



# Outcome Based Education

Master of Business Administration  
(MBA)  
University of Calcutta



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**A**bout the Institute: The Indian Institute of Social Welfare and Business Management (IISWBM) is the first business school of India and South East Asia. IISWBM is one of the premier educational institutions in India that has been serving the nation for 70 years. The precious journey of the Institute commenced on April 25th, 1953, when it was formed by a resolution of the Syndicate of the University of Calcutta.

The Postal Department of the Government of India released a commemorative postage stamp in the name of IISWBM on 25th April, 2004, to celebrate its 50 years of memorable service to the nation. Dr. Bidhan Chandra Roy, the then Chief Minister of West Bengal was the founder president along with several doyens of Indian Management that included illustrious names like Sir Jehangir Gandhi, Lala Laxmipat Singhanian, Sir Biren Mookerjee among others. The foundation stone was laid by Pt. Jawaharlal Nehru, the contemporary Prime Minister of India.

IISWBM since inception has tried to blend the concept of social welfare and inclusivity into management education and has served the nation to create illustrious and socially responsible management professionals. Two former Presidents of the Republic of India, Dr. A.P.J. Abdul Kalam and Shri Pranab Mukherjee had visited the institute among other illustrious visitors. Shri Pranab Mukherjee in his address had stated that IISWBM should become an Institution of National Importance. (INI).

IISWBM is supported by some of the most acclaimed organisations like the Ministry of Scientific and Cultural Affairs: Government of India, All India Board of Technical Studies in Management: Ministry of Education, Government of West Bengal, Bengal Chamber of Commerce and Industry, Indian Chamber of Commerce, Bharat Chamber of Commerce and Bengal National Chamber of Commerce and Industry.



Pandit Jawaharlal Nehru laying the Foundation Stone of the Academic Block-1958



Dr. B. C. Roy,  
Chief Minister of West Bengal (1948-1962) &  
the Founder President Board of Governors



Prafulla Chandra Sen,  
Chief Minister of West Bengal (1962-1967) &  
President Board of Governors (1963-1990)

## OUTCOME BASED EDUCATION (OBE)

**Outcome-based education** is a system where **all the aspects of education are focused on the outcomes of the course**. The students take up courses **with** a certain **goal of developing competencies** and they have to complete the goal by end of the course. OBE enhances the traditional methods and focuses on what the professional programme provides to the students. OBE provides clear standards for observable and measurable outcomes. The faculty members, moderators, and instructors should guide the students based on the target outcomes.

### Principles of OBE:

- 1) Clarity of focus
- 2) Designing down
- 3) High expectations
- 4) Expanded opportunities.

### Benefits of OBE:

**Clarity:** The focus on outcome creates a clear expectation of what needs to be accomplished by the end of the course. ·

**Flexibility:** With a clear sense of what needs to be accomplished, instructors will be able to structure their lessons around the students' needs. ·

**Comparison:** OBE can be compared across the individual, class, batch, program and institute levels. ·

**Involvement:** Students are expected to do their own learning. Increased student involvement allows them to feel responsible for their own learning, and they should learn more through this individual learning.

### Program Educational Objectives (PEOs):

The program educational objectives (PEOs) are broad statements that describe the career and professional accomplishments that the program is preparing the students to achieve.

Program Educational Objectives essentially answer the question: Why does the Program exist in the first place?

