



< Department of Management of Studies >  
K. K. Wagh Institute of Engineering Education and Research  
Hirabai Haridas Vidyanagari, Amrut Dham, Panchavati, Nashik-422003

**Vision:**

To be a valuable resource for industry and society through quality education and research in engineering and management.

**Mission:**

**Mission 1:** Impart quality education by nurturing a conducive learning environment through continuous improvement.

**Mission 2:** Promote socially relevant research and development (R&D) in collaboration with industry and research institutes.

**Mission 3:** Facilitate R&D based innovation to meet emerging needs of society.

**Mission 4:** To equip the students with 21<sup>st</sup> century competencies and character qualities for their holistic development



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**Programme Educational Objectives (PEO's):**

**PEO1:** To impart requisite knowledge and skills to students for developing effective leaders in business environment.

**PEO2:** To educate students to develop them as management professionals with effective managerial skills capable of assuming important role in various sectors.



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**Program Outcomes:**

**PO1: Domain Knowledge**

Ability to convey, demonstrates, analyse and apply the knowledge of Management principles and related domains to the solutions of real-world business problems.

**PO2: Business Environment and Sustainability**

Function effectively as an individual in business ecosystem to improve their awareness and knowledge in scanning Economic, legal and social environment of local and global business environment.

**PO3: Critical thinking**

Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

**PO4: Problem Solving and Innovative Solutions**

Apply best management practices to mitigate real life problems through holistic approach.

**PO5: Social Responsiveness and Ethics**

Apply ethical management practices to one's own work, as an entrepreneur.

**PO6: Effective Communication**

Communicate effectively in Verbal, Non-verbal and written, especially in business applications, with the use of appropriate technology (business presentations, digital Communication, social network platforms and so on).

**PO7: Leadership**

Apply the knowledge, skills & right attitude to provide appropriate leadership in an environment.

**PO8: Teamwork**

Graduates are expected to work as team member and lead teams across organizational boundaries to maximize the usage of diverse skills of team members in the related context.

**PO9: Entrepreneurship**

Identify entrepreneurial opportunities and leverage managerial & leadership skills for leading and managing start-ups and family businesses.



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**PO10: Lifelong Learning**

Ability to operate independently in new environment, acquire new knowledge and skills in continuing professional development and lifelong learning.

**Program Specific Objectives:**

The MBA Program:

1. Facilitates learning in theory & practice of different functional areas of Management.
2. Prepare students for careers in diverse sectors of the industry.
3. Develops the students with an integrated approach to various functions of Management.



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### **Program Specific Outcomes**

**PSO 1:** Students will be able to work in diverse sectors of industry.

**PSO2:** Students will be able to apply various functions of management to solve real life problems.



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## Course Outcomes:

### FYMBA – Sem I

#### **Subject 1: MBA22 1 01: [DCC] Principles of Management**

At the end of this course, Students will be able to

CO1. Describe various management function and its approaches.

CO2. Explain planning, planning premises, decision making and various decisions making conditions.

CO3. Apply management principles for solving simple and complex task.

CO4. Analyze different types of organization structure

#### **Subject 2: MBA22 1 02: [DCC] Marketing Fundamentals**

At the end of this course, Students will be able to

CO1 .Recognize the nature and scope of marketing and role of professional managers

CO2. Interpreting the needs of customers and methods of satisfy those needs.

CO3. Demonstrating the marketing process used for products, services and Market segments along with its application

CO4. Illustrate the marketing communication methods and its use in digital marketing

CO5. Evaluate the marketing concepts with aid of study components

#### **Subject 3: MBA22 1 03: [DCC] Organizational Behavior**

At the end of this course, Students will be able to

CO1. Demonstrate knowledge and understanding of organizational behavior.

CO2. Explain Personality, factors influencing perception, Values, attitude, emotions and motivational theories.

CO3. Determine group dynamics and processes, norms, roles, team building, power and politics, leadership.

CO4. Estimate conflict management and Negotiation for better resolution of conflicts in organization.

CO5 Assess the theories of conflict management, organization change and stress management etc. to solve cases.

#### **Subject 4: MBA22 1 04: [DCC] Accounting for Managers**

At the end of this course, Students will be able to

CO1. Describe the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgeting and Standard Costing

CO2. Explain the difference and relationship between Cost accounting, Financial accounting and Managerial accounting.

