

Pratibha Institute of Business Management

Chinchwad, Pune

Department of MBA

Course and Program Outcomes

MBA Syllabus Pattern 2019

Program Outcomes

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| 1 | Generic and Domain Knowledge |
| 2 | Problem Solving & Innovation |
| 3 | Critical Thinking - |
| 4 | Effective Communication |
| 5 | Leadership and Team Work |
| 6 | Global Orientation and Cross-Cultural Appreciation |
| 7 | Entrepreneurship - |
| 8 | Environment and Sustainability |
| 9 | Social Responsiveness and Ethics |
| 10 | Lifelong Learning |

Program Specific Outcomes

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| 1. | Students can demonstrate the professional skills |
| 2. | Student can develop the problem solving attitude |
| 3. | Students can harness ethical and social activities to serve the society |

4. Students can apply the leadership capability

Course Outcomes			
SEM I			
Code	Subject Name	COGNITIVE ABILITIES	COURSE OUTCOMES
101	Managerial Accounting	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
		UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
		APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
		ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
		EVALUATING	EVALUATE the financial impact of the decision.
		REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
		UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
		APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.

102	Organizational Behavior	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
		EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour inorder to achieve organizational goals.
		CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.
103	Economic Analysis for Business Decisions	REMEMBERING	DEFINE the key terms in micro-economics.
		UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
		APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
		ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
		EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.

		CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.
104	Business Research Methods	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
		UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
		APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
		ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
		EVALUATING	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.
		CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.
		REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.

105	Basics of Marketing	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
		APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
		ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
		EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
		CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).
		REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce \and social commerce.

106	Digital Business	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
		APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
		ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply \chain and payment systems in the online and offline world.
		EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
		CREATING	DISCUSS the various applications of Digital Business in the present day world.
107	Management Fundamentals	REMEMBERING	ENUMERATE various managerial competencies and approaches to management
		UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
		APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects
		ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.

		EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
		CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, startup and not-for-profit organizational context.
110	Essentials of Psychology for Managers	REMEMBERING	Describe the concepts of psychology in organization settings to understand individual and group behaviour
		UNDERSTANDING	INTERPRET the influence of human psychology on individual and group performance
		APPLYING	APPLY principles of learning and conditioning to shape the individual and group behaviour
		ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing
		EVALUATING	ASSESS the basic intrapersonal processes that influence social perception in organizational settings.
		REMEMBERING	DESCRIBE the key terms involved in each Act.

111	Legal Aspects of Business	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
		APPLYING	ILLUSTRATE the use of the Acts in common business situations.
		ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective
		EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations
113	Verbal Communication Lab	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
		UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
		APPLYING	DEMONSTRATE appropriate use of body language.
		ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.

		EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
		CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.
114	Enterprise Analysis - Desk Research	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization
		UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.
		APPLYING	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization
		ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
		EVALUATING	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.
		CREATING	IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).
		REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.

116	MS Excel	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
		APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
		ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
		EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
		CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.
191	Human Rights 1		UNDERSTAND the historical growth idea of human rights
			DEMONSTRATE an awareness of the international context of human rights
192	Cyber Security -1		DESCRIBE the applications and techniques in Cryptography and the basics of communications systems
			UNDERSTAND the various networking and information security concepts
			ILLUSTRATE the use of digital signatures, topology and different types of network
			EVALUTE the various types of attacks in information security , malicious code, etc.
			DESCRIBE the applications and techniques in Cryptography and the basics of communications systems

193	Information Security 1		UNDERSTAND the various networking and information security concepts
			ILLUSTRATE the use of digital signatures, topology and different types of network
			EVALUTE the various types of attacks in information security , malicious code, etc.
SEM II			
201 GC – 07	Marketing Management II	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
		UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ eservices.)
		EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.

202 GC – 08	Financial Management II	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
		APPLYING	PERFORM all the required calculations through relevant numerical problems.
		ANALYSING	ANALYZE the situation and ? comment on financial position of the firm ? estimate working capital required ? decide ideal capital structure ? evaluate various project proposals
		EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
202 GC – 09	Human Resources Management	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization.
		REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
		UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention.

