



## Department of MBA

# Course Outcomes

## **Vision**

To be the center of management excellence for building management development capabilities in Leadership, Innovation and Research in the domain of multi-disciplinary Management profession thereby contributing to the development of business and the common masses.

## **Mission**

To develop Managers and Entrepreneurs for the business and industry by inculcating the values for discipline, quality and transparency thereby possessing managerial skills, acumen and passion to lead their organization of employment/self-employment.

## **Programme Educational Objectives (PEOs):**

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

**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, socioeconomic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. Life-Long Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

## **Programme Specific Outcomes (PSOs):**

### **A] Marketing Management**

**PSO MKT1:** Strategic Marketing Analysis and Decision Making: Graduates specializing in Marketing Management for the MBA programme will be able to Analyze market opportunities and challenges using advanced marketing research tools and techniques. They will develop strategic marketing plans that align with organizational objectives and respond effectively to dynamic market conditions.

**PSO MKT2:** Digital and Social Media Marketing Proficiency: Graduates specializing in Marketing Management for the MBA programme will be able to demonstrate proficiency in leveraging digital and social media platforms to enhance brand visibility and customer engagement. They will design and execute integrated digital marketing campaigns that drive business growth.

**PSO MKT3:** Customer Relationship Management and Service Excellence: Graduates specializing in Marketing Management for the MBA programme will be able to excel in building and maintaining strong customer relationships through effective communication, personalized marketing, and superior customer service. They will implement CRM systems to enhance customer loyalty and satisfaction.

**PSO MKT4:** Innovative Product and Brand Management: Graduates specializing in Marketing Management for the MBA programme will be able to develop innovative product and brand management strategies that address consumer needs and preferences. They will manage product lifecycles, brand portfolios, and execute branding initiatives that strengthen brand equity.

## **B] Financial Management**

**PSO FIN1:** Financial Analysis and Reporting: Graduates specializing in Financial Management for the MBA programme will be able to demonstrate the ability to analyze and interpret financial statements, conduct financial ratio analysis, and prepare comprehensive financial reports to support decision-making processes.

**PSO FIN2:** Investment and Portfolio Management: Graduates specializing in Financial Management for the MBA programme will be able to Apply knowledge of investment theories, financial instruments, and portfolio management techniques to construct and manage investment portfolios aimed at achieving specific financial goals.

**PSO FIN3:** Corporate Finance and Risk Management: Graduates specializing in Financial Management for the MBA programme will be able to Develop expertise in corporate finance principles, including capital structure, cost of capital, and capital budgeting, while effectively managing financial risks using various risk management tools and techniques.

**PSO FIN4:** Financial Technology and Innovation: Graduates specializing in Financial Management for the MBA programme will be able to Leverage emerging financial technologies (FinTech) and innovative financial solutions to improve financial services delivery, enhance operational efficiency, and support strategic financial planning.

## **C] HUMAN RESOURCE MANAGEMENT**

**PSO HRM1:** Strategic HR Planning and Implementation: Graduates specializing in Human Resource Management for the MBA programme will be able to demonstrate the ability to develop and implement strategic human resource plans that align with organizational goals, ensuring optimal utilization of human capital.

**PSO HRM2:** Talent Acquisition and Development: Graduates specializing in Human Resource Management for the MBA programme will be able to Apply advanced techniques and

methodologies for effective talent acquisition, development, and retention, fostering a culture of continuous learning and professional growth.

**PSO HRM3:** Employee Relations and Legal Compliances: Graduates specializing in Human Resource Management for the MBA programme will be able to ensure compliance with labor laws and ethical standards while managing employee relations, promoting a positive and legally compliant work environment.

**PSO HRM4:** HR Analytics and Performance Management: Graduates specializing in Human Resource Management for the MBA programme will be able to Utilize HR analytics and performance management systems to drive data-driven decisions, enhance employee performance, and achieve organizational excellence.

## **D] OPERATIONS & SUPPLY CHAIN MANAGEMENT**

**PSO OSCM1:** Operations Strategy and Process Improvement: Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Develop and implement effective operations strategies to enhance process efficiency, reduce waste, and improve overall productivity within organizations.

**PSO OSCM2:** Supply Chain Design and Management: Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Design, analyze, and manage end-to-end supply chains to ensure the seamless flow of goods, services, and information, while minimizing costs and meeting customer demands.

**PSO OSCM3:** Data-Driven Decision Making in Operations: Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Utilize quantitative and qualitative data analysis techniques to make informed decisions in operations and supply chain management, ensuring alignment with business goals and customer requirements.

**PSO OSCM4:** Sustainable and Ethical Supply Chain Practices: Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Promote and implement sustainable and ethical practices within operations and supply chain management to support environmental sustainability, social responsibility, and ethical governance.

## **E] BUSINESS ANALYTICS**

**PSO BA1:** Data-Driven Decision Making: Graduates specializing in Business Analytics for the MBA programme will be able to apply advanced analytical techniques and tools to collect, process, and interpret large datasets, enabling data-driven decision making in various business functions such as marketing, finance, operations, and human resources.

**PSO BA2:** Business Intelligence and Reporting: Graduates specializing in Business Analytics for the MBA programme will be able to demonstrate proficiency in using business intelligence tools

and software to create comprehensive reports and dashboards that effectively communicate insights and support business strategies.

**PSO BA3:** Application of Business Analytics: Graduates specializing in Business Analytics for the MBA programme will be able to apply business analytics methodologies to various functional areas such as marketing, finance, operations, and human resources.

**PSO BA4:** Integration of Analytics in Business Strategy: Graduates specializing in Business Analytics for the MBA programme will be able to Integrate business analytics methodologies with strategic management practices to drive organizational growth and competitive advantage.

## **F] AGRI-BUSINESS MANAGEMENT**

**PSO ABM1:** Agribusiness Management Expertise: Graduates specializing in Agri-Business Management for the MBA programme will be able to demonstrate comprehensive knowledge and understanding of the principles, practices, and challenges in agribusiness management, including supply chain management, agricultural marketing, and financial management

**PSO ABM2:** Sustainable Agricultural Practices: Graduates specializing in Agri-Business Management for the MBA programme will be able to apply sustainable agricultural practices and strategies to enhance productivity and profitability while ensuring environmental sustainability and social responsibility in agribusiness operations.

**PSO ABM3:** Innovative Solutions and Technology Integration: Graduates specializing in Agribusiness Management for the MBA programme will be able to Utilize modern technologies and innovative solutions to optimize agribusiness processes, data analytics, and digital marketing, to improve efficiency and competitiveness.

**PSO ABM4:** Leadership and Entrepreneurial Skills: Graduates specializing in Agri-Business Management for the MBA programme will be able to Exhibit strong leadership and entrepreneurial skills to effectively lead teams, manage projects, and launch and grow agribusiness ventures, fostering innovation and driving economic development in the agricultural sector.

## **G] PHARMA & HEALTHCARE MANAGEMENT**

**PSO PHCM1:** Pharma & Healthcare Strategy Development: Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Develop and implement strategic plans for pharmaceutical and healthcare organizations that align with industry regulations, market trends, and organizational goals.

**PSO PHCM2:** Operational Excellence in Pharma & Healthcare: Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Apply best practices in operations management to optimize processes, enhance efficiency, and ensure quality in pharmaceutical manufacturing and healthcare delivery systems.

**PSO PHCM3:** Regulatory and Compliance Expertise: Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Understand and navigate the regulatory environment of the pharmaceutical and healthcare industries to ensure compliance with national and international standards.

**PSO PHCM4:** Healthcare Innovation and Technology Integration: Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Assess and leverage emerging technologies and innovations to drive advancements in healthcare delivery and pharmaceutical research, enhancing patient care and operational efficiency.

## Course Outcomes:

### 221101 – Managerial Accounting

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
221101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
221101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
221101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
221101.5	EVALUATING	EVALUATE the financial impact of the decision.
221101.6	CREATING	CREATE the Financial Statement of Sole Proprietor, Cost Sheet and Budgets

### 221102 - Organizational Behaviour

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221102.1	REMEMBERING	Describe complexities of individual and group behavior in the organizations
221102.2	UNDERSTANDING	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
221102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
221102.4	ANALYSING	ANALYZE human behavioral problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.

221102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
221102.6	CREATING	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.

### 221103 – Economic Analysis For Business Decisions

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221103.1	REMEMBERING	DEFINE the key terms in micro-economics.
221103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
221103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
221103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
221103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
221103.6	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.

### 221104 – Basics Of Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221104.1	REMEMBERING	<b>RECALL</b> and <b>REPRODUCE</b> the various concepts, principles, frameworks and terms related to the function and role of marketing.
221104.2	UNDERSTANDING	<b>DEMONSTRATE</b> the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and <b>ILLUSTRATE</b> the role that marketing plays in the 'tool kit' of every organizational leader and manager.
221104.3	APPLYING	<b>APPLY</b> marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios.
221104.4	ANALYSING	<b>EXAMINE</b> and <b>LIST</b> 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).
221104.5	EVALUATING	<b>EXPLAIN</b> the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
221104.6	CREATING	<b>DISCUSS</b> 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.).
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## 221105 - Business Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221105.1	REMEMBERING	Recall the fundamental concepts and terminologies in business analytics
221105.2	UNDERSTANDING	Explain the differences between business analytics and related fields (e.g., business analysis, business intelligence, data science), as well as the ethical considerations and quality of data in business analytics and key applications of business analytics.
221105.3	APPLYING	Utilize basic tools of business analytics, such as data exploration and visualization tools, to perform basic exploratory data analysis and data cleaning tasks.
221105.4	ANALYSING	Break down business problems into key questions and analyze data to derive meaningful insights for decision-making in various business domains like marketing, finance, HR, operations, health care, and agri-business
221105.5	EVALUATING	Assess the effectiveness of different data-driven strategies and analytical techniques in improving business performance across different sectors through case studies
221105.6	CREATING	Design and propose data-driven solutions and strategies to address complex business challenges, integrating knowledge from marketing, finance, HR, operations, health care, and agri-business analytics.

## 221106 – Indian Knowledge System

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221106.1	REMEMBERING	RECALL key teachings and themes from the Bhagavad Gita, and identify significant events and principles from the life of Shivaji Maharaj.
221106.2	UNDERSTANDING	EXPLAIN the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita, and summarize Shivaji Maharaj's leadership qualities.
221106.3	APPLYING	APPLY principles of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership scenarios.
221106.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry
221106.5	EVALUATING	EVALUATE the effectiveness of Jugaad innovations in various sectors and assess the impact of family and community roles in Indian business practices
221106.6	CREATING	DESIGN strategic leadership plans that integrate the principles of the Bhagavad Gita and Shivaji Maharaj's governance strategies to address contemporary organizational challenges

## 221107 – Business Research Methods

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221107.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
221107.2	UNDERSTANDING	EXPLAIN the terms and concepts used in research design, data measurement scales and all aspects of scientific business research.
221107.3	APPLYING	MAKE USE OF scientific principles and various tools and techniques of research, such as questionnaires, sampling designs etc. to SOLVE contemporary business research problems.
221107.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the use of various data analysis techniques in relevant aspects of the research process from a data driven decision perspective.
221107.5	EVALUATING	JUDGE the suitability of hypothesis testing methods and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
221107.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies, research proposals and research reports to address real-life business research problems.

## 221108 – Desk Research

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221108.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant industry
221108.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real-world business organization and the relevant industry
221108.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on a real-world business organization and the relevant industry
221108.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry
221108.5	EVALUATING	COMPOSE a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain.
221108.6	CREATING	IMAGINE the key challenges and opportunities for a real-world business organization and the relevant industry in the immediate future (1 to 3 years).

## 221136 – Business Communication –I

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221136.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
221136.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
221136.3	APPLYING	DEMONSTRATE appropriate use of body language.

221136.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
221136.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
221136.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

## 221137 – Management Fundamentals

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221137.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
221137.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
221137.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
221137.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real-world context.
221137.5	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.
221137.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

## 221138 - Environmental, Social, and Governance (ESG)

CO#	Cognitive Abilities	Course Outcomes
221138.1	Remembering	Identify key concepts and terminology related to Environmental, Social, and Governance (ESG) principles.
221138.2	Understanding	Explain the importance and impact of ESG factors on business and society.
221138.3	Applying	Apply ESG criteria in assessing business practices and strategies.
221138.4	Analyzing	Analyze the role of ESG in risk management and value creation.
221138.5	Evaluating	Evaluate the effectiveness of ESG practices in different industries.
221138.6	Creating	Develop strategies to improve ESG performance in organizations.

## 221139 – Demand Analysis And Forecasting

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221139.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
221139.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.
221139.3	APPLYING	IDENTIFY the pros and cons of various forecasting methods
221139.4	ANALYSING	DECONSTRUCT a forecast into its various components
221139.5	EVALUATING	BUILD a forecast for common products and services using time-series data.

## 221140- Geopolitics & World Economic Systems

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221141.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
221141.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
221141.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
221141.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
221141.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

## 221142 – Essentials Of Psychology for Managers

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221142.1	REMEMBERING	DEFINE the basic concepts of psychology.
221142.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
221142.3	APPLYING	APPLY principles of learning and conditioning to human behavior.
221142.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing.
221142.5	EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception.

