ACHARYA INSTITUTE OF GRADUATE STUDIES

(NAAC Re-Accredited 'A^{+}' Grade & Affiliated to Bengaluru City University)

Soladevanahalli, Bengaluru-560107

NAME OF THE PROGRAM: MASTER OF BUSINESS ADMINISTRATION

COURSE OUTCOMES (CO'S)

MBA: I semester

Course name: 1.1 ORGANISATIONAL BEHAVIOUR

After the completion of the Course, the students will be able to:

CO1: Analyse the evolution, nature, and functions of management and apply them to decision-making in organizations.

CO2: Evaluate different organizational structures and designs in relation to strategy, environment, and culture.

CO3: Interpret individual behaviour, attitudes, emotions, and decision-making processes within an organizational context.

CO4: Assess leadership and motivation theories to address managerial issues and challenges.

CO5: Apply concepts of group dynamics, team building, and conflict management to improve organizational effectiveness.

CO6: Analyse organizational change processes and propose strategies for transformation and competitiveness.

Course name: 1.2 MANAGERIAL ACCOUNTING

After completion of the course students should be able to:

CO1: Explain the principles, conventions, and objectives of accounting and their relevance for business decisions.

CO2: Apply double-entry system and accounting processes to prepare and interpret final accounts.

CO3: Evaluate the measurement and reporting of assets and liabilities in line with accounting standards.

CO4: Analyse and Interpret financial statements using tools such as ratio analysis and cash flow analysis.

CO5: Apply costing techniques for managerial decision-making, including CVP and budgetary control.

CO6: Examine emerging trends in accounting, including IFRS, forensic and environmental accounting

Course name: 1.3 BUSINESS ENVIRONMENT AND PUBLIC POLICY

After completion of the course students should be able to:

CO1: Analyse components of business planning and apply them to strategic decision-making.

CO2: Evaluate the core structure of the Indian economy and its implications for business.

CO3: Interpret corporate laws and intellectual property regulations for effective business compliance.

CO4: Apply consumer and cyber regulations to protect organizational and consumer interests.

CO5: Assess the implications of environmental regulations for sustainable business practices.

CO6: Evaluate employee-related regulations for ensuring compliance and ethical workplace practices.

Course name: 1.4 ECONOMICS FOR MANAGERS

After completion of the course students should be able to:

CO1: Apply basic economic principles, demand theory, and opportunity cost concepts to business decision-making.

CO2: Evaluate demand forecasting techniques and consumer equilibrium concepts for managerial applications.

CO3: Analyse production functions and economies of scale for efficient input–output decisions.

CO4: Examine cost and revenue concepts to assess profitability and competitive strategies.

CO5: Interpret market structures and pricing strategies in national and international contexts.

CO6: Analyse macroeconomic indicators, policies, and business cycles for strategic planning.

Course name: 1.5 BUSINESS STATISTICS

After completion of the course students should be able to:

CO1: Apply descriptive statistical techniques to organize, analyze, and interpret business data for managerial decision-making.

CO2: Use time series analysis and index numbers for business forecasting and economic analysis.

CO3: Apply correlation and regression techniques to identify and quantify relationships among business variables.

CO4: Conduct hypothesis testing using parametric and non-parametric methods to support managerial decisions.

CO5: Apply probability concepts and probability distributions to make informed business decisions under conditions of uncertainty.

CO6: Analyze complex decision-making problems using decision theory models and quantitative tools.

Course name: 1.6 MARKETING MANAGEMENT

After completion of the course students should be able to:

CO1: Analyse the fundamentals of marketing, its evolution, and the environmental factors influencing marketing decisions.

CO2: Apply segmentation, targeting, positioning, and marketing mix strategies to build and sustain competitive advantage.

CO3: Evaluate consumer behaviour models and the psychological, social, and cultural factors influencing buying decisions across diverse markets.

CO4: Apply sales forecasting techniques and sales management processes to improve organizational sales performance.

CO5: Analyse the role of customer relationship management systems in customer retention, loyalty, and engagement.

CO6: Evaluate the application of digital and social media tools in designing integrated marketing communication strategies.

Course name: 1.7 EMPLOYABILITY SKILL DEVELOPMENT – I

After completion of the course students should be able to:

CO1: Evaluate personal strengths and weaknesses through systematic self-assessment to enhance employability.

