

**2.6.1 - Programme and course outcomes for all Programmes offered by the institution are stated and displayed on website and communicated to teachers and students.**

**I. Stated Programme Outcomes (POs):**

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

1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
3. Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions.
4. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large.
5. Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. LifeLong Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

## II. Stated PSOs of APIMR:

We have defined the PSOs for each specialization / major-minor combination in line with APIMR Vision, Mission and Goals. PSOs are customized to suit Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, and Enrichment & Alternative Study Credit Courses that we offer:

### **Vision:**

To provide and maintain an environment of high academic excellence and research for all aspiring students, which will prepare them to face global challenges maintaining high ethical and moral standards.

### **Mission:**

To satisfy the ambition of youth force who wants to lead the nation towards prosperity through techno-economic development.

### **Goals:**

- To commit APIMR to deliver a superior education through its team of professional faculty with highest academic qualifications holding relevant industry experience.
- To dedicate all the available resources of APIMR world-wide for the preparation of students in the fields of business administration.
- To encourage students to aim high and develop their unique potentials so they may rapidly become productive members of their community and society.
- To respond to the needs of our students through dedicated administrative services, advising, tutoring, and mentoring.
- To prepare the youth to lead corporate world either as decision makers /managerial workforce/ or entrepreneurs.

### **Quality Policy**

“We are committed to provide knowledge and experience with skill based learning which prepares youth to face competitive corporate and organizational requirements”

“आम्ही कौशल्य आधारित शिक्षणासह शांती आणि अनुभव प्रदान करण्यास वचनबद्ध आहोत जे तरुणांना स्वातंत्र्य, कॉन्फिडन्स आणि सांस्थात्मक आवश्यकतांचा सामना करण्यास तयार करते”

### **Core Values:**

1. Gender-Equality: APIMR is committed to Gender Equality by providing equal opportunity to male and female students in entire learning process. The faculty and staff follow the culture of Humanitarian approach and non-discrimination of a single case. Especially for girl-students APIMR provides safety, security and separate common room to enhance their dignity in entire learning process.
2. Environment First: On the aspect of social responsibility, APIMR put efforts in maintaining ecosystem healthy by using LED bulbs, efficiently managing garbage and wastes, implementing green landscaping with trees and plants and providing cycle stand. This is the encouragement provided to the entire stakeholder to follow best practices in sustaining environment.
3. Community Development: APIMR is organizing community connected programs to enhance students and citizen interactions which will add value to the development and upliftment of the society.

**Program Specific Objectives (PSOs) Mapped for all Generic Core Courses:**

**PSO1** To achieve the academic spirit of SPPU MBA curriculum, by leveraging domain knowledge of our faculty members

**PSO2** To train our students for global, economic, legal and ethical aspects of business

**PSO3** To enable our students to develop sustainable business with societal relevance

**PSO4** To provide a strong analytical foundation and facilitating a high degree of academic flexibility, thereby allowing students to customize their learning experience.

**PSO5** To help students apply knowledge of management theories and practices so as to solve business problems

**PSO6** To foster analytical and critical thinking abilities among students and encourage facts based decision making

**Specialization Course-wise mapping of PSOs:**

PSOs	MKT	FIN	HRM	OSCM	BA	RABM	PHM	THM	IB
1	√	√	√	√	√	√	√	√	√
2	√	√	√	√				√	√
3	√		√	√		√			
4	√	√	√	√	√	√	√	√	√
5	√	√	√	√	√	√	√	√	√
6	√	√		√	√				

**MKT:** Marketing

**IB:** International Business Management

**FIN:** Finance

**OSCM:** Operations & Supply Chain Mgt.

**HRM:** Human Resource Management

**BA:** Business Analytics

**RABM:** Rural & Agribusiness Management

**PHM:** Pharma & Healthcare Management

**THM:** Tourism & Hospitality Management

### III. COURSE OUTCOMES (COs) for the courses offered during AY 2023-24

The below Section illustrates various course outcomes expected from the students on successful completion of the course. They have been prescribed by APIMR's affiliating university i.e., Savitribai Phule Pune University, Pune for the MBA program:

