COURSE OUTCOME/PROGRAMME OUTCOME

Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern
Savitribai Phule Pune University
Faculty of Commerce and Management

MBA

Master of Business Administration (MBA) – Revised Syllabus 2019
2 year, 4 Semester Full time Programme
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): Programme Educational Objectives are a set of broad future-focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation1).

Graduate Attributes (GAs): Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

Programme Outcomes (POs): Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

Programme Specific Outcomes (PSOs): Programme Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the programme are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

MBA Programme Focus:

Programme Educational Objectives (PEOs):

1. PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.

2. PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multidisciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.

3. PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.

4. PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in lifelong learning.

5. PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. Generic and Domain Knowledge - Ability to articulate, illustrate, 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.

Programme Specific Outcomes (PSOs): It is expected that Institutes define the PSOs for each specialization / major-minor combination. PSOs shall also vary based upon the customized combination of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, and Enrichment & Alternative Study Credit Courses that they offer.

Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence
GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
GA3: Competence in Creativity & Innovation
GA4: Research Aptitude, Scholarship & Enquiry
GA5: Global Orientation
GA6: Proficiency in ICT & Digital Literacy
GA7: Entrepreneurship & Intrapreneurship Orientation
GA8: Cross-functional & Inter-disciplinary Orientation
GA9: Results Orientation
GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
GA11: Life-Long Learning Orientation

MCA
(2020-2022)

Introduction:
1. Definition: Outcome Based Education:

1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

1.1.1 There must be a performer – the student (learner), not only the teacher

1.1.2 There must be something performable (thus demonstrable or assessable) to perform

1.1.3 The focus is on the performance, not the activity or task to be performed

1.2 Programme Educational Objectives (PEOs): Programme educational objectives are broad statements that describe the career and professional accomplishments that the programme is preparing graduates to achieve. Programme Educational Objectives are a set of broad future focused learner's performance outcomes that explicitly identify what learners will be able to do with what they have learned, and what they will be like after they leave institution and are living full and productive lives. Thus, PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation).

1.3 Programme Outcomes (POs): Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

1.4 Course Outcomes (COs): Course Outcomes are narrower statements that describe what students are expected to know and be able to do at the end of each course. These relate to the skills, knowledge, and behavior that students acquire in their matriculation through the course.

1.5 Learning Outcomes: A learning outcome is what a student CAN DO because of a learning experience. It describes a specific task that he/she can perform at a given level of competence under a certain situation. The three broad types of learning outcomes are: a) Disciplinary knowledge and skills b) Generic skills c) Attitudes and values

1.6 Teaching and Learning Activities (TLAs): The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

1.7 Assessment and Evaluation: Assessment is one or more processes, carried out by the institution, that identify, collect, and prepare data to evaluate the achievement of programme educational objectives and programme outcomes. Evaluation is one or more processes, done by the evaluation team, for interpreting the data and evidence accumulated through assessment practices. Evaluation

1.8 determines the extent to which programme educational objectives or programme outcomes are

being achieved, and results in decisions and actions to improve the programme.

2. MCA Programme Focus:
The basic objective of the Master of Computer Application (MCA) is to provide a steady stream of necessary knowledge, skills and foundation for acquiring a wide range of rewarding careers into rapidly expanding world of Information Technology

2.1 Programme Educational Objectives: PEOs are defined by institution. Following are the guidelines for defining PEOs

2.1.1 PEOs should be assessable and realistic within the context of the committed resources.

2.1.2 The PEOs should be consistent with the mission of the institution.

2.1.3 All the stakeholders should participate in the process of framing PEOs.

2.1.4 The number of PEOs should be manageable.

2.1.5 It should be based on the needs of the stakeholders.

2.1.6 It should be achievable by the programme.

2.1.7 It should be specific to the programme and not too broad.

2.1.8 It should not be too narrow and similar to the POs.

2.2 MCA Programme Outcomes (POs): At the end of the MCA programme the learner will possess the following Program Outcome:

PO1: Apply knowledge of computing fundamentals, computing specialization, mathematics, and domain knowledge appropriate for the computing specialization to the abstraction and conceptualization of computing models from defined problems and requirements.

PO2: Identify, formulate, research literature, and solve *complex* Computing problems reaching substantiated conclusions using fundamental principles of Mathematics, Computing sciences, and relevant domain disciplines.

PO3: Design and evaluate solutions for complex computing problems, and design and evaluate systems, components, or processes that meet specified needs with appropriate consideration for public health and safety, cultural, societal, and environmental considerations.

PO4: Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of information to provide valid conclusions.

PO5: Create, select, adapt and apply appropriate techniques, resources, and modern computing tools to complex computing activities, with an understanding of the limitations.

PO6: Understand and commit to professional ethics and cyber regulations, responsibilities, and norms of professional computing practice.

PO7: Recognize the need, and have the ability, to engage in independent learning for continual development as a Computing professional.

PO8: Demonstrate knowledge and understanding of computing and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

PO9: Communicate effectively with the computing community, and with society at large, about complex computing activities by being able to comprehend and write effective reports, design documentation, make effective presentations, and give and understand clear instructions.

PO10: Understand and assess societal, environmental, health, safety, legal, and cultural issues within local and global contexts, and the consequential responsibilities relevant to professional computing practice.

PO11: Function effectively as an individual and as a member or leader in diverse teams and in multidisciplinary environments.

PO12: Identify a timely opportunity and using innovation to pursue that opportunity to create value and wealth for the betterment of the individual and society at large.