CO3. Perform all the necessary calculations through the relevant numerical problems

CO4. Analyze the situation and decide the key financial as well as non-financial elements involved in the situation.

CO5. Evaluate the financial impact of the decision and determine a reasonable course of action for a given management decision.



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**Subject 5: MBA22 1 05: [DCC] Managerial Economics**

At the end of this course, Students will be able to

- CO1. Describe the key terms in economics, from a managerial perspective.
- CO2. Interpret the various issues in an economics context and identify their significance from the perspective of business decision making.
- CO3. Analyze the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
- CO4. Evaluate critical thinking based on principles of micro-economics for informed business decision making.
- CO5. Create and 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.

**Subject 6: MBA22 1 06: [DCC] Business Legislation**

At the end of this course, Students will be able to

- CO1. Describe the basic terms related to business law.
- CO2. Demonstrate features and concepts of various Acts.
- CO3. Determine terms and conditions for appointing an agency, contract of sale partnership deed, incorporation of a company and transfer of ownership etc.
- CO4. Analyze the situation leading to breach of contract, revocation of contract, termination of agency and consumer complain
- CO5. Evaluate the impact of business laws and determine a reasonable course of action for resolving the disputes, revocation of contract, and termination of agency in a given situation.

**Subject 7: MBA22 1 07: [DEC] Intellectual Property Rights**

At the end of this course, Students will be able to

- CO1. Recognize the requirement of the IPR about protection for creations and inventions of literary, artistic works and designs.
- CO2. Compare among Copyright, Trademark, Geographical Indication, Patent and Design.
- CO3. Apply the knowledge to enable creators and inventors to earn recognition and financial rewards from their work.
- CO4. Recognize and analyze the difference among the options available for the inventions, literary and creative work.
- CO5. Evaluate the IPR concepts with aid of study components.

**Subject 8: MBA22 1 08 : [DEC] Business Environment**

At the end of this course, Students will be able to

- CO1. Describe various internal and external environments that affect business
- CO2. Summarize the factors and components that drive the changes in domestic and international business environment.
- CO3. Illustrate the different economic system and role of public and private sector in economy.
- CO4. Analyze the impact of government policies and regulations on business environment.
- CO5. Conduct Internal external analysis of business organization



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**Subject 9: MBA22 1 09 : [SLC] Business Communication – I**

At the end of this course, Students will be able to

- CO1. Recognize the requirement of effective business communication. Remembering
- CO2. Explain the barriers while communicating in real world business
- CO3. Apply the ways to communicate effectively with appropriate verbal and body language.
- CO4. Demonstrate appropriate behavior in professional virtual and real business conversations.
- CO5. Create effective business presentations with the aid of appropriate technology tools and their functions.

**Subject 10: MBA22 1 10 : [LHSM] Emotional Intelligence**

At the end of this course, Students will be able to

- CO1. Apply one self and others in a better manner.
- CO2. Identify and develop hidden areas of human relations.
- CO3. Apply the EI principles in corporate sector and in all walks of the life.
- CO4. Analyze EI as a tool to develop relations with other people.
- CO5. Evaluate decision making in better manner and to develop EI as a skill.

**Subject 11: MBA22 1 11: [LHSM] Self Expression**

At the end of this course, Students will be able to

- CO1. Identify one-self in a better manner.
- CO2. Express hidden potential.
- CO3. Examine one-self and others around you to be successful Manager.
- CO4. Categorize effective ways for managing self.
- CO5. Develop various skills for Self Improvement.

**Subject 12: MBA22 1 12 : [SLC] Excel skill for Business**

At the end of this course, Students will be able to

- CO1. Acquaint with basics of Microsoft Office & Google Applications.
- CO2. Demonstrate the IT skills through the use of appropriate technology.
- CO3. Use various functions of MS Excel using different types of commands.
- CO4. Analyze the data from multiple data sources from MS Excel using few statistical tools.
- CO5. Create standard Excel Template for routine business data management.