Course	Course Outcomes
<b>101 – Managerial Accounting</b>	Describe the basic concepts related to accounting, financial statements, cost accounting, marginal costing, budgetary control and standard costing.
	Explain in detail, all the theoretical concepts taught through the syllabus.
	Perform all the necessary calculations through the relevant numerical problems.
	Analyse the situation and decide the key financial as well as non-financial
	Formulate approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
	Evaluate the financial impact of the decision.
<b>102 - Organizational Behaviour</b>	Describe the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
	Make use of the theories, models, principles and frameworks of organizational behavior in specific organizational settings.
	Deconstruct the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
	Formulate approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
	Elaborate upon the challenges in shaping organizational behavior, organizational culture and organizational change.
<b>103 – Economic Analysis For Business Decisions</b>	Define the key terms in micro-economics.
	Explain the key terms in micro-economics, from a managerial perspective.
	Identify the various issues in an economics context and demonstrate their significance from the perspective of business decision making.
	Examine the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
	Develop critical thinking based on principles of micro-economics for informed business decision making.
	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.
<b>104 - Business Research Methods</b>	Define various concepts & terms associated with scientific business research.
	Explain the terms and concepts used in all aspects of scientific business research.

	Make use of scientific principles of research to solve contemporary business research problems.
	Examine the various facets of a research problem and illustrate the relevant aspects of the research process from a data driven decision perspective.
	Judge the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
<b>105 –Basics Of Marketing</b>	Reproduce the key marketing concepts, components and principles of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
	Interpret the basic concepts, principles and frameworks of marketing in the context of diverse business situations for explaining the relevant issues with regard to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
	Apply the contemporary marketing theories, frameworks and tools to inform problem solving with respect to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
	Examine the critical marketing issues for drawing inferences about the underlying causes and relationships concerning marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.
	Evaluate the alternative courses of actions to make judgments with regard to the solution for problems involving marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle
	Generate alternative approaches to the emerging business challenges in the context of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle. 1. introduction to marketing: definition & functions of marketing- scope of marketing, evolution of marketing.
<b>106 – Digital Business</b>	Describe the conceptual framework of e commerce, mobile commerce and social commerce.
	Summarize the impact of information, mobile, social, digital, IoT and related technologies on society, markets & commerce.
	Illustrate value creation & competitive advantage in a digital business environment.
	Examine the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
	Elaborate upon the various types of digital business models and outline their benefits and limitations.
	Discuss the various applications of digital business in the present day world.
<b>107 – Management Fundamentals</b>	Enumerate various managerial competencies and approaches to management.
	Explain the role and need of planning, organizing, decision making and controlling.
	Make use of the principles of goal setting and planning for simple as well as complex tasks and small projects.
	Compare and contrast various organizational structures of variety of business and not-for-profit entities in a real world context.
	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.

	Formulate and discuss a basic controlling model in a real life business start-up and not-for-profit organizational context.
<b>109 – Entrepreneurship Development</b>	Define the key terms, list the attributes and characteristics of entrepreneurs features and enumerate the factors influencing entrepreneurship growth.
	Discuss various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
	Apply the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
	Discriminate between potential options available for entrepreneur for embarking on establishing a start up
	Evaluate the startup ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
	Create a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectorial opportunities and financing options.
<b>111 - Legal Aspects of Business</b>	Describe the key terms involved in each act.
	Summarize the key legal provisions of each act.
	Illustrate the use of the acts in common business situations.
	Outline the various facets of basic case laws of each act from a legal and managerial perspective.
	Develop critical thinking by making judgments related to use of various provisions of the acts in business situations
<b>114 - Enterprise Analysis - Desk Research</b>	Describe the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
	Describe the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
	Analyze, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
	Compose a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.
	Imagine the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).
<b>115 - Selling &amp; Negotiations Skills Lab</b>	Describe the various selling situations and selling types
	Outline the pre-sales work to be carried out by a professional salesperson.
	Identify the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
	Formulate a sales script for a real world sales call for a product/ service / e-product / e-service.
	Reconstruct the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
	Develop a sales proposal for a real world product/ service / e-product / e-service and for a real world selling situation.
	Tabulate the key elements of a typical business system and related workflow procedures.