Master of Business Administration (MBA 2019 Pattern)

Sr. No.	Name of the Course	CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	101 – Managerial Accounting	CO101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
		CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
		CO101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
		CO101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
		CO101.5	EVALUATING	EVALUATE the financial impact of the decision.
2	102 - Organizational Behaviour	CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
		CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
		CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
		CO102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in Influencing how people behave and in influencing organizational culture at large.
		CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
		CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.
3	103 – Economic Analysis for Business Decisions	CO103.1	REMEMBERING	DEFINE the key terms in micro-economics.
		CO103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
		CO103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
		CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
		CO103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
		CO103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and

					how to incorporate these responses into their own decisions.
4	104 - Business Research Methods	CO104.1	REMEMBERING		DEFINE various concepts & terms associated with scientific business research.
		CO104.2	UNDERSTANDING		EXPLAIN the terms and concepts used in all aspects of scientific business research.
		CO104.3	APPLYING		MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
		CO104.4	ANALYSING		EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
		CO104.5	EVALUATING		JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
		CO104.6	CREATING		FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.
5	105 – Basics of Marketing	CO105.1	REMEMBERING		RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
		CO105.2	UNDERSTANDING		DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
		CO105.3	APPLYING		APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
		CO105.4	ANALYSING		EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
		CO105.5	EVALUATING		EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
		CO105.6	CREATING		DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).
6	106 – Digital Business	CO106.1	REMEMBERING		DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
		CO106.2	UNDERSTANDING		SUMMARIZE the impact of information, mobile, social, digital, IOT and related

				technologies on society, markets & commerce.
		CO106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
		CO106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
		CO106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
		CO106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world.
7	201 – Marketing Management	CO201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
		CO201.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CO201.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ eservices.)
		CO201.4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CO201.5	EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CO201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
8	202 – Financial Management	CO202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various Techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
		CO202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus.
		CO202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
		CO202.4	ANALYSING	ANALYZE the situation and ☐ 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.
9	203 – Human Resource Management	CO203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
		CO203.2	REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
		CO203.3	UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention.
		CO203.4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
		CO203.5	ANALYSING	OUTLINE the compensation strategies of an organization
		CO203.6	EVALUATING	INTERPRET the sample job descriptions

				and job specifications for contemporary Entry level roles in real world organizations.
10	204 – Operations & Supply Chain Management	CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
		CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
		CO204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their Inter-linkages with forecasting.
		CO204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various Inventory classification methods.
		CO204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE The linkages with Customer Issues, Logistic and Business Issues in a real world context.
		CO204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services Organizations where the decision-making element is emphasized.
11	107 – Management Fundamentals	CO107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
		CO107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
		CO107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
		CO107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.
		CO107.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
		CO107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, startup and not-for-profit organizational context.
12	109 – Entrepreneurship Development	CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
		CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
		CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
		CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up.
		CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
		CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur

				motivations, entrepreneur culture and sectoral opportunities and financing options.
13	**111 - Legal Aspects of Business**	**CO111.1**	REMEMBERING	DESCRIBE the key terms involved in each Act.
		CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
		CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
		CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
		CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations
14	**208 - Geopolitics & World Economic Systems**	**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	ANALYSING	ANALYSE the forces that work for and against globalization.
		CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.
15	**209 - Start Up and New Venture Management**	**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.
16	**210 – Qualitative Research Methods**	**CO210.1**	REMEMBERING	ENUMERATE the key terms associated with Qualitative research approach.
		CO210.2	UNDERSTANDING	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
		CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
		CO210.4	ANALYSING	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
		CO210.5	EVALUATING	EVALUATE the quality of Qualitative Research work.
		CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world research project.
17	**113 - Verbal Communication Lab**	**CO113.1**	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
		CO113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
		CO113.3	APPLYING	DEMONSTRATE appropriate use of body

				language.
		CO113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
		CO113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
		CO113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.
18	115 - Selling & Negotiations Skills Lab	CO115.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
		CO115.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
		CO115.3	APPLYING	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
		CO115.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e product / e-service.
		CO115.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
		CO115.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / eservice and for a real world selling situation.
19	215 – Entrepreneurship Lab	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	ANALYSING	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.
20	205MKT: Marketing Research	CO205MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.
		CO205MKT.2	UNDERSTANDING	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
		CO205MKT.3	APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
		CO205MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
		CO205MKT.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
		CO205MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyze data to resolve a real life marketing

				issue.
21	**206MKT: Consumer Behavior**	**CO206MKT.1**	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
		CO206MKT.2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
		CO206MKT.3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
		CO206MKT.4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
		CO206MKT.5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
		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.
22	**217MKT: Integrated Marketing Communications**	**CO217MKT.1**	REMEMBERING	DESCRIBE the IMC mix and the IMC planning process.
		CO217MKT.2	UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
		CO217MKT.3	APPLYING	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
		CO217MKT.4	ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
		CO217MKT.5	EVALUATING	DESIGN a sales promotion campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.
		CO217MKT.6	CREATING	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.
23	**220MKT: Digital Marketing - I**	**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.
24	**205FIN:**	**CO205FI**	REMEMBERING	RECALL the structure and components of

	Financial Markets and Banking Operations	N.1		Indian financial system through banking operations & Financial Markets.
		CO205FIN.2	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance.
		CO205FIN.3	APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
		CO205FIN.4	ANALYSING	ANALYZE the linkages in the Financial Markets.
		CO205FIN.5	EVALUATING	EXPLAIN the various banking and accounting transactions.
		CO205FIN.6	CREATING	DEVELOP necessary competencies expected of finance professional.
25	**206FIN: Personal Financial Planning**	CO206FIN.1	REMEMBERING	UNDERSTAND the need and aspects of personal financial planning.
		CO206FIN.2	UNDERSTANDING	Describe the investment options available to an individual.
		CO206FIN.3	APPLYING	IDENTIFY types of risk and means of managing it.
		CO206FIN.4	ANALYSING	DETERMINE the ways of personal tax planning.
		CO206FIN.5	EVALUATING	EXPLAIN retirement and estate planning for an individual and design a financial plan.
		CO206FIN.6	CREATING	CREATE a financial plan for a variety of individuals.
26	**217FIN: Securities Analysis & Portfolio Management**	CO217FIN.1	REMEMBERING	REMEMBER various concepts taught in the syllabus.
		CO217FIN.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management.
		CO217FIN.3	APPLYING	CALCULATE risk and return on investment using various concepts covered in the syllabus.
		CO217FIN.4	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
		CO217FIN.5	EVALUATING	DESIGN/ CREATE optimal portfolio.
27	**219FIN: Direct Taxation**	CO219FIN.1	REMEMBERING	UNDERSTAND various basic concepts/ terminologies related Direct Taxation.
		CO219FIN.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
		CO219FIN.3	UNDERSTANDING	ILLUSTRATE how online filling of various forms and returns can be done.
		CO219FIN.4	APPLYING	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee.
		CO219FIN.5	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
		CO219FIN.6	EVALUATING	DESIGN/ DEVELOP / CREATE tax saving plan.
28	**205HRM: Competency Based Human Resource Management System**	CO205HRM.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
		CO205HRM.2	UNDERSTANDING	EXPLAIN various models of competency development.
		CO205HRM.3	APPLYING	PRACTICE competency mapping.
		CO205HRM.4	ANALYSING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
		CO205HRM.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for