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## **FYMBA – Sem II**

### **Subject 1: MBA 22 2 01 : [DCC] Human Resource Management**

At the end of this course, Students will be able to

- CO1.** Explain the key terms in human resource management, human resource development function.
- CO2.** Discuss the emerging trends and practices in HRM, HRD and various issues.
- CO3.** Analyze changing role of human resource management in different situation like employee separation, work from home policy etc.
- CO4.** Evaluate different ways of HR Accounting, HR Audit and employee engagements in an Organization.
- CO5.** Evaluating emerging trends in HRM in real world organizations.

### **Subject 2: MBA22 2 02: [DCC] Business Research Methods**

At the end of this course, Students will be able to

- CO1.** Define the basic concepts of business research process
- CO2.** Discuss the various research designs, sampling techniques used under business research methods
- CO3.** Demonstrate various application of research in real time business
- CO4.** Differentiate various statistical tools used in research and interpret the results effectively.
- CO5.** Develop an effective research report which provides a holistic view for decision making

### **Subject 3: MBA22 2 03 : [DCC] Financial Management**

At the end of this course, Students will be able to

- CO1.** Describe the basic concepts and principles used in financial decision making.
- CO2.** Explain all theoretical concepts thoroughly all over the syllabus.
- CO3.** Perform all the required calculations through relevant numerical problems.
- CO4.** Analyze the situation and interpret the result.
- CO5.** Evaluate impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm and select the best course of action among several financial options.



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**Subject 4: MBA 22 2 04 : [DCC] Operations Management**

At the end of this course, Students will be able to

- CO1. Define the basic concepts of Operations and Supply chain Management
- CO2. Discuss the various tools and techniques used in Operations process of Companies
- CO3. Demonstrate various application of models such as Inventory, Quality control tools and so on in real time business scenario
- CO4. Examine the importance of operations and supply chain process in manufacturing, service and various industries
- CO5. Develop an effective supply chain model for a business considering the customers and enablers of SCM.

**Subject 5: MBA 22 2 05: [DCC] Business Ethos and Corporate Governance**

At the end of this course, Students will be able to

- CO1. Explain the key terms in ethics, business ethics and factors affecting business ethics.
- CO2. Explain theories and Basic model for business ethics.
- CO3. Identify ethical practices in business management
- CO4. To analyze ethical and corporate governance practices in companies.
- CO5. To evaluate environmental ethical issues and CSR activity as a good Citizen.

**Subject 6: MBA 22 2 06: [DCC] Advanced Marketing**

At the end of this course, Students will be able to

- CO1. Identify the key terms associated with the marketing mix.
- CO2. Summarize the implications of product and pricing decisions and how they affect the business performance.
- CO3. Demonstrate the application of decisions related to promotion, sales management and setting of marketing channels.
- CO4. Analyze various functions of a sales organization and also analyze international business environment and its characteristics.
- CO5. Compare the learned marketing concepts and strategies with real world marketing offering through cases and business models.

**Subject 7: MBA22 2 07: [DEC] Practical leadership Skills**

At the end of this course, Students will be able to

- CO1. Identify the skills needed to lead.
- CO2. Explain the basic concepts of leadership
- CO3. Analyze modern theories and Leadership styles.
- CO4. Evaluate the necessary skills to be a competent leader

**Subject 8: MBA22 2 08: [DEC] Current Business Scenario**

At the end of this course, Students will be able to

- CO1. Explain current affairs of national and International importance
- CO2. Examine different economic policy changes affecting business.
- CO3. Analyze the Initiatives/ schemes of the government for entrepreneurship, startup, innovation
- CO4. Evaluate the impact of different business policy affecting business.
- CO5. Relate current state with professional and personal life accomplishments



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**Subject 9: MBA22 2 09 : [SLC] Data Analysis using R**

At the end of this course, Students will be able to

- CO1. Describe the basic concepts of R programming language
- CO2. Explain the fundamental concepts associated with programming in R including functions, variables, data types, pipes, and vectors
- CO3. Demonstrate uses of various operations in R
- CO4. Analyze data graphically by creating a variety of plots using the appropriate visualization tools of R.
- CO5. Select the right functions of R for the given analytics task.