203 GC – 09	II	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization
		ANALYSING	OUTLINE the compensation strategies of an organization
		EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.
204 GC – 10	Operations & Supply Chain Management II	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management
		UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
		APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
		ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.

		EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
		CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.
207 GE - UL - 07	Contemporary Frameworks in Management II	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
		UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
		APPLYING	APPLY the 21 laws that make leadership work succesfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
		ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.

		EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.
209 GE - UL - 09	Start Up and New Venture Management II	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
		UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
		APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
		ANALYSING	FORMULATE a go to market strategy for a startup
		EVALUATING	DESIGN a workable funding model for a proposed startup.
		CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.
		REMEMBERING	DEFINE the key terms associated with Business Process Reengineering.

211 GE - UL - 11	Business, Government & Society II	UNDERSTANDING	EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.
		APPLYING	APPLY modeling tools for simple business processes.
		ANALYSING	FORMULATE a working plan to establish a Business Process Reengineering team.
		EVALUATING	EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.
		CREATING	IMAGINE ways to improve business or non-business processes.
214 GE – IL - 09	Industry Analysis & Desk Research	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
		UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
		APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
		ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.

		EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
		CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).
291	Human Rights-I		To understand the importance of the Human Rights Act
			To analyse and evaluate various concepts and ideas of Human Rights.
292	Cyber Security -II		To understand the concepts of security management concepts
			To analyse the various implementation of Security laws and standards.
			To describe the security procedures and demonstrate the disaster recovery
			To formulate the pain in the risk management
293	Information Security -II		To understand the concepts of security management concepts
			To analyse the various implementation of Security laws and standards.
			To describe the security procedures and demonstrate the disaster recovery
			To formulate the pain in the risk management
Marketing			
		REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.

205 MKT SC –	Marketing Research II	UNDERSTANDING	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
		APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
		ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
		EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
		CREATING	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.
		REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
		UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.

206 MKT SC –	Consumer Behaviour II	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
		ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer’s decision process.
		EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
217 MKT SE – IL	Integrated Marketing Communications II	REMEMBERING	LISTEN to simple audio-visual recordings in the foreign language.
		UNDERSTANDING	TRANSLATE simple letters from English to the foreign language and vice-versa.
		APPLYING	CONSTRUCT a business email, in the foreign language.
		ANALYSING	TAKE PART IN an interaction in a business setting using the foreign language.
		EVALUATING	COMPOSE a covering letter and resume in the foreign language.

218 MKT SE – IL -	Product and Brand Management	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
		UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
		APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
		ANALYSING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real world scenario for a real world product/ service / e-product / e-service.
		EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real world scenario for a real world product/ service / e-product / e-service.
		CREATING	CREATE sales presentation for a real world product/ service / e-product / e-service and for variety of selling situations.
Finance			
		REMEMBERING	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.

205 FIN SC –	Financial Markets and Banking Operations II	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance.
		APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
		ANALYSING	ANALYZE the linkages in the Financial Markets.
		EVALUATING	EXPLAIN the various banking and accounting transactions.
		CREATING	DEVELOP necessary competencies expected of a finance professional.
		REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
		UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.

206 FIN SC –	Personal Financial Planning II	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
		ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer’s decision process.
		EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
217 FIN SE – IL	Securities Analysis & Portfolio Management II	REMEMBERING	DESCRIBE the IMC mix and the IMC planning process.
		UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
		APPLYING	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
		ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
		EVALUATING	DESIGN a sales promotion campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.

		CREATING	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.
219 FIN SE – IL -	Direct Taxation II	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
		UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
		APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
		ANALYSING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real world scenario for a real world product/ service / e-product / e-service.
		EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real world scenario for a real world product/ service / e-product / e-service.
		CREATING	CREATE sales presentation for a real world product/ service / e-product / e-service and for variety of selling situations.
HR			
		REMEMBERING	DEFINE the key terms related to performance management and competency development.