				themselves.
		CO205HRM.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.
29	206HRM: Employee Relations and Labour Legislations	CO206HRM.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations.
		CO206HRM.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
		CO206HRM.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
		CO206HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
		CO206HRM.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
		CO206HRM.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations.
30	217HRM: Labour Welfare	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.
31	219HRM: Learning & Development	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.
32	205OSCM: Service Operations Management – I	CO205OSCM.1	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
		CO205OSCM .2	UNDERSTANDING	DESRCIBE the service design elements of variety of services.
		CO205OSCM .3	APPLYING	USE service blueprinting for mapping variety of real life service processes.
		CO205OSCM .4	ANALYSING	ANALYSE alternative locations and sites for variety of service facilities.
		CO205OSCM .5	EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
		CO205O	CREATING	CREATE flow process layouts for variety of

		SCM .6		services.
33	**206OSCM: Supply Chain Management**	CO206O SCM.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the –driving forces in contemporary Supply Chain Management.
		CO206O SCM.2	UNDERSTANDING	EXPLAIN the structure of modern day supply chains.
		CO206O SCM.3	APPLYING	IDENTIFY the various flows in real world supply chains.
		CO206O SCM.4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
		CO206O SCM.5	EVALUATING	EXPLAIN the key Operational Aspects in Supply Chain Management.
		CO206O SCM.6	CREATING	DISCUSS the relationship between Customer Value and Supply Chain Management.
34	**217OSCM: Planning & Control of Operations**	CO217O SCM.1	REMEMBERING	DESCRIBE the building blocks of Planning & Control of Operations.
		CO217O SCM.2	UNDERSTANDING	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
		CO217O SCM.3	APPLYING	MAKE USE OF the various forecasting approaches in the context of operations planning process.
		CO217O SCM.4	ANALYSING	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
		CO217O SCM.5	EVALUATING	EXPLAIN the importance of scheduling in operations management.
		CO217O SCM.6	CREATING	CREATE a Bill of Materials.
35	**219OSCM: Inventory Management**	CO219O SCM.1	REMEMBERING	DEFINE the key terms associated with Inventory Management.
		CO219O SCM.2	UNDERSTANDING	CLASSIFY various types of inventory, and inventory costs.
		CO219O SCM.3	APPLYING	CALCULATE Economic Order Quantity and stock levels under various conditions.
		CO219O SCM.4	ANALYSING	COMPARE and CONTRAST various methods of inventory control.
		CO219O SCM.5	EVALUATING	ASSESS various factors influencing Make or Buy decisions.
		CO219O SCM.6	CREATING	SOLVE problems based on ABC classification of inventory.
36	**205BA: Basic Business Analytics using R**	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.
37	**206BA: Data Mining**	CO206BA.1	REMEMBERING	DEFINE the key terms associated with Data Mining.
		CO206B	UNDERSTANDING	EXPLAIN the various aspects of Data.

		A.2		
		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.
38	217BA: Marketing Analytics	CO217BA.1	REMEMBERING	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.
		CO217BA.2	UNDERSTANDING	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
		CO217BA.3	APPLYING	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
		CO217BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
		CO217BA.5	EVALUATING	DETERMINE the most effective target markets.
		CO217BA.6	CREATING	DESIGN a study that incorporates the key tools of Marketing Analytics.
39	218BA: Retailing Analytics	CO2018BA.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
		CO2018BA.3	APPLYING	USE various kinds of data for performing Retailing Analytics.
		CO2018BA.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.
		CO2018BA.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
		CO2018BA.6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics.
40	301– Strategic Management	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 within and across strategy formulation, implementation, appraisal.
		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.
41	302– Decision Science	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.
42	**401 – Enterprise Performance Management**	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	Analyze 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.
43	**402 – Indian Ethos & Business Ethics**	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.
44	**308 – Project Management**	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.

45	**309 – Knowledge Management**	**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	Analyzing	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.
46	**310– Corporate Governance**	**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.
47	**405 – Global Strategic Management**	**CO405.1**	Remembering	Define the concept and key terms associated with the global strategic management.
		CO405.2	Understanding	Describe in detail global strategic alliance, merger and acquisitions.
		CO405.3	Applying	Demonstrate various global organization models in global strategic management context.
		CO405.4	Analyzing	Examine various entry and business-level strategies from global strategic management prospective.
		CO405.5	Evaluating	Explain globalization, innovation, and sustainability and challenges to strategic management.
		CO405.6	Creating	Design global strategies and understand their relative merits and demerits.
48	**407 – Cyber Laws**	**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.
49	**304 MKT : Services Marketing**	**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.
50	305 MKT : Sales & Distribution Management	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 distribution strategies and approaches.
		CO305MKT.6	CREATING	DEVELOP generate and evaluate sales and distribution strategies.
51	312 MKT: Business to Business Marketing	CO312 MKT.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.
		CO312 MKT.3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
		CO312 MKT.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.
52	314 MKT: Digital Marketing II	CO 314MKT.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.
53	316 :Marketing Analytics	CO316 MKT.1	REMEMBERING	DEFINE various key concepts in Marketing Analytics.
		CO316 MKT.2	UNDERSTANDING	DESCRIBE various key concepts in Marketing Analytics.
		CO316 MKT.3	APPLYING	IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it.
		CO316 MKT.4	ANALYSING	EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data.
		CO316	EVALUATING	MEASURE the effectiveness of marketing