**Subject 10: MBA 22 2 10: [PSI] Desk Research Seminar**

At the end of this course, Students will be able to

- CO1. Define and Identify a basket of potential business opportunities in the local, regional or national context.
- CO2. Compare the shortlisted business opportunities to select the most suitable / promising opportunity.
- CO3. Develop a business model around the shortlisted business opportunity.
- CO4. Formulate the organization structure for the proposed start up
- CO5. Evaluate the market potential and estimate the financing requirements

**Subject 11 MBA 22 2 11: [LHSM] Event Management**

At the end of this course, Students will be able to

- CO1. Define the scope of the events industry.
- CO2. Apply the skills to design, plan, create, implement, manage, and market events.
- CO3. Analyze the practical ground requirements of Event Management.
- CO4. To document their key learning made and shall submit the same in the form of a report for all the Events they have participated.
- CO5. Design the events in a sustainable manner and evaluate event outcomes.

**Subject 12: MBA22 2 12: [SLC] Business Communication – II**

At the end of this course, Students will be able to

- CO1. Remember the elements of efficient and effective communication.
- CO2. Discuss the importance and structure of written communication
- CO3. Apply the rules of good and effective written communication.
- CO4. Differentiate between various business communications
- CO5. Compose reports, memos, e-mails and notices.
- CO6. Remember the elements of efficient and effective communication.



### **SYMBA – Sem III**

#### **Subject 1: 301– Strategic Management**

At the end of this course, Students will be able to

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

#### **Subject 2: 302– Decision Science**

At the end of this course, Students will be able to

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

#### **Subject 3: 307– International Business Environment**

At the end of this course, Students will be able to

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

#### **Subject 4: 308 – Project Management**

At the end of this course, Students will be able to

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

#### **Subject 5: 311–Management of Non-profit organizations**

At the end of this course, Students will be able to

- CO311.1 REMEMBERING DESCRIBE the basic concepts and frameworks in the field of Non-Profit Sector & Non-Profit Organization.
- CO311.2 UNDERSTANDING EXPLAIN the characteristics of Non-Profit organizations, summarizing the factors affecting development of Non-Profit organization.
- CO311.3 APPLYING MAKE use of theoretical concepts, frameworks while registration process of Non-Profit Organization.
- CO311.4 ANALYSING EXAMINE the role of any public policies which helps NPO in decision making.
- CO311.5 EVALUATING EVALUATE the performance of Non- Profit organizations, the critical financial considerations of the Non - Profit organization.



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**Subject 6: 304 MKT : Services Marketing**

At the end of this course, Students will be able to

- CO304 MKT.1 RECALL the key concepts in services marketing
- CO304 MKT.2 EXPLAIN the role of Extended Marketing Mix in Services
- CO304 MKT.3 the new Paradigm and Perspectives in Marketing of Services
- CO304 MKT.4 ANALYSE the significance of services marketing in the Indian and global economy.
- CO304 MKT.5 EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
- CO304 MKT.6 DEVELOP marketing mix for various services offering

**Subject 7: 305 MKT : Sales & Distribution Management**

At the end of this course, Students will be able to

- CO305MKT.1 DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
- CO305MKT.2 UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution
- CO305MKT.3 APPLY the concepts related to sales and distribution management.
- CO305MKT.4 ANALYZE the real life scenarios of sales and distribution management.
- CO305MKT.5 EVALUATE the existing sales and distribution strategies and approaches.
- CO305MKT.6 DEVELOP generate and evaluate sales and distribution strategies.

**Subject 8: 312 MKT: Business to Business Marketing**

At the end of this course, Students will be able to

- CO312 MKT.1 DEFINE the terms and concepts related to Business to Business marketing
- CO312MKT.2 EXPLAIN the terms and concepts used in business to business marketing
- CO312 MKT.3 IDENTIFY challenges and opportunities in Business-to-Business Marketing
- CO312 MKT.4 FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing
- CO312MKT.5 DESIGN marketing mix elements considering business-to-business sales and service situations
- CO312MKT. DEVELOP marketing plan for business-to-business Marketing situations.