CO2: Demonstrate effective verbal, non-verbal, and digital communication skills in professional and organizational contexts.

CO3: Apply interpersonal skills and emotional intelligence to build and sustain effective workplace relationships.

CO4: Demonstrate effective time management and stress management techniques for personal effectiveness and professional growth.

CO5: Prepare professional resumes and cover letters aligned with current industry standards and expectations.

CO6: Design short-term and long-term career plans to achieve sustained professional growth and adaptability in dynamic work environments.

MBA: II semester

Course: 2.1 ENTREPRENEURSHIP AND STARTUP MANAGEMENT

After studying this course, students will be able to:

CO1: Explain the evolution, types, and core competencies of entrepreneurs, including intrapreneurship and entrepreneurial behaviour.

CO2: Describe the entrepreneurial process encompassing idea generation, opportunity identification, business model development, and start-up management.

CO3: Develop a comprehensive business plan and conduct detailed feasibility analysis covering market, technical, financial, and operational aspects.

CO4: Identify and evaluate ecosystem support mechanisms for entrepreneurship provided by institutional, governmental, and financial agencies.

CO5: Understand and apply ethical principles and legal requirements involved in establishing and managing new ventures.

CO6: Examine emerging forms of entrepreneurship such as social, women, and family entrepreneurship, and apply design thinking and effectuation theory to entrepreneurial decision-making

Course name: 2.2 BUSINESS RESEARCH METHODS

After completion of the course students should be able to:

CO1: Explain the fundamental concepts, types, and processes of business research.

CO2: Formulate research problems and hypotheses and design appropriate research frameworks.

CO3: Apply suitable data collection techniques and measurement tools for business research studies.

CO4: Evaluate sampling methods and perform data preparation and data cleaning for analysis.

CO5: Analyze and interpret research data using appropriate statistical and analytical techniques.

CO6: Prepare structured research reports and deliver effective research presentations using professional standards.

Course name: 2.3 HUMAN CAPITAL MANAGEMENT

After completion of the course students should be able to:

CO1: Understand the evolution, functions, and models of Human Resource Management and apply HR planning methods including job analysis, HR metrics, HRIS, and HR audit.

CO2: Design effective recruitment, selection, onboarding, and retention strategies aligned with organizational objectives.

CO3: Develop and evaluate training and development programs by applying learning theories, career development frameworks, and competency mapping processes.

CO4: Formulate compensation strategies and apply performance management systems to enhance individual and organizational performance.

CO5: Analyze industrial relations, trade union dynamics, grievance handling mechanisms, and legal aspects governing employee relations.

CO6: Evaluate global HRM challenges and practices, including expatriate management, cross-cultural issues, and international HRM strategies.

Course name: 2 . 4 BUSINESS ANALYTICS

After completion of the course students should be able to:

CO1: Explain the foundational concepts of business analytics including OLAP, OLTP, and data warehousing, with emphasis on the responsible use of data for managerial decision-making.

CO2: Demonstrate understanding of data mining techniques and evaluate ethical considerations involved in handling sensitive and confidential data.

CO3: Apply predictive analytics techniques such as regression and neural networks while assessing their social and organizational implications.

CO4: Analyze big data structures and collaboratively interpret patterns from structured and unstructured datasets.

CO5: Evaluate domain-specific analytics solutions through cross-functional teamwork and responsible, innovation-driven approaches.

CO6: Assess the impact of emerging technologies such as Artificial Intelligence, Internet of Things, and Machine Learning on business and society, and propose analytics-driven solutions with a global and ethical perspective.

Course name: 2 . 5 CORPORATE FINANCE

After completion of the course students should be able to:

CO1: Analyze the role and functions of financial management within the Indian financial system and their relevance to corporate strategy.

CO2: Apply the concepts of time value of money to evaluate financial scenarios using discounting and compounding techniques.

CO3: Evaluate investment opportunities using capital budgeting techniques to support strategic

financial decision-making.

CO4: Determine optimal capital structure and cost of capital to enhance firm value and assess the implications of financial leverage.

CO5: Assess working capital requirements and apply strategies for effective management of cash, inventory, and receivables.

CO6: Analyze and apply dividend theories to corporate dividend policy decisions, including the impact of bonus issues and stock splits.

Course name: 2 . 6 PRODUCTION AND OPERATIONS RESEARCH

After completion of the course students should be able to:

CO1: Explain production systems, forecasting techniques, facility layouts, and quality management tools such as Lean, Six Sigma, and Just-in-Time.