		MKT.5		efforts and key outcomes in multiple areas of Marketing.
		CO316 MKT.6	CREATING	DESIGN a study that incorporates the key tools and techniques of Marketing Analytics.
54	**403 MKT: Marketing 4.0**	**CO403M KT.1**	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0
		CO403M KT.2	UNDERSTANDING	EXPLAIN the importance of 5A's in Marketing 4.0.
		CO403M KT.3	APPLYING	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, and Omni channel marketing to the real world of digital economy.
		CO403M KT.4	ANALYSING	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
		CO403M KT.5	EVALUATING	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
		CO403M KT.6	CREATING	DEVELOP strategies to create WOW! Moments with customer engagement.
55	**404 MKT: Marketing Strategy**	**CO404M KT.1**	REMEMBERING	DISCOVER perspectives of market strategy.
		CO404M KT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
		CO404M KT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.
		CO404M KT.4	ANALYSING	ANALYSE a company's current situation through applying internal and external analyses.
		CO404M KT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
		CO404M KT.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.
56	**410MKT: Rural and Agriculture Marketing**	**CO410M KT.1**	REMEMBERING	DEFINE various concepts related to Rural and Agricultural Marketing
		CO410M KT.2	UNDERSTANDING	UNDERSTAND the rural consumer buying Behaviour, Rural Marketing Mix, COMPARE Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market.
		CO410M KT.3	APPLYING	APPLY knowledge and skills of Rural Marketing to design marketing Mix strategies.
		CO410M KT.4	ANALYSING	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
		CO410M KT.5	EVALUATING	EVALUATE the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.

		CO410MKT.6	CREATING	BUILD a model for Marketing of Agricultural products by using marketing mix tools.
57	**411 MKT: Tourism & Hospitality Marketing**	**CO 411 MKT.1**	REMEMBERING	DEFINE core Concepts of Tourism and Hospitality industry and IDENTIFY various hospitality and tourism considerations.
		CO411 MKT.2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
		CO411 MKT.3	APPLYING	ORGANIZE and APPLY related numerical, pictorial and graphical data and MAKE USE OF them into business information.
		CO411 MKT.4	ANALYSING	ANALYSE important components of Service quality in Hospitality and Tourism industry and INTEGRATE them for appropriate service delivery through practical applications in the hospitality and tourism industry.
		CO411 MKT.5	EVALUATING	CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry.
		CO411 MKT.6	CREATING	FORMULATE overall functioning in hospitality and tourism industry and PROPOSE a blend of legal and customer based strategies to meet customer relationship marketing and face the challenges.
58	**304 FIN– Advanced Financial Management**	**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, and 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.
59	**305 FIN – International Finance**	**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.
		CO305FI	Creating	Formulate the investment plan or business

		N.6		plan by adapting international finance environment.
60	**313 FIN: Technical Analysis of Financial Markets**	**CO102.1**	REMEMBERING	Remember the concepts, terminologies, frameworks, tools, techniques and Theories of technical analysis taught in the syllabus.
		CO102.2	UNDERSTANDING	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation
		CO102.3	APPLYING	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities
		CO102.4	ANALYSING	ANALYSE AND FORECAST the market prices of securities in order to take and execute investment decisions
		CO102.5	EVALUATING	FORMULATE an ideal portfolio of investments with a combination of wide number of securities
61	**315 FIN – Indirect Taxation**	**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	Analyzing	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; virtual e filling can be done. Estimate the GST, TDS, anticipate goods, services, tax payable person for the Business.
62	**318 Fin–Digital Banking**	**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
63	**403 FIN: Financial Laws**	**CO403 .1**	Remembering	Define and Describe the basic concepts related to Financial Laws
		CO403. 2	Understanding	Illustrate the implications of various laws,

				Explain concepts and details of various financial laws.
		CO403. 3	Applying	Make use of contextual financial laws applicable to organizations.
		CO403. 4	Analyzing	Infer the application of financial laws to organizations
		CO403. 5	Evaluating	Appraise and perceive the benefits of applicable laws to the organizations.
64	404 FIN Current Trends & Cases in Finance	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.
65	411 FIN – Risk Management	CO411FIN.1	Remembering	Describe various concept associated with risk management and financial risk management.
		CO411FIN.2	Understanding	Exemplify the financial risk management processes, frameworks.
		CO411FIN.3	Applying	Determine the various building blocks of risk management system and strategies.
		CO411FIN.4	Analyzing	Classify various risks associated with enterprise, banks, insurance etc.
		CO411FIN.5	Evaluating	Formulate the strategies to overcome with currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.
66	412 FIN– Strategic Cost Management	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.
67	304HRM- Strategic Human Resource Management	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.
68	305HRM : HR Operations	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
69	317 HRM : Compensation and Reward Management	CO317HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost
		CO317HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
		CO317HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries
		CO317HRM.4	ANALYSING	EXPERIMEMT to calculate various types of monetary and profit sharing incentives
		CO317HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
		CO317HRM.6	CREATING	FORMULATE salary structure incorporating tax saving components.
70	318 HRM : Performance Management System	CO HRM.1	REMEMBERING	DESCRIBE key components and applicability of theories of Performance Management System
		CO318 HRM.2	UNDERSTANDING	DEMONSTRATE the communication skills required when managing achievement and underachievement.
		CO318 HRM.3	APPLYING	IDENTIFY factors affecting Performance Measurement
		CO318 HRM.4	ANALYSING	ANALYZE various tools for performance assessment
		CO318 HRM.5	EVALUATING	COMPARE various organizational performance management systems and best practices.
		CO318 HRM.6	CREATING	DESIGN a performance management process for an organization.
71	319 HRM -: Change Management & new technologies in HRM	CO. HRM .1	REMEMBERING	DEFINE Change Management and its significance
		CO. HRM .2	UNDERSTANDING	UNDERSTANDING change management model and practices
		CO. HRM .3	APPLYING	APPLY Change Management in context to digital transformation
		CO. HRM .4	ANALYSING & EVALUATING	EXAMINE and DETERMINE various concepts in human resource information system
		CO. HRM .5	CREATING	IMPLEMENT change management in the organization.
72	403 HRM - Organizational Diagnosis &	CO404.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis &

	Development			Development.
		CO404.2	UNDERSTANDING	UNDERSTAND concept of OD and intervention'.
		CO404.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
		CO404.4	ANALYSING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
		CO404.5	EVALUATING	IDENTIFY AND MAP an intervention to organizational need
		CO404.6	CREATING	DESIGN the role of the consultant for an organizational issue
73	**404 HRM: Current Trends & Cases in Human Resource Management**	**CO404H RM.1**	REMEMBERING	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
		CO404H RM.2	UNDERSTANDING	SUMMARIZE the impact of Current HR trends on HR Functions
		CO404H RM.3	APPLYING	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
		CO404H RM.4	ANALYSING	EXAMINE the changing role of HR Priorities
		CO404H RM.5	EVALUATING	ELABORATE upon the various types of current HR Trends
		CO404H RM.6	CREATING	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.
74	**410HRM : Designing HR Policies**	**CO.410H RM.1**	REMEMBERING	IDENTIFY important points to be incorporated in HR Manual
		CO.410H RM.2	UNDERSTANDING	UNDERSTAND policy requirement for Recruitment & Selection process
		CO.410H RM.3	APPLYING	PREPARE policies on employee benefits for an organization of your choice
		CO.410H RM.4	ANALYSING	ILLUSTRATE steps involved in better employee relations & grievance handling
		CO.410H RM.5	CREATING	CONSTRUCT various HR policies for an organization of your choice
75	**411: Labour Economics and Costing**	**CO411.1**	REMEMBERING	IDENTIFY the basic concepts of Labour Economics, Wage Determination, Labour Productivity and Costing.
		CO411.2	UNDERSTANDING	UNDERSTANDING the Labour Markers in India with reference to demand and supply of Labour and Social Security Problems associated to it.
		CO411.3	APPICATION	DETERMINATION of various Wage and Non-Wage Factors applicable in various sectors of businesses.
		CO411.4	ANALYSIS	IMPLEMENTATION of various theories of wage determination in various business sectors.
		CO411.5	EVALUATION	**EVALUATION** of Labour Cost Benefit Analysis of important HR functions.
		CO411.6	CREATION	APPLICATION of social security of labours in various sectors.
76	**304 OSCM- Services Operations Management – II**	**CO304O SCM .1**	REMEMBERING	DEFINE the key concepts in Services Operations Management.
		CO304O SCM .2	UNDERSTANDING	DIFFERENRTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
		CO304O SCM .3	APPLYING	IDENTIFY the sources of value in a service supply relationship & three factors that drive

				profitability for a professional service firm
		CO304O SCM .4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness.
		CO304O SCM .5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision.
		CO304O SCM .6	CREATING	SOLVE the relevant numerical in the scope of the subject.
77	305 OSCM - Logistics Management	CO305O SCM.1	REMEMBERING	DEFINE basic terms and concepts related to Logistics management.
		CO305O SCM.2	UNDERSTANDING	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes.
		CO305O SCM.3	APPLYING	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
		CO305O SCM.4	ANALYSING	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
		CO305O SCM.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.
		CO305O SCM.6	CREATING	DISCUSS modern real world logistical systems using the various concepts in the syllabus.
78	312 OSCM-Manufacturing Resource Planning	CO312O SCM.1	REMEMBERING	DEFINE basic terms and concepts related to MRP II.
		CO312O SCM.2	UNDERSTANDING	DESCRIBE the integrated planning structure and functions incorporated within MRP.
		CO312O SCM.3	APPLYING	ILLUSRATE the importance of MRP as a top-management planning tool
		CO312O SCM.4	ANALYSING	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
		CO312O SCM.5	EVALUATING	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.
		CO312O SCM.6	CREATING	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.
79	313 OSCM-Sustainable Supply Chains	CO313O SCM.1	REMEMBERING	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
		CO313O SCM.2	UNDERSTANDING	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.
		CO313O SCM.3	APPLYING	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
		CO313O SCM.4	ANALYSING	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
		CO313O SCM.5	EVALUATING	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.

		CO313O SCM.6	CREATING	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.
80	**314 OSCM-Business Excellence**	**CO314O SCM.1**	REMEMBERING	REPRODUCE the essential tenets of Business Excellence in organizations with special emphasis on Operations Excellence
		CO314O SCM.2	UNDERSTANDING	EXPLAIN the basic principles of various models of Business Excellence.
		CO314O SCM.3	APPLYING	MAKE USE OF the concepts, tools and techniques of Business Excellence in the various areas of Operations, Supply Chain and Services
		CO314O SCM.4	ANALYSING	ILLUSTRATE the various facets of development, implementation and assessment of business excellence
		CO314O SCM.5	EVALUATING	FORMULATE a managerial perspective and DEVELOP an informed decision marking ability for driving Business Excellence in the various areas of Operations, Supply Chain and Services
		CO314O SCM.6	CREATING	DISCUSS what makes some organizations best-in-class organizations.
81	**403 OSCM- E Supply Chains and Logistics**	**CO403O SCM .1**	REMEMBERING	DESCRIBE the structure of modern days Logistics.
		CO403O SCM .2	UNDERSTANDING	EXPLAIN the key concepts of Supply Chain Management and the –driving forces in contemporary Supply Chain Management.
		CO403O SCM .3	APPLYING	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
		CO403O SCM .4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
		CO403O SCM .5	EVALUATING	EXPLAIN the key Operational Aspects of E Procurement.
		CO403O SCM .6	CREATING	DEVELOP a framework for e-logistics
82	**404 OSCM-Industry 4.0**	**CO404O SCM .1**	REMEMBERING	DEFINE industrial revolutions and its different aspects.
		CO404O SCM .2	UNDERSTANDING	EXPLAIN the role of technology pillars of Industry 4.0.
		CO404O SCM .3	APPLYING	DEMONSTRATE the use of data in effective decision making.
		CO404O SCM .4	ANALYSING	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
		CO404O SCM .5	EVALUATING	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
		CO404O SCM .6	CREATING	DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB
83	**409 OSCM-Enterprise Resource Planning**	**CO409O SCM.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	APPLYING	DEVELOP basic understanding of how ERP