## 221209– Marketing Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221209.1	REMEMBERING	<b>RECALL</b> and <b>REPRODUCE</b> the various concepts, principles, frameworks and terms related to the function and role of marketing
221209.2	UNDERSTANDING	<b>DEMONSTRATE</b> the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and <b>ILLUSTRATE</b> the role that marketing plays in the ‘tool kit’ of every organizational leader and manager.
221209.3	APPLYING	<b>APPLY</b> marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios
221209.4	ANALYSING	<b>EXAMINE</b> and <b>LIST</b> 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).
221209.5	EVALUATING	<b>EXPLAIN</b> the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
221209.6	CREATING	<b>DISCUSS</b> 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.).
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## 221210– Financial Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221210.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
221210.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
221210.3	APPLYING	PERFORM all the required calculations through relevant numerical problems
221210.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none"> <li>comment on financial position of the firm</li> <li>estimate working capital required</li> <li>decide ideal capital structure</li> <li>evaluate various project proposals</li> </ul>
221210.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
221210.6	CREATING	CREATE Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry – wise), Comparative Proposals using Capital Budgeting Techniques

## 221211 – Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221211.1	REMEMBERING	DEFINE the role of Human Resource Functions in an Organization
221211.2	UNDERSTANDING	UNDERSTAND the emerging trends and practices in HRM.
221211.3	APPLYING	UTILIZE the different methods of HRM in an organization
221211.4	ANALYSING	EXAMINE the use of different HRM Practices in an organization.
221211.5	EVALUATING	ASSESS the outcome of different HRM functions in an organization.
221211.6	CREATING	DESIGN the HR manual and compensation policy of the organization

## 221212 – Operations & Supply Chain Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221212.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
221212.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real-world context.
221212.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
221212.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
221212.5	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.

221212.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.
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## 221213- Legal Aspects Of Business

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221213.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
221213.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
221213.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
221213.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
221213.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

## 221214 – Decision Science

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221214.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
221214.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
221214.3	APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
221214.4	ANALYSING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
221214.5	EVALUATING	EVALUATE the various facets of a business problem and develop problem solving ability
221214.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

## 221215 – Entrepreneurship and Startup

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221215.1	REMEMBERING	DESCRIBE the foundational concepts of startups, including types, characteristics, and the roles of key players within the startup ecosystem.
221215.2	UNDERSTANDING	<b>EXPLAIN</b> the methodologies for idea generation, business model development, and the strategic decisions involved in launching a startup.
221215.3	APPLYING	<b>IDENTIFY</b> the challenges and techniques in forming and managing a startup team, and <b>formulate</b> a go-to-market strategy tailored for a new venture.
221215.4	ANALYSING	<b>DESIGN</b> a comprehensive funding model, considering various financing options, and <b>analyze</b> potential risks and legal considerations relevant to a startup.
221215.5	EVALUATING	<b>CRITICALLY EVALUATE</b> a business plan that effectively communicates the value proposition to customers, investors, and other stakeholders, and

		outlines a clear path to scalability and exit strategies.
221215.6	CREATING	<b>DEVELOP</b> a business plan that effectively communicates the value proposition to customers, investors, and other stakeholders, and outlines a clear path to scalability and exit strategies.

## 221216 - Field Project (FP)

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221216.1	REMEMBERING	Recall and list key management concepts and frameworks relevant to their specialization specific field project.
221216.2	UNDERSTANDING	Demonstrate an understanding of the specific management theories and frameworks to real-world business issues.
221216.3	APPLYING	Apply theoretical knowledge to practical situations in their chosen field of specialization and demonstrate data driven decision making approach.
221216.4	ANALYSING	Analyze quantitative and qualitative data collected from the field to identify patterns, trends, and insights relevant to their specialization.
221216.5	EVALUATING	Evaluate the effectiveness of different management strategies and approaches by comparing their field project findings with existing literature and industry practices from the respective specialization / domain.
221216.6	CREATING	Create a comprehensive field project report and presentation that integrates their findings, analysis, and recommendations, demonstrating a professional and result-oriented approach.

## 221236 - Business Communication – II

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221236.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
221236.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
221236.3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
221236.4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
221236.5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.

## 221237 – Technology Tools in Business Management-II

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221237.1	REMEMBERING	Recall the basic functions and features of MS Word, MS PowerPoint, and MS Excel.
221237.2	UNDERSTANDING	Explain the purpose and use of different tools and functions in MS Word, MS PowerPoint, and MS Excel.
221237.3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).

221237.4	ANALYSING	Examine the integration and application of advanced AI Tools in real-world business scenarios
221237.5	EVALUATING	Assess the effectiveness and efficiency of using advanced tools for business intelligence and decision-making.
221237.6	CREATING	Develop comprehensive business reports, presentations, and data analysis projects, interactive dashboards using Excel, Power BI, Tableau, Chat GPT, and other emerging tools.

## 221238 - Sustainable Development Goals (SDG)

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221238.1	REMEMBERING	Recall the 17 Sustainable Development Goals (SDGs) set by the United Nations.
221238.2	UNDERSTANDING	Explain the significance and objectives of each SDG.
221238.3	APPLYING	Apply the concepts of sustainable development to real-world scenarios.
221238.4	ANALYSING	Analyse the interconnections and interdependencies among different SDGs.
221238.5	EVALUATING	Evaluate the progress and challenges in achieving the SDGs at local, national, and global levels.
221238.6	CREATING	Develop strategies and action plans to contribute to the achievement of the SDGs.

## 221239 - Selling & Negotiations Skills Lab

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221239.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
221239.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
221239.3	APPLYING	IDENTIFY the key individuals involved in a real-world sales process for a real-world product/ service / e-product / e-service.
221239.4	ANALYSING	FORMULATE a sales script for a real-world sales call for a product/ service / e-product / e-service.
221239.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
221239.6	CREATING	DEVELOP a sales proposal for a real-world product/ service / e-product / e-service and for a real-world selling situation.

## 221240 – Indian Economy

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221240.1	REMEMBERING	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
221240.2	UNDERSTANDING	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
221240.3	APPLYING	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.

221240.4	ANALYSING	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
221240.5	EVALUATING	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.
221240.6	CREATING	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.

## 221241 – International Business Environment

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221241.1	Remembering	Recall and Describe the key concepts of international Business Environment
221241.2	Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
221241.3	Applying	Demonstrate the significance of FDI and FPI in respect of developing economy
221241.4	Analysing	Analyze the issues related to Labor, Environmental and Global Value chain
221241.5	Evaluating	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

## 221242 – Business Ethics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221242.1	REMEMBERING	Recall the fundamental concepts and principles of business ethics.
221242.2	UNDERSTANDING	Explain the importance of ethical behavior in business and its impact on stakeholders.
221242.3	APPLYING	Apply ethical theories and frameworks to real-world business situations.
221242.4	ANALYSING	Analyse ethical dilemmas and conflicts of interest in business practices.
221242.5	EVALUATING	Evaluate the role of corporate governance and corporate social responsibility in promoting ethical business practices.
221242.6	CREATING	Develop strategies to foster an ethical culture within an organization.

## 221243 – Foundations of Management Consulting

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221243.1	REMEMBERING	REMEMBER and define various concepts and terms associated with Management Consulting
221243.2	UNDERSTANDING	EXPLAIN various types of Best Practices, Consulting Frameworks, Consulting Tools and their application in the context of Management Consulting
221243.3	APPLYING	APPLY various tools techniques of Management Consulting to the key areas of business functions such as Marketing, Finance, HR, OSCM etc.
221243.4	ANALYZING	EXAMINE the applicability of various tools techniques of Management Consulting to the key areas of business functions such as Marketing, Finance, HR, OSCM etc.

221243.5	EVALUATING	EVALUATE the Consultant's Role in various key areas of business functions such as Marketing, Finance, HR, OSCM etc.
221243.6	CREATING	DEVELOP a solution for the Case Studies on key areas of business functions such as Marketing, Finance, HR, OSCM etc.

## 221317 – Strategic Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221317.1	REMEMBERING	Describe the basic terms, levels, and concepts of Strategic Management including strategy, tactics, vision, mission, objectives, and key terms like CSFs, KPIs, and KRAs.
221317.2	UNDERSTANDING	Explain the Strategic Management Process, stakeholder roles, strategic intent, and environmental appraisal in real-world business contexts.
221317.3	APPLYING	Describe and illustrate the trade-offs and interrelationships in strategy formulation, implementation, and appraisal using tools like Porter's Five Forces, ETOP, and value chain analysis.
221317.4	ANALYSING	Integrate the aspects of internal and external environment by applying tools like VRIO, BCG Matrix, GE 9 Cell Model to analyze competitive positioning and resource capabilities across functional areas.
221317.5	EVALUATING	Explain the strategic challenges faced by top management and evaluate strategies using models such as McKinsey's 7S, Mintzberg's 5Ps, and Balanced Scorecard to ensure strategic control.
221317.6	CREATING	Develop strategic solutions and innovative models by applying concepts like Blue Ocean Strategy, strategy canvas, business model innovation, and sustainability integration (Triple Bottom Line).

## 221319 – On The Job Training (OJT)

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221317.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure..
221317.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during
221317.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
221317.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions.
221317.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.

221317.6	CREATING	DEVELOP a comprehensive OJT report and presentation that integrates the learning experiences, data collected, analysis, and outcomes of the project, demonstrating a clear connection between academic knowledge and practical application.
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## 221420- Project Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221420.1	REMEMBERING	DEFINE the key terms and concepts in project management.
221420.2	UNDERSTANDING	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
221420.3	APPLYING	ILLUSTRATE the importance of PM in most industries and businesses
221420.4	ANALYSING	EXAMINE the importance of Leadership specifically in heterogeneous and virtual teams as well as governance and approaches to conflict resolutions
221420.5	EVALUATING	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management
221420.6	CREATING	CREATE project networks, dashboards, and project monitoring systems, and adapt leadership and team management skills for successful project execution.

## 221421-Enterprise Performance Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221421.1	REMEMBERING	DESCRIBE the concepts of performance management, its linkages with strategic planning, and the various types of financial responsibility centers.
221421.2	UNDERSTANDING	UNDERSTAND the use of financial and non-financial performance evaluation parameters, including ROI, ROA, MVA, EVA, and the Balanced Scorecard, for effective evaluation.
221421.3	APPLYING	APPLY techniques such as DuPont analysis, transfer pricing methods, and capital budgeting tools for evaluating organizational and project performance.
221421.4	ANALYSING	ANALYZE performance evaluation parameters specific to various industries, including banking, retail, non-profit organizations, and e-commerce.

221421.5	EVALUATING	EVALUATE the effectiveness of performance management systems, using advanced metrics like GMROI, audience involvement metrics, and social audits for decision-making.
221421.6	CREATING	CREATE comprehensive performance monitoring systems and audit processes to improve organizational efficiency and meet strategic objectives.

## 221423 – Research Project

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
221423.1	REMEMBERING	IDENTIFY a corporate or social problem relevant to their specialization for conducting research.
221423.2	UNDERSTANDING	DEMONSTRATE a clear understanding of the research problem, objectives, and methodology.
221423.3	APPLYING	APPLY theoretical frameworks and analytical tools to collect, process, and analyze data.
221423.4	ANALYSING	ANALYZE the data using appropriate techniques to derive meaningful insights related to the research problem.
221423.5	EVALUATING	EVALUATE the research findings critically and provide data-driven recommendations.
221423.6	CREATING	PREPARE a structured research report with a clear executive summary, conclusion, and actionable solutions.

## 22131811 - Marketing Research & Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131811.1	REMEMBERING	DESCRIBE the key concepts involved in the Marketing Research.
22131811.2	UNDERSTANDING	EXPLAIN various research designs, data sources, data collection methods, instruments, sampling methods and analytical tools used in Marketing Research.
22131811.3	APPLYING	APPLY the concepts of marketing research in solving real-life marketing problems.
22131811.4	ANALYSING	ANALYSE data and draw appropriate Inferences to address real-life marketing issues.
22131811.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
22131811.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative marketing research and demonstrate the ability to analyse data to resolve real-life marketing issues.

## 22131812 - Consumer Behaviour

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131812.1	REMEMBERING	RECALL the factors influencing Consumer's purchase decision making process.
22131812.2	UNDERSTANDING	OUTLINE consumer and organizational buyer behavior process.
22131812.3	APPLYING	APPLY concepts of consumer behavior to real world marketing decision making.
22131812.4	ANALYSING	ANALYZE the consumer decision making process and the role of different determinants that affect the buying decision process.
22131812.5	EVALUATING	EXPLAIN the new trends influencing buyer behavior and its effect on new age Indian Consumer.
22131812.6	CREATING	DISCUSS the consumer and organizational buying behavior process for a variety of products (goods/services).

## 22131813 – Services Marketing

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131813.1	REMEMBERING	RECALL the key concepts in services marketing
22131813.2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
22131813.3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
22131813.4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
22131813.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
22131813.6	CREATING	DEVELOP marketing mix for various services offering

## 22131814 – Sales & Distribution Management

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131814.1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales and Distribution Management Domain.
22131814.2	UNDERSTANDING	UNDERSTAND the role, concepts, importance, techniques and approaches required for effective designing and implementation of various aspects in the Sales and Distribution Management.
22131814.3	APPLYING	APPLY various concepts related to Sales and Distribution Management.
22131814.4	ANALYSING	ANALYZE the real-life issues related to design and implementation of Sales and Distribution Management Strategy.
22131814.5	EVALUATING	EVALUATE suitability of alternative Sales and Distribution Management strategies of an organization.
22131814.6	CREATING	DESIGN and implement Sales and Distribution Management Strategies for an organization.