CO2: Demonstrate effective materials, inventory, and maintenance management techniques to improve operational productivity.

CO3: Formulate and solve linear programming problems to support optimal decision-making in operations management.

CO4: Apply transportation models to optimize logistics and distribution decisions.

CO5: Solve assignment and sequencing problems to efficiently allocate resources and schedule jobs.

CO6: Analyze projects using PERT and CPM techniques and develop appropriate replacement strategies for effective operations planning.

Course name: 2 . 7 Fintech Management

After completion of the course students should be able to:

CO1: Explain the evolution, ecosystem, and key stakeholders of FinTech at Indian and global levels, including the role of regulators and technology firms.

CO2: Analyze the architecture and functioning of digital payment systems such as UPI, IMPS, NEFT, RTGS, mobile wallets, and cross-border payment mechanisms.

CO3: Apply digital finance concepts and alternative finance models such as P2P lending, crowdfunding, robo-advisory, and InsurTech to practical financial scenarios.

CO4: Evaluate traditional and technology-enabled credit scoring models using credit bureau reports, alternative data, and AI/ML-based approaches for lending decisions.

CO5: Assess the impact of FinTech regulations, compliance requirements, and data privacy frameworks including RBI, SEBI, IRDAI guidelines, and the Digital Personal Data Protection Act.

CO6: Demonstrate hands-on competency in FinTech tools and simulations to make informed financial decisions while adhering to ethical, social, and professional standards.

MBA: III semester

Course name: 3.1 STRATEGIC MANAGEMENT & BUSINESS ETHICS

After studying this course, students will be able to:

CO1: Explain the concepts, processes, and levels of strategic management.

CO2: Analyze the internal and external organizational environment using appropriate strategic analysis tools and techniques.

CO3: Formulate business-level, corporate-level, and global strategies to achieve organizational objectives.

CO4: Evaluate the role of leadership, organizational structure, and culture in effective strategy implementation.

CO5: Examine ethical, social, and environmental considerations in strategic decision-making.

CO6: Demonstrate independent learning by analyzing strategic cases and ethical dilemmas to support informed strategic choices.

Course name: 3.2.1 Investment Analysis and Portfolio Management

By the end of the course, students will be able to

CO1: Explain the fundamentals of investment, the risk–return trade-off, and investor behaviour.

CO2: Analyze macroeconomic and industry-specific factors influencing investment decisions.

CO3: Apply valuation models for financial instruments including equity, bonds, and derivatives.

CO4: Construct and analyze optimal investment portfolios using diversification principles and the Capital Asset Pricing Model (CAPM).

CO5: Evaluate portfolio performance using appropriate risk-adjusted return measures.

CO6: Demonstrate independent learning by analyzing and adapting portfolio strategies in dynamic and volatile market conditions.

Course name: 3.2.2 CORPORATE TAXATION FOR MANAGERS

By the end of the course, students will be able to

CO1: Explain the structure and scope of direct and indirect taxation in India.

CO2: Analyze residential status and compute taxable income for individuals and business entities.

CO3: Apply corporate taxation provisions to support managerial and strategic decision-making.

CO4: Evaluate tax planning strategies related to mergers, acquisitions, and corporate restructuring.

CO5: Assess the ethical and legal aspects of corporate tax practices and compliance requirements.

CO6: Demonstrate independent learning by interpreting and applying updates in corporate taxation laws and regulations

Course name: 3.2.3 CORPORATE VALUATION AND FINANCIAL MODELLING

By the end of the course, students will be able to

CO1: Explain fundamental valuation concepts and approaches used in corporate finance.

CO2: Apply financial statement analysis and forecasting techniques to support business valuation.

CO3: Build valuation models using discounted cash flow (DCF), multiples, and relative valuation techniques.

CO4: Analyze valuation models applied in mergers and acquisitions, private equity, and venture capital contexts.

CO5: Evaluate business restructuring decisions and risk management strategies using financial modelling techniques.

CO6: Demonstrate independent learning by developing and refining advanced financial valuation models.

Course name: 3.3.1 Rural and Green Marketing

By the end of the course, students will be able to

CO1: Explain the characteristics of the rural marketing environment and rural consumer behaviour.

CO2: Analyze rural market segmentation, targeting, and positioning strategies for effective market penetration.