		OSCM.3		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.
84	**415 OSCM-Strategic Supply Chain Management**	CO415O SCM.1	REMEMBERING	DEFINE Key configuration components of Strategic Supply Chain Management.
		CO415O SCM.2	UNDERSTANDING	EXPLORE Process Architecture and Toolkits of in Strategic Supply Chain Management
		CO415O SCM.3	APPLYING	ILLUSTRATE the Design Organization for Performance and Organizational Change
		CO415O SCM.4	ANALYSING	EXAMINE the Right Collaborative Model and Drivers of collaboration of Strategic Supply Chain Management
		CO415O SCM.5	EVALUATING	ILLUSTRATE Use of Metrics to Drive Business Success and Roadmap to change
		CO415 OSCM.6	CREATING	DEVELOP the architecture of a supply chain.
85	**304 BA-Advanced Statistical Methods using R**	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.
86	**305 BA - Machine Learning & Cognitive intelligence using Python**	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.
87	**312 BA- Social Media, Web & Text Analytics**	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
		CO312B	APPLYING	DEVELOP a thought process to harness the

		A.3		power of social media analytics to improve website or business
		CO312B A.4	ANALYSING	ANALYSE Social Media Analytics and Web Analytics Tools
		CO312B A.5	EVALUATING	SELECT the right metrics for Social Media Analytics and Web Analytics
		CO312B A.6	CREATING	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios
88	316BA- Predictive Modelling using SPSS Modeler	CO316B A.1	REMEMBERING	DESCRIBE what Predictive Modeling is all about and know why you would want to use it
		CO316B A.2	UNDERSTANDING	EXPLAIN the CRISP-DM methodology and the IBM SPSS Modeler Workbench
		CO316B A.3	APPLYING	Explore, Prepare, Model and Evaluate your data using IBM SPSS Modeler
		CO316B A.4	ANALYSING	ILLUSTRATE how to use modeling skills to make decisions.
		CO316B A.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.
		CO316B A.6	CREATING	SOLVE real world problems using predictive modeling techniques on a real world data set
89	317 BA- E Commerce Analytics - I	CO317B A.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
		CO317B A.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
		CO317B A.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
		CO317B A.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
		CO317B A.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.
		CO317B A.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.
90	403 BA- Economics of Network Industries	CO403B A .1	REMEMBERING	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
		CO403B A .2	UNDERSTANDING	DESCRIBE the characteristics of the markets for network products.
		CO403B A .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
		CO403B A .4	ANALYSING	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
		CO403B A .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.
91	**404 BA- Artificial Intelligence in Business Applications**	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 on structured data to develop machine learning models.
		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.
92	**409 BA- E Commerce Analytics - II**	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.
93	**410BA: Healthcare Analytics**	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.

Master of Computer Application

First Year

Sr. No.	Course Name:-[IT 11] Problem Solving using C++
CO1	Use the algorithm paradigms for problem solving
CO2	Develop programs with features of the C++ programming language
CO3	Develop simple applications using C++
CO4	Develop programs in the UNIX/Linux programming environment

Sr. No.	Course Name:-[IT 12] Software Engineering using UML
CO1	Distinguish different process model for a software development
CO2	Design software requirements specification solution for a given problem definitions of a software system.
CO3	Apply software engineering analysis/design knowledge to suggest solutions for simulated problems
CO4	Recognize and describe current trends in software engineering.

Sr. No.	Course Name:-[IT 13] Database Management System
CO1	Describe the basic concepts of DBMS and various databases used in real applications.
CO2	Design relational database using E-R model and normalization
CO3	Demonstrate nonprocedural structural query languages for various database applications
CO4	Apply concepts of Object Based Database, XML database and non-relational databases.
CO5	Explain transaction management and recovery management for real applications

Sr. No.	Course Name:-[IT 14] Essential of Operating System
CO1	Understand structure of OS, process management and synchronization.
CO2	Analyze and design Memory Management.
CO3	Interpret the mechanisms adopted for file sharing in distributed Applications
CO4	Conceptualize the components and can do Shell Programming.
CO5	Know Basic Linux System Administration and Kernel Administration

Sr. No.	Course Name:-[BM11] Business Process Domain
CO1	describe major bases for marketing mix in business
CO2	describe various functionalities of human resource process
CO3	Identify existing e-commerce model and payment system
CO4	Apply knowledge to evaluate and manage an effective supply chain
CO5	Understand how customer relations are related to business functions and its importance to success of Business entity
CO6	use various banking and insurance process for business development

Sr. No.	Course Name:-[IT11L] Practical based on IT11
CO1	Hands-on for C++ Programming concepts like class, inheritance, abstraction, encapsulation, dynamic binding, polymorphism, I/O systems, exception handling

Sr. No.	Course Name:-[IT21] Data Structure and Algorithm
CO1	apply design principles and concepts for Data structure and algorithm
CO2	summarize searching and sorting techniques
CO3	describe stack, queue and linked list operation

CO4	demonstrate the concepts of tree and graphs

Sr. No.	Course Name:-[IT22] Web Technology
CO1	Implement interactive web page(s) using HTML, CSS and JavaScript
CO2	Build Dynamic web site using server-side PHP Programming and Database connectivity.
CO3	Design a responsive web site

Sr. No.	Course Name:-[MT21] BUSINESS STATISTICS
CO1	Demonstrate concepts of business statistics (such as measures of central tendency, dispersion, correlation, regression analysis and time series analysis)
CO2	Students will be able to analyze and apply statistical tools to solve problems.
CO3	based on the acquired knowledge to interpret the meaning of the calculated statistical indicators
CO4	Demonstrate concept of index numbers for solving practical problems in business world

Sr. No.	Course Name:-[IT23 Essentials of Networking
CO1	Understand the basic concepts of data communication including the key aspects of networking and their interrelationship
CO2	Understand various protocols such as HTTP, SMTP, POP3, IMAP, FTP, DNS, DHCP and the basic structure of IPv4, IPv6 Address and concept of sub netting with numerical
CO3	Understand routing concept and working of routing protocols such as RIP, OSPF and BGP
CO4	Understand various encryption techniques

Sr. No.	Course Name:-[BM21] Principles and Practices of Management and Organizational Behavior
CO1	Describe and analyze the interactions between multiple aspects of management.
CO2	Analyze the role of planning and decision making in Organization
CO3	Justify the role of leadership qualities, Motivation Group dynamics and Team Building.
CO4	Compare the controlling process

Sr. No.	Course Name:-[IT21L] Practical based on IT21
CO1	Hands-on for implementing Data structures Stacks, Queue, Linked List, Tree, Binary Threaded Tree & Graph

<div align="center">Second Year</div>

Sr. No.	Course Name:-[MTC31] Probability and Combinatory
CO1	Use logical notation to define and reason about fundamental mathematical concepts such as sets, relations, functions, and integers
CO2	Calculate numbers of possible outcomes of permutations and combinations
CO3	Express and apply principle of inclusion and exclusion
CO4	Calculate probabilities and discrete distributions for random & continuous variables
CO5	Compute different generating functions using mean and variance

Sr. No.	Course Name:-[ITC31] Multimedia Tools for Presentation
CO1	understand various Multimedia tools & software for effective Presentation
CO2	Prepare Presentation by using PowerPoint, Adobe Photoshop etc.