## PEOs are:

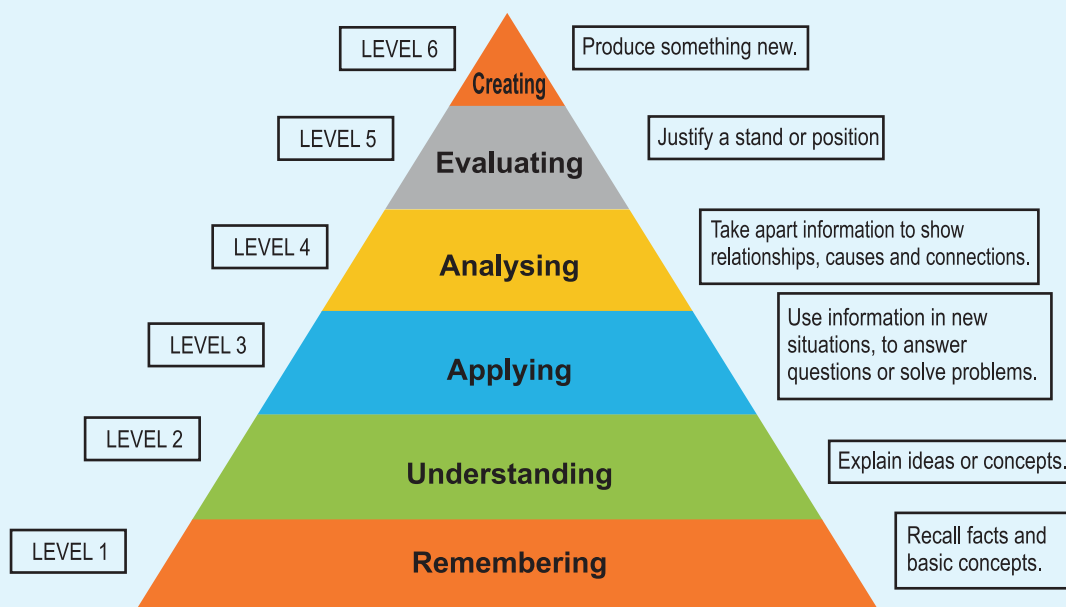
- Statement of areas or fields where the graduates find employment.
- Statement of areas where graduates may take up higher studies.

## Programme Outcomes (POs)

POs are statements about the **knowledge, skills and attitudes** the graduate of a formal MBA program should have. POs deal with the **competencies** and expertise a graduating student will possess after completion of the program. POs are statements that describe what students are expected to know and be able to do upon graduating from the program. These relate to the skills, knowledge, analytical ability attitude and behaviour that students acquire through the program. The POs essentially indicate what the students can do from subject-wise knowledge acquired by them during the program.

## Course Outcomes

Course Outcomes (COs) are narrower statements that describe what students are expected to know at the end of each subject learning. Every Course leads to some Course Outcomes. The CO statements are defined by considering the course content covered in each module of a course. For every course there may be 5 or 6 COs. The keywords used to define COs are based on Bloom's Taxonomy as follows:



# VISION AND MISSION OF IISWBM

## **Vision of the Institution:**

To link an intellectual experience with the sense of social responsibilities with the purpose of marrying social welfare to business management.

## **Mission of the Institution:**

1. Create managers for the borderless business world of tomorrow by imparting management education, developing managerial talent, and sharpening competitive managerial abilities.
2. Give students an inter-disciplinary training so that they may gain a holistic view of any organization.
3. To train students for activities relevant to the contemporary socio-economic activities of the country.

## **MBA Program Educational Objectives**

- PEO1** To develop young men and women into competent professional managers who will continuously strive for excellence in performance, working in diverse sectors and also will contribute to the welfare of the larger society.
- PEO2** To provide detailed knowledge of concepts, principles and functions regarding various business management domains like human resources, finance, marketing, operations and business analytics to fulfil the industry demands.
- PEO3** To equip students with the required conceptual, analytical and interpersonal skills for managerial decision-making.
- PEO4** To develop leadership capabilities to act as change agents and be a source of motivation in the organisations they are affiliated to.
- PEO5** To provide theoretical, case based and practical industrial exposure to the students to hone their managerial competencies and business acumen while attaining a holistic understanding of a business/industry to make them industry-ready.

## MBA Program Outcomes

- PO1** continuously strive for excellence in performance, working in diverse sectors and yet contribute to the welfare of the larger society.
- PO2** fulfil the industry demands with sound knowledge in various business functions like human resources, finance, marketing, operations and business analytics.
- PO3** apply the required conceptual, analytical and interpersonal skills for managerial decision-making.
- PO4** act as change agents and be a source of motivation in the organisations they are affiliated to.
- PO5** are industry ready and thus become productive at the onset.