CO3: Evaluate rural product, pricing, and distribution strategies suited to rural markets.

CO4: Examine the role of promotion, digital marketing, and integrated communication in rural marketing contexts.

CO5: Assess the importance of sustainability and green marketing practices in rural and emerging markets.

CO6: Demonstrate independent learning by analyzing successful rural marketing and green marketing case studies.

Course name: 3.3.2 Business and Social Marketing

By the end of the course, students will be able to

CO1: Explain the foundations, scope, and significance of business and social marketing in addressing societal and organizational challenges.

CO2: Analyze consumer and stakeholder behaviour to understand and influence behaviour change in social marketing contexts.

CO3: Design appropriate product, pricing, and distribution strategies tailored to social marketing objectives.

CO4: Evaluate communication strategies, message design, and media planning for effective social marketing campaigns.

CO5: Assess ethical, cultural, and public policy issues associated with the planning and implementation of social marketing initiatives.

CO6: Demonstrate independent learning by creating innovative and impactful social marketing campaign models addressing real-world social issues.

Course name: 3.3.3 Consumer Behaviour and Neuromarketing

By the end of the course, students will be able to

CO1: Explain consumer decision-making processes and the psychological, personal, and situational factors influencing buyer behaviour.

CO2: Analyze consumer perception, learning processes, and attitude formation in marketing contexts.

CO3: Evaluate the impact of social, cultural, and group influences on consumer behaviour.

CO4: Apply consumer research methods and tools to systematically understand and predict buyer behaviour.

CO5: Explain neuromarketing concepts and assess their role in generating deeper consumer insights.

CO6: Demonstrate independent learning by applying consumer psychology and neuromarketing tools to real-world marketing scenarios.

Course name: 3.4.1 Performance Management and Competency Mapping

By the end of the course, students will be able to

CO1: Explain the concept, objectives, and significance of performance management in organizations.

CO2: Analyze various performance appraisal methods and their applications in different organizational contexts.

CO3: Apply competency mapping techniques for effective human resource planning and employee development.

CO4: Evaluate performance-linked pay, incentive, and reward systems to enhance employee and organizational performance.

CO5: Assess the role of ethics, fairness, and transparency in the design and implementation of performance management systems.

CO6: Demonstrate independent learning by analyzing and benchmarking best practices in performance management across organizations.

Course name: 3.4.2 Talent Management and Employee Engagement

By the end of the course, students will be able to

CO1: Explain the concepts, scope, and processes of talent management in contemporary organizations.

CO2: Analyze talent acquisition, workforce planning, and succession planning strategies to ensure leadership continuity.

CO3: Apply employee engagement and motivation techniques to enhance individual and organizational performance.

CO4: Evaluate leadership development and retention strategies for building sustainable talent pipelines.

CO5: Assess the ethical, cultural, and diversity dimensions influencing employee engagement and talent management practices.

CO6: Demonstrate independent learning by exploring and applying innovative and best-in-class talent management practices

Course name: 3.4.3 Learning and Development Human Resources

By the end of the course, students will be able to

CO1: Explain the learning process, principles, and their application in organizational contexts.

CO2: Analyze training need assessment techniques and instructional design models for effective learning interventions.

CO3: Apply appropriate training delivery methods to enhance employee skills and competencies.

CO4: Evaluate the effectiveness of training and development programs using qualitative and quantitative measures.

CO5: Assess the role of ethics, diversity, and cross-cultural considerations in organizational learning and development.

CO6: Demonstrate independent learning by exploring emerging trends and future directions in learning and development.

Course name: 3.5.1 Ideation, Design Thinking and Innovation

By the end of the course, students will be able to

CO1: Explain the concepts of creativity, ideation, design thinking, and innovation in business and societal contexts.

CO2: Apply design thinking tools such as empathy mapping, problem framing, and ideation techniques to identify user-centric problems.

CO3: Analyze customer needs and market gaps to generate innovative, feasible, and value-creating solutions.

CO4: Develop prototypes and test innovative ideas using iterative feedback and validation mechanisms.

CO5: Evaluate innovation strategies and assess their role in achieving competitive advantage and sustainable value creation.

CO6: Demonstrate collaborative and entrepreneurial skills while addressing real-world problems through design-led innovation.

Course name: 3.5.2 Management of SMEs and Family Business

By the end of the course, students will be able to

CO1: Explain the nature, characteristics, and economic significance of SMEs and family-owned businesses.