Sr. No.	Course Name:-[SSC31] Soft Skills-Presentation
CO1	Outline different types of communication techniques
CO2	Demonstrate effective use of visual aids in presentations
CO3	Assess students communication through mock presentations

Sr. No.	Course Name:-[T1-IT31] Advanced Data Structure and C++ programming
CO1	Write C++ as well as DS programs with C++ using advanced language features
CO2	Apply classes from standard C++ library
CO3	Exploit advanced C++ techniques like memory management operators, pointers, exception handling etc.

Sr. No.	Course Name:-[T1-IT32] Design and Analysis of Algorithms (DAA)
CO1	Understand the basic concepts of Algorithms
CO2	Outline the importance of advance Algorithms in solving business problems
CO3	Analyze the existing algorithm for creation of logic and problem solving approach among the Students

Sr. No.	Course Name:-[T1-IT33] Object Oriented Analysis and Design
CO1	Understand structured system analysis design and object oriented analysis design
CO2	Creation and design of system interfaces using unified modeling language
CO3	Discuss various maintenance tools and CASE tools

Sr. No.	Course Name:-[T1-IT34] Advanced Internet Technology
CO1	Create a web page using a wireframe structure and HTML5 tags
CO2	Implement XML based applications
CO3	Demonstrate basics of PHP programming with database design

Sr. No.	Course Name:-[T1-IT31L] DS & C++ Lab
CO1	Hands-on for C++ & DS programs using C++ Programming concepts like class, inheritance, abstraction, encapsulation, dynamic binding, polymorphism, I/O systems, exception handling
CO2	Write programs for implementing Data structures Stacks, Queue, Linked List, Tree, Binary Threaded Tree & Graph

Sr. No.	Course Name:-[T1-IT34L] Mini Project using AIT
CO1	Hands on experience on programming and object oriented techniques
CO2	Design Web Pages using HTML5, AngularJS, JQuery
CO3	Design and Develop web based applications using PHP, AJAX

Sr. No.	Course Name:-[T3-IT31] Enterprise Resource Planning
CO1	Understand and Enterprise Resource Planning and its module
CO2	Demonstrate evaluation and selection of ERP package

CO3	Apply ERP in various sectors of organizations

Sr. No.	Course Name:-[T3-IT32] Data Communication & Computer Networks
CO1	Illustrate the different dada communication models used in networking
CO2	Demonstrate different network applications
CO3	Application of Network Security in business domain

Sr. No.	Course Name:-[T3-IT33] Data Warehouse, Mining, BI Tools& applications
CO1	Understand the concept related to data warehouse architecture
CO2	Compare Online Analytical Processing (OLAP) and Online Analytical Transaction Processing(OLTP) tools
CO3	Discuss the techniques of clustering, classification, association finding to real world data
CO4	Comprehend to design various algorithms based on data warehousing and mining

Sr. No.	Course Name:-[T3-IT34] Information Security & Audit
CO1	Describe Importance of Information Systems & its basics
CO2	Understand the Information security management in organization
CO3	Demonstration of information security audits and issues

Sr. No.	Course Name:-[T3-IT32L] DCCN Lab
CO1	Hands on experience on different networking techniques
CO2	Demonstrate different networking tools like wireshark, etc
CO3	Experience configuring IP addresses, etc.

Sr. No.	Course Name:-[T3-IT33L] BI Tools Lab
CO1	Demonstrate various data mining Techniques to get practical overview of classification, Clustering, Apriori algorithm
CO2	Hands on experience on Business Intelligence Tool like Pentaho
CO3	Generate reports using spreadsheets based on data mining tool & BI tools

Sr. No.	Course Name:-[ITC41] Optimization Techniques
CO1	Apply Maximizing benefit/minimizing product costs in various manufacturing and construction processes using graphical method
CO2	Understand and apply queuing theory and replacement theory and inventory theory in business applications
CO3	Compute Critical path and network analysis using project Evaluation and Review techniques
CO4	Calculate & solve sequencing problem for one and two machine

Sr. No.	Course Name:-[ITC42] Research Methodology & Statistical Tools
CO1	Identify and understand the concept, process of research in business
CO2	Use of different tools and techniques for research design in practice
CO3	Describe different types of data and its measurement
CO4	Use of statistical tools for data analysis

Sr. No.	Course Name:-[SSC41] Soft Skills -Interview
CO1	Understand the importance of interview
CO2	Preparing resumes & CV
CO3	Assess students communication skills through mock interviews

Sr. No.	Course Name:-[T1-IT41] Advanced Java
CO1	Write programs for resource sharing using socket programming and RMI
CO2	Design and Develop server side applications with database Connectivity
CO3	Design and develop applications using servlets, JSP and spring-hibernate

Sr. No.	Course Name:-[T1-IT42] Python programming
CO1	Understand the basic concepts of Python programming language
CO2	Understand the object oriented concept in Python programming language
CO3	Apply the programming & object oriented technique to write different programs
CO4	Create an application based on real life problems
Sr. No.	Course Name:-[T1-IT43] Advance DBMS
CO1	Understand advance database management system concepts & information retrieval
CO2	Describe, Analyze, and differentiate types of database
CO3	Analyze & Evaluate various algorithms based on data mining tools
CO4	Describe the various techniques & operation associated with data warehouse

Sr. No.	Course Name:-[T1-IT44] Cloud Computing
CO1	Understand basic concept of cloud computing and virtualization
CO2	Discuss cloud security and cloud issues
CO3	Compare cloud service models based on IaaS, PaaS & SaaS
CO4	Examine cloud provider based on IaaS, PaaS & SaaS