## 22131815 – Social Media & Digital Marketing

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131815.1	REMEMBERING	DEFINE the key terms and concepts related with digital marketing
22131815.2	UNDERSTANDING	EXPLAIN various tools of digital marketing.
22131815.3	APPLYING	MAKE USE OF various tools of digital marketing.
22131815.4	ANALYSING	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.
22131815.5	EVALUATING	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
22131815.6	CREATING	DEVELOP appropriate digital marketing campaign.

## 22131816 – Integrated Marketing Communications

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131816.1	REMEMBERING	DESCRIBE the IMC mix and the IMC planning process.
22131816.2	UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
22131816.3	APPLYING	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan
22131816.4	ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
22131816.5	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.
22131816.6	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.

## 22131817 – Business to Business Marketing

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131817.1	REMEMBERING	DEFINE the terms and concepts related to business to business marketing
22131817.2	UNDERSTANDING	EXPLAIN the terms and concepts used in business to business marketing
22131817.3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
22131817.4	ANALYSING	FORMULATE segmentation, targeting and positioning, consumer buying behavior and marketing mix in the context of business to business marketing
22131817.5	EVALUATING	DESIGN marketing mix elements considering business-to-business sales and service situations
22131817.6	CREATING	DEVELOP marketing plan for business-to-business Marketing situations.

## 22131818 – Product and Brand Management

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131818.1	REMEMBERING	DEFINE the key concepts and DESCRIBE the elements of a product & Brand strategy.
22131818.2	UNDERSTANDING	EXPLAIN the process and methods of Product & brand management, including how to establish brand identity and build brand equity.
22131818.3	APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
22131818.4	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space
22131818.5	EVALUATING	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
22131818.6	CREATING	CREATE ‘Brand Equity Management system’ for real life consumer, business products and services as well as for Reinforcing / Revitalizing / Rejuvenating failed Brands in various markets and in the digital space.

## 22131819 – Marketing 5.0

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131819.1	REMEMBERING	RECALL and REPRODUCE the concepts and frameworks of Marketing 5.0, including its principles and strategies.
22131819.2	UNDERSTANDING	DEMONSTRATE the role and relevance of digital, AI-driven, and human-centric marketing practices.
22131819.3	APPLYING	APPLY Marketing 5.0 principles to real-world challenges and integrate technology with customer-centric solutions.
22131819.4	ANALYSING	ANALYZE the use of AI, IoT, and other technologies in enhancing marketing effectiveness and personalization.
22131819.5	EVALUATING	EVALUATE strategies in Marketing 5.0 to create socially responsible, inclusive, and tech-enabled campaigns.
22131819.6	CREATING	DEVELOP innovative marketing strategies leveraging AI, analytics, and Industry 4.0 technologies.

## 22142211 - Marketing Strategy

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142211.1	REMEMBERING	DISCOVER perspectives of market strategy.
22142211.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
22142211.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.
22142211.4	ANALYSING	ANALYSE a company’s current situation through applying internal and external analyses.

22142211.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
22142211.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.

## 22142212 – International Marketing

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142212.1	REMEMBERING	DESCRIBE various terms and key concepts associated with international marketing.
22142212.2	UNDERSTANDING	EXPLAIN various key concepts used in all aspects of international marketing.
22142212.3	APPLYING	ILLUSTRATE all stages in international marketing management process.
22142212.4	ANALYSING	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
22142212.5	EVALUATING	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on assessment of international marketing environment.
22142212.6	CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for global business organizations.

## 22142213 – Rural and Agriculture Marketing

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142213.1	REMEMBERING	DEFINE various concepts related to Rural and Agricultural Marketing
22142213.2	UNDERSTANDING	UNDERSTAND the rural consumer buying Behavior, Rural Marketing Mix, Industrial and Agriculture Market, Difference between Rural and Urban market on different terms and Environment,
22142213.3	APPLYING	APPLY Rural Marketing research for Segmentation, Positioning with data collection methods for current rural market in India.
22142213.4	ANALYSING	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
22142213.5	EVALUATING	ASSESS the use of ICT in Agriculture Marketing with use of various models in domestic and international Market
22142213.6	CREATING	FORMULATE a model for Marketing of Agricultural products by using marketing mix tools.

## 22142214 – Tourism & Hospitality Marketing

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142214.1	REMEMBERING	DEFINE core concepts, components of Tourism and Hospitality industry like marketing mix, STP, CRM & legal aspects.

22142214.2	UNDERSTANDING	DISCUSS and EXPLAIN aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
22142214.3	APPLYING	DEMONSTRATE the concepts of marketing mix, Segmentation, targeting & positioning in the contemporary real-world scenarios of tourism & hospitality industry
22142214.4	ANALYSING	EXAMINE & LIST the critical tourism & hospitality marketing issues concerning segmenting, targeting, positioning, customer relationship management, marketing mix, and changing trends
22142214.5	EVALUATING	Evaluate the Marketing Mix, CRM & STP strategies of players of the hospitality and tourism industry.
22142214.6	CREATING	FORMULATE Marketing Mix, CRM & STP strategies for hospitality and tourism industry players / companies and PROPOSE a blend of legal and customer-based strategies to meet customer relationship marketing and face the challenges.

### **22142215 : Customer Relationship Management**

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142215.1	REMEMBERING	Define concepts and components of B2B, B2C CRM, customer acquisition & retention and CRM mechanics
22142215.2	UNDERSTANDING	EXPLAIN key concepts and theories associated with CRM.
22142215.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
22142215.4	ANALYSING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
22142215.5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in marketing situations of products, services & e-products/ services across various industries.
22142215.6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

### **22142216 : – Retail Marketing**

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142216.1	REMEMBERING	DEFINE and RECALL concepts associated with retail marketing
22142216.2	UNDERSTANDING	UNDERSTAND the various retail Formats, merchandise management and recent trends
22142216.3	APPLYING	APPLY the best practices for retail store management along with USE of social media in retailing
22142216.4	ANALYSING	ANALYSE and COMPARE the contemporary issues in Retailing and E-tailing
22142216.5	EVALUATING	EVALUATE the store location based on the determinants and effectiveness of Retail marketing mix
22142216.6	CREATING	DESIGN effective CRM programs suitable for each retail format

## 22142217 : – Marketing of Financial Services

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142217.1	REMEMBERING	REMEMBERING -RECALL the key terminology of Financial Services, Mutual fund, Insurance products and other alternative investment products.
22142217.2	UNDERSTANDING	UNDERSTANDING: Compare the characteristics of different types of financial products and services.
22142217.3	APPLYING	APPLYING: IDENTIFY characteristics, risks and returns associated with financial products and services offered in Indian Market from an investment advisor's perspective.
22142217.4	ANALYSING	ANALYSING - Compare the different financial products available in Indian financial market
22142217.5	EVALUATING	EVALUATING - EVALUATE the financial products and services from an investment perspective for various kinds of investors.
22142217.6	CREATING	CREATING: Design Financial Product Portfolio for Indian Investor

## 22142218 : – Recent Trend in Marketing

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142218.1	REMEMBERING	RECALL and REPRODUCE the concepts, principles, and frameworks of contemporary marketing trends.
22142218.2	UNDERSTANDING	EXPLAIN the role of recent marketing trends in driving business innovation and customer engagement.
22142218.3	APPLYING	APPLY knowledge of new-age marketing tools and trends to real-world marketing scenarios.
22142218.4	ANALYSING	ANALYZE the effectiveness of emerging marketing trends in addressing modern business challenges.
22142218.5	EVALUATING	EVALUATE innovative marketing strategies and their impact on customer behavior and brand equity.
22142218.6	CREATING	DESIGN innovative marketing campaigns integrating the latest marketing trends and technologies.

## 22142219 : – Marketing 6.0

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142219.1	REMEMBERING	RECALL and REPRODUCE the principles, frameworks, and technologies underlying Marketing 6.0.
22142219.2	UNDERSTANDING	EXPLAIN the concept of Marketing 6.0 and its focus on blending human-centric and technology-driven approaches.
22142219.3	APPLYING	APPLY Marketing 6.0 strategies to address the challenges of hyper-digitalization and evolving consumer behavior.
22142219.4	ANALYSING	ANALYZE the impact of advanced technologies like AI, blockchain, and metaverse on marketing strategies.
22142219.5	EVALUATING	EVALUATE the effectiveness of Marketing 6.0 in creating purpose-driven, sustainable, and connected ecosystems.
22142219.6	CREATING	DESIGN innovative and inclusive marketing campaigns leveraging Marketing 6.0 principles and technologies

## 22131821-Advanced Financial Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131821.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm.
22131821.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm.
22131821.3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and Dividend decisions in the financial management of a firm.
22131821.4	ANALYSING	ANALYZE the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate.
22131821.5	EVALUATING	EVALUATE projects under capital rationing, risk & uncertainty for optimal Investment decision.
22131821.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

## 22131822 - Fixed Income Securities

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131822.1	REMEMBERING	DESCRIBE the basic concepts of Fixed Income Securities.
22131822.2	UNDERSTANDING	UNDERSTAND the various types of securities traded in the fixed income market
22131822.3	APPLYING	APPLY the knowledge of fixed income securities for diversifying the Portfolio of investments.
22131822.4	ANALYSING	ANALYSE the economic outlook through yield curve analysis.
22131822.5	EVALUATING	EVALUATE the risk and returns of different Fixed income securities.
22131822.6	CREATING	Devise the various investment strategies based on portfolio returns.

## 22131823 -Personal Financial Planning

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131823.1	REMEMBERING	<b>UNDERSTAND the need and aspects of personal financial planning.</b>
22131823.2	UNDERSTANDING	<b>Describe the investment options available to an individual</b>
22131823.3	APPLYING	<b>IDENTIFY types of risk and means of managing it</b>

22131823.4	ANALYSING	<b>DETERMINE</b> the ways of personal tax planning
22131823.5	EVALUATING	<b>EXPLAIN</b> retirement and estate planning for an individual.
22131823.6	CREATING	<b>CREATE</b> a financial plan for a variety of individuals.

## **22131824-Security Analysis and Portfolio Management**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131824.1	REMEMBERING	REMEMBER various concepts of investments, Bonds
22131824.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management
22131824.3	APPLYING	CALCULATE risk and return on investment using various concepts covered in the syllabus.
22131824.4	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security
22131824.5	EVALUATING	EVALUATE various investment options.
22131824.6	CREATING	DESIGN/ CREATE optimal portfolio.

## **22131825-Fundamentals of Life Insurance - Products and Underwriting**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131825.1	REMEMBERING	DESCRIBE the basic concepts, principles, and significance of life insurance.
22131825.2	UNDERSTANDING	EXPLAIN the various life insurance products, their features, and the underwriting process.
22131825.3	APPLYING	APPLY the knowledge of underwriting principles to assess risk and determine appropriate insurance premiums.
22131825.4	ANALYSING	ANALYZE the factors influencing the pricing and structure of life insurance products.
22131825.5	EVALUATING	EVALUATE the role of underwriting in managing risks and ensuring the financial viability of insurance products.
22131825.6	CREATING	DESIGN innovative insurance solutions and underwriting strategies to meet customer needs and market demands.

## 22131826- Behavioral Finance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131826.1	REMEMBERING	ENUMERATE the concepts and assumptions associated with traditional and Behavioral finance.
22131826.2	UNDERSTANDING	ILLUSTRATE the various important theories, heuristics & biases associated with financial decision making.
22131826.3	APPLYING	IDENTIFY Behavioral factors that influence financial decision making at individual & corporate level.
22131826.4	ANALYSING	ANALYSE the implications of human psychology on financial decision makers and financial markets.
22131826.5	EVALUATING	INTERPRET various investment strategies based on theories of personal & corporate Behavioral finance.
22131826.6	CREATING	PLAN the systematic approach for efficient financial decisions taking into account Behavioral factors.

## 22131827-Direct Taxation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131827.1	REMEMBERING	REMEMBER various basic concepts / terminologies related Direct Taxation
22131827.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
22131827.3	APPLYING	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee of all income heads.
22131827.4	ANALYSING	ANALYSE Permissible exemptions and deductions from income under Income Tax Act.
22131827.5	EVALUATING	EVALUATE the tax liability and benefits of possible exemptions under Income Tax Act
22131827.6	CREATING	DESIGN / DEVELOP / CREATE tax saving plan.