CO2: Analyze governance structures, succession planning, and leadership challenges in family-owned enterprises.

CO3: Apply management principles to address operational, financial, and strategic issues faced by SMEs.

CO4: Evaluate growth strategies, financing options, and government support schemes relevant to SMEs in India.

CO5: Assess ethical, cultural, and interpersonal dynamics influencing decision-making in family businesses.

CO6: Formulate sustainable business strategies for SMEs and family enterprises to remain competitive and resilient in dynamic markets.

Course name: 3.5.3 Corporate Entrepreneurship and New Venture Creation

By the end of the course, students will be able to

CO1: Explain the concepts of corporate entrepreneurship, intrapreneurship, and new venture creation.

CO2: Identify and evaluate entrepreneurial opportunities within existing organizations and emerging markets.

CO3: Apply business model frameworks and conduct feasibility analysis for new venture development.

CO4: Analyze risk, innovation, and resource mobilization challenges in entrepreneurial initiatives.

CO5: Develop comprehensive business plans incorporating financial, marketing, and operational

strategies.

CO6: Demonstrate entrepreneurial mindset, leadership, and innovation capabilities in venture creation activities.

Course name: 3.6.1 Advanced Production System

By the end of the course, students will be able to

CO1: Explain advanced production systems and their significance in modern manufacturing environments.

CO2: Analyze production planning and control techniques used in advanced manufacturing systems.

CO3: Apply concepts of automation, flexible manufacturing systems, and smart factory technologies to operational processes.

CO4: Evaluate methods to improve productivity, quality, and efficiency in production systems.

CO5: Assess the impact of technology adoption on cost, quality, and sustainability in manufacturing operations.

CO6: Propose practical solutions to real-world production and operations management challenges using advanced system concepts.

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CO5: Assess the impact of technology adoption on cost, quality, and sustainability in manufacturing operations.

CO6: Evaluate production systems role and importance in enhancing efficiency, flexibility, and competitiveness in modern manufacturing environments.

Course name: 3.6.2 Agile & Lean Manufacturing

By the end of the course, students will be able to

CO1: Explain the principles and philosophies of Lean Manufacturing and Agile Manufacturing.

CO2: Identify waste and inefficiencies in manufacturing processes using lean tools and techniques.

CO3: Apply lean tools such as Value Stream Mapping, Kaizen, 5S, and Just-in-Time in

operational scenarios.

CO4: Analyze the role of agility in responding to market volatility and dynamic customer demand.

CO5: Evaluate the impact of lean and agile practices on productivity, quality, and customer satisfaction.

CO6: Design continuous improvement initiatives aligned with organizational strategy and operational excellence.

Course name: 3.6.3 Enterprise Resource Planning

By the end of the course, students will be able to

CO1: Explain the concepts, architecture, and evolution of Enterprise Resource Planning (ERP) systems.

CO2: Identify key ERP modules and their integration across various functional areas of an organization.

CO3: Apply ERP concepts to support planning, control, and decision-making in business operations.

CO4: Analyze the benefits, challenges, and risks associated with ERP system implementation.

CO5: Evaluate ERP systems for alignment with organizational processes and strategic objectives.

CO6: Demonstrate practical understanding of ERP workflows and data integration for effective enterprise management.

Course name: 3.7.1 Business Intelligence

By the end of the course, students will be able to

CO1: Explain the fundamentals, architecture, and applications of Business Intelligence (BI) systems.

CO2: Analyze BI tools and techniques for data integration, data warehousing, and data management.

CO3: Apply BI methods for reporting, querying, and Online Analytical Processing (OLAP) to support business decisions.

CO4: Evaluate the application of BI systems in decision-making across various business functions.

CO5: Assess ethical, legal, and governance considerations in the implementation and use of BI systems.

CO6: Demonstrate independent learning by experimenting with BI tools to generate actionable business insights.

Course name: 3.7.2 Predictive Analytics Using R

By the end of the course, students will be able to

CO1: Explain the fundamentals of predictive analytics and the use of R programming for business applications.

CO2: Apply data preparation, cleaning, and transformation techniques in R to organize datasets for analysis.

CO3: Develop regression and classification models using R for predictive analytics.

CO4: Evaluate predictive model performance using appropriate statistical and validation measures.

CO5: Apply predictive analytics models to solve real-world business problems across domains.