205 HR SC –	Competency Based Human Resource Management II	UNDERSTANDING	EXPLAIN various models of competency development.
		APPLYING	PRACTICE competency mapping.
		ANALYSING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
		EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
		CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.
206 HR SC –	Employee Relations & Labour	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
		UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
		APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.

206 HR SC –	Legislation II	ANALYSING	OUTLINE the role of government, society and trade union in ER.
		EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
		CREATING	DISCUSS the relevant provisions of various Labour Legislations.
17 HRM SE – IL	Labour Welfare II	REMEMBERING	DESCRIBE the IMC mix and the IMC planning process.
		UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
		APPLYING	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
		ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
		EVALUATING	DESIGN a sales promotion campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.

		CREATING	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.
18 HRM SE – IL	Lab in Recruitment and Selection II	REMEMBERING	DEFINE the key concepts and DESCRIBE the elements of a product strategy.
		UNDERSTANDING	EXPLAIN the process and methods of brand management, including how to establish brand identity and build brand equity.
		APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
		ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
		EVALUATING	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
		CREATING	COLLECT brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.
Operation			

205 OSCM SC	Services Operations Management - I II	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
		UNDERSTANDING	DESCRIBE the service design elements of variety of services.
		APPLYING	USE service blueprinting for mapping variety of real life service processes.
		ANALYSING	ANALYSE alternative locations and sites for variety of service facilities.
		EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
		CREATING	CREATE flow process layouts for variety of services.
		REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
		UNDERSTANDING	EXPLAIN the structure of modern day supply chains.

206 OSCM SC	Supply Chain Management	APPLYING	IDENTIFY the various flows in real world supply chains.
		ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
		EVALUATING	EXPLAIN the key Operational Aspects in Supply Chain Management.
		CREATING	DISCUSS the relationship between Customer Value and Supply Chain Management.
		REMEMBERING	LISTEN to simple audio-visual recordings in the foreign language.
		UNDERSTANDING	TRANSLATE simple letters from English to the foreign language and vice-versa.

217 OSCM SE-IL	Planning & Control of Operations	APPLYING	CONSTRUCT a business email, in the foreign language.
		ANALYSING	TAKE PART IN an interaction in a business setting using the foreign language.
		EVALUATING	COMPOSE a covering letter and resume in the foreign language.
219 OSCM SE –II	Inventory Management	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
		UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
		APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
		ANALYSING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real world scenario for a real world product/ service / e-product / e-service.
		EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real world scenario for a real world product/ service / e-product / e-service.

		CREATING	CREATE sales presentation for a real world product/ service / e-product / e-service and for variety of selling situations.
Business Analytics			
205 BA SC	Basic Business Analytics using R II	REMEMBERING	IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence.
		UNDERSTANDING	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.
		APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
		ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.
		EVALUATING	SELECT the right functions of R for the given analytics task.
		CREATING	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

206 BA SC	Data Mining	REMEMBERING	DEFINE the key terms associated with Data Mining
		UNDERSTANDING	EXPLAIN the various aspects of Data
		APPLYING	APPLY classification models
		ANALYSING	ANALYSE using clustering models
		EVALUATING	SELECT appropriate association analysis and anomaly detection tools.
		CREATING	COMBINE various data mining tools and use them in live analytical projects in business scenarios.
		REMEMBERING	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.

217 BA SE – II	Marketing Analytics	UNDERSTANDING	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
		APPLYING	IDENTIFY what customers’ value in a product, and assess what they are willing to pay for it.
		ANALYSING	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
		EVALUATING	DETERMINE the most effective target markets.
		CREATING	DESIGN a study that incorporates the key tools of Marketing Analytics.
220 BA SE – II	Tableau	REMEMBERING	DEFINE Tableau terminology and SHOW how to Connect to your data, Edit and save a data source.
		UNDERSTANDING	ILLUSTRATE the use of the Tableau interface to effectively create powerful visualizations and charts.
		APPLYING	MAKE USE OF statistical techniques to analyze your data, parameters and input controls to give users control over certain values.

220 BA SE – IL

Tableau

ANALYSING

INTEGRATE data sources using data blending and Combine data from multiple tables in the same data source using joins.

