FIN	Business Valuation	CO410.2	EXPLAIN valuation process of business firms
		CO410.3	CALCULATE business value using different techniques
		CO410.4	EXAMINE special factors to be considered in business valuation
		CO410.5	ASSESS the value of the firm in the light of business environment and regulatory aspects
		CO410.6	DESIGN a structured business valuation model for business.
412 FIN	Strategic Cost Management	CO412FIN.1	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
		CO412FIN.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
		CO412FIN.3	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
		CO412FIN.4	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
		CO412FIN.5	FORMULATE new models and techniques for managing the cost strategically in any business organization.
		CO412FIN.6	FORMULATE new models for managing the cost strategically for business organization.

#### Semester-IV Human Resource Management

Course Code	Course Name	Course Outcome	
403 HR	Organizational Diagnosis & Development	CO404.1	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
		CO404.2	UNDERSTAND concept of OD and 'intervention'.
		CO404.3	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
		CO404.4	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
		CO404.5	IDENTIFY AND MAP an intervention to organisational need
		CO404.6	DESIGN the role of the consultant for an organisational issue
404 HR	Current Trends & Cases in Human Resource Management	CO404HRM.1	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
		CO404HRM.2	SUMMARIZE the impact of Current HR trends on HR Functions
		CO404HRM.3	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
		CO404HRM.4	EXAMINE the changing role of HR Priorities
		CO404HRM.5	ELABORATE upon the various types of current HR Trends
		CO404HRM.6	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.
413 HR	Employee Engagement and Ownership	CO413.1	IDENTIFY the basic concepts of Employee Engagement and Employee Ownership.
		CO413.2	UNDERSTANDING the various factors, models and metrics involved in Employee engagement.
		CO413.3	DETERMINATION of various Employee Engagement Activities and types of Employee Ownership practiced in all scales of companies at various sectors.
		CO413.4	IMPLEMENTATION of Engagement strategies and BUILDING Engagement Culture in companies.
		CO413.5	EVALUATION of Employee engagement and Employee Ownership and its impact on the performance of businesses
		CO413.6	APPLICATION of Employee engagement practices and Employee Ownership at various sectors of industry.
415 HR	E - HRM	CO415HRM.1	ENUMERATE fundamental concept of HRIS
		CO415HRM.2	UNDERSTAND various technology driven features that can be adapted for HRM functions
		CO415HRM.3	DETERMINE impact of technology on HRM functions.
		CO415HRM.4	ANALYSE issues regarding technology in HRM functions.
		CO415HRM.5	DEVELOP competencies needed to adapt technology in HRM functions

Course Code	Course Name	Course Outcome	
<b>Semester-IV OSCM Specialisation</b>			
Course Code	Course Name	Course Outcome	
403 OSCM	E Supply Chains and Logistics	CO403OSCM .1	DESCRIBE the structure of modern days Logistics.
		CO403OSCM .2	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
		CO403OSCM .3	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
		CO403OSCM .4	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
		CO403OSCM .5	EXPLAIN the key Operational Aspects of E Procurement.
		CO403OSCM .6	DEVELOP a framework for e-logistics
404 OSCM	Industry 4.0	CO404OSCM .1	DEFINE industrial revolutions and its different aspects.
		CO404OSCM .2	EXPLAIN the role of technology pillars of Industry 4.0.
		CO404OSCM .3	DEMONSTRATE the use of data in effective decision making.
		CO404OSCM .4	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
		CO404OSCM .5	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
		CO404OSCM .6	DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB
410 OSCM	World Class Manufacturing	CO410OSCM.1	DEFINE the basic terms associated with Manufacturing Excellence and World Class Manufacturing
		CO410OSCM.2	SUMMARIZE the features of various frameworks used for World Class Manufacturing
		CO410OSCM.3	IDENTIFY the challenges to manufacturing industry in the information age
		CO410OSCM.4	ANALYZE the usage of Information management tools, Material processing and handling tools.
		CO410OSCM.5	EVALUATE the country's preparedness for World Class Manufacturing
		CO410OSCM.6	ESTIMATE the performance of manufacturing firms with the measurement system to determine the readiness for World Class Manufacturing
414 OSCM	Purchasing & supplier relationship management	CO414OSCM.1	DESCRIBE the Purchasing Process and its importance in organizations.
		CO414OSCM.2	Students will understand the impact of purchasing on competitive success and profitability of modern-day organizations.
		CO414OSCM.3	MAKE USE OF the various Negotiation technique in the context of Purchasing process.
		CO414OSCM.4	ILLUSTRATE how Supplier evaluation and selection is done in organizations and its relationship with corporate Strategy.
		CO414OSCM.5	EXPLAIN the importance of Performance Measurement & Evaluation in operations management.
		CO414 OSCM.6	BUILD A purchasing strategy for a real world situation.
<b>Semester-IV BA Specialisation</b>			
Course Code	Course Name	Course Outcome	
403 BA	Economics of	CO403BA .1	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
		CO403BA .2	DESCRIBE the characteristics of the markets for network products.
		CO403BA .3	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