## 22131828 - Financial Reporting

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131828.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Reporting.
22131828.2	UNDERSTANDING	EXPLAIN in detail, the Accounting Standards.
22131828.3	APPLYING	APPLY the Accounting Standard while preparing the Financial Statements

22131828.4	ANALYSING	ANALYSE the Corporate Financial Statements the situation.
22131828.5	EVALUATING	EVALUATE the compliance and quality of financial reporting.
22131828.6	CREATING	DESIGN / CREATE financial report of a firm

## 22131829-International Finance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131829.1	REMEMBERING	RECALL the basic concepts associated with international finance.
22131829.2	UNDERSTANDING	EXPLAIN the various the concepts related to Foreign Exchange Markets, its transactions and Taxation Systems.
22131829.3	APPLYING	APPLY concepts of international exchange markets and exchange rates in currency convertibility
22131829.4	ANALYSING	ANALYZE the role of exchange rate and credit rating agencies, foreign exchange transactions, taxation system, Receivables and cash management in International financial market.
22131829.5	EVALUATING	EVALUATE the International Monetary Fund, World Bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, Receivables and cash management in International finance.
22131829.6	CREATING	CREATE the investment/ business plan by adopting various international finance concepts

## 22142221-Financial Markets and Banking Operations

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142221.1	REMEMBERING	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
22142221.2	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance.
22142221.3	APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy..
22142221.4	ANALYSING	ANALYZE the linkages in the Financial Markets.
22142221.5	EVALUATING	EXPLAIN the various banking and accounting transactions.
22142221.6	CREATING	DEVELOP necessary competencies expected of a finance professional.

## **22142222 - Business Valuation**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142222.1	REMEMBERING	RECALL concepts of value and valuation.
22142222.2	UNDERSTANDING	EXPLAIN valuation process of business firms
22142222.3	APPLYING	CALCULATE business value using different techniques
22142222.4	ANALYSING	EXAMINE special factors to be considered in business valuation
22142222.5	EVALUATING	ASSESS the value of the firm in the light of business environment and regulatory aspects
22142222.6	CREATING	DESIGN a structured business valuation model for business.

## **22142223- Project Finance and Trade Finance**

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
22142223.1	REMEMBERING	DEFINE the fundamental concepts and characteristics of Project Finance and Trade Finance.
22142223.2	UNDERSTANDING	DESCRIBE the key aspects, benefits, and challenges associated with Project and Trade Finance.
22142223.3	APPLYING	IDENTIFY the practical applications of Project Finance and Trade Finance in business scenarios.
22142223.4	ANALYSING	ANALYZE the various types of risks involved in Project and Trade Finance.
22142223.5	EVALUATING	EVALUATE financing proposals by assessing capital structure, project viability, and documentation requirements.
22142223.6	CREATING	DEVELOP a comprehensive proposal for securing Project or Trade Finance based on case scenarios.

## **22142224 - Technical Analysis of Financial Markets**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142224.1	REMEMBERING	REMEMBER the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus.

22142224.2	UNDERSTANDING	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation
22142224.3	APPLYING	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities
22142224.4	ANALYSING	ANALYSE AND FORECAST the market prices of securities in order to take and execute investment decisions
22142224.5	EVALUATING	EVALUATE opportunities for Buy & Sale on the basis of technical analysis
22142224.6	CREATING	FORMULATE an ideal portfolio of investments with a combination of wide number of securities

## 22142225-Risk Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142225.1	REMEMBERING	DESCRIBE various concept associated with risk management and financial risk management..
22142225.2	UNDERSTANDING	EXEMPLIFY the financial risk management processes, frameworks
22142225.3	APPLYING	DETERMINE the various building blocks of risk management system and strategies
22142225.4	ANALYSING	CLASSIFY various risks associated with enterprise, banks, insurance etc.
22142225.5	EVALUATING	FORMULATE the strategies to overcome with currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.
22142225.6	CREATING	FORMULATE the strategies to manage currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.

## 22142226- Financial Modeling

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142226.1	REMEMBERING	<b>Recall and define</b> key concepts, terminologies, and basic frameworks, tools, and techniques used in financial modeling.
22142226.2	UNDERSTANDING	<b>Explain</b> the use and relevance of MS Excel in financial modeling, including its core functions and advanced techniques for data analysis and decision making.
22142226.3	APPLYING	<b>Develop and apply</b> Excel functionalities such as financial functions, charts, lookups, pivot tables, and scenario building to solve business and financial problems.

22142226.4	ANALYSING	<b>Analyze</b> financial models for accuracy, consistency, and effectiveness, while identifying and mitigating errors in spreadsheet coding and assumptions.
22142226.5	EVALUATING	<b>Evaluate and formulate</b> appropriate financial solutions by interpreting model results to solve complex problems in financial management and investment decisions.
22142226.6	CREATING	<b>Create and present</b> comprehensive financial models including projections, ratio analysis, valuation models, and reports using real-time data and realistic financial assumptions.

## 22142227-Indirect Taxation

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142227.1	REMEMBERING	REMEMBERING the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes..
22142227.2	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.
22142227.3	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.
22142227.4	ANALYSING	ILLUSTRATE the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept
22142227.5	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
22142227.6	CREATING	ELABORATE all Provisions of GST and correlate with filing of returns; virtual e filling and also Estimate the GST, TDS, anticipate goods, services, tax payable person for the business.

## 22142228 –Fintech for managers

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142228.1	REMEMBERING	<b>DESCRIBE</b> the foundational concepts of Fintech including its definition, scope, ecosystem, evolution, and segments such as payments, lending, Insurtech, wealthtech, and regtech, along with the key technological drivers like AI, blockchain, and mobile technology..

22142228.2	UNDERSTANDING	<b>EXPLAIN</b> the transformational impact of Fintech innovations on traditional financial institutions, markets, and services by interpreting developments in areas like UPI, cryptocurrencies, contactless payments, and digital lending..
22142228.3	APPLYING	<b>DEMONSTRATE</b> the application of Fintech tools and technologies including digital wallets, neo-banking, Buy Now Pay Later (BNPL), and robo-advisors in solving real-world financial problems and improving decision-making..
22142228.4	ANALYSING	<b>ANALYSE</b> how Fintech solutions enhance customer experience and operational efficiency by evaluating case studies related to financial inclusion, crowd-funding, embedded finance, and startup business models.
22142228.5	EVALUATING	<b>EVALUATE</b> the risks (cybersecurity, fraud, regulatory), security frameworks (zero-trust architecture, decentralized identity), and ethical concerns (data privacy, responsible innovation) associated with Fintech practices and innovations.
22142228.6	CREATING	<b>DESIGN</b> Fintech-driven strategies and models for business growth, including startup planning, MVP development, go-to-market strategies, pricing models, and the integration of sustainable and ethical Fintech solutions like green finance and open banking APIs. .

## 22142229-Commodities Market

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142229.1	REMEMBERING	DESCRIBE the basic concepts in derivatives, terminology related to futures, options and risk management.
22142229.2	UNDERSTANDING	UNDERSTAND the functioning of derivative market, standard derivative contracts, their properties, functionality.
22142229.3	APPLYING	APPLY technical methods for valuation of Future, options and other derivatives, in continuous and discrete time.
22142229.4	ANALYSING	ANALYSE risk measures that are commonly used in risk management.
22142229.5	EVALUATING	EVALUATE different assumptions and principles behind derivatives pricing, risk management and evaluate strategies related to derivatives contract by eliminating volatility
22142229.6	CREATING	CREATE Futures and Options trading strategies and also create hedging positions.

## 22131831 - Strategic Human Resource Management

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131831 .1	REMEMBERING	Recall the strategies adopted by HR and identify implementation issues and challenges faced by organizations in both national and international contexts.
22131831.2	UNDERSTANDING	Explain the core concepts of SHRM and describe how HR strategies align with organizational goals.
22131831.3	APPLYING	Apply the concept of HR as an investment and assess its impact on organizational performance
22131831.4	ANALYZING	Analyze employee engagement strategies and their contribution to achieving strategic HR outcomes.
22131831.5	EVALUATING	Evaluate the effectiveness of HR strategy implementation using real-world industry examples
22131831.6	CREATING	Design innovative HR strategies and recommend practical solutions to industry-specific and global challenges.

## 22131832 - Competency Based HRM

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131832 .1	REMEMBERING	<b>Define</b> the fundamental concepts and key terminologies associated with performance management and competency development.
22131832.2	UNDERSTANDING	<b>Explain</b> the principles and models of competency development with practical relevance.
22131832.3	APPLYING	<b>Apply</b> competency mapping techniques to different job roles and organizational functions.
22131832.4	ANALYZING	<b>Analyze</b> current and future competency requirements across job roles and organizational levels in diverse settings.
22131832.5	EVALUATING	<b>Evaluate</b> personal competencies and formulate an effective career progression plan.
22131832.6	CREATING	<b>Create</b> customized competency models aligned with specific organizational strategies and goals.

## 22131833 - Conflict Management and Negotiation Skills

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131833 .1	REMEMBERING	<b>DEFINE</b> the basic concepts and terms related to negotiation and conflict management.

22131833.2	UNDERSTANDING	<b>Explain</b> the negotiation process and interpret key concepts like BATNA and ZOPA within negotiation contexts.
22131833.3	APPLYING	<b>Apply</b> the negotiation process and key tools like ZOPA and BATNA to conduct effective negotiations.
22131833.4	ANALYZING	<b>Analyze</b> how negotiation and conflict management influence interpersonal and organizational relationships.
22131833.5	EVALUATING	<b>Evaluate</b> one's communication and logical thinking skills to successfully handle negotiations and resolve organizational conflicts.
22131833.6	CREATING	<b>Design</b> effective approaches to resolve workplace conflicts and select negotiation styles suited to various scenarios.

## 22131834 HR Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131834.1	REMEMBERING	<b>List and explain</b> foundational concepts related to HR analytics, innovation, and their role in effective decision-making.
22131834.2	UNDERSTANDING	<b>Illustrate</b> how experimentation and innovation are integrated into modern HR practices.
22131834.3	APPLYING	<b>Apply</b> innovative thinking and analytical skills to solve real-world HR challenges..
22131834.4	ANALYZING	<b>Analyze</b> individual behavioral data and conduct competency mapping using an audit-based approach.
22131834.5	EVALUATING	<b>Evaluate</b> and recommend strategies to enhance innovation and build a culture that supports continuous improvement.
22131834.6	CREATING	<b>Develop</b> an integrated framework connecting HR analytics with broader business analytics to drive organizational performance.

## 22131835 Diversity & Inclusion

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131835.1	REMEMBERING	<b>List and define</b> key concepts of diversity and inclusion across social and organizational dimensions.
22131835.2	UNDERSTANDING	<b>Explain</b> strategies for leading change and securing stakeholder support for D&I initiatives.
22131835.3	APPLYING	<b>Apply</b> relevant tools, frameworks, and metrics to monitor and evaluate diversity and inclusion practices.

22131835.4	ANALYZING	<b>Analyze</b> the impact of diversity and inclusion on organizational performance, innovation, and culture.
22131835.5	EVALUATING	<b>Evaluate</b> D&I programs using evidence-based data, employee feedback, and strategic KPIs.
22131835.6	CREATING	<b>Create</b> and implement actionable diversity and inclusion strategies aligned with organizational priorities and cultural goals..

## 22131836 HR Perspective in Merger &Acquisition

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131836 .1	REMEMBERING	<b>List and define</b> the fundamental concepts of mergers, acquisitions, and organizational integration.
22131836.2	UNDERSTANDING	<b>Explain</b> the role of HR in managing due diligence and ensuring organizational alignment during M&As.
22131836.3	APPLYING	<b>Apply</b> HR strategies to manage and resolve workforce challenges that arise during mergers and acquisitions.
22131836.4	ANALYZING	<b>Analyze</b> and design the HR due diligence process to assess organizational fit and risks before an M&A.
22131836.5	EVALUATING	<b>Evaluate</b> the success of HR-led change management strategies in facilitating smooth M&A integration.
22131836.6	CREATING	<b>Design</b> HR strategies for compensation restructuring, benefits harmonization, and process alignment post-M&A..

## 22131837 Labour Economics & Costing

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131837 .1	REMEMBERING	<b>Identify and define</b> the fundamental concepts of labour economics, wage determination, productivity, and costing.
22131837.2	UNDERSTANDING	<b>Explain</b> the structure and characteristics of Indian labour markets, focusing on demand-supply dynamics and social security issues.
22131837.3	APPLYING	<b>Apply</b> wage theories and non-wage considerations to assess compensation practices in diverse industrial sectors.
22131837.4	ANALYZING	<b>Analyze</b> the practical application of wage determination theories in organized and unorganized sectors.
22131837.5	EVALUATING	<b>Evaluate</b> labour cost-benefit analyses across key HR functions using productivity and costing data.

22131837.6	CREATING	<b>Design</b> practical and sector-specific solutions for improving labour welfare and social security coverage.
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## 22131838 Organization Diagnosis and Development

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131838.1	REMEMBERING	IDENTIFY & DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development
22131838.2	UNDERSTANDING	UNDERSTAND concept of OD and 'intervention'.
22131838.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
22131838.4	ANALYZING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
22131838.5	EVALUATING	IDENTIFY AND RECOMMEND suitable interventions based on the organization's specific needs.
22131838.6	CREATING	DESIGN the role and approach of a consultant to address organizational issues.

## 22131839 HR Operations

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22131839.1	REMEMBERING	<b>Identify and describe</b> the structure, roles, and key responsibilities of the personnel department.
22131839.2	UNDERSTANDING	<b>Explain</b> the various internal communication processes used in personnel and HR administration.
22131839.3	APPLYING	<b>Apply</b> key social security and labour welfare provisions in HR practices across industries.
22131839.4	ANALYZING	<b>Examine</b> compensation structures and analyze disciplinary frameworks within legal and organizational contexts.
22131839.5	EVALUATING	<b>Evaluate</b> the applicability and implementation of labour welfare and social security laws across sectors.
22131839.6	CREATING	<b>Design</b> a comprehensive and statutory-compliant salary structure including all payroll components.