## MBA Course Outcomes (Compulsory Subjects)

### C1 - Business Statistics

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C1	C1.1	understand the characteristics of data and remember the methods of their summarisation
	C1.2	understand the relationship among variables under study for assessment and prediction purpose.
	C1.3	analyse data to evaluate the chances of an event happening and a variable (s) taking certain values
	C1.4	create a business management problem from practical environment and apply the knowledge gained to solve it

### C2 - Financial and Management Accounting

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C2	C2.1	remember/understand fundamental theories and techniques about balance sheet of an organisation
	C2.2	analyse budget and financial statements of an organisation
	C2.3	evaluate liquidity position , efficiency and profitability conditions etc
	C2.4	apply the concept in real life cases and create new solutions

### C3 - Human Resource Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C3	C3.1	remember/gain comprehensive understanding of the role and functions of Human Resource Management
	C3.2	analyse the purpose of HR models and processes
	C3.3	evaluate tools and techniques Hr planning, staffing, HRD training, performance appraisal etc
	C3.4	apply the concept in real life cases and create new solutions

### C4 - Management Information System

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C4	C4.1	appreciate the basics of computing paradigm and how the same can aid in business
	C4.2	gain understanding on various levels of management reporting
	C4.3	explain the utility of various information systems like ERP, E/M - Business, DW, DM and Knowledge Management
	C4.4	apply the knowledge to identify various information systems based on the business need

### C5 - Management Process and Principles

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C5	C5.1	understand/remember different fundamental theories of management
	C5.2	analyse various steps of managerial decision making
	C5.3	evaluate the role of managerial stress and change in modern organisations
	C5.4	apply the concept in real life cases and create new solution

## C6 - Managerial Economics

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C6	C6.1	remember/understand fundamental theories of managerial economics
	C6.2	analyse the nuances of micro and micro economic theories
	C6.3	evaluate the economic perspectives and implications of managerial decision making
	C6.4	apply the concept in real life cases and create new solutions

## C7 - Marketing Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C7	C7.1	gain understanding of basic concepts of marketing management
	C7.2	understand the different marketing entities and the link between the different elements of the marketing mix
	C7.3	analyse the marketing environment
	C7.4	apply the marketing knowledge to real life scenarios

## C8 - Organizational Behaviour

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C-8	C8.1	remember/understand the fundamental theories of Organisational Behaviour
	C8.2	analyse theories and cases Personality, Attitude, Perception, Learning etc.
	C8.3	evaluate problems/challenges associated with Individual and Group Behaviour for organisational effectiveness
	C8.4	apply the concept in real life cases and create new solutions



## C9 - Production and Operations Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C9	C9.1	conceptualise knowledge of operations management
	C9.2	understand basic concepts of production planning, monitoring, maintenance
	C9.3	analyse and Apply material resource planning with forecasted supply and demand
	C9.4	apply quantitative tools in solving typical Operations Domain Problems

## C10 - Corporate Environment and Business Legislation

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C10	C10.1	remember/understand fundamental theories of corporate environment and business legislation
	C10.2	analyse theoretical nuances of public finances , budget and fiscal policies, taxation etc
	C10.3	evaluate the statutory compliances of corporate environment and business legislation
	C10.4	apply the concept in real life cases and create new solutions

## C11 - Financial Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C11	C11.1	remember/understand fundamental theories of financial management
	C11.2	analyse corporate financial objectives and challenges
	C11.3	evaluate financial decisions, capital structure planning , dividend decisions etc
	C11.4	apply the concept in real life cases and create new solutions

## C12 - Industrial Relations and Labour Laws

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C12	C12.1	remember/understand the key components of Industrial Relations and labour laws
	C12.1	apply the principles of Industrial Relations and Statutory obligations to real life work place
	C12.3	evaluate the statutory and non statutory nuances of IR and Labour Law for organisational effectiveness
	C12.4	apply the fundamentals and create new solutions

## C13 - Information Systems Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C13	C13.1	appreciate all the activities done under the entire SDLC like analysis, design, development and testing
	C13.2	gain understanding on all the project management activities to be carried out during the SDLC
	3.3	explain the post-LIVE activities like maintenance and back up/recovery options
	C13.4	apply the knowledge to estimate the software size and create a proposal TOC

## C14 - International Business Environment

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C14	C14.1	remember/understand theories of trade
	C14.2	analyse different forms of international business, balance of payments of countries etc
	C14.3	evaluate trade policies , role of global financial institutions etc
	C14.4	apply the concept in real life cases and create new solutions

## C15 - Management Science

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C15	C15.1	conceptualise the importance of Management Science and formulate the problem to get competitive advantage
	C15.2	analyse for taking optimum decisions on regular activities of a business
	C15.3	understand and apply on different Industrial / business policy to take managerial decisions
	C15.4	evaluate the ultimate goal / the optimum solution of different real life industrial / business problems / activities