CO6: Demonstrate independent learning by implementing advanced R packages and analytics techniques.

Course name: 3.7.3 Data Warehousing and Data Mining

By the end of the course, students will be able to

CO1: Explain the fundamentals, architecture, and design principles of data warehouses.

CO2: Apply Extract, Transform, Load (ETL) processes for data integration and management.

CO3: Analyze data mining techniques including classification, clustering, and association rules.

CO4: Evaluate the role of data mining in supporting informed business decision-making.

CO5: Assess ethical, legal, and privacy considerations in data warehousing and data mining practices.

CO6: Demonstrate independent learning by applying data mining tools to analyze real-world datasets.

MBA: IV semester

Course name: 4.1 International Business

After studying this course, students will be able to:

- **CO1:** Examine the international business environment, including political, legal, cultural, and economic factors, to identify global business challenges and opportunities.
- **CO2:** Analyze the process of globalization and organizational strategies for structuring and managing international operations.
- **CO3:** Interpret the role of the World Trade Organization (WTO), regional trade blocks, and policy reforms in shaping global trade dynamics.
- **CO4:** Evaluate global trade and investment theories and practices, including foreign direct investment (FDI) and EXIM policies, with reference to India.
- **CO5:** Assess ethical issues, corporate social responsibility, and the role of e-commerce in international business operations.
- **CO6:** Integrate functional strategies across operations, finance, HR, and marketing to enhance competitiveness in global business environments.

Course name: 4.2.1 Project Management and Analysis

By the end of the course, students will be able to

- **CO1:** Describe project fundamentals, including idea screening, feasibility analysis, and the role of the project manager in successful project execution.
- **CO2:** Apply project planning and control tools such as PERT and CPM to schedule, monitor, and evaluate projects effectively.
- **CO3:** Analyze project risks and apply techniques such as sensitivity analysis and decision trees for informed project decision-making.
- **CO4:** Evaluate venture capital projects and financing strategies in entrepreneurial and corporate finance contexts.
- **CO5:** Analyze public-private partnership projects and assess financial structuring in infrastructure and large-scale development initiatives.
- **CO6:** Understand project negotiation, conflict resolution, review mechanisms, and project audit processes to ensure accountability and performance.

Course name: 4.2.2 International Financial Management

By the end of the course, students will be able to

CO1: Analyse the structure and evolution of the global monetary system and evaluate exchange rate policies.

CO2: Interpret Balance of Payments (BOP) data and assess its implications on national and international economic stability.

CO3: Examine the functioning of foreign exchange markets and apply trading and arbitrage principles in practice.

CO4: Apply economic theories to understand and predict foreign exchange rate movements.

CO5: Evaluate and implement techniques to manage various types of foreign exchange risks.

CO6: Analyse financial strategies for managing foreign operations and assess global financial instruments for multinational corporations.

Course name: 4.2.3 Derivatives and Risk Management

By the end of the course, students will be able to

CO1: Explain the concepts, types, and functioning of financial derivatives, including forwards, futures, options, and swaps.

CO2: Analyze the sources and types of financial risk, such as market risk, credit risk, interest rate risk, and foreign exchange risk.

CO3: Apply derivative instruments to hedge, speculate, and arbitrage risk exposures across different financial scenarios.

CO4: Evaluate pricing models and valuation techniques for derivative instruments, including futures pricing and option valuation models.

CO5: Assess the role of derivatives in corporate risk management, portfolio diversification, and strategic financial decision-making.

CO6: Demonstrate the ability to design and recommend appropriate risk management strategies using derivative instruments while adhering to ethical and regulatory standards.

Course name: 4.3.1 Sales and Distribution Management and Retailing

By the end of the course, students will be able to

CO1: Analyse the evolution and role of sales management in enhancing business performance.

CO2: Apply personal selling techniques and evaluate the effectiveness of the sales process.

CO3: Examine sales forecasting, budgeting, and territory management to support informed decision-making.

CO4: Evaluate the structure, dynamics, and strategies of distribution channels and logistics management.

CO5: Assess the principles, formats, and emerging trends in retail management.

CO6: Formulate integrated strategies in sales, distribution, and retailing to strengthen competitiveness and market performance.

Course name: 4.3.2 Services Marketing and Customer Relationship Management

By the end of the course, students will be able to

CO1: Explain the nature of services and apply the service marketing mix across different industries.