Sr. No.	Course Name:-[T1-IT41L] Adv. Java Lab
CO1	Enhanced Java Programming Skills such as abstract Windows Toolkit, Java Input Output, Networking
CO2	Develop applications using JDBC, RMI ,Java Beans
CO3	Develop applications using servlets, JSP and spring-hibernate

Sr. No.	Course Name:-[T1-IT42L] Python Programming Lab
CO1	Hands on experience on programming and object oriented techniques
CO2	Develop applications using Python

Sr. No.	Course Name:-[T3-IT41] E-Commerce & Knowledge Management
CO1	Illustrate channels of E Commerce and M Commerce & use of different technology
CO2	Elaborate security issues exists in electronic payment system
CO3	Explain knowledge management processes, its technology and system

CO4	Comprehend Practical implications of KM tools and techniques

Sr. No.	Course Name:-[T3-IT42] Cyber Laws & Intellectual Property Rights
CO1	Understand Cyber Laws and Intellectual Property Rights in India
CO2	Describe different Cyber Crime cases
CO3	Summarize Intellectual Property Rights with the help of suitable practical examples

Sr. No.	Course Name:-[T3-BM43] Customer Relationship Management & Supply Chain Management
CO1	Understand the role of IT for SCM & CRM
CO2	Discuss Supply Chain Strategies framework & Supply Chain Strategy
CO3	Comprehend the functionalities of CRM in Service Sector

Sr. No.	Course Name:-[T3-IT44] Software Quality Assurance & Control
CO1	Analyze different approaches to software quality assurance
CO2	Apply software quality assurance knowledge in practice
CO3	Evaluate software metrics results

Sr. No.	Course Name:-[T3-IT43L] Mini Project based on CRM & SCM
CO1	Hands on experience on CRM & SCM
CO2	Develop cases on supply chain and logistics management & customer relationship management

Sr. No.	Course Name:-[T3-IT44L] Software Quality Assurance Lab
CO1	Hands on experience on MS project for project management
CO2	Analysis and documentation of software project requirements

Third Year

Sr. No.	Course Name:-[ITC51] Software Project Management
CO1	Implement project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in practice
CO2	Demonstrate effective project execution and control techniques that result in successful projects

Sr. No.	Course Name:-[ITC51P] Project
CO1	Understand project domain knowledge
CO2	Analyze and Design project documentation
CO3	Gain practical insights of testing and coding

Sr. No.	Course Name:-[SSC51] Soft Skills - Group Discussion
CO1	Understand the dynamics of team building
CO2	Illustrate Methodology of Group discussions
CO3	Assess students soft skills through mock group discussions

Sr. No.	Course Name:-[T1-IT51] ASP .Net using C#
CO1	Understand basic concept of ASP.NET using C#
CO2	Design and develop web app interfaces with database connectivity
CO3	Discuss web services, AJAX and MVC

Sr. No.	Course Name:-[T1-IT52] Service Oriented Architecture
CO1	Comprehend basic principles of service orientation
CO2	Design service oriented analysis techniques and technology underlying the service

Sr. No.	Course Name:-[T1-IT53] Big Data Analytics
CO1	Demonstrate the skills necessary for utilizing Hadoop framework
CO2	Explore the concept and challenge of big data
CO3	Analyze the requirements for a Big Data Analytics System for a departmental/ organizational requirements
CO4	Formulate an effective strategy to implement a successful Data analytics project

Sr. No.	Course Name:-[T1-IT54] Mobile Application Development
CO1	Understand basic concept of android technology
CO2	Design and developed mobile application using android technology
CO3	Publish android application in Google play store

Sr. No.	Course Name:-[T1-IT51L] Mini Project using ASP .Net
CO1	Understand coding fundamentals of ASP.Net using VS 2010
CO2	Design and Developed dynamic website using asp.net and c#

Sr. No.	Course Name:-[T1-IT54L] Mini Project Using Mobile Application Development
CO1	Understand coding fundamentals of android using Eclipse and ADT
CO2	Design and developed mobile application using android technology

Sr. No.	Course Name:-[T3-IT51] Software Testing & Tools
CO1	Understand basic concepts and different types of software testing
CO2	Summarize different software development models
CO3	Comparison of different testing tools with suitable cases

Sr. No.	Course Name:-[T3-BM52] Entrepreneurship Development
CO1	Understand the basic terms used in Entrepreneurship
CO2	Apply the principles of entrepreneurial and family business
CO3	Identify and apply the principles of preparing a start-up business plan
CO4	Describe the role of government, support institutions and management of small business

Sr. No.	Course Name:-[T3-IT53] Decision Support System

CO1	Understand DSS and DSS Tools
CO2	Discuss tools for DSS development
CO3	Implement & Integrate Enterprise System & Decision Support System

Sr. No.	Course Name:-[T3-IT54] Business Architecture
CO1	Highlight broad framework of business architecture
CO2	Illustrate different areas, where architect is responsible for effective design and risk management
CO3	Explore security feature in various architecture

Sr. No.	Course Name:-[T3-IT51L] CASE Tools Lab
CO1	Demonstrate testing process in Winrunner
CO2	Draw different UML diagrams
CO3	Develop models using E-Draw Tools

Sr. No.	Course Name:-[T3-BM52L] Activities based on Entrepreneurship Development
CO1	Understand the systematic process to select and screen a business idea
CO2	Design Business Plan
CO3	Prepare Business Project Report
CO4	Practice Field Assignment

Sr. No.	Course Name:-[ITC61P] Project
CO1	Understand specific functional areas in IT sector like development, testing, database, networking etc.
CO2	Gain practical insights of selected technology
CO3	Experience the actual work environment in an IT organization
CO4	Explore career opportunities in the IT sector

For details about syllabus please visit following web links

Link for MBA syllabus -2019

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

Link for MCA syllabus -2020

MCA-I & II semester

http://collegecirculars.unipune.ac.in/sites/documents/Syllabus2020/Syllabus%20of%20MCA%20_Managt_%202020%20pattern%20curriculum_Sem%20I%20and%20II_13122021.pdf

MCA-III & IV semester

http://collegecirculars.unipune.ac.in/sites/documents/Syllabus2021/Syllabus%20of%20MCA%20_Management_%202020%20Patt%20_Sem%20III%20and%20%20IV_13122021.pdf