## C16 - Organizational Effectiveness, Development and Change

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C16	C16.1	understand/remember different fundamental theories of organisational effectiveness. Change and development
	C16.2	analyse the role of culture, employee empowerment, conflict and power & politics in organisation
	C16.3	evaluate the impact of organisational change and development and their impact on creating diversity and organisational learning
	C16.4	apply the concept in real life cases and create new solution

## C17 - Research Methodology

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C17	C17.1	demonstrate the ability to choose appropriate method for research aims and objectives
	C17.2	evaluate the proper data collection and measurement techniques for research designing
	C17.3	develop skills in quantitative and quantitative data analysis and presentation
	C17.4	adopt critical thinking skills and implement those skills for managerial decision making.

## C18 - Strategic Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C18	C18.1	Understand the various concepts and tools used in the field of strategic management.
	C18.2	develop skills for applying these concepts and tools to the solution of diverse business problems
	C18.3	identify and assess the impact of external and internal environmental factors on business enterprises
	C18.4	create frameworks for decision making by analysing economic, operational financial and competitive performance of various industrial enterprises

## C19 - Advanced Marketing Research

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C19	C19.1	identify real-world business operational problems
	C19.2	use business Analytics to find solutions for these problems
	C19.3	develop skills for analysing business data using appropriate tools
	C19.4	apply the marketing knowledge to real life scenarios

## C20 - Data Analytics

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C20	C20.1	gather sufficient experience in data preprocessing, data handling which covers a major part of effective data analysis
	C20.2	collect sufficient relevant data, conduct data analysis using statistical / qualitative techniques and real world problems.
	C20.3	demonstrate a sophisticated understanding of the concepts and methods to know the exact scopes and possible limitation of each method and show capability of using Data analysis skill to provide constructive guidance in decision making.
	C20.4	make better business decisions by using advanced technique in data analytics like simulation, what if analysis, multiple regressions etc.

## C21 - Project Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C21	C21.1	understand the holistic, integrative view of project management with its planning, scheduling and feasibility
	C21.2	analyse project management methodology for its appraisal, reporting with technical and financial analysis
	C21.3	evaluate risk with its mitigation strategies and management in multidisciplinary system
	C21.4	apply tools to Control project through measuring, monitoring, resource allocating, with budgeted cost and impact of tax and environment

## C22 - Advanced Strategic Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C22	C22.1	develop and understand the strategic management process and functional management strategies
	C22.2	enrich leadership skills to build, integrate and reconfigure capabilities for innovative solutions and practical recommendations
	C22.3	develop an entrepreneurial spirit and understanding of business models for organisational success
	C22.4	creating and designing innovative business thinking for societal problem solving

## C23 - Financial Analysis of Projects

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C23	C23.1	understand financial reports of the project and seeking ways to reduce costs to get insights to remain competitive.
	C23.2	analyse the financial merits of projects by calculating their past, present, or future value, the planned vs actual cost of the project using actionable recorded data in real time
	C23.3	evaluate duration of each task for planned finances
	C23.4	apply financial tools and techniques for identifying challenges, opportunities and to optimise for better performance

## C24 - Project

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C24	C24.1	create a link between theoretical concepts and their implementation in the industry
	C24.2	develop skills for social and corporate networking for data collection, with time-management competency
	C24.3	apply appropriate data analysis tools and techniques to get the best solution
	C24.4	draw conclusions and provide recommendations in appropriate written formats.

## C25 - Dissertation

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C25	C25.1	plan and engage independently in sustained critical investigation and evaluation of a chosen research topic relevant to business and society
	C25.2	systematically identify relevant theories and concepts and relate them to appropriate methodology
	C25.3	acquire the skills to communicate effectively and to present ideas clearly and coherently to specific audience in both written and oral formats.
	C25.4	create an attitude for learning on their own and keep up skilling themselves according to the changing business environment.

## C26 - Viva Voce

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
C26	C26.1	foster analytical and critical thinking abilities for management decision making
	C26.2	apply knowledge of management theories and practices to solve business problems
	C26.3	ability to develop value based leadership qualities and team working capabilities
	C26.4	contribute the ultimate knowledge for societal benefit along with individual self-actualisation.