CO2: Analyze service quality models and design approaches to enhance service performance.

CO3: Apply strategies for demand management, capacity utilization, and service recovery in service operations.

CO4: Evaluate the role of technology in delivering services and strengthening customer relationship management (CRM) systems.

CO5: Examine customer relationship strategies to improve retention, loyalty, and long-term engagement.

CO6: Formulate global and ethical service marketing and CRM strategies to achieve competitive advantage.

Course name: 4.3.3 Integrated marketing Communication and Digital Marketing

By the end of the course, students will be able to

CO1: Describe the components and structure of Integrated Marketing Communication (IMC) and the functions of advertising agencies.

CO2: Explain IMC planning, budgeting, and creative execution strategies for developing effective marketing campaigns.

CO3: Evaluate media planning, scheduling, and the use of audience research tools across multiple media platforms.

CO4: Analyze key trends in digital marketing and differentiate between traditional and online marketing tools and models.

CO5: Assess the use of social media in marketing, politics, and public engagement, and develop platform-specific communication strategies.

CO6: Apply strategies for search engine marketing (SEM), search engine optimization (SEO), and online reputation management to enhance brand visibility.

Course name: 4.4.1 Global HRM

By the end of the course, students will be able to

CO1: Explain the concepts, scope, and significance of managing human resources in a global business context.

CO2: Analyze international staffing approaches, expatriate management, and cross-cultural challenges in global organizations.

CO3: Evaluate global training, development, and performance management practices to enhance workforce effectiveness.

CO4: Assess international compensation strategies, employee relations, and compliance in multinational environments.

CO5: Examine the role of ethics, diversity, and corporate social responsibility in global human resource management.

CO6: Demonstrate independent learning by analyzing emerging trends and best practices in global HRM.

Course name: 4.4.2 Strategic HRM

By the end of the course, students will be able to

CO1: Explain the evolution, scope, and significance of Strategic Human Resource Management (SHRM).

CO2: Analyze HR strategies for talent acquisition, retention, and workforce planning in alignment with organizational objectives.

CO3: Apply SHRM frameworks for performance management, rewards, and employee development.

CO4: Evaluate the alignment of HR strategy with corporate strategy to achieve sustainable competitive advantage.

CO5: Assess ethical, cultural, and change management considerations in SHRM practices.

CO6: Demonstrate independent learning by exploring innovative and technology-driven SHRM approaches.

Course name: 4.4.3 Industrial Relations and HR Audit

After studying this course, students will be able to:

CO1: Explain the principles, frameworks, and significance of industrial relations in organizational contexts.

CO2: Analyze trade union functions, collective bargaining processes, and conflict resolution mechanisms.

CO3: Evaluate employee discipline, grievance handling procedures, and dispute settlement systems.

CO4: Assess labor legislation and its role in ensuring ethical and legally compliant industrial relations.

CO5: Apply HR audit concepts, processes, and tools to evaluate the effectiveness of human resource practices.

CO6: Demonstrate independent learning by examining emerging issues, reforms, and best practices in industrial relations and HR auditing.

Course name: 4.5.1 Technology for New Ventures

After studying this course, students will be able to:

CO1: Explain the role of emerging technologies in creating and enabling new ventures.

CO2: Analyze technology trends and assess their suitability for entrepreneurial opportunities.

CO3: Apply digital tools and platforms to design technology-driven business models.

CO4: Evaluate challenges related to technology adoption, scalability, and innovation risks in start-ups.

CO5: Assess intellectual property, cybersecurity, and data protection considerations in technology-enabled ventures.

CO6: Demonstrate the ability to integrate technology strategically to achieve competitive advantage and foster innovation.

Course name: 4.5.2 Scaling Up and Sustainability of Start-ups

After studying this course, students will be able to:

CO1: Explain the growth stages of start-ups and the challenges associated with scaling up.

CO2: Analyze operational, financial, and organizational constraints affecting start-up scalability.

CO3: Apply strategies for sustainable growth, market expansion, and operational efficiency in entrepreneurial ventures.

CO4: Evaluate the role of leadership, organizational culture, and governance in scaling start-ups

effectively.

CO5: Assess sustainability practices in terms of economic, social, and environmental impact for long-term viability.

CO6: Design growth and sustainability strategies aligned with the long-term objectives and competitiveness of start-ups.