## 22142231: Employee Relations & Labour Legislation

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142231.1	REMEMBERING	<b>Identify and describe</b> key concepts, challenges, and current issues in employee relations..
22142231.2	UNDERSTANDING	<b>Explain</b> the major labour laws and their role in shaping employee-employer relationships in India.
22142231.3	APPLYING	<b>Apply</b> relevant legal provisions to resolve workplace challenges through labour law application.
22142231.4	ANALYSING	<b>Analyze</b> the interrelationship among government, trade unions, and society in employee relations.
22142231.5	EVALUATING	<b>Evaluate</b> the effectiveness of collective bargaining and grievance redressal mechanisms in industrial settings.
22142231.6	CREATING	<b>Interpret and develop</b> insights into the key provisions and practical applications of labour laws in various contexts..

## 22142232 Compensation & Reward Management

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142232 .1	REMEMBERING	<b>Recall and describe</b> the fundamental concepts, types, and strategic framework of compensation management.
22142232.2	UNDERSTANDING	<b>Explain</b> compensation policies, job evaluation techniques, and pay structure strategies to support competitive advantage
22142232.3	APPLYING	<b>Apply</b> the knowledge of incentive and reward plan design suitable for startups and established organizations.
22142232.4	ANALYZING	<b>Analyze</b> reward systems and evaluate recent developments in monetary and non-monetary compensation.
22142232.5	EVALUATING	<b>Evaluate</b> global compensation trends and challenges in MNCs, gig workforces, and remote employee management.
22142232.6	CREATING	<b>Design</b> a total compensation and reward system aligned with organizational objectives and global business dynamics.

## 22142233 Employee Engagement

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142233 .1	REMEMBERING	Define and understand the concept of employee engagement and identify key drivers influencing it.

22142233.2	UNDERSTANDING	Explain and assess employee engagement strategies and interventions used in modern organizations.
22142233.3	APPLYING	Communicate effectively with stakeholders on employee engagement-related matters.
22142233.4	ANALYZING	Analyze the relationship between employee engagement and organizational performance outcomes.
22142233.5	EVALUATING	Measure and evaluate the success of engagement initiatives using performance data and employee feedback.
22142233.6	CREATING	Design and implement employee engagement programs that align with organizational goals and culture..

### **22142234 Designing HR Policies**

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142234 .1	REMEMBERING	Identify and list the important components to be included in an HR manual.
22142234.2	UNDERSTANDING	Explain the need for policy guidelines in recruitment and selection processes.
22142234.3	APPLYING	Prepare employee benefit policies for a chosen organization
22142234.4	ANALYZING	Analyze key company policies on employee conduct, discipline, and workplace safety.
22142234.5	EVALUATING	Illustrate the process and key steps for effective grievance handling and employee relations.
22142234.6	CREATING	Design a comprehensive HR policy framework and compile a complete HR manual for an organization.

### **22142235 Performance Management System**

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142235 .1	REMEMBERING	DEFINE AND UNDERSTAND the key concepts and principles of performance management.
22142235.2	UNDERSTANDING	UNDERSTAND importance of constructive and effective feedback to employees.
22142235.3	APPLYING	APPLY ethical and legal principles in performance management practices..
22142235.4	ANALYZING	EXAMINE how performance management helps achieve organizational goals.

22142235.5	EVALUATING	EVALUATE employee performance using various appraisal methods such as 360-degree feedback and balanced scorecard.
22142235.6	CREATING	DESIGN AND IMPLEMENT a performance management system tailored to organizational needs.

### **22142236 Change Management & New Technologies in HRM**

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142236.1	REMEMBERING	DEFINE Change Management its basic concept ,models and its significance
22142236.2	UNDERSTANDING	UNDERSTANDING change management model and practices
22142236.3	APPLYING	APPLY Change Management in context to digital transformation
22142236.4	ANALYZING	IDENTIFY challenges and outline strategies for managing organizational change.
22142236.5	EVALUATING	EVALUATE how Human Resource Information Systems (HRIS) support change initiatives.
22142236.6	CREATING	DEVELOP AND IMPLEMENT a change management plan for digital HRtransformation

### **22142237 Global HR Practices**

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142237.1	REMEMBERING	IDENTIFY key perspectives of global workforce management
22142237.2	UNDERSTANDING	UNDERSTAND cultural aspects of International HRM
22142237.3	APPLYING	PREPARE HR planning for long term global staffing
22142237.4	ANALYZING	ANALYZE the process and criteria for global recruitment and selection.
22142237.5	EVALUATING	DESIGN a training and development strategy for expatriate employees
22142237.6	CREATING	DEVELOP AND COMPARE performance and development systems suitable for a global workforce.

## 22142238 Mentoring & Coaching

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142238 .1	REMEMBERING	ENUMERATE various concepts of Mentoring and Coaching.
22142238.2	UNDERSTANDING	UNDERSTAND techniques of Mentoring and Coaching
22142238.3	APPLYING	APPLY models of Mentoring and Coaching to real world scenarios
22142238.4	ANALYZING	ANALYSE issues in Mentoring and Coaching
22142238.5	EVALUATING	EVALUATE practical implication of Mentoring and Coaching
22142238.6	CREATING	DEVELOP skills needed to become Mentor, Coach

## 22142239 Labour Welfare

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
22142239 .1	REMEMBERING	ENUMERATE the key concepts, evolution, and significance of labour welfare in India.
22142239.2	UNDERSTANDING	EXPLAIN key labour policy regulations and their impact on employee well-being
22142239.3	APPLYING	APPLY various labour legislations to different organizational contexts.
22142239.4	ANALYZING	ANALYZE traditional and contemporary approaches to labour welfare, including industrial hygiene and occupational health.
22142239.5	EVALUATING	EVALUATE the social security and welfare needs of labour in the country.
22142239.6	CREATING	PROPOSE remedial measures and solutions for prevalent labour problems in India.

## 22131841 – Service Operation Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131841.1	REMEMBERING	DEFINE the key concepts in Services Operations Management.
22131841.2	UNDERSTANDING	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
22131841.3	APPLYING	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
22131841.4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness.

22131841.5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision.
22131841.6	CREATING	SOLVE the relevant numerical in the scope of the subject.

### **22131842 - Planning & Control of Operations**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131842.1	REMEMBERING	DESCRIBE the building blocks of Planning & Control of Operations.
22131842.2	UNDERSTANDING	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
22131842.3	APPLYING	MAKE USE OF the various forecasting approaches in the context of operations planning process.
22131842.4	ANALYSING	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
22131842.5	EVALUATING	EXPLAIN the importance of scheduling in operations management.
22131842.6	CREATING	CREATE a Bill of Materials.

### **22131843 - Productivity Management**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131843.1	REMEMBERING	DEFINE various types of productivity and measures of productivity.
22131843.2	UNDERSTANDING	DEMONSTRATE the linkages between various measures of productivity.
22131843.3	APPLYING	APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.
22131843.4	ANALYSING	APPLY various types of charts and diagrams to carry out work study and method study.
22131843.5	EVALUATING	DETERMINE the Standard Time using Techniques of Work Measurement.
22131843.6	CREATING	ELABORATE upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing.

### **22131844 - Theory of Constraints**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131844.1	REMEMBERING	DEFINE the key concepts of TOC.
22131844.2	UNDERSTANDING	DEMONSTRATE knowledge & understanding of the fundamentals of TOC.
22131844.3	APPLYING	IDENTIFY and mitigate both real constraints and managerial constraints.
22131844.4	ANALYSING	ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance.
22131844.5	EVALUATING	EXPLAIN the benefits an organization may reap through the successful implementation of the TOC.

22131844.6	CREATING	DEVELOP solutions to common problems in Project Management, Operations Management and Supply Chain Management using TOC principles and methods.
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## 22131845 - Manufacturing Resource Planning

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131845.1	REMEMBERING	DEFINE basic terms and concepts related to MRP II.
22131845.2	UNDERSTANDING	DESCRIBE the integrated planning structure and functions incorporated within MRP.
22131845.3	APPLYING	ILLUSRATE the importance of MRP as a top-management planning tool
22131845.4	ANALYSING	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
22131845.5	EVALUATING	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.
22131845.6	CREATING	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.

## 22131846 - Quality Management Standards

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131846.1	REMEMBERING	DESCRIBE the concepts of Quality and importance of the Quality Management Principles.
22131846.2	UNDERSTANDING	INTERPRET the requirements of ISO 9001:2015 standard.
22131846.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
22131846.4	ANALYSING	TAKE PART IN planning, conducting and follow-up of QMS audits directed towards maintenance and continual improvements of the QMS..
22131846.5	EVALUATING	DEVELOP skills for Corrective Action Management and Continual Improvement Project management.
22131846.6	CREATING	BUILD stakeholder confidence by managing processes in line with the latest requirements.

## 22131847 - Strategic Supply Chain Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131847.1	REMEMBERING	DEFINE Key configuration components of Strategic Supply Chain Management.
22131847.2	UNDERSTANDING	EXPLORE Process Architecture and Toolkits of in Strategic Supply Chain Management
22131847.3	APPLYING	LLUSTRATE the Design Organization for Performance and Organizational Change
22131847.4	ANALYSING	EXAMINE the Right Collaborative Model and Drivers of collaboration of Strategic Supply Chain Management
22131847.5	EVALUATING	ILLUSTRATE Use of Metrics to Drive Business Success and Roadmap to change
22131847.6	CREATING	DEVELOP the architecture of a supply chain.

## 22131849 - Service Value Chain Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131849.1	REMEMBERING	DEFINE the core concepts related to Service Value Chain, Service Profit Chain, Innovation, CRM, networks.
22131849.2	UNDERSTANDING	ILLUSTRATE managing the service process through service value chain.
22131849.3	APPLYING	IDENTIFY factors influencing Innovation and service organizational design.
22131849.4	ANALYSING	EXAMINE the inter-relationships between the Focal firm, Supplier Networks, Distribution Networks, etc.
22131849.5	EVALUATING	EVALUATE the role of Business Networks as partners in value creation.
22131849.6	CREATING	DEVELOP strategies built on Principles of Service Value Chain & Service Profit Chain for various types of organizations.

## 22142241 – Supply Chain Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142241.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
22142241.2	UNDERSTANDING	EXPLAIN the structure of modern day supply chains.
22142241.3	APPLYING	IDENTIFY the various flows in real world supply chains.
22142241.4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
22142241.5	EVALUATING	EXPLAIN the key Operational Aspects in Supply Chain Management.
22142241.6	CREATING	DISCUSS the relationship between Customer Value and Supply Chain Management.

## 22142242 - Industry 4.0

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142242.1	REMEMBERING	DEFINE industrial revolutions and its different aspects.
22142242.2	UNDERSTANDING	EXPLAIN the role of technology pillars of Industry 4.0.
22142242.3	APPLYING	DEMONSTRATE the use of data in effective decision making.
22142242.4	ANALYSING	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
22142242.5	EVALUATING	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
22142242.6	CREATING	DEVELOP a framework for any organization using base of Smart Industry  Readiness Index Proposed by Singapore EDB

## 22142243 - Six Sigma for Operations

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142243.1	REMEMBERING	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma
22142243.2	UNDERSTANDING	SUMMARIZE the six-sigma philosophy along with understanding of 7 QC Tools.
22142243.3	APPLYING	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings
22142243.4	ANALYSING	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures
22142243.5	EVALUATING	DECIDE control chart to use for given set of data and ROSS (Return on Six Sigma)
22142243.6	CREATING	CREATING a Case for Business Models in Different Industries/Proposing a Strategy by Studying the cases of Successful Six Sigma Implementation

## 22142244 - Toyota Production System

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142244.1	REMEMBERING	DESCRIBE 14 principles of the Toyota Way.
22142244.2	UNDERSTANDING	RELATE the TPS with other business situations.
22142244.3	APPLYING	IMPLEMENT TPS principles to a real-life situation.
22142244.4	ANALYSING	EXAMINE the application of TPS principles in a service or manufacturing unit/ organization.
22142244.5	EVALUATING	DESIGN a process for executing Improvement Initiatives at workplace.
22142244.6	CREATING	BUILD an organization culture to foster continuous improvement

## 22142245 - World Class Manufacturing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142245.1	REMEMBERING	DEFINE the basic terms associated with Manufacturing Excellence and World Class Manufacturing
22142245.2	UNDERSTANDING	SUMMARIZE the features of various frameworks used for World Class Manufacturing
22142245.3	APPLYING	IDENTIFY the challenges to manufacturing industry in the information age
22142245.4	ANALYSING	ANALYZE the usage of Information management tools, Material processing and handling tools.