## Specialization - Marketing Management

### M27 - Advertising and Brand Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M27	M27.1	understand the basic concepts of marketing communication including Integrated Marketing Communication
	M27.2	understand the basic concepts of Brand Equity and the concepts for creating advertisements
	M27.3	differentiate between ethical and unethical advertising practices and be aware of new trends in marketing
	M27.4	Apply the marketing knowledge to real life scenarios

### M28 - Consumer Behaviour

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M28	M28.1	Demonstrate how knowledge of consumer behaviour can be applied to decision making in marketing
	M28.2	Identify and evaluate the factors that influence consumer behaviour
	M28.3	Relate the dynamics between individual and environmental factors
	M28.4	Understand the concepts of consumer decision making and apply it to marketing of various goods and services

### M29 - Digital Marketing and E-tailing

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M29	M29.1	understand the shift of marketing processes from traditional to digital
	M29.2	evaluate and prepare digital marketing strategies using latest trends.
	M29.3	evaluate and apply the concepts of co-creation, dynamic pricing and e-distribution to increase customer value.
	M29.4	evaluate and create social media marketing services for any organisation.

## M30 - International Marketing

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M30	M30.1	analyse the opportunities of global trade and international marketing
	M30.2	understand the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies.
	M30.3	evaluate cultural political and legal environment influencing the international trade.
	M30.4	develop creative market entry strategies and evaluate their impact

## M31 - Marketing Decision Models and Analytics

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M31	M31.1	combine conceptual marketing knowledge and analytical tools to solve marketing issues
	M31.2	understand the various models effectively used for marketing various goods and services
	M31.3	apply modelling techniques to support marketing decision making and planning
	M31.4	evaluate and develop the marketing strategies across the range of technology matrix

## M32 - Rural Marketing

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M32	M32.1	understand and analyse the profile and potential of rural consumers.
	M32.2	understand and evaluate the opportunities and challenges in the Indian rural market scenario.
	M32.3	analyse and evaluate the specifications of supply chain and communication strategies for rural marketing
	M32.4	create and use advancement of technology in fulfilling the needs and demands of rural communities.



### M33 - Sales Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M33	M33.1	understand the process of sales in various industries and develop the skills required.
	M33.2	evaluate, appreciate and implement the various functions of sales like recruitment, training, direction, supervision and motivation of sales force.
	M33.3	understand and analyse the customer relationship from marketing perspective
	M33.4	apply the concepts of consumer behaviour in marketing of various products and services

### M34 - Sales Promotion and Distribution Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M34	M34.1	Understand and evaluate the different tools and techniques used for sales promotion for consumer and industrial products
	M34.2	Create a link between distribution strategies and other marketing variables
	M34.3	Evaluate and implement various channels of distribution in urban and rural markets
	M34.4	Evaluate and design sustainable sales promotion and distribution strategies.

### M35 - Service Marketing

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
M35	M35.1	Differentiate between physical products and services
	M35.2	Identify the marketing mix elements of services
	M35.3	Identify the challenges facing the services sector
	M35.4	Apply the marketing knowledge to real life securities

## Specialization - Business Analytics and Systems Management

### B27 - Advanced Statistical Techniques

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
B27	B27.1	describe the underlying theory and underpinned assumptions of Statistical Methods.
	B27.2	develop ability to choose an appropriate Statistical technique depending on the stated research question.
	B27.3	build up the capability of interpretation and communicate findings of the statistical methods.
	B27.4	implement and interpret the techniques using software (SPSS / Excel).

### B28 - Advances in Analytics

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
B28	B28.1	understand text mining and its use in Social Media Analytics
	B28.2	appreciate the concept of Big Data and Stream Computing
	B28.3	appreciate the concept of Genetic Algorithm and Fuzzy theoretic Decision Making
	B28.4	design solution framework for solving business problems using above - mentioned techniques

### B29 - Analytics in Industries using R / SPSS

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
B29	B29.1	learn the basics of R programming and/or SPSS to create analytic solution for business problems
	B29.2	Use knowledge in Analytics and R to create solution for Retail and FMCG
	B29.3	Use knowledge in Analytics and R to create solution for Insurance and banking
	B29.4	Use knowledge in Analytics and R to create solution for Telecom and Healthcare