<b>117 - Business Systems And Procedures</b>	Explain a business system and related procedures.
	Predict the fail points / bottle necks in a typical business process.
	Break down a business system into simpler components and explain the inter-relationships.
	Develop a process based thinking approach.
	Create standard operating procedures and flow charts / other visual representations for typical business systems and processes.
<b>201 – Marketing Management</b>	Describe the key terms associated with the 4 ps of marketing for a real world marketing offering.
	Demonstrate the relevance of marketing mix concepts and frameworks for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
	Apply marketing mix decisions for a real world marketing offering (commodities, goods, services, e-products/ e- services.)
	Examine marketing issues pertaining to marketing mix and marketing plan in the context of real world marketing offering (commodities, goods, services, e-products/ e-services)
	Explain the interrelationships between various elements of marketing mix in the context of real world marketing offering (commodities, goods, services, e-products/ e-services)
	Design a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
<b>202 – Financial Management</b>	Describe the basic concepts related to financial management, various techniques of financial statement analysis, working capital, capital structure, leverages and capital budgeting.
	Explain in detail all theoretical concepts throughout the syllabus
	Perform all the required calculations through relevant numerical problems.
	Analyze the situation and <input type="checkbox"/> comment on financial position of the firm <input type="checkbox"/> estimate working capital required <input type="checkbox"/> decide ideal capital structure <input type="checkbox"/> evaluate various project proposals
	Evaluate impact of business decisions on financial statements, working capital, capital structure and capital budgeting of the firm
	create common size comparative statements, comparative financial statements using ratio analysis (year-wise, industry – wise), comparative proposals using capital budgeting techniques
<b>203 – Human Resource Management</b>	Describe the role of human resource function in an organization.
	Discuss the emerging trends and practices in HRM.
	Illustrate the different methods of HR acquisition and retention.
	Identify the use of different appraisal and training methods in an organization.

	Interpret the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.
	Design the hr manual and compensation policy of the organization.
<b>204 – Operations &amp; Supply Chain Management</b>	Define basic terms and concepts related to production, operations, services, supply chain and quality management.
	Explain the process characteristics and their linkages with process-product matrix in a real world context.
	Describe the various dimensions of production planning and control and their inter-linkages with forecasting.
	Calculate inventory levels and order quantities and make use of various inventory classification methods.
	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.
	Elaborate upon different operational issues in manufacturing and services organizations where the decision-making element is emphasized.

<b>205HRM: Competency Based Human Resource Management System</b>	Define the key terms related to performance management and competency development.
	Explain various models of competency development.
	Practice competency mapping.
	Analyze competencies required for present and potential future job roles at various levels and across variety of organizations.
	Design and map their own competency and plan better and appropriate career for themselves.
	Develop a customized competency model in accordance with the corporate requirements.
<b>205FIN: Financial Markets And Banking Operations</b>	Recall the structure and components of Indian financial system through banking operations & financial markets.
	Understand the concepts of financial markets, their working and importance.
	Illustrate the working and contribution of banks and NBFCs to the Indian economy.
	Analyze the linkages in the financial markets.
	Analyze the linkages in the financial markets.
	Develop necessary competencies expected of a finance professional.
<b>205MKT: Marketing Research</b>	Describe the key concepts involved in the marketing research.
	Explain various research designs, data sources, data collection methods, instruments, sampling methods and analytical tools used in marketing research.
	Apply the concepts of marketing research in solving real-life marketing problems.
	Analyze data and draw appropriate inferences to address real-life marketing issues.
	Design a market research proposal for a real life marketing research problem and evaluate a market research proposal.
	Plan and undertake qualitative or quantitative marketing research and demonstrate the ability to analyze data to resolve real-life marketing issues.