EVALUATING

CREATE basic calculations including basic arithmetic calculations, custom aggregations and ratios, date math, and quick table calculations.

CREATING

BUILD spatial visualizations of non-geographic data by using advanced geographic mapping techniques and custom images and geocoding.

SEM III

301 GC

Strategic Management

REMEMBERING

DESCRIBE the basic terms and concepts in Strategic Management.

UNDERSTANDING

EXPLAIN the various facets of Strategic Management in a real world context.

UNDERSTANDING

DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.

APPLYING

NTEGRATE the aspects of various functional areas of management to develop a strategic perspective.

ANALYSING

EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.

CREATING

DEVELOP the capability to view the firm in its totality in the context of its environment.

302 GC	Decision Science	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
		UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
		UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.
		APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
		ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability
		CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.
		Remembering	Recall and Describe the key concepts of international Business Environment
		Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade

307 GE - UL	International Business Environment	Applying	Demonstrate the significance of FDI and FPI in respect of developing economy
		Analysing	Analyze the issues related to Labor, Environmental and Global Value chain
		Evaluating	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.
310 GE - UL	Corporate Governance	Remembering	RECOGNIZE and REMEMBER the scope of Corporate Governance.
		Understanding	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
		Applying	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
		Analysing	Analyze the legal framework of Corporate Governance and formulate Internal control policies.
		Evaluating	Evaluate the legal framework and global perspective of Corporate Governance.

		CREATING	FORMULATE and DISCUSS Cases related to CG (Models), their SUCCESS & FAILURES.
311 GE - UL	Management of Non-Profit Organizations	Remembering	DESCRIBE the basic concepts and frameworks in the field of Non-Profit Sector & Non-Profit Organization.
		Understanding	EXPLAIN the characteristics of Non-Profit organizations, summarizing the factors affecting development of Non-Profit organization.
		Applying	MAKE use of theoretical concepts, frameworks while registration process of Non-Profit Organization.
		Analysing	EXAMINE the role of any public policies which helps NPO in decision making.
		Evaluating	EVALUATE the performance of Non- Profit organizations, the critical financial considerations of the Non - Profit organization.
202	Cyber Security - III		To understand the overview of identification and authorization
			To evaluate the various computing platforms such as HPC, Cluster and computing grids

392	Cyber Security -III		To analyse the access control and intrusion detection systems
			To develop the server management and firewalls
393	Information Security- III		To understand the overview of identification and authorization
			To evaluate the various computing platforms such as HPC, Cluster and computing grids
			To analyse the access control and intrusion detection systems
			To develop the server management and firewalls
394	Skill Development (EVENT MANAGEMENT)		To understand the various concepts in event management
			To learn and analyse the skills and challenges faced in managing the event
			To evaluate and implement the concepts in practical world
395	Introduction to Constitution		To introduce the philosophy of Constitution of India to students.
			To acquaint them with their freedoms and re sponsibilities.

Marketing			
304 MKT SC	Services Marketing	Remembering	RECALL the key concepts in services marketing
		Understanding	EXPLAIN the role of Extended Marketing Mix in Services
		Applying	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
		Analysing	ANALYSE the significance of services marketing in the Indian and global economy
		Evaluating	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
		CREATING	DEVELOP marketing mix for various services offering
		Remembering	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
		Understanding	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

305 MKT SC	Sales & Distribution Management	Applying	APPLY the concepts related to sales and distribution management.
		Analysing	ANALYZE the real life scenarios of sales and distribution management.
		Evaluating	EVALUATE the existing sales and distribution strategies and approaches.
		CREATING	DEVELOP generate and evaluate sales and distribution strategies.
312 MKT SE – IL	Business to Business Marketing	Remembering	DEFINE the terms and concepts related to Business to Business marketing
		Understanding	EXPLAIN the terms and concepts used in business to business marketing
		Applying	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
		Analysing	FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing

		Evaluating	DESIGN marketing mix elements considering business-to-business sales and service situations.
		CREATING	DEVELOP marketing plan for business-to-business Marketing situations.
313 MKT SE – IL	International Marketing	Remembering	ENUMERATE various terms and key concepts associated with international marketing.
		Understanding	EXPLAIN various key concepts used in all aspects of international marketing.
		Applying	APPLY all stages in international marketing management process.
		Analysing	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
		Evaluating	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
		CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.