22142245.5	EVALUATING	EVALUATE the country's preparedness for World Class Manufacturing
22142245.6	CREATING	ESTIMATE the performance of manufacturing firms with the measurement system to determine the readiness for World Class Manufacturing

### **22142246 - Supply Chain Strategy**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142246.1	REMEMBERING	DEFINE basic terms and concepts related to Strategy, Supply Chain
22142246.2	UNDERSTANDING	EXPLAIN the SC Components and Processes
22142246.3	APPLYING	ILLUSTRATE the importance of SC strategies on competitive advantage.
22142246.4	ANALYSING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages of strategies with real time issues using Information Technology.
22142246.5	EVALUATING	EVALUATE and EXPLAIN impact of strategic decisions on SC
22142246.6	CREATING	FORMULATE and DISCUSS a model for SCM strategies

### **22142247 Financial Perspectives in Operations Management**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142247.1	REMEMBERING	REMEMBER basic concepts used in cost management, Budgeting and activity-based costing
22142247.2	UNDERSTANDING	UNDERSTAND the importance of cost management as key to profitability.
22142247.3	APPLYING	CALCULATE NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control with Microsoft Excel.
22142247.4	ANALYSING	Outline capital budgeting techniques used in Operations.
22142247.5	EVALUATING	Explain the role of Financial Institutions in project financing
22142247.6	CREATING	Solve the real time issues involved in Operations and Project Management using appropriate method in order to reduce the costs.

### **22142248 - Facilities Planning**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142248.1	REMEMBERING	DESCRIBE the concepts and principles of Facilities Planning.
22142248.2	UNDERSTANDING	EXPLAIN the key considerations in Facilities Planning.
22142248.3	APPLYING	ILLUSTRATE the use of the concepts and principles of Facilities Planning.

22142248.4	ANALYSING	EXAMINE the practical layouts in real world in light of the theoretical concepts and principles of Facilities Planning.
22142248.5	EVALUATING	EVALUATE various approaches to Facilities Planning.
22142248.6	CREATING	REARRANGE existing layouts for enhanced outcomes.

## 22142249 - Sustainable Supply Chains

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142249.1	REMEMBERING	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
22142249.2	UNDERSTANDING	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.
22142249.3	APPLYING	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
22142249.4	ANALYSING	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
22142249.5	EVALUATING	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.
22142249.6	CREATING	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.

## 22131851 – Python

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131851.1	REMEMBERING	Recall key Python concepts and basic programming syntax.
22131851.2	UNDERSTANDING	Explain Python data types, flow control, and file operations.
22131851.3	APPLYING	Implement Python programs for data handling and logic building.
22131851.4	ANALYSING	Analyze data structures like lists, tuples, dictionaries, and sets.
22131851.5	EVALUATING	Evaluate Python functions and their applications in data-driven decision-making.
22131851.6	CREATING	Develop Python programs using core Python and data manipulation libraries (NumPy, Pandas).

## 22131852 - Advanced Statistical Methods

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131852.1	REMEMBERING	Recall basic R syntax, programming structures, and data types.
22131852.2	UNDERSTANDING	Explain fundamental statistical concepts and R-based data handling techniques.
22131852.3	APPLYING	Apply R functions for data manipulation, visualization, and analysis.
22131852.4	ANALYSING	Analyze data using regression, classification, and time series models in R.
22131852.5	EVALUATING	Evaluate statistical models using performance metrics and diagnostics in R.
22131852.6	CREATING	Design and build predictive models and visualizations using real-world data in R.

## 22131853 – Data Visualization & storytelling

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131853.1	REMEMBERING	DEFINE Power BI terminology and EXPLAIN how to connect to different data sources and save a report.
22131853.2	UNDERSTANDING	DESCRIBE and DEMONSTRATE the Power BI interface, building basic reports, and dashboards.
22131853.3	APPLYING	APPLY data modeling, measures, and DAX functions to analyze and transform data.
22131853.4	ANALYSING	ANALYZE data using interactive visualizations, filters, slicers, and hierarchies.
22131853.5	EVALUATING	EVALUATE different visualization types and dashboard design techniques to present insights effectively.
22131853.6	CREATING	DESIGN and BUILD compelling data stories with Power BI dashboards and share them across platforms.

## 22131854 – Marketing Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131854.1	REMEMBERING	Describe various key concepts / metrics in Marketing Analytics
22131854.2	UNDERSTANDING	Illustrate the use of analytical techniques and Interpret the outputs to identify most effective target markets, forecast sales.
22131854.3	APPLYING	Demonstrate different tools and frameworks that are used in marketing analytics
22131854.4	ANALYSING	Analyse Market Basket / RFM model for development of effective marketing plans
22131854.5	EVALUATING	Create price optimization scenarios and build solutions to implement pricing decisions in real-time based on current market data

22131854.6	CREATING	Describe various key concepts / metrics in Marketing Analytics
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## 22131855 – Financial Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131855.1	REMEMBERING	Recall key financial concepts, tools, and methodologies in financial analytics.
22131855.2	UNDERSTANDING	Explain theoretical frameworks such as portfolio theory, valuation methods, and risk metrics.
22131855.3	APPLYING	Apply financial analytics techniques (e.g., ratio analysis, DCF) to real-world problems.
22131855.4	ANALYSING	Analyze financial data to assess risks, predict outcomes, and derive actionable insights.
22131855.5	EVALUATING	Evaluate financial models for accuracy, reliability, and compliance with regulations.
22131855.6	CREATING	Recall key financial concepts, tools, and methodologies in financial analytics.

## 22131856 – Workforce Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131856.1	REMEMBERING	To understand the core concepts of HR analytics and its role in strategic HR management
22131856.2	UNDERSTANDING	Remembering fundamental statistical methods and data analysis techniques used in HR analytics
22131856.3	APPLYING	Developing proficiency in utilizing HR metrics to assess workforce performance and identify areas for improvement
22131856.4	ANALYSING	Analyzing data to improve data-driven HR decisions and solve real-world HR challenges across various domains
22131856.5	EVALUATING	Evaluating critical thinking and problem-solving skills to make data-driven recommendations for HR strategies
22131856.6	CREATING	Design future-ready, ethical, AI-integrated HR analytics systems and build a data-driven HR culture within organizations.

## 22131857 – Big Data Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131857.1	REMEMBERING	Define and recall the key concepts of Big Data, Business Intelligence, and various types of data used in business analytics.

22131857.2	UNDERSTANDING	Explain data management processes, analytical models, and Big Data technologies relevant to business environments.
22131857.3	APPLYING	Apply suitable data analytics tools and techniques such as classification, clustering, and visualization to solve business problems.
22131857.4	ANALYSING	Analyze data sources, quality issues, and analytical requirements to design data-driven solutions in marketing, finance, or operations.
22131857.5	EVALUATING	Evaluate different analytical models and tools based on accuracy, performance, and business value to support strategic decision-making.
22131857.6	CREATING	Develop and propose a data-driven business strategy or dashboard using Big Data insights while considering ethical and privacy concerns.

## 22131858 – Supply and Operation Chain Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131858.1	REMEMBERING	Recall fundamental concepts and terminologies in supply and operations chain analytics.
22131858.2	UNDERSTANDING	Explain the role and impact of analytics in supply chain and operations decision-making.
22131858.3	APPLYING	Utilize analytical tools and techniques to solve supply chain and operations problems.
22131858.4	ANALYSING	Assess and interpret analytical results to make informed decisions in supply chain contexts
22131858.5	EVALUATING	Develop innovative solutions and strategies using analytics for supply chain and operations challenges.
22131858.6	CREATING	Recall fundamental concepts and terminologies in supply and operations chain analytics.

## 22131859 – Marketing Intelligence

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131859.1	REMEMBERING	Recall key terms, definitions, and fundamental concepts related to Marketing Analytics, including its scope, tools, and applications.
22131859.2	UNDERSTANDING	Understand the foundational concepts of Marketing Analytics and its role in business decision-making.
22131859.3	APPLYING	Apply Microsoft Excel tools (Pivot Tables, Filters, Slicers) to organize, summarize, and visualize marketing data.
22131859.4	ANALYSING	Analyze customer data using journey mapping, feedback metrics, and Customer Lifetime Value (CLV) calculations to derive marketing insights.
22131859.5	EVALUATING	Evaluate pricing strategies using Excel Solver, price elasticity models, and bundling techniques for profit optimization.
22131859.6	CREATING	Create effective market segmentation and promotion strategies using cluster analysis, conjoint analysis, decision trees, and advertising effectiveness models.

## 22142251 – Data Mining

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142251.1	REMEMBERING	Define and recall key concepts related to Big Data, Data Mining, Business Intelligence, data types, and data pre-processing techniques.
22142251.2	UNDERSTANDING	Explain the data mining process, types of models, data attributes, data quality issues, classification and clustering methods, and the relevance of BI techniques.
22142251.3	APPLYING	Use appropriate classification, clustering, and association rule mining algorithms to solve real-world data problems such as fraud detection, customer segmentation, or recommendation.
22142251.4	ANALYSING	Compare and contrast different data mining tasks and algorithms (e.g., classification vs clustering, decision tree vs SVM) for their strengths, limitations, and use cases.
22142251.5	EVALUATING	Assess model performance using evaluation metrics (accuracy, precision, recall, F1 score), validate clustering results, and interpret rule interestingness in association mining.
22142251.6	CREATING	Design and implement basic data mining workflows and solutions, integrating preprocessing, modeling, and evaluation for specific business applications while considering ethical implications.

## 22142252 – Time Series Analysis and Forecasting

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142252.1	REMEMBERING	Recall fundamental concepts and components of time series analysis and forecasting.
22142252.2	UNDERSTANDING	Explain the theoretical underpinnings and methodologies used in time series analysis.
22142252.3	APPLYING	Use time series models to analyze real-world business data and forecast future trends.
22142252.4	ANALYSING	Break down time series components to uncover underlying trends, seasonality, and irregularities.
22142252.5	EVALUATING	Assess and compare the accuracy of forecasting models using performance metrics.
22142252.6	CREATING	Design and develop customized time series forecasting solutions using traditional and advanced analytical techniques for real-world business scenarios.

## **22142253 – Strategic Management and Business analytics**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142253.1	REMEMBERING	Recall core concepts of strategic management and their role in business analytics.
22142253.2	UNDERSTANDING	Explain the frameworks and methodologies integrating analytics into strategic decision-making.
22142253.3	APPLYING	Apply business analytics tools to solve real-world strategic challenges.
22142253.4	ANALYSING	Analyze organizational data to uncover strategic insights and competitive advantages.
22142253.5	EVALUATING	Evaluate the effectiveness of strategies using data-driven methods and KPIs.
22142253.6	CREATING	Design strategic solutions using analytics for sustainable business growth and innovation.

## **22142254 – Retail and E-Commerce Analytics**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142254.1	REMEMBERING	Define key concepts and terminologies in retail and e-commerce analytics.
22142254.2	UNDERSTANDING	Explain the role and impact of analytics in retail and e-commerce decision-making.
22142254.3	APPLYING	Apply analytical tools and techniques to interpret retail and e-commerce data for generating actionable business insights.
22142254.4	ANALYSING	Analyze retail and e-commerce data to uncover patterns, relationships, and performance gaps that inform strategic business decisions.
22142254.5	EVALUATING	Critically assess and compare analytical strategies and models to determine their effectiveness in solving retail and e-commerce business challenges..
22142254.6	CREATING	Design and implement innovative, data-driven analytics solutions for complex challenges in retail and e-commerce using advanced tools, techniques, and industry practices.

## **22142255 – Generative AI for Business Applications**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142255.1	REMEMBERING	Define the core concepts, evolution, and components of Generative AI such as LLMs, GANs, and Transformers.

22142255.2	UNDERSTANDING	Explain the application of Generative AI tools like ChatGPT, Midjourney, and DALL-E in diverse business domains such as sales, marketing, operations, and customer service.
22142255.3	APPLYING	Apply Generative AI techniques for tasks like content generation, personalization, customer interaction, and data preparation in real-world business settings.
22142255.4	ANALYSING	Analyze the impact of Generative AI on decision-making, productivity, and innovation in business functions such as HR, finance, and service delivery.
22142255.5	EVALUATING	Evaluate ethical, legal, and strategic considerations while deploying Generative AI in organizations.
22142255.6	CREATING	Design AI-enabled solutions and strategies that align with organizational goals and foster an AI-ready culture.

### **22142256 – Healthcare Analytics**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142256.1	REMEMBERING	Understand the drivers for healthcare transformation and the role of data analytics in a data-driven healthcare system
22142256.2	UNDERSTANDING	Identify and define key quality metrics and performance measurement frameworks used in healthcare
22142256.3	APPLYING	Analyze and compare healthcare delivery systems using data-driven methods
22142256.4	ANALYSING	Evaluate the impact of healthcare analytics on decision-making.
22142256.5	EVALUATING	Creating data-driven recommendations to improve healthcare operations and outcomes
22142256.6	CREATING	Design and develop innovative, data-driven healthcare analytics solutions by integrating advanced analytical methods, visual tools, and real-world data sources to improve clinical and operational outcomes.

### **22142257 – Predictive Analytics and Machine Learning using Python**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142257.1	REMEMBERING	Recall key concepts, types, and terminologies of predictive analytics and machine learning.
22142257.2	UNDERSTANDING	Explain the working of various supervised and unsupervised ML algorithms.
22142257.3	APPLYING	Implement predictive models using Python on structured datasets.

22142257.4	ANALYSING	Analyze and evaluate the performance of different ML models.
22142257.5	EVALUATING	Compare multiple models and select the most appropriate algorithm for a given problem.
22142257.6	CREATING	Design and develop a predictive model pipeline using Python libraries and tools.