<b>206MKT: Consumer Behavior</b>	Recall the factors influencing consumer's purchase decision making process.
	Outline consumer and organizational buyer behavior process.
	Apply concepts of consumer behavior to real world marketing decision making.
	Analyze the consumer decision making process and the role of different determinants that affect the buying decision process.
	Explain the new trends influencing buyer behavior and its effect on new age Indian consumer.
	Discuss the consumer and organizational buying behavior process for a variety of products (goods/services).
<b>206FIN: Personal Financial Planning</b>	Understand the need and aspects of personal financial planning
	Describe the investment options available to an individual
	Identify types of risk and means of managing it
	Determine the ways of personal tax planning
	Explain retirement and estate planning for an individual and design a financial plan.
	Create a financial plan for a variety of individuals.
<b>206HRM: Employee Relations And Labour Legislations</b>	Show awareness of important and critical issues in employee relations
	Interpret and relate legislations governing employee relations.
	Demonstrate an understanding of legislations relating to working environment.
	Outline the role of government, society and trade union in ER.
	Explain aspects of collective bargaining and grievance handling.
	Discuss the relevant provisions of various labour legislations.
<b>207 – Contemporary Frameworks In Management</b>	Understanding various traits, theories, models of emotional intelligence and its implications to address key questions within the organizations
	Describe how companies can become good to great through their leaders and right positioning of people and explain why and how most companies fail to make the transition
	Explain the importance of team dynamics & a systems perspective for the leadership role and challenges of managing people in organizations.
	Scrutinize the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
	Application of different ideas and information effectively to rebuild individual, team, managerial and leadership behavior in order to achieve organizational excellence in a positive and collaborative manner to achieve common culture.
	Design individual assessment with the help of EQ, habits and team's susceptibility to five dysfunctions.
<b>209 - Start Up And New Venture Management</b>	Describe the strategic decisions involved in establishing a startup.
	Explain the decision making matrix of entrepreneur in establishing a startup.
	Identify the issues in developing a team to establish and grow a startup
	Formulate a go to market strategy for a startup.
	Design a workable funding model for a proposed startup.

	Develop a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.
<b>210 – Qualitative Research Methods</b>	Describe the stages of scientific researches and qualitative research methods
	Compare characteristics of qualitative research and quantitative research
	Construct appropriate research and sampling designs for qualitative research work in real world business and non-business contexts
	Analyze the use of appropriate qualitative research methods in real world business and non-business contexts.
	Assess the qualitative research work with the help of different quality criteria
	Combine qualitative and quantitative research approaches in a real world research project.
<b>217HRM: Labor Welfare</b>	Enumerate the key concepts of the subject matter.
	Describe the key aspects of the labour policy regulation in the country.
	Identify the applicability of various legislations to variety of real world organizations.
	Examine the traditional concept of labour welfare in the industry.
	Explain the conditions of labour and their welfare and social security needs in the country.
	Elaborate upon the perspective of labour problems and remedial measures in the country.
<b>218HRM: Lab In Recruitment And Selection</b>	Describe the key concepts such as job specification, job description, recruitment and selection.
	Compare and contrast various methods of recruitment and selection.
	develop job specifications and job descriptions in a variety of context.
	Analyze various personality types.
	Explain the profiling techniques used to test personality, aptitude, competency.
	Compile a list of questions for recruitment and selection interviews.
<b>219FIN: Direct Taxation</b>	Remember various basic concepts / terminologies related direct taxation
	Explain how tax planning can be done.
	Calculate gross total income and income tax liability of an individual assessee of all income heads.
	Permissible exemptions and deductions from income under income tax act.
	Evaluate the tax liability and benefits of possible exemptions under income tax act
	Design / develop / create tax saving plan.
<b>219BA: Workforce Analytics</b>	Enumerate the use of workforce analytics.
	Understand the process of creating and using hr analytics
	Understand the process of creating and using hr analytics
	Illustrate the use of various tools and frameworks for predictive analytics
	Derive a variety of metrics and quantify key outcomes in multiple areas of hr.