314 MKT SE – IL	Digital Marketing	Remembering	DEFINE the key terms and concepts related with digital marketing
		Understanding	EXPLAIN various tools of digital marketing.
		Applying	MAKE USE OF various tools of digital marketing.
		Analysing	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.
		Evaluating	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
		CREATING	DEVELOP appropriate digital marketing campaign.
Finance			
		Remembering	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
		Understanding	EXPLAIN theoretical concepts related to raising and use of funds and value of firm

304 FIN SC	Advanced Financial Management	Applying	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
		Analysing	ANALYZE the options for making the right financial decisions of a firm
		Evaluating	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
		CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.
305 FIN SC	International Finance	Remembering	Enumerate the key terms associated with International Finance.
		Understanding	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
		Applying	Illustrate the role of international monetary systems & intermediaries in Global financial market.
		Analysing	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.

		Evaluating	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
		CREATING	Formulate the investment plan or business plan by adapting international finance environment.
313 FIN SE – IL	TAFM	Remembering	Remember the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus.
		Understanding	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation
		Applying	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities
		Analysing	ANALYSE AND FORECAST the market prices of securities in order to take and execute investment decisions
		Evaluating	FORMULATE an ideal portfolio of investments with a combination of wide number of securities
		Remembering	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.
		Understanding	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.

315 FIN SE – IL	Indirect Taxation	Applying	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
		Analysing	Illustrate the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept.
		Evaluating	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services.
		CREATING	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.
316 FIN SE – IL	Corporate Financial Restructuring	Remembering	DESCRIBE the basic concepts related corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring and Corporate Governance Aspects of Restructuring
		Understanding	EXPLAIN the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.
		Applying	PERFORM all the required calculations through relevant numerical problems.

		Analysing	ANALYZE the situation by calculations of exchange ratio, financial returns, valuations and others.
		Evaluating	EVALUATE impact of corporate financial restructuring on all stakeholders
HR			
304 HR SC	Strategic Human Resource Management	Remembering	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
		Understanding	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
		Applying & Analysing	Ability to ANALYZE HR as an investment to the company.
		Evaluating	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
		CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.
		Remembering	DESCRIBE structure of personnel department, its policies and maintenance of employee files & records

305 HR SC	HR Operations	Understanding	LEARN drafting of communications for disciplinary actions
		Applying	DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc.
		Analysing	EXPERIMENT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
		Evaluating	CALCULATE computation of Workmen compensation, Bonus and Gratuity
		CREATING	FILE returns under various labour laws and prepare salary structure
312 HRM SE – II	Talent Management	Remembering	DEFINE Talent Management and its significance
		Understanding	UNDERSTANDING performance excellence through Talent Management
		Applying & Analysing	APPLY Talent Management concepts in Human Resource Management

		Evaluating	ANALYSING Talent Management practices in employee development and career enhancement
		CREATING	FORMULATE the Talent Management Strategies for any organisation.
313 HRM SE – IL	PTAS	Remembering	KNOW various tools of psychometry designed to measure traits of individuals
		Understanding	UNDERSTAND & Conduct the group simulated exercises for organizational purpose
		Applying & Analysing	IDENTIFY AND ADMINISTER psychometric tools to respondents
		Evaluating	INTERPRET results and counsel the respondent based on the results
		CREATING	CREATE Psychometric Tests for the specific traits as required by the organization
		Remembering	ENUMERATE various concepts of Mentoring and Coaching.
		Understanding	UNDERSTAND techniques of Mentoring and Coaching

316 HRM SE-IL	Mentoring and Coaching	Applying	PLY models of Mentoring and Coaching to real world scenari
		Analyzing	ANALYSE issues in Mentoring and Coaching
		Evaluating & Creating	DEVELOP skills needed to become Mentor, Coach
317 HRM SE – IL	Compensation and Reward Management	Remembering	DESCRIBE concept of compensation and cost
		Understanding	UNDERSTAND compensation and reward management process
		Applying	COMPARE issues related to compensation and survey of wages & salary administration in various industries
		Analysing	EXPERIMENT to calculate various types of monetary and profit sharing incentives
		Evaluating	CALCULATE income tax as per the current slabs for the employees under different salary brackets