## B30 - Business Intelligence and Data Warehousing

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
B30	B30.1	appreciate the utility of DW and its implementation methodologies
	B30.2	gain understanding on dimensional data modelling, data integration, data exploitation, metadata and various DW architectural and storage options
	B30.3	explain the concepts of data governance, data quality and Master data management and its implementation options
	B30.4	apply the knowledge to create conceptual DW

## B31 - Customer Relationship Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
B31	B31.1	understand customer centric business model and serving them through multiple channels
	B31.2	appreciate the working of a CRM and contact centre application
	B31.3	appreciate the working of customer centric business intelligence applications
	B31.4	design conceptually customer centric application and its downstream

## B32 - Data Mining and Business Analytics

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
B32	B32.1	appreciate various data mining methodologies and the knowledge discovery process
	B32.2	identify and apply Association, Neural Networks and Classification techniques to solve problems
	B32.3	gain understanding on web and text mining techniques
	B32.4	evaluate or compare model performances and design solution to business problems

## B33 - Database Management Systems

Course	Course Outcome ID	Description (At the end of the course the student should be able to .. )
B33	B33.1	describe the underlying concepts of Database Management Systems, its components and working principle
	B33.2	describe Database schema design using conceptual modelling tools like ER Diagram.
	B33.3	mine the complex relationships between the data variables in a data table through the concept of functional dependency, the concept of Normalisation and its different forms to improve the database design.
	B33.4	train the students on how to communicate with the DBMS using SQL and PL/SQL for organising, maintaining and retrieval of information effectively.

## B34 - Enterprise Resource Planning

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
B34	B34.1	appreciate the utility of ERP and its implementation methodologies
	B34.2	apply the knowledge to create questionnaires for AS IS Analysis and identify the reporting requirement for a specific problem
	B34.3	gain understanding on various functional workflows, stakeholders and their roles, project management and data migration
	B34.4	design and build workflow solutions to business problems on the ERP Software (Expand ERP)

## B35 - Supply Chain Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
B35	B35.1	appreciate various processes related to Supply Chain Management including transportation, logistics, inventory, warehouse, distribution network
	B35.2	gain understanding on the nuances of Industry 4.0 and related changes in the process interfaces
	B35.3	explain the concepts of demand forecasting, Kanban, six sigma, Lean, JIT
	B35.4	apply the knowledge to solve SCM related issues

## Specialization - Financial Management

### F27 - Commercial Banking

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
F27	F27.1	understand the basics of Banking, its functionality and the emergence of Banking in India and wealth management.
	F27.2	understand and apply the debit and credit management based on RBI policies and guidelines
	F27.3	create customer relationship, maintain Retail banking, resource management, investment etc
	F27.4	analyse and apply different technologies in modern banking

### F28 - Corporate Finance

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
F28	F28.1	understand the capital structure, capital budgeting under inflation, social responsibility
	F28.2	analyse the factors affecting corporate financial system, determine optimum cash balance
	F28.3	analyse Risk in budget, debts, lease and Hire purchase
	F28.4	evaluate dividend through different models, inventory management

## F29 - Corporate Taxation

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
F29	F29.1	understand direct tax and indirect tax and their implications in practical situations.
	F29.2	analyse the provisions in the tax laws can be used for tax planning.
	F29.3	understand and analyse the different types of income and their taxability and expenses and their deductibility and exemptions
	F29.4	apply business profit, capital gains, etc with procedural part of tax return

## F30 - Financial Engineering

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
F30	F30.1	understand Financial Instruments, Models
	F30.2	analyse and Interpret different derivative products, market
	F30.3	understand and Analyse Swap, its valuation, advantages
	F30.4	apply credit derivatives with its risk and obligations

## F31 - Financial Markets, Institutions and Services

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
F31	F31.1	understand the structure and components of Indian financial system, Institutions, regulatory framework, role of intermediaries
	F31.2	analyse the different aspects of the Indian capital market, debt market, money market, commodity market and derivatives market
	F31.3	evaluate the rating of financial instruments with its methodology, factoring and forfeiting venture capital and equity
	F31.4	apply the state of art technology / software on financial services /transactions in the market