### **22142258 – Sports Analytics**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142258.1	REMEMBERING	Recall and define key terms, elements, concepts, and historical developments in sports analytics.
22142258.2	UNDERSTANDING	Explain the role of data in sports, including sources, types, and ethical considerations in the Indian and global context.
22142258.3	APPLYING	Use tools like Excel, Python, and Tableau to perform basic analysis on real-world sports datasets and interpret results.
22142258.4	ANALYSING	Critically assess team strategies, player performance, and business decisions using statistical models and performance metrics.
22142258.5	EVALUATING	Design and present a comprehensive sports analytics project involving data collection, analysis, visualization, and actionable recommendations.
22142258.6	CREATING	Design and build end-to-end sports analytics solutions by integrating data collection, statistical analysis, visualization, and domain-specific insights to support performance enhancement and business growth in sports.

### **22142259 – Business applications of Blockchain technologies**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142259.1	REMEMBERING	Memorizing the principles of blockchain technology
22142259.2	UNDERSTANDING	Understanding basic blockchain functionalities using development tools or platforms
22142259.3	APPLYING	Apply blockchain frameworks and tools (e.g., Ethereum, Hyperledger, Multichain) to build and test decentralized applications and smart contracts for real-world use cases.
22142259.4	ANALYSING	Analyse the scalability, performance, and ethical implications of various blockchain implementations across public and enterprise environments.

22142259.5	EVALUATING	Evaluate and design innovative business models leveraging blockchain technology to achieve transparency, security, and strategic advantage across sectors.
22142259.6	CREATING	Develop innovative blockchain-based applications or frameworks by integrating cryptographic principles, blockchain platforms, and enterprise tools to address real-world management or business challenges.

### **22131861 - Agriculture and Indian Economy**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131861.1	REMEMBERING	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
22131861.2	UNDERSTANDING	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective.
22131861.3	APPLYING	IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
22131861.4	ANALYSING	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition, and business cycles.
22131861.5	EVALUATING	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency.
22131861.6	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

### **22131862 - Agricultural Marketing Management**

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131862.1	REMEMBERING	DESCRIBE the fundamental concepts and structure of agricultural marketing.
22131862.2	UNDERSTANDING	EXPLAIN the role of marketing in agricultural value chains and its impact on farmers' income and rural economy.
22131862.3	APPLYING	APPLY marketing principles and techniques to enhance the efficiency of agricultural marketing systems.
22131862.4	ANALYSING	ANALYZE the challenges and opportunities in agricultural marketing in India and its global context.
22131862.5	EVALUATING	EVALUATE the effectiveness of government policies and schemes related to agricultural marketing.
22131862.6	CREATING	DESIGN innovative marketing strategies for agricultural commodities to ensure better price realization for farmers.

## 22131863 – Rural Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131863.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
22131863.2	UNDERSTANDING	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
22131863.3	APPLYING	APPLY the models of consumer behavior in the rural market
22131863.4	ANALYSING	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
22131863.5	EVALUATING	EVALUATE the challenges of Rural marketing research with different approaches and tools
22131863.6	CREATING	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences

## 22131864 – Rural Banking

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131864.1	REMEMBERING	DESCRIBE the fundamental concepts, structure, and significance of rural banking in India.
22131864.2	UNDERSTANDING	EXPLAIN the role of rural banking in economic development and financial inclusion.
22131864.3	APPLYING	APPLY the principles and practices of rural banking to address challenges in financial services.
22131864.4	ANALYSING	ANALYZE the impact of government schemes, policies, and reforms on rural banking operations.
22131864.5	EVALUATING	EVALUATE the performance and challenges of cooperative banks, RRBs, and self-help groups (SHGs).
22131864.6	CREATING	DESIGN innovative rural banking models to enhance access to financial services and promote growth.

## 22131865 – Agri – Insurance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131865.1	REMEMBERING	DESCRIBE the fundamental concepts, need, and structure of agricultural insurance.
22131865.2	UNDERSTANDING	EXPLAIN the various types of agricultural insurance schemes and their relevance in risk mitigation.
22131865.3	APPLYING	APPLY principles of agricultural insurance to assess and manage risks in farming and allied sectors.
22131865.4	ANALYSING	ANALYZE the challenges, opportunities, and role of stakeholders in the agricultural insurance sector.
22131865.5	EVALUATING	EVALUATE the impact and effectiveness of government policies and private sector initiatives in agri-insurance.
22131865.6	CREATING	DESIGN innovative agricultural insurance models to support farmers and enhance sector resilience.

## 22131866 – Agri Supply Chain Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131866.1	REMEMBERING	DESCRIBE the fundamental concepts and components of the agricultural supply chain.
22131866.2	UNDERSTANDING	EXPLAIN the role of supply chain management in improving agricultural efficiency and farmer profitability.
22131866.3	APPLYING	APPLY supply chain models and strategies to enhance value addition in agricultural products.
22131866.4	ANALYSING	ANALYZE the challenges and inefficiencies in agricultural supply chains and suggest improvements.
22131866.5	EVALUATING	EVALUATE the performance of supply chains using metrics and assess their impact on stakeholders.
22131866.6	CREATING	DESIGN innovative supply chain models to ensure sustainability and improve market linkages for farmers.

## 22131867 – Agricultural Import Export

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131867.1	REMEMBERING	DESCRIBE the fundamentals of agricultural import and export practices and their role in global trade.
22131867.2	UNDERSTANDING	EXPLAIN the policies, procedures, and documentation requirements for agricultural import-export activities.
22131867.3	APPLYING	APPLY knowledge of international trade practices to manage agricultural import-export operations.
22131867.4	ANALYSING	ANALYZE the challenges and opportunities in the global agricultural trade environment.
22131867.5	EVALUATING	EVALUATE the impact of trade agreements, tariffs, and non-tariff barriers on agricultural imports and exports.
22131867.6	CREATING	DESIGN strategies to enhance the export competitiveness of Indian agricultural products in global markets.

## 22131868 – Current trends in Agriculture

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131868.1	REMEMBERING	DESCRIBE the evolution and current trends influencing Indian and global agriculture.
22131868.2	UNDERSTANDING	EXPLAIN the relevance of climate-resilient, sustainable, and digital agricultural practices.
22131868.3	APPLYING	APPLY AI-enabled tools and digital solutions to modern agricultural challenges.
22131868.4	ANALYSING	ANALYZE policy frameworks, trade patterns, and emerging agribusiness opportunities using real-world data.
22131868.5	EVALUATING	EVALUATE the role of technological innovation, sustainability measures, and AI in agricultural decision-making.
22131868.6	CREATING	DESIGN strategic models and AI-driven solutions for improving productivity, resilience, and competitiveness in agriculture.

## 22131869 – Agri- Entrepreneurship & Startup Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131869.1	REMEMBERING	DESCRIBE the fundamental concepts and characteristics of agri-entrepreneurship and startups.
22131869.2	UNDERSTANDING	EXPLAIN the role of entrepreneurship in transforming the agricultural economy and rural development.
22131869.3	APPLYING	APPLY entrepreneurial frameworks and tools to develop business models for agri-startups.
22131869.4	ANALYSING	ANALYZE the challenges and opportunities in agri-entrepreneurship and startup ecosystems.
22131869.5	EVALUATING	EVALUATE the feasibility of agri-startup ideas and the impact of policy and financial support systems.
22131869.6	CREATING	DESIGN innovative agri-business solutions and startup strategies for sustainable agricultural growth.

## 22142261 – ICT for Agriculture

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142261.1	REMEMBERING	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
22142261.2	UNDERSTANDING	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective.
22142261.3	APPLYING	IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
22142261.4	ANALYSING	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition, and business cycles.
22142261.5	EVALUATING	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency.
22142261.6	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

## 22142262 – Food Retail Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142262.1	REMEMBERING	DESCRIBE the key concepts and dynamics of food retail management.
22142262.2	UNDERSTANDING	EXPLAIN the structure, challenges, and trends in the food retail sector.
22142262.3	APPLYING	APPLY retail management principles to enhance the efficiency of food retail operations.
22142262.4	ANALYSING	ANALYZE consumer behavior, supply chain dynamics, and competition in the food retail sector.
22142262.5	EVALUATING	EVALUATE the effectiveness of retail formats, merchandising strategies, and customer service models.
22142262.6	CREATING	DESIGN innovative food retail strategies to improve profitability and enhance customer experience.

## 22142263 – Agri – Input Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142263.1	REMEMBERING	DESCRIBE the key concepts and components of agri-input marketing.
22142263.2	UNDERSTANDING	EXPLAIN the role of agri-inputs in improving agricultural productivity and rural development.
22142263.3	APPLYING	APPLY marketing strategies to promote and distribute agri-inputs effectively.
22142263.4	ANALYSING	ANALYZE the challenges and opportunities in the marketing of agri-inputs such as seeds, fertilizers, and machinery.
22142263.5	EVALUATING	EVALUATE the impact of government policies, subsidies, and private sector initiatives on agri-input marketing.
22142263.6	CREATING	DESIGN innovative marketing and distribution models for enhancing the reach and effectiveness of agri-inputs.

## 22142264 – Microfinance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142264.1	REMEMBERING	DESCRIBE the fundamental concepts and importance of microfinance in the context of agriculture.
22142264.2	UNDERSTANDING	EXPLAIN the role of microfinance institutions in promoting financial inclusion and rural development.
22142264.3	APPLYING	APPLY microfinance models and practices to support agricultural and rural businesses.
22142264.4	ANALYSING	ANALYZE the challenges and opportunities associated with microfinance in agriculture.
22142264.5	EVALUATING	EVALUATE the impact of government policies, SHGs, and microfinance institutions on rural economies.
22142264.6	CREATING	DESIGN sustainable microfinance strategies for empowering farmers and improving rural livelihoods.

## 22142265 – Commodity derivatives and Risk Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142265.1	REMEMBERING	DESCRIBE the fundamental concepts of commodity derivatives and their role in risk management.
22142265.2	UNDERSTANDING	EXPLAIN the functioning of commodity markets and the instruments used for hedging risks in agri-business.
22142265.3	APPLYING	APPLY risk management tools and strategies using commodity derivatives in agricultural contexts.
22142265.4	ANALYSING	ANALYZE the factors influencing commodity prices and the effectiveness of derivatives in price stabilization.
22142265.5	EVALUATING	EVALUATE the regulatory framework, policies, and practices related to commodity derivatives in agriculture.
22142265.6	CREATING	DESIGN innovative risk management solutions for agri-business using commodity derivative instruments.

## 22142266 – Procurement Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142266.1	REMEMBERING	DESCRIBE the fundamentals and importance of procurement management in agriculture and business contexts.
22142266.2	UNDERSTANDING	EXPLAIN the processes, policies, and strategies involved in procurement management.
22142266.3	APPLYING	APPLY procurement principles to optimize supply chain performance in agricultural and business scenarios.
22142266.4	ANALYSING	ANALYZE the challenges, risks, and opportunities in procurement processes and supplier relationships.
22142266.5	EVALUATING	EVALUATE procurement practices using performance metrics and compliance standards.
22142266.6	CREATING	DESIGN efficient and sustainable procurement strategies for competitive advantage and cost efficiency.

## 22142267 – Agri- Production, Planning and Control

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142267.1	REMEMBERING	DESCRIBE the fundamental concepts and principles of production planning and control in agriculture.
22142267.2	UNDERSTANDING	EXPLAIN the role of planning and control in enhancing agricultural productivity and operational efficiency.
22142267.3	APPLYING	APPLY production planning tools and techniques to optimize agricultural processes.
22142267.4	ANALYSING	ANALYZE the challenges and opportunities in managing agricultural production systems.
22142267.5	EVALUATING	EVALUATE the performance of production plans and control measures in achieving desired outcomes.
22142267.6	CREATING	DESIGN effective production planning and control strategies for sustainable agricultural development.

## 22142268 – Management of Allied Agro Industries

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142268.1	REMEMBERING	DESCRIBE the key concepts, structure, and importance of allied agro industries in the agricultural economy.
22142268.2	UNDERSTANDING	EXPLAIN the role of allied agro industries in rural development and value addition in agriculture.
22142268.3	APPLYING	APPLY management principles to enhance the operational efficiency of allied agro industries.
22142268.4	ANALYSING	ANALYZE the challenges and opportunities in managing allied agro industries such as dairy, poultry, and fisheries.
22142268.5	EVALUATING	EVALUATE the impact of policies, technologies, and innovations on the performance of allied agro industries.
22142268.6	CREATING	DESIGN strategies for sustainable growth and market competitiveness of allied agro industries.

## 22142269 – Agri- Cooperative Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142269.1	REMEMBERING	DESCRIBE the fundamental concepts, history, and principles of cooperative management in agriculture.
22142269.2	UNDERSTANDING	EXPLAIN the structure, functions, and role of agricultural cooperatives in rural development and economic growth.
22142269.3	APPLYING	APPLY cooperative management principles to enhance the efficiency and performance of agri-cooperatives.
22142269.4	ANALYSING	ANALYZE the challenges, governance issues, and opportunities in managing agricultural cooperatives.
22142269.5	EVALUATING	EVALUATE the impact of government policies, financial assistance, and cooperative reforms on their sustainability.
22142269.6	CREATING	DESIGN strategies to strengthen cooperative movements and improve their market competitiveness.