**Subject 9: 314 MKT: Digital Marketing II**

At the end of this course, Students will be able to

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



### **Subject 10: 316 :Marketing Analytics**

At the end of this course, Students will be able to

- CO316MKT.1 DEFINE various key concepts in Marketing Analytics
- CO316MKT.2 DESCRIBE various key concepts in Marketing Analytics
- CO316MKT.3 IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it
- CO316MKT.4 EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data
- CO316MKT.5 MEASURE the effectiveness of marketing efforts and key outcomes in multiple areas of Marketing
- CO316MKT.6 DESIGN a study that incorporates the key tools and techniques of Marketing Analytics

### **Finance Subject List**

#### **Subject: 304 FIN– Advanced Financial Management**

At the end of this course, Students will be able to

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

#### **Subject: 305 FIN – International Finance**

At the end of this course, Students will be able to

- CO305FIN.1 Enumerate the key terms associated with International Finance.
- CO305FIN.2 Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level
- CO305FIN.3 Illustrate the role of international monetary systems & intermediaries in Global financial market
- CO305FIN.4 Inspect the various parameters of global financial market and interpret
- CO305FIN.5 Determine the various strategies to start investment or business at the international level by considering various factors of international finance
- CO305FIN.6 Formulate the investment plan or business plan by adapting international finance environment

#### **Subject : 315 FIN – Indirect Taxation**

At the end of this course, Students will be able to

- CO315FIN.1 Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.
- CO315FIN.2 Explain how GST works as a Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
- CO315FIN.3 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 Illustrate the e filing process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept
- CO315FIN. 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 Elaborate all Provisions of GST and can correlate with filing of returns; Virtual e filing can be done Estimate the GST, TDS, anticipate goods, services, tax payable person for the business



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**Subject: 317 FIN: Financial Modeling**

At the end of this course, Students will be able to

- CO317.1 Remember the concepts, terminologies, frameworks, tools and techniques of Financial modeling
- CO317.2 UNDERSTAND the applications and use of MS Excel in financial modeling and its different techniques
- CO317.3 DEVELOP, APPLY and actually use core functionality of MS Excel in decision framework to solve managerial problems
- CO317.4 ANALYSE different financial models in order to eliminate substantial risk of poor spreadsheet coding
- CO317.5 FORMULATE an idea and acceptable solutions to solve different problems in the area of financial management
- CO317.6 financial models by making appropriate assumptions on financial factors relevant to the situation.

**Subject : 318 Fin–Digital Banking**

At the end of this course, Students will be able to

- CO318 Fin.1 Remember various concepts and products in Digital Banking
- CO318 Fin.2 Explain and understand the significance and development of Digital Banking
- CO318 Fin.3 Compare and contrast the Branchless Banking and Traditional Banking
- CO318 Fin.4 Analyze the payment system of digital banking from consumer's point of view
- CO318 Fin.5 Evaluate Role of digital banking and emerging technologies in economic development

**Subject : 304HRM- Strategic Human Resource Management**

At the end of this course, Students will be able to

- CO304HRM.1 REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
- CO304HRM.2 Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business Strategies.
- CO304HRM.3 Ability to ANALYZE HR as an investment to the company.
- CO304HRM.4 Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
- CO304HRM.5 FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

**Subject : 305HRM : HR Operations**

At the end of this course, Students will be able to

- CO315HRM.1 DESCRIBE structure of personnel department, its policies and maintenance of employee files & records
- CO315HRM.2 LEARN drafting of communications for disciplinary actions
- CO315HRM.3 DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc.
- CO315HRM.4 EXPERIMENT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
- CO315HRM.5 CALCULATE computation of Workmen compensation, Bonus and Gratuity
- CO315HRM.6 returns under various labour laws and prepare salary structure

**Subject : 313HRM : Psychometric testing and Assessment**

At the end of this course, Students will be able to

- CO313.1 KNOW various tools of psychometry designed to measure traits of individuals
- CO313.2 UNDERSTAND & Conduct the group simulated exercises for organizational purpose
- CO313.3 IDENTIFY AND ADMINISTER psychometric tools to respondents
- CO313.4 INTERPRET results and counsel the respondent based on the results
- CO313.5 CREATE Psychometric Tests for the specific traits as required by the organization



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**Subject : 315HRM : International HR**

At the end of this course, Students will be able to

- CO315HRM.1 IDENTIFY key perspectives of global workforce management
- CO315HRM.2 UNDERSTAND cultural aspects of International HRM
- CO315HRM.3 PREPARE HR planning for long term global staffing
- CO315HRM.4 ILLUSTRATE steps involved in global selection of human resources
- CO315HRM.5 FORMULATE Training and development policy for expatriate employees of an organization
- CO315HRM.6 CREATING ANALYZE / COMPARE important points that needs to be included while drafting global workforce performance & development management system of an organization