### F32 - International Finance

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
F32	F32.1	understand various aspects pertaining to international finance such as balance of payments and international monetary systems, regulatory framework with special reference to India
	F32.2	analyse exchange rates, foreign exchange markets, international parity relationships
	F32.3	understand and Evaluate international capital budgeting and foreign exchange risk management, investment decision mechanisms
	F32.4	apply the knowledge to expand their work profile in cross-border financial management

### F33 - Portfolio and Investment Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
F33	F33.1	understand the various available investment alternatives with expected return and risk
	F33.2	analyse the portfolio criteria, its revision and optimisation
	F33.3	evaluate fundamental analysis, technical analysis and portfolio performance measurement
	F33.4	apply various tools and methods on the different investment and portfolio

### F34 - Risk and Insurance Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
F34	F34.1	understand the various insurance products, legal principles of regulatory body and operations involved in managing insurance.
	F34.2	analyse the pricing, financing and risk diversification strategies of insurance companies, documentation process followed by banking and insurance service providers
	F34.3	evaluate the risk control measures available, select from appropriate insurance policies of life, health and non life insurance schemes
	F34.4	apply financial tools for premium calculation, actuarial mathematics, underwriting claims etc

## F35 - Social Finance and Impact Investing

Course	Course Outcome ID	Description (At the end of the course the student should be able to
F35	F35.1	understand innovative investment products that generate positive outcomes for people and communities
	F35.2	analyse the investments towards more inclusive and sustainable business
	F35.3	evaluate the social and environmental consequences of the investment and sometimes even with an explicit social motivation alongside or on top of the financial motive.
	F35.4	apply various tools on technical, financial, market demand, location, social-cost benefit, environmental issues

## Specialization - Human Resource Management

### H27 - Compensation Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to
H27	H27.1	understand/remember different fundamental theories and methods of compensation
	H27.2	analyse the processes of compensation management
	H27.3	evaluate the challenges associated with workers' wage fixation and executive compensation
	H27.4	apply the concept in real life cases and create new solutions

### H28 - Human Resource Development

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
H28	H28.1	remember/gain comprehensive understanding of the role and functions of HRD , HRD interventions and their relations with organisational effectiveness
	H28.2	analyse the purpose of training and development
	H28.3	evaluate tools and techniques of HRD, training, performance appraisal, competency mapping etc.
	H28.4	apply the concept in real life cases and create new solutions



## H29 - Human Resource Information Systems

Course	Course Outcome	Description (At the end of the course the student should be able to ..)
H29	H29.1	remember/ understand functional concepts of Human resource information systems
	H29.2	analyse different applied models of HRIS
	H29.3	evaluate the effects of HRIS applications
	H29.4	apply the concept in real life cases and create new solutions

## H30 - Human Resource Planning

Course	Course Outcome	Description (At the end of the course the student should be able to ..)
H30	H30.1	remember/gain comprehensive understanding of Human Resource Planning process and problems
	H30.2	analyse the purpose of Human Resource Planning
	H30.3	evaluate tools and techniques of Human Resource Planning in the context of organisations
	H30.4	apply the concept in real life cases and create new solutions

## H31 - International Human Resource Management

Course	Course Outcome	Description (At the end of the course the student should be able to ..)
H31	H31.1	remember/gain comprehensive understanding of International Human Resource Management problems
	H31.2	analyse the different perspectives and problems of IHRM
	1.3	evaluate problems, cases of IHRM and related issues and challenges
	H31.4	apply the concept in real life cases and create new solutions

### H32 - Legal Framework Governing Human Resource Relations

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
H32	H32.1	remember/understand different legal provisions governing Human Resource Management
	H32.2	analyse the different statutory applications and amendments governing Industrial Relations
	H32.3	evaluate statutory problems and offer solutions to enhance HR effectiveness
	H32.4	apply the concept in real life cases and create new solutions

### H33 - Management of Employee Relations

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
H33	H33.1	remember/gain comprehensive understanding of the theories and fundamentals of Employee Relations
	H33.2	analyse problems and cases associated with Employee Relations in the industry, Trade Unionism, Collective Bargaining, Disciplinary issues etc.
	H33.3	evaluate problems, cases of IHRM and related issues and challenges
	H33.4	apply the concept in real life cases and create new solutions