Course Code	Course Name	Course Outcome	
403 BA	Network Industries	CO403BA .4	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
		CO403BA .5	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
		CO403BA .6	DISCUSS the economics of Internet advertising, and the business model of zero pricing.
404 BA	Artificial Intelligence in Business Applications	CO404BA .1	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
		CO404BA .2	UNDERSTAND AI's fundamental concepts and methods.
		CO404BA .3	APPLY various machine learning algorithms on structured data to develop machine learning models.
		CO404BA .4	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
		CO404BA .5	SELECT logical and functional process to develop the model
		CO404BA .6	CREATE SOLUTIONS for various business problems using AI techniques.
409 BA	E Commerce Analytics - II	CO409BA.1	DESCRIBE the key concepts in e-commerce analytics.
		CO409BA.2	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
		CO409BA.3	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
		CO409BA.4	DISCOVER high-value insights via dashboards and visualization.
		CO409BA.5	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	FORMULATE the right analytics driven strategy for ecommerce businesses.
410 BA	Healthcare Analytics	CO410BA.1	DESCRIBE the key terms in healthcare data analytics
		CO410BA.2	EXPLAIN the fundamental concepts in Health Care Analytics
		CO410BA.3	ILLUSTRATE the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data
		CO410BA.4	EXAMINE the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data
		CO410BA.5	EXPLAIN the perspectives of healthcare related opportunities for developing new analytical approaches.
		CO410BA.6	ADAPT healthcare data analytics for improving the health and well-being of people.

Semester-IV : IB Specialisation			
Course Code	Course Name	Course Outcome	
CO404I B	Global Trade and Logistics Management	CO404IB.1	Describe The Economic Significance Of Trade Along With The Logistics Processes
		CO404IB.2	Explain International Trade Theories And Applications In Business
		CO404IB.3	Identify Various Environmental Factors Associated With International Business
		CO404IB.4	Examine Various Modes And Practices Of International Logistics
		CO404IB.5	Explain The Activities Involved In Entire Logistics Process In International Business
		CO404IB.6	Develop The Appropriate Strategy Of Operations For Global Trade And Logistics
CO409I B	Global Competitiveness, Value Chains and Alliances	CO409IB.1	Describe The Concept Of Globalisation And Global Competitiveness In International Business
		CO409IB.2	Explain The Efficacy Of The Foreign Collaborations And Joint Ventures In International Business
		CO409IB.3	Identify Various Elements Of Value Chain Involved In Import And Export Business
		CO409IB.4	Examine Various Factors Of International Supply Chain Design And Global Procurement And Distribution
		CO409IB.5	Evaluate The Global Competitiveness Index For International Business
		CO409IB.6	Discuss On Role And Significance Of Strategic Alliances In International Business Context