	Build value for hr departments by showing clear links between HR and business outcomes.
<b>220MKTt: Digital Marketing - I</b>	Define various concepts related to digital marketing.
	Explain the role of Facebook, Google ad words, YouTube and email in digital marketing.
	make use of Facebook, Google ad words, YouTube and email for carrying out digital marketing of real life products.
	illustrate the use of Facebook, Google ad words, YouTube and email in various contexts of digital marketing.
	design digital media campaign using appropriate mix of Facebook, Google ad words, YouTube and email.
	create appropriate content for Facebook, Google ad words, YouTube and email campaigns.
<b>222FIN: Banking Laws &amp; Regulations</b>	Remember various concepts taught in the syllabus.
	Explain the regulatory framework in the Indian banking system.
	Describe the various legal aspects which need to be followed during daily banking operations
	Discuss the various laws related to banking.
	Apply the various commercial laws for the smooth functioning of banking operations.
<b>301– Strategic Management</b>	Describe the basic terms and concepts in strategic management.
	Explain the various facets of strategic management in a real world context.
	Describe the trade-offs within and across strategy formulation, Implementation, appraisal.
	Integrate the aspects of various functional areas of management to develop a strategic perspective
	Explain the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
	Develop the capability to view the firm in its totality in the context of its environment.
<b>302– Decision Science</b>	Describe the concepts and models associated with decision science.
	Understand the different decision-making tools required to achieve optimization in business processes
	apply appropriate decision-making approach and tools to be used in business environment.
	Analyze real life situation with constraints and examine the problems using different decision-making tools
	Evaluate the various facets of a business problem and develop problem solving ability
	Discuss & propose the various applications of decision tools in the present business scenario.

<b>307– International Business Environment</b>	Recall and describe the key concepts of international business environment
	Understand the relevance of multinational corporations (mncs) in global trade
	Demonstrate the significance of fdi and fpi in respect of developing economy
	Analyze the issues related to labor, environmental and global value chain
	Formulate and discuss the case related to various agreements under WTO and contemporary global business environment.
<b>309 – Knowledge Management</b>	Define the key terms and concepts in knowledge management
	Describe the knowledge management cycle
	Discuss the types of knowledge and its implications
	Outline the importance of capturing knowledge elements and its structures application as a competitive advantage to business
	Explain the human and business aspects of knowledge management.
<b>310– Corporate Governance</b>	Enumerate the global contemporary developments in corporate governance.
	Explain the importance of regulation, markets and information in corporate governance and categorize the role of board of directors and committees for good corporate governance.
	Examine the provision of corporate governance for listed and unlisted firms
	Analyze the enterprise risk for formulating the internal control policies.
	Evaluate the legal framework and global perspective of corporate governance
	Discuss cases related to corporate governance.
<b>304 MKT: Services Marketing</b>	Recall the key concepts in services marketing
	Describe the role of extended marketing mix in services in managing consumer behavior and in improving service quality.
	Identify concepts related to service experience in the context of real world offering.
	Examine the elements of services marketing and service quality in contemporary context.
	Evaluate segmentation, targeting & positioning of services and assess its importance and challenges in the dynamic marketing environment
	Develop marketing mix, service blueprint and servicescapes for various services offering
<b>305MKT: Sales &amp; Distribution Management</b>	Describe the theoretical concepts related to sales and distribution management domain.
	Understand the role, concepts, importance, techniques and approaches required for effective designing and implementation of various aspects in the sales and distribution management
	Apply various concepts related to sales and distribution management.
	Analyze the real-life issues related to design and implementation of sales and