### H34 - Managing Interpersonal and Group Processes

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
H34	H34.1	remember/gain comprehensive understanding of the theories and fundamentals of Group Processes
	H34.2	analyse problems and cases associated with Group Dynamics, team organisation, interpersonal relationship dynamics etc.
	H34.3	evaluate problems/issues hindering Group processes, team development, interpersonal issues etc.
	H34.4	apply the concept in real life cases and create new solutions

### H35 - Measurement Tools and Techniques in Human Resource Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
H35	H35.1	remember/gain comprehensive understanding of the theories and fundamentals of Psychological testing in HR functions
	H35.2	analyse cases of psychometric profiling and other tests used in organisations
	H35.3	evaluate problems/challenges associated with different testing methods and applied tools
	H35.4	apply the concept in real life cases and create new solutions

### Specialization - Production and Operations Management

#### P27 - Advanced Operations Research

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P27	P27.1	understand several optimisation techniques in managerial decision making in exact and inexact environment.
	P27.2	apply scientific, methodical knowledge of operations research in their procurement, production and distributions decision.
	P27.3	analyse real life business problems and optimise them by using simulation and other decision support systems
	P27.4	evaluate multi objective business plan using vast data system and solve them for resource allocation, product distribution.

#### P28 - Advanced Process Planning and Scheduling

Cours	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P28	P28.1	understand Planning & Control of Operations with material requirement, production schedule etc
	P28.2	analyse the role of forecasting and MIS for inventory and production planning control .
	P28.3	apply ERP in Production, documentation, shop planning, scheduling and control
	P28.4	apply several tools for quality improvement in business applications, lean manufacturing, static and dynamic concepts

## P29 - Computer Integrated Manufacturing

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P29	P29.1	understand Computer Aided Design and Computer Integrated Manufacturing, Flexible Manufacturing System
	P29.2	analyse Computer Aided Process Planning, Control and Monitoring, role of CAD/CAM integration
	P29.3	evaluate Shop floor control, communication, Lean and Agile manufacturing, Bar code technology, Automated data collection system
	P29.4	apply Group Technology, its role in CAD/CAM integration, tools and techniques for direct digital control

## P30 - Enterprise Resource Planning

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P30	P30.1	appreciate the utility of ERP and its implementation methodologies
	P30.2	apply the knowledge to create questionnaires for AS IS Analysis and identify the reporting requirement for a specific problem
	P30.3	gain understanding on various functional workflows, stakeholders and their roles, project management and data migration
	P30.4	design and build workflow solutions to business problems on the ERP Software (Expand ERP)

## P31 - Lean Manufacturing and Mass Customisation

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P31	P31.1	understand Lean production system, its component, scheduling
	P31.2	analyse Lean dynamics, TPM, failure mode analysis
	P31.3	evaluate Lean services, retailing, banking, healthcare
	P31.4	apply tools and techniques for STP rule, ED rule CR rule, STR rule and six sigma process

## P32 - Production and Operations Management Strategy in a Global Environment

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P32	P32.1	understand the production, operation strategy in global environment
	P32.2	analyse the global strategy factors for selecting international channel strategy
	P32.3	evaluate supplier network development, global sourcing, global supply chain management
	P32.4	apply tools to manage global strategic decision variables

### P33 - Six Sigma in Quality Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P33	P33.1	understand the various perspectives of Quality and various contributors to Quality and Total Quality Management.
	P33.2	analyse Six Sigma concept and its planning perspective across the organisation
	P33.3	evaluate the different parameters of continuous process improvement and statistical process control based on six sigma
	P33.4	apply tools and techniques to use effective implementation of six sigma in industries for TQM

### P34 - Supply Chain Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P34	P34.1	appreciate various processes related to Supply Chain Management including transportation, logistics, inventory, warehouse, distribution network
	P34.2	gain understanding on the nuances of Industry 4.0 and related changes in the process interfaces
	P34.3	explain the concepts of demand forecasting, Kanban, six sigma, Lean, JIT
	P34.4	apply the knowledge to solve SCM related issues

### P35 - World Class Manufacturing

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
P35	P35.1	understand world class manufacturing environment, sources, choice of technology, TPM
	P35.2	analyse strategic decisions, steps in aggregate planning, MRP, supply chain management, JIT pool system
	P35.3	evaluate quality through design, benchmarking, failure mode effect analysis, Optimisation on production technology
	P35.4	apply automation in design, manufacturing, material handling equipments, group technology, flexible manufacturing system