		CREATING	FORMULATE salary structure incorporating tax saving components.
319 HRM SE-IL	Management & new technologies in HRM Change	REMEMBERING	DEFINE Change Management and its significance
		UNDERSTANDING	UNDERSTANDING change management model and practices
		APPLYING	APPLY Change Management in context to digital transformation
		ANALYSING & EVALUATING	EXAMINE and DETERMINE various concepts in human resource information system
		CREATING	IMPLEMENT change management in the organization.
	Operation	Applying	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
		Analysing	CATEGORIZE a service firm according to its stage of competitiveness
		Evaluating	MODIFY the Service strategies of an organization for achieving the strategic service vision.

304 OSCM SC	Services Operations Management - II	CREATING	SOLVE the relevant numerical in the scope of the subject.
		Remembering	DEFINE basic terms and concepts related to Logistics management.
		Understanding	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes.
	Logistics Management	Applying	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
305 OSCM SC		Analysing	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
		Evaluating	OUTLINE a typical logistic framework and services. ILLUSTRATE the linkages with its dynamic storage system / Customer Issues, Logistic and Business Issues in a real world context.
		CREATING	DISCUSS modern real world logistical systems using the various concepts in the syllabus.

		Remembering	DEFINE basic terms and concepts related to MRP II.
		Understanding	DESCRIBE the integrated planning structure and functions incorporated within MRP.
312 OSCM SE	Manufacturing Resource Planning	Applying	ILLUSRATE the importance of MRP as a top-management planning tool
		Analysing	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
		Evaluating	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.
		CREATING	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.
		Remembering	ENUMERATE the key components of operations strategy.
		Understanding	EXPLAIN the linkages between operations strategy and competitive advantage as the basis of competitive position through superior product development, cost, quality, features.
		Applying	ILLUSTRATE the broader context of business strategy & fit between manufacturing and operations capabilities and the business strategy frameworks and theories in sustainable logistics and supply chain management.

316 OSCM SE	Operations & Service Strategy	Analysing	EXAMINE the concepts of competitive leverage using manufacturing and operations, the fit of the various elements of manufacturing and operations, the impact of the competitive environment, and the structure of the value chain.
		Evaluating	DESIGN the operations and service strategy.
		CREATING	FORMULATE an operations strategy (long-term plan) and link with operational decisions.
		Remembering	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma
		Understanding	SUMMARIZE the six-sigma philosophy along with understanding of 7 QC Tools.
		Applying	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings
		Analysing	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures
		Evaluating	DECIDE control chart to use for given set of data and ROSS (Return on Six Sigma)

317 OSCM SE	Six Sigma for Operations	CREATING	CREATING a Case for Business Models in Different Industries/Proposing a Strategy by Studying the cases of Successful Six Sigma Implementation
		Remembering	RECALL all basic statistical concepts and associated values, formulae.
		Understanding	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios
		Applying	APPLY time series analysis in prediction of various trends.
Business Analytics		Analysing	DISCRIMINATE between various types of probability and probability distributions.
204 BA SC	Advanced Statistical Methods	Evaluating	FORMULATE and TEST hypothesis using tools of R.
		CREATING	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.
		Remembering	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence

304 BA SC	using R III	Understanding	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
		Applying	DEVELOP a thought process to think like data scientist/business Analyst
		Analysing	ANALYSE data using supervised and unsupervised Learning Techniques
305 BA SC	Machine Learning & Cognitive intelligence using Python	Evaluating	SELECT the right functions, arrays of Python for Machine Learning algorithms.
		CREATING	COMBINE various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domain and scenarios.
		Remembering	ENUMERATE the key concepts of industry 4.0, data science in manufacturing, operations analytics and IIOT
		Understanding	DISCUSS the value added by analytics in the operations function