**Subject : 317 HRM : Compensation and Reward Management**

At the end of this course, Students will be able to

- CO317HRM.1 DESCRIBE concept of compensation and cost
- CO317HRM.2 UNDERSTAND compensation and reward management process
- CO317HRM.3 COMPARE issues related to compensation and survey of wages & salary administration in various industries
- CO317HRM.4 EXPERIMENT to calculate various types of monetary and profit sharing incentives
- CO317HRM.5 CALCULATE income tax as per the current slabs for the employees under different salary brackets
- CO317HRM.6 FORMULATE salary structure incorporating tax saving components

**OSCM**

**Subject : 304 OSCM- Services Operations Management – II**

At the end of this course, Students will be able to

- CO304OSCM .1 DEFINE the key concepts in Services Operations Management.
- CO304OSCM .2 DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
- CO304OSCM .3 IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
- CO304OSCM .4 CATEGORIZE a service firm according to its stage of Competitiveness.
- CO304OSCM .5 MODIFY the Service strategies of an organization for achieving the strategic service vision.
- CO304OSCM .6 SOLVE the relevant numerical in the scope of the subject.

**Subject : 305 OSCM - Logistics Management**

At the end of this course, Students will be able to

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





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**Subject : 312 OSCM- Manufacturing Resource Planning**

At the end of this course, Students will be able to

CO312OSCM.1 DEFINE basic terms and concepts related to MRP II.

CO312OSCM.2 DESCRIBE the integrated planning structure and functions incorporated within MRP.

CO312OSCM.3 ILLUSTRATE the importance of MRP as a top-management planning tool

CO312OSCM.4 IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.

CO312OSCM.5 EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.

CO312OSCM.6 DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.

**Subject : 315 OSCM- Toyota Production System**

At the end of this course, Students will be able to

CO315OSCM.1 DESCRIBE 14 principles of the Toyota Way.

CO315OSCM.2 RELATE the TPS with other business situations.

CO315OSCM.3 IMPLEMENT TPS principles to a real-life situation.

CO315OSCM.4 EXAMINE the application of TPS principles in a service or manufacturing unit/ organization.

CO315OSCM.5 DESIGN a process for executing Improvement Initiatives at workplace.

CO315OSCM.6 BUILD an organization culture to foster continuous improvement.

**Subject :317 OSCM- Six Sigma for Operations**

At the end of this course, Students will be able to

CO317OSCM.1 DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma

CO317OSCM.2 SUMMARIZE the six-sigma philosophy along with understanding of 7 QC Tools.

CO317OSCM.3 PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings

CO317OSCM.4 APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures

CO317OSCM.5 DECIDE control chart to use for given set of data and ROSS (Return on Six Sigma)

CO317OSCM.6 CREATING a Case for Business Models in Different Industries/Proposing Strategy by Studying the cases of Successful Six Sigma Implementation



## **SYMBA – Sem IV**

**Subject :401 – Enterprise Performance Management**

At the end of this course, Students will be able to

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

### **Subject : 402 – Indian Ethos & Business Ethics**

At the end of this course, Students will be able to

- CO402.1 DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics.  
DISCOVER the contemporary Issues in Business Ethics
- CO402.2 CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
- CO402.3 APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture an work place.
- CO402.4 DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
- CO402.5 IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
- CO402.6 ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

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- CO402.6 ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

### **Subject : 405 – Global Strategic Management**

At the end of this course, Students will be able to

- CO405.1 Define the concept and key terms associated with the global strategic management.
- CO405.2 Describe in detail global strategic alliance, merger and acquisitions.
- CO405.3 Demonstrate various global organisation models in global strategic management context.
- CO405.4 Examine various entry and business-level strategies from global strategic management prospective.
- CO405.5 Explain globalization, innovation, and sustainability and challenges to strategic management.
- CO405.6 Design global strategies and understand their relative merits and demerits.