Course Code	Course Name	Course Outcome	
<b>Semester-IV Rural Agri Business Management</b>			
Course Code	Course Name	Course Outcome	
RABM02	ICT for Agriculture Management	RABM02.1	RECALL the basic terminologies related to ICT
		RABM02.2	UNDERSTAND the use of ICT with different aspects & various issues & challenges for ICT information services
		RABM02.3	Apply the GIS Applications in micro resource mapping
		RABM02.4	ANALYZE the different tools and techniques used under ICT in Agriculture Management
		RABM02.5	EVALUATE the common ICT platforms for information services
		RABM02.6	CHOOSE the right ICT as per the requirement of agriculture activity
RABM05	Agri – Entrepreneurship	RABM05.1	DEFINE the term rural entrepreneurship and ENUMERATE factors that support women’s participation in rural entrepreneurship
		RABM05.2	UNDERSTAND the Process of entrepreneurship, aims, and barriers
		RABM05.3	APPLY different ICT in Rural entrepreneurship development.
		RABM05.4	Analyze the importance of IT in rural India and role of entrepreneur in rural development.
		RABM05.5	EVALUATE the rural capabilities, Endowment of Skill sets and Natural resources in rural India
		RABM05.6	Design the business plan, factors considering rural development & Rural BPO
<b>Semester-IV Pharma &amp; Health Care Management</b>			
Course Code	Course Name	Course Outcome	
PHCM02	Pharma and healthcare regulatory environment in India	PHCM02.1	IDENTIFY various environmental factors affecting on Pharma and Healthcare industry
		PHCM02.2	UNDERSTAND various laws applicable to Pharma and Healthcare industry
		PHCM02.3	Understand the situation and identify right legal way to solve the problem.
		PHCM02.4	ANALYSE steps involved in Intellectual Property Rights registrations
		PHCM02.5	CHOOSE the right type of IPR as per the content and work available to protect.
		PHCM02.6	Elaborate the different laws developed by constitutions to support and protect Pharma and Healthcare sector
PHCM06	Entrepreneurship in Pharma and Healthcare	PHCM06.1	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs feature and ENUMERATE the Factors influencing Entrepreneurship Growth.
		PHCM06.2	DISCUSS the various theories of entrepreneurship.
		PHCM06.3	CONSTRUCT a framework for a typical EDP for the Pharma industry
		PHCM06.4	EXAMINE the role of Government and various support organizations in encouraging and supporting Entrepreneurship.
		PHCM06.5	COMPOSE an inventory of possible entrepreneurial opportunities in contemporary local, regional and national the context for Pharma and Healthcare sector.
		PHCM06.6	BUILD a business plan for an entrepreneurial pharma of healthcare venture.
<b>Semester-IV Tourism &amp; Hospitality Management</b>			
Course Code	Course Name	Course Outcome	
THM02	Tourism & Travel Management	THM02.1	DEFINE the various components of the Tourism Industry & Types of Tourism
		THM02.2	UNDERSTAND basic operations of a Travel Agency & tour conduction
		THM02.3	EXECUTE theoretical knowledge to design various tour packages & work on costing for the packages
		THM02.4	Analyze changing trends in Travel & Transport industry- Domestic & International
		THM02.5	INTERPRET the impacts of Tourism Industry globally & practicing of Eco- Tourism
		THM02.6	BUILD new concepts of Eco-Tourism according to customer requirements
		THM05.1	DEFINE Concept & process of Strategic thinking Major Players of Hospitality & Travel Industry

Course Code	Course Name	Course Outcome	
THM05	Strategic Hospitality Management	THM05.2	DISCUSS Strategic management for various organizations factors influencing strategy formulations
		THM05.3	IMPLEMENT strategies for Hotels & Travel Agents with the help of structured designs & flow charts
		THM05.4	ANALYSE Suitable strategies for different Hospitality sectors with consideration to micro & macro environments
		THM05.5	EVALUATE Current market scenario & suggest strategies that can be utilized for the benefits of the company
		THM05.6	DEVELOP Strategies for standalone units, a chain of hotels, small and large travel agents International strategies for small & big players