	Distribution management strategy.
	Evaluate suitability of alternative sales and distribution management strategies of an organization.
	Design and implement sales and distribution management strategies for an organization.
<b>313MKT:International Marketing</b>	Describe various terms and key concepts associated with international marketing.
	Explain various key concepts used in all aspects of international marketing.
	Illustrate all stages in international marketing management process
	Examine various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
	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.
	Design appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for global business organizations.
<b>314 MKT: Digital Marketing Ii</b>	Define the key terms and concepts related with digital marketing
	Explain the role of Facebook, Google ad words, YouTube, email marketing and other related tools in digital marketing.
	Make use of Facebook, Google ad words, YouTube and email marketing and other related tools for carrying out digital marketing for given situation.
	Illustrate the use of Facebook, Google ad words, YouTube and email marketing and other related tools in given situation.
	Design digital media campaign using appropriate mix of Facebook, Google ad words, YouTube and email marketing and other related tools.
	Create appropriate content for a digital marketing campaign
<b>317MKT: Marketing of High Technology Products</b>	Describe the characteristics of high technology products and key concepts associated with marketing of high-tech products.
	Explain key concepts associated with marketing of high-tech products.
	Apply marketing plans and decisions in specific situations in high-tech markets.
	Examine the suitability of marketing mix strategies/plans in the light of marketing environment for high tech products.
	Evaluate alternative marketing mix strategies/plans for high-tech products.
	Develop marketing mix strategies/plans for high-tech products.
<b>304 FIN– Advanced Financial Management</b>	Describe the basic concepts in financing, investing and profit distribution in a firm
	Explain theoretical concepts related to raising and use of funds and value of firm
	Calculate values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm

	Analyze the leverage and pbit eps analysis associate with financial data in the corporate
	Evaluate the key strategic financial issues that must be considered in an acquisition or merger
	Design an appropriate financial strategy using any one or multiple concepts/techniques learned in this course.
<b>305 FIN – International Finance</b>	Recall the basic concepts associated with international finance.
	Explain the various the concepts related to foreign exchange markets, transactions on the international foreign exchange market, taxation systems, international receivables and cash management.
	Use international monetary fund, world bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, international receivables and cash management in international financial market.
	Analyze the role of exchange rate and credit rating agencies, foreign exchange transactions, taxation system, receivables and cash management in international financial market.
	Evaluate the international monetary fund, world bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, receivables and cash management in international finance.
	Create the investment/ business plan by adopting various international finance concepts
<b>315 FIN – Indirect Taxation</b>	Remembering the key concepts of indirect taxes in india identifying and enumerating the various terms associated with gst and other indirect taxes.
	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.
	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.
	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.
	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.
	Elaborate all provisions of GST and can correlate with filing of returns; virtual e filling can be done estimate the GST, TDS, anticipate goods, services, tax payable person for the business.
<b>318 FIN– Digital Banking</b>	Remember various concepts and products in digital banking
	Explain and understand the significance and development of digital banking
	Compare and contrast the branchless banking and traditional banking
	Analyze the payment system of digital banking from consumer’s point of view

	Evaluate role of digital banking and emerging technologies in economic development
<b>321 FIN Insurance Laws And Regulation</b>	Relate to terminologies used in insurance law
	Explain the role of insurance law in overall development of the country through risk management and insurance coverage.
	Identify risk management plans , strategies and techniques in life and general insurance.
	Appraise regulatory framework of insurance business in india & corporate governance practices for insurance companies.
	Assess the insurance policies in the light of risk valuation.
	Design the insurance policy (life/general) on a hypothetical situation & calculating the annuity for a specified life insurance product
<b>304HRM- Strategic Human Resource Management</b>	Remember the strategies adopted by hr and their implementation issues and challenges faced by the organization in national and international context.
	Ability to understand and articulate the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
	Ability to analyze hr as an investment to the company.
	Ability to interpret and evaluate the implementation of the HR strategies.
	Formulate and provide realistic solutions to the industry by designing innovative strategies and logical decision making.
<b>305HRM : HR Operations</b>	Describe the functioning of personnel department
	Understand the communication of HR & personnel department
	Apply the knowledge of various provisions under laws related to social security and labour welfare
	Examine various compensation structure and disciplinary policies
	Design a salary structure incorporating all components of payroll system
<b>315HRM : International HR</b>	Identify key perspectives of global workforce management
	Understand cultural aspects of international hrm
	Prepare hr planning for long term global staffing
	Illustrate steps involved in global selection of human resources
	Formulate training and development policy for expatriate employees of an organization
	Analyze / compare important points that needs to be included while drafting global workforce performance & development management system of an organization
<b>317 HRM :</b>	Describe concept of compensation and cost