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**Subject: 408 – Corporate Social Responsibility & Sustainability**

At the end of this course, Students will be able to

- CO408.1 DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013, when was CSR Initiated, Evolution, How CSR matters, Aims, objectives, Importance, Benefits of CSR, CSR in India, CSR In global Context, Implementation
- CO408.2 EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
- CO408.3 MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
- CO408.4 DECONSTRUCT The Role of Companies towards the society and its impact on the community.
- CO408.5 FORMULATE The companies how they are practicing CSR activities, Auditing the committees & Board of Committees, CSR Annual Reports.
- CO408.6 UPON the challenges of the Companies in shaping organizational culture and Development of the society.

**Subject: 403 MKT: Marketing 4.0**

At the end of this course, Students will be able to

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

**Subject: 404 MKT: Marketing Strategy**

At the end of this course, Students will be able to

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

**Subject : 409 MKT-Customer Relationship Management**

At the end of this course, Students will be able to

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



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**Subject : 412 MKT – Retail Marketing**

At the end of this course, Students will be able to

- CO 412 MKT.1 DEFINE various concepts associated with retail marketing
- CO412 MKT.2 EXPLAIN the terms and concepts used in Retail Marketing
- CO412 MKT.3 ILLUSTRATE value creation & competitive advantage in Retail Marketing.
- CO412 MKT.4 ANALYSE the contemporary issues affecting Retail marketing decisions
- CO412 MKT.5 EVALUATE the effectiveness of Retail marketing mix used by different Retail formats
- CO412 MKT.6 FORMULATE effective retail marketing strategy

**Subject : 403 FIN: Financial Laws**

At the end of this course, Students will be able to

- CO403 .1 Define and Describe the basic concepts related to Financial Laws
- CO403. 2 Illustrate the implications of various laws, Explain concepts and details of various financial laws.
- CO403. 3 Make use of contextual financial laws applicable to organisations.
- CO403. 4 Infer the application of financial laws to organisations
- CO403. 5 Appraise and perceive the benefits of applicable laws to the organisations.

**Subject : 404 FIN Current Trends & Cases in Finance**

At the end of this course, Students will be able to

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

**Subject : 409 FIN- Fixed Income Securities**

At the end of this course, Students will be able to

- CO409FIN.1 Describing the basic concepts of Fixed Income Securities
- CO409FIN.2 Understanding the various types of securities traded in the fixed Income market and the concepts related to the risk and returns of the Fixed income securities
- CO409FIN.3 Applying the knowledge of fixed income securities for diversifying the portfolio of investments
- CO409FIN.4 Predictive analysis of the economic outlook through yield curve Analysis
- CO409FIN.5 Evaluating devise the various investment strategies based on portfolio returns.

**Subject: 412 FIN–Strategic Cost Management**

At the end of this course, Students will be able to

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



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**Subject: 403 HRM - Organizational Diagnosis & Development**

At the end of this course, Students will be able to

- CO404.1 DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
- CO404.2 UNDERSTAND concept of OD and 'intervention'.
- CO404.3 MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
- CO404.4 ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
- CO404.5 IDENTIFY AND MAP an intervention to organisational need
- CO404.6 DESIGN the role of the consultant for an organisational issue

**Subject: 404 HRM: Current Trends & Cases in HRM**

At the end of this course, Students will be able to

- CO404HRM.1 DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
- CO404HRM.2 SUMMARIZE the impact of Current HR trends on HR Functions
- CO404HRM.3 ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
- CO404HRM.4 EXAMINE the changing role of HR Priorities
- CO404HRM.5 ELABORATE upon the various types of current HR Trends
- CO404HRM.6 APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.

**Subject: 412HRM : Best Practices In HRM**

At the end of this course, Students will be able to

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

**Subject : 413: Employee Engagement and Ownership**

At the end of this course, Students will be able to

- CO413.1 IDENTIFY the basic concepts of Employee Engagement and Employee Ownership.
- CO413.2 UNDERSTANDING the various factors, models and metrics involved Employee engagement.
- CO413.3 DETERMINATION of various Employee Engagement Activities and types of Employee Ownership practiced in all scales of companies at various sectors.
- CO413.4 IMPLEMENTATION of Engagement strategies and BUILDING Engageme Culture in companies.
- CO413.5 EVALUATION of Employee engagement and Employee Ownership and its impact on the performance of businesses
- CO413.6 APPLICATION of Employee engagement practices and Employee Ownership at various sectors of industry.