Course name: 4.5.3 Entrepreneurial Finance
After studying this course, students will be able to:

CO1: Explain the principles of entrepreneurial finance and the funding life cycles of start-ups.

CO2: Analyze various funding sources, including bootstrapping, angel investment, venture capital, and crowdfunding.

CO3: Apply financial forecasting, valuation techniques, and capital budgeting methods for new ventures.

CO4: Evaluate financial risks and returns associated with entrepreneurial investments.

CO5: Assess term sheets, investor expectations, and exit strategies in venture financing.

CO6: Demonstrate financial decision-making skills necessary to manage and grow entrepreneurial enterprises effectively.

Course name: 4.6.1 Resource Optimization and Project Risk Management

After studying this course, students will be able to:

CO1: Explain concepts of resource planning, optimization, and project risk management in organizational projects.

CO2: Analyze project risks related to cost, time, scope, and quality using systematic frameworks.

CO3: Apply quantitative and qualitative tools for resource allocation and risk assessment in projects.

CO4: Evaluate risk mitigation, monitoring, and control strategies in project environments.

CO5: Assess the impact of uncertainty and constraints on project performance and outcomes.

CO6: Demonstrate the ability to manage projects efficiently by optimizing resources and minimizing risks.

Course name: 4.6.2 Supply Chain Management

After studying this course, students will be able to:

CO1: Explain the structure, components, and significance of supply chain management in organizations.

CO2: Analyze supply chain processes including sourcing, production, logistics, and distribution for operational efficiency.

CO3: Apply supply chain strategies to enhance efficiency, responsiveness, and cost-effectiveness.

CO4: Evaluate supply chain risks and develop resilience strategies in dynamic and uncertain business environments.

CO5: Assess the role of technology and analytics in improving supply chain performance and decision-making.

CO6: Demonstrate integrated decision-making skills to manage supply chains sustainably and competitively.

Course name: 4.6.3 Total Quality Management

After studying this course, students will be able to:

CO1: Explain the philosophy, principles, and evolution of Total Quality Management (TQM).

CO2: Analyze quality improvement tools and techniques such as PDCA, Six Sigma, and statistical quality control.

CO3: Apply TQM concepts to enhance process performance, operational efficiency, and customer satisfaction.

CO4: Evaluate the role of leadership, organizational culture, and employee involvement in effective quality management.

CO5: Assess quality standards, certifications, and continuous improvement practices in organizational contexts.

CO6: Demonstrate the ability to design and implement quality improvement initiatives across organizational functions

Course name: 4.7.1 Big Data Analytics

After studying this course, students will be able to:

CO1: Explain the concepts, architecture, and ecosystem of Big Data in business and technology contexts.

CO2: Apply techniques for data acquisition, storage, and processing using Big Data frameworks.

CO3: Analyze structured and unstructured data using data mining and machine learning methods.

CO4: Evaluate Big Data tools such as Hadoop and Spark for effective data management and analysis.

CO5: Assess the applications of Big Data across business functions and propose innovative, data-driven solutions.

CO6: Demonstrate independent learning by exploring emerging Big Data tools and technologies to enhance analytical capabilities.

Course name: 4.7.2 Data Visualization and Business Reporting using Tableau

After studying this course, students will be able to:

CO1: Explain the fundamentals of data visualization and its significance in effective business communication.

CO2: Apply Tableau tools to prepare, clean, and organize business data for visualization purposes.

CO3: Develop interactive charts, dashboards, and storyboards for managerial reporting and decision support.

CO4: Evaluate visualization methods for time-series, comparative, and predictive business analyses.

CO5: Integrate data visualization techniques with business decision-making processes to enhance insights.

CO6: Demonstrate independent learning by experimenting with advanced Tableau features and functionalities.

Course name: 4.7.3 Emerging Technologies and Future Skills for Business Leaders

After studying this course, students will be able to:

CO1: Explain the fundamentals of emerging technologies such as Artificial Intelligence, Blockchain, and Internet of Things (IoT), and their applications in business.

CO2: Analyze the impact of digital transformation on organizational strategies and global business operations.

CO3: Apply leadership and change management skills to facilitate adoption of emerging technologies in organizations.

CO4: Evaluate ethical, legal, and social implications of technology-driven business models and practices.

CO5: Examine future skills required for business leaders to succeed in a digital and technology-driven economy.

CO6: Demonstrate adaptability and independent learning through continuous upskilling and exploration of emerging technologies.