<b>Compensation And Reward Management</b>	Understand compensation and reward management process
	Compare issues related to compensation and survey of wages & salary administration in various industries
	Experiment to calculate various types of monetary and profit sharing incentives
	Calculate income tax as per the current slabs for the employees under different salary brackets
	Formulate salary structure incorporating tax saving components.
<b>319 HRM -: Change Management &amp; New Technologies In HRM</b>	Define change management and its significance
	Define change management and its significance
	Understanding change management model and practices
	Apply change management in context to digital transformation
	Examine and determine various concepts in Human Resource Information system.
	Implement change management in the organization.
<b>401 – Enterprise Performance Management</b>	Enumerate the different parameters & facets of management control of an enterprise.
	Illustrate the various techniques of enterprise performance management for varied sectors.
	Determine the applicability of various tools and metrics as a performance evaluation & management tools
	Analyze the key financial & non-financial attributes to evaluate enterprise performance.
	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.
<b>402 – Indian Ethos &amp; Business Ethics</b>	Recall and spell the human universal values of Indian ethos and its applications in business ethics
	Recognize and demonstrate the relevance of Indian ethos by taking the rationale and ethical business decision derived from Indian heritage scriptures.
	Apply the concepts of Indian ethos, values, and ethics with moral reasoning to develop sustainable solutions to solve complex business issues..
	Analyze and make inferences to contemporary business practices in relation to Indian ethos & business ethics
	Appraising the importance of business decisions on the basis of ethics and thus create a value driven management.
	Elaborate ethical dilemmas in different business areas of marketing, HRM and finance and adapt dilemma resolution interventions by referring to ethical decision making.



<b>403MKT- Marketing 4.0</b>	Describe the various concepts associated with marketing 4.0.
	Explain the importance of various concepts in marketing 4.0. like prompted advocacy ,5a''s, four major industry archetypes, and content marketing leading to brand affinity.
	Apply the concepts of digital marketing by using digital anthropology to connected customers , which will drive up the productivity , by integrating the best of online and offline channels in the digital world.
	Analyze the online and offline interactions between the companies and customers to be the effective marketers.
	Evaluate how technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
	Creating wow! moments with customer engagement by using Marketing 4.0.
<b>403 FIN: Financial Laws</b>	Define and describe the basic concepts related to financial laws
	Illustrate the implications of various laws, explain concepts and details of various financial laws.
	Make use of contextual financial laws applicable to organisations.
	Infer the application of financial laws to organisations
	Appraise and perceive the benefits of applicable laws to the organisations.
	Create debt restructuring portfolio/ proposal.
<b>403 HRM - Organizational Diagnosis &amp; Development</b>	Describe the major theories, concepts, terms, models tools and frameworks in the field of organizational diagnosis & development.
	Understand concept of od and „intervention“.
	Make use of the theories, models, principles and frameworks of organizational diagnosis & development in specific organizational settings.
	Analyze the external and internal environment with right tool of diagnosis and review the role of consultant in od.
	Identify and map an intervention to organisational need
	Design the role of the consultant for an organisational issue
<b>404MKT: Marketing Strategy</b>	Describe various concepts of marketing strategies.
	Explain various marketing strategies to handle marketing circumstances
	Apply the concepts of marketing strategy to solve real-life business problems
	Discover the suitable competitive advantage useful to design market specific and organization specific marketing strategies.