**Subject : 403 OSCM- E Supply Chains and Logistics**

At the end of this course, Students will be able to

- CO403OSCM .1 DESCRIBE the structure of modern days Logistics.
- CO403OSCM .2 EXPLAIN the key concepts of Supply Chain Management and the driving forces in contemporary Supply Chain Management.
- CO403OSCM .3 IDENTIFY the various flows in real world supply chains and Logistic IDSCRIBE the importance of documentations.
- CO403OSCM .4 COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
- CO403OSCM .5 EXPLAIN the key Operational Aspects of E Procurement.
- CO403OSCM .6 DEVELOP a framework for e-logistics



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**Subject : 404 OSCM- Industry 4.0**

At the end of this course, Students will be able to

- CO404OSCM .1 DEFINE industrial revolutions and its different aspects.
- CO404OSCM .2 EXPLAIN the role of technology pillars of Industry 4.0.
- CO404OSCM .3 DEMONSTRATE the use of data in effective decision making.
- CO404OSCM .4 ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
- CO404OSCM .5 EXPLAIN the challenges faced by various industries in full fledged implementation of Industry 4.0
- CO404OSCM .6 DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB

**Subject : 412 OSCM- Financial Perspectives in Operations Management**

At the end of this course, Students will be able to

- CO412OSCM.1 REMEMBER basic concepts used in cost management, Budgeting and activity-based costing
- CO412OSCM.2 UNDERSTAND the importance of cost management as key to profitability.
- CO412OSCM.3 CALCULATE NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control with Microsoft Excel.
- CO412OSCM.4 Outline capital budgeting techniques used in Operations.
- CO412OSCM.5 Explain the role of Financial Institutions in project financing
- CO412OSCM.6 Solve the real time issues involved in Operations and Project Management using appropriate method in order to reduce the costs.

**Subject : 414 OSCM- Purchasing and Supplier Relationship Management**

At the end of this course, Students will be able to

- CO414OSCM.1 DESCRIBE the Purchasing Process and its importance in organizations.
- CO414OSCM.2 Students will understand the impact of purchasing on competitive success and profitability of modern-day organizations.
- CO414OSCM.3 MAKE USE OF the various Negotiation technique in the context of Purchasing process.
- CO414OSCM.4 ILLUSTRATE how Supplier evaluation and selection is done in organizations and its relationship with corporate Strategy.
- CO414OSCM.5 EXPLAIN the importance of Performance Measurement & Evaluation in operations management.
- CO414 OSCM.6 BUILD A purchasing strategy for a real world situation.

**Subject :403 BA- Economics of Network Industries**

At the end of this course, Students will be able to

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



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**Subject :404 BA- Artificial Intelligence in Business Applications**

At the end of this course, Students will be able to

- CO404BA .1 IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
- CO404BA .2 UNDERSTAND AI's fundamental concepts and methods.
- CO404BA .3 APPLY various machine learning algorithms on structured data to develop machine learning models.
- CO404BA .4 ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
- CO404BA .5 SELECT logical and functional process to develop the model
- CO404BA .6 CREATE SOLUTIONS for various business problems using AI techniques.

**Subject : 409 BA- E Commerce Analytics - II**

At the end of this course, Students will be able to

- CO409BA.1 DESCRIBE the key concepts in e-commerce analytics.
- CO409 BA.2 DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
- CO409 BA.3 SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
- CO409 BA.4 DISCOVER high-value insights via dashboards and visualization.
- CO409 BA.5 DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
- CO409 BA.6 FORMULATE the right analytics driven strategy for ecommerce businesses.

**Subject :412 BA- Scala and Spark**

At the end of this course, Students will be able to

- CO412BA.1 DESCRIBE the ecosystem associated with SCALA and SPARK.
- CO412BA.2 ILLUSTRATE the use of SPARK and SCALA.
- CO412BA.3 USE the core RDD and DataFrame APIs to perform analytics on datasets with Scala.
- CO412BA.4 EXAMINE how and when it differs from familiar programming models
- CO412BA.5 READ data from persistent storage and load it into Apache Spark.
- CO412BA.6 MANIPULATE data with Spark and Scala



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