## 22131871 - Fundamentals of Pharma and Healthcare Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131871.1	REMEMBERING	DESCRIBE the key concepts, structure, and dynamics of the pharma and healthcare industries.
22131871.2	UNDERSTANDING	EXPLAIN the regulatory environment, policies, and ethical considerations in pharma and healthcare management.
22131871.3	APPLYING	APPLY management principles to address operational and strategic challenges in pharma and healthcare sectors.
22131871.4	ANALYSING	ANALYZE the factors influencing the growth, competition, and innovation in pharma and healthcare industries.
22131871.5	EVALUATING	EVALUATE the impact of technological advancements, government policies, and market forces on these industries.
22131871.6	CREATING	DESIGN strategies to enhance operational efficiency and deliver superior healthcare outcomes.

## 22131872 - Healthcare Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131872.1	REMEMBERING	DESCRIBE the structure and functioning of healthcare systems in India and globally.
22131872.2	UNDERSTANDING	EXPLAIN the roles of healthcare institutions, regulatory frameworks, and policies in the healthcare sector.
22131872.3	APPLYING	APPLY management principles to improve hospital operations and patient care delivery.
22131872.4	ANALYSING	ANALYZE challenges and opportunities in healthcare administration and service delivery.
22131872.5	EVALUATING	EVALUATE the impact of technology and innovation on healthcare systems.
22131872.6	CREATING	DESIGN strategies to improve healthcare outcomes and optimize operational efficiency.

## 22131873 – Pharmaceutical Marketing Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131873.1	REMEMBERING	DESCRIBE the principles and practices of pharmaceutical marketing.
22131873.2	UNDERSTANDING	EXPLAIN the regulatory and ethical considerations in pharmaceutical marketing.
22131873.3	APPLYING	APPLY marketing concepts to create effective promotional strategies for pharmaceutical products.
22131873.4	ANALYSING	ANALYZE the dynamics of the pharma market, competition, and consumer behavior.
22131873.5	EVALUATING	EVALUATE the impact of digital marketing on the pharmaceutical industry.
22131873.6	CREATING	DESIGN innovative marketing strategies for launching and promoting pharmaceutical products.

## 22131874 - Digital Marketing in Pharma & Healthcare

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131874.1	REMEMBERING	DESCRIBE the fundamentals of digital marketing and its role in the pharma and healthcare sectors.
22131874.2	UNDERSTANDING	EXPLAIN the importance of digital tools and platforms in engaging with patients, customers, and stakeholders.
22131874.3	APPLYING	APPLY digital marketing techniques to design effective campaigns for pharma and healthcare services.
22131874.4	ANALYSING	ANALYZE the performance of digital marketing strategies using analytics tools and KPIs.
22131874.5	EVALUATING	EVALUATE the ethical and regulatory aspects of digital marketing in the pharma and healthcare industries.
22131874.6	CREATING	DESIGN innovative and impactful digital marketing strategies for the pharma and healthcare sectors.

## 22131875 – Supply Chain Management in Pharmaceutical Sector

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131875.1	REMEMBERING	DESCRIBE the components and structure of supply chains in the pharmaceutical sector.
22131875.2	UNDERSTANDING	EXPLAIN the role of supply chain management (SCM) in ensuring the availability of quality medicines.
22131875.3	APPLYING	APPLY supply chain strategies to optimize logistics, inventory, and distribution in pharma companies.
22131875.4	ANALYSING	ANALYZE the challenges in managing cold chains, regulatory compliance, and global supply chains.
22131875.5	EVALUATING	EVALUATE the impact of digital technologies and automation on pharmaceutical SCM.
22131875.6	CREATING	DESIGN efficient and sustainable supply chain strategies for the pharmaceutical industry.

## 22131876 – Pharmaceutical Production Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131866.1	REMEMBERING	DESCRIBE the principles and processes involved in pharmaceutical production management.
22131866.2	UNDERSTANDING	EXPLAIN the importance of regulatory compliance, quality control, and good manufacturing practices (GMP).
22131866.3	APPLYING	APPLY production planning and control techniques to ensure efficient manufacturing operations.
22131866.4	ANALYSING	ANALYZE production challenges, including resource optimization and process improvement.
22131866.5	EVALUATING	EVALUATE the role of technology, automation, and innovation in improving pharmaceutical production.
22131866.6	CREATING	DESIGN production strategies for achieving operational excellence and regulatory compliance.

## 22131877 – Compensation Management and Performance Appraisal in Pharma and healthcare

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131877.1	REMEMBERING	DESCRIBE the concepts and principles of compensation management and performance appraisal.
22131877.2	UNDERSTANDING	EXPLAIN the significance of fair compensation and effective appraisal systems in the pharma and healthcare sectors.
22131877.3	APPLYING	APPLY techniques to design compensation structures and appraisal systems aligned with organizational goals.
22131877.4	ANALYSING	ANALYZE the impact of compensation and appraisal systems on employee motivation and performance.
22131877.5	EVALUATING	EVALUATE compensation strategies and appraisal frameworks to ensure equity and organizational effectiveness.
22131877.6	CREATING	DESIGN innovative and equitable compensation systems and performance appraisal tools.

## 22131878 – Health Insurance

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131878.1	REMEMBERING	DESCRIBE the concepts, structure, and importance of health insurance in the healthcare ecosystem.
22131878.2	UNDERSTANDING	EXPLAIN the regulatory environment, policies, and challenges associated with health insurance.
22131878.3	APPLYING	APPLY risk management techniques and policy design principles in health insurance operations.
22131878.4	ANALYSING	ANALYZE the impact of health insurance schemes on patient access, affordability, and healthcare outcomes.
22131878.5	EVALUATING	EVALUATE the performance of health insurance providers and the role of technology in insurance services.
22131878.6	CREATING	DESIGN innovative health insurance models to improve accessibility and affordability for diverse populations.

## 22131879 – Entrepreneurship in Pharma and Healthcare

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22131879.1	REMEMBERING	DESCRIBE the fundamentals of entrepreneurship in pharma and healthcare sectors.
22131879.2	UNDERSTANDING	EXPLAIN the role of entrepreneurship in driving innovation and growth in pharma and healthcare.
22131879.3	APPLYING	APPLY business models and frameworks to develop viable startup ideas in pharma and healthcare.
22131879.4	ANALYSING	ANALYZE market trends, challenges, and opportunities for entrepreneurship in these industries.
22131879.5	EVALUATING	EVALUATE the feasibility and scalability of startup ideas in pharma and healthcare sectors.
22131879.6	CREATING	DESIGN business plans and strategies for establishing and managing startups in pharma and healthcare.

## 22142271 – Regulatory laws in Indian Pharmaceutical & Healthcare Industry

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142271.1	REMEMBERING	DESCRIBE the key regulatory laws governing the pharmaceutical and healthcare industries in India.
22142271.2	UNDERSTANDING	EXPLAIN the significance of compliance with regulatory requirements for drug development, marketing, and healthcare services.
22142271.3	APPLYING	APPLY legal frameworks and policies to ensure regulatory compliance in the pharma and healthcare sectors.
22142271.4	ANALYSING	ANALYZE the impact of regulatory changes and judicial decisions on industry practices.
22142271.5	EVALUATING	EVALUATE the effectiveness of existing regulatory laws in addressing industry challenges and ensuring patient safety.
22142271.6	CREATING	DESIGN strategies for organizations to navigate the regulatory landscape and maintain compliance.

## 22142272 – Ethics and Legal aspects of Pharmaceutical and Healthcare Business

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142272.1	REMEMBERING	DESCRIBE the ethical principles and legal frameworks governing the pharmaceutical and healthcare sectors.
22142272.2	UNDERSTANDING	EXPLAIN the importance of ethical behavior and compliance in ensuring accountability and transparency.
22142272.3	APPLYING	APPLY ethical decision-making models to resolve dilemmas in pharma and healthcare management.
22142272.4	ANALYSING	ANALYZE the impact of non-compliance on business operations and reputation.
22142272.5	EVALUATING	EVALUATE the effectiveness of laws and ethical practices in ensuring fairness and patient safety.
22142272.6	CREATING	DESIGN ethical and legally compliant strategies to address emerging challenges in the industry.

## 22142273 – Clinical Data Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142273.1	REMEMBERING	DESCRIBE the concepts, tools, and processes involved in clinical data management (CDM).
22142273.2	UNDERSTANDING	EXPLAIN the role of CDM in clinical trials, drug development, and regulatory submissions.
22142273.3	APPLYING	APPLY CDM tools and techniques to ensure accuracy, compliance, and integrity in clinical data.
22142273.4	ANALYSING	ANALYZE the challenges and best practices in managing clinical data for pharmaceutical research.
22142273.5	EVALUATING	EVALUATE the impact of technologies like EDC (Electronic Data Capture) and AI in improving CDM processes.
22142273.6	CREATING	DESIGN efficient workflows and strategies for high-quality clinical data management.

## 22142274 – Regulatory affairs in pharmaceuticals

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142274.1	REMEMBERING	DESCRIBE the regulatory requirements and frameworks for pharmaceutical products globally.
22142274.2	UNDERSTANDING	EXPLAIN the role of regulatory affairs in ensuring drug safety, efficacy, and quality.
22142274.3	APPLYING	APPLY regulatory guidelines to prepare submissions and obtain approvals for pharmaceutical products.
22142274.4	ANALYSING	ANALYZE the impact of regulatory changes and requirements on drug development and commercialization.
22142274.5	EVALUATING	EVALUATE global regulatory practices and their implications for pharmaceutical companies.
22142274.6	CREATING	DESIGN regulatory strategies to ensure compliance and optimize approval timelines.

## 22142275 – International Pharma Marketing

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142275.1	REMEMBERING	DESCRIBE the fundamentals and scope of international pharmaceutical marketing.
22142275.2	UNDERSTANDING	EXPLAIN the influence of cultural, economic, and legal factors on pharma marketing globally.
22142275.3	APPLYING	APPLY marketing strategies to manage product portfolios across diverse international markets.
22142275.4	ANALYSING	ANALYZE the challenges and opportunities of entering and sustaining in global pharma markets.
22142275.5	EVALUATING	EVALUATE the impact of international trade agreements and regulations on pharma marketing.
22142275.6	CREATING	DESIGN global marketing strategies for pharmaceutical products while ensuring regulatory compliance.

## 22142276 – Marketing of Medical Devices and Diagnostics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142276.1	REMEMBERING	DESCRIBE the fundamentals and importance of marketing medical devices and diagnostics.
22142276.2	UNDERSTANDING	EXPLAIN the challenges and regulatory aspects specific to medical devices and diagnostic marketing.
22142276.3	APPLYING	APPLY marketing frameworks to develop strategies for product launches in healthcare settings.
22142276.4	ANALYSING	ANALYZE customer segments, market dynamics, and competitive landscapes in the medical devices sector.
22142276.5	EVALUATING	EVALUATE the impact of technological advancements on marketing strategies for devices and diagnostics.
22142276.6	CREATING	DESIGN innovative and compliant marketing strategies for medical devices and diagnostics.

## 22142277 – Quality Assurance and Control Management in Pharma

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142277.1	REMEMBERING	DESCRIBE the fundamentals of quality assurance (QA) and quality control (QC) in pharmaceutical production.
22142277.2	UNDERSTANDING	EXPLAIN the role of QA/QC in ensuring product safety, efficacy, and compliance with regulatory standards.
22142277.3	APPLYING	APPLY quality management systems and documentation practices in the pharmaceutical industry.
22142277.4	ANALYSING	ANALYZE quality risks, validation processes, and audit findings to ensure compliance.
22142277.5	EVALUATING	EVALUATE the effectiveness of QA/QC processes and tools in maintaining industry standards.
22142277.6	CREATING	DESIGN innovative QA/QC strategies using emerging technologies for continuous improvement.

## 22142278 – Pharmaceutical advanced Human Resource Management

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142278.1	REMEMBERING	DESCRIBE the advanced HR practices and strategies used in the pharmaceutical industry..
22142278.2	UNDERSTANDING	EXPLAIN the role of HR in addressing workforce challenges in highly regulated environments.
22142278.3	APPLYING	APPLY talent acquisition, training, and retention strategies to manage critical workforce requirements.
22142278.4	ANALYSING	ANALYZE HR-related issues like performance gaps, employee engagement, and compliance in pharma HR.
22142278.5	EVALUATING	EVALUATE the effectiveness of HR policies and strategies in meeting organizational objectives.
22142278.6	CREATING	DESIGN innovative HR frameworks that align with the global and dynamic nature of the pharmaceutical industry.

## 22142279 – Healthcare Analytics

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
22142279.1	REMEMBERING	DESCRIBE the fundamental concepts and importance of analytics in the healthcare sector.
22142279.2	UNDERSTANDING	EXPLAIN the tools, techniques, and frameworks used in healthcare data analytics.
22142279.3	APPLYING	APPLY analytical methods to solve real-world healthcare challenges such as patient management and resource allocation.
22142279.4	ANALYSING	ANALYZE healthcare data to identify patterns, trends, and opportunities for improvement.
22142279.5	EVALUATING	EVALUATE the role of predictive and prescriptive analytics in improving healthcare outcomes.
22142279.6	CREATING	DESIGN innovative data-driven strategies to optimize decision-making in the healthcare sector.