	Estimate the attractiveness of segment to decide targeting strategy and monitor marketing performance using marketing matrices.
	Design marketing strategies to lead the organization towards sustainable growth.
<b>404 HRM: Current Trends &amp; Cases In Human Resource Management</b>	Describe the conceptual framework of digital disruptions and its impact on the current HR trends.
	Summarize the impact of current HR trends on HR functions
	Illustrate value creation & competitive advantage of technology on current HR trends
	Examine the changing role of HR priorities
	Elaborate upon the various types of current HR trends
	Apply the existing tech tools to real time HRM challenges and offer solutions.
<b>404 FIN Current Trends &amp; Cases In Finance</b>	Describe the concepts related to emerging areas of microfinance, small finance banks, payment banks, start-ups, SHGs and digitization and analytics
	Explain in detail, all the theoretical concepts taught through the syllabus
	Apply the various theories and models of financial management in the case.
	Analyze the situation and decide the key financial as well as non-financial elements involved in the situation.
	Evaluate the financial impact of the alternative on the given case.
	Create financial models based on theories and concepts studied
<b>410MKT: Rural And Agriculture Marketing</b>	Define various concepts related to rural and agricultural marketing
	Understand the rural consumer buying behavior, rural marketing mix, industrial and agriculture market, difference between rural and urban market on different terms and environment
	Apply rural marketing research for segmentation, positioning with data collection methods for current rural market in india.
	Illustrate the rural product, pricing and distribution strategies with modern approach and challenges faced in rural market and emerging models in rural market.
	Assess the use of ict in agriculture marketing with use of various models in domestic and international market.
	Formulate a model for marketing of agricultural products by using Marketing Mix tools.
<b>410HRM : Designing HR Policies</b>	Identify important points to be incorporated in hr manual
	Understand policy requirement for recruitment & selection process
	Prepare policies on employee benefits for an organization of your

	choice
	Illustrate steps involved in better employee relations & grievance handling
	Construct various hr policies for an organization of your choice
<b>412 MKT – Retail Marketing</b>	Define and recall concepts associated with retail marketing
	Understand the various retail formats, merchandise management and recent trends
	Apply the best practices for retail store management along with use of social media in retailing
	Analyze and compare the contemporary issues in retailing and e-tailing
	Evaluate the store location based on the determinants and effectiveness of retail marketing mix
	Design effective crm programs suitable for each retail format
<b>415 FIN: Agricultural Insurance</b>	Recall the different terms related to agriculture insurance, crop insurance, livestock insurance, government schemes related to insurance.
	Explain the importance of agriculture insurance, crop insurance, livestock insurance and government schemes on agriculture.
	Use of the agricultural insurance in agricultural development.
	Analyze the role of different regulatory mechanisms and government schemes in agricultural insurance
	evaluate the different types of risks involved, in agriculture insurance in India and other countries
	Create the business plan/model/proposal related agricultural insurance.
<b>413: Employee Engagement And Ownership</b>	Identify the basic concepts of employee engagement and employee ownership.
	Understanding the various factors, models and metrics involved in employee-engagement.
	Determination of various employee engagement activities and types of employee ownership practiced in all scales of companies at various sectors.
	Implementation of engagement strategies and building engagement culture in companies.
	Evaluation of employee engagement and employee ownership and its impact on the performance of businesses
	Application of employee engagement practices and employee ownership at various sectors of industry.
<b>405 – Global Strategic Management</b>	Define the concept and key terms associated with the global strategic management.
	Describe in detail global strategic alliance, merger and acquisitions.
	Demonstrate various global organization models in global strategic management context

	Examine various entry and business-level strategies from global strategic management prospective.
	Explain globalization, innovation, and sustainability and challenges to strategic management.
	Design global strategies and understand their relative merits and demerits.

### **Course Outcomes subject-wise as per the current syllabus**

#### **Method of assessment of POs / PSOs**

The program outcomes and Program Specific outcomes are assessed with the help of course outcomes of the relevant courses through direct and indirect methods. Direct methods are provided through direct examinations or observations of student knowledge or skills against measurable course outcomes.

The knowledge and skills described by the course outcomes are mapped to specific problems on University Examination, internal exams and home assignment. Throughout the semester the faculty records the performance of each student on each course outcome.

#### **Average attainment in direct method = University Examination (50%) +Internal Assessment (50%)**

Indirect assessment strategies are implemented by embedding them in Student Exit Survey, Employer Survey and Alumni Survey. Few of the POs are assessed based on relevant developed rubrics. Finally, program outcomes are assessed with above mentioned data and the PO attainment level is arrived at.

Average attainment in indirect method = Average (Alumni survey + Employer survey + Exit survey ).

The following scoring function is used to calculate the average attainment of each PO:

PO /PSO Attainment (%) = (weightage: 80%) x (Average attainment in direct method) + (weightage: 20%) x (Average attainment in indirect method).

According to the above depictions, each POs/PSOs are assessed and finally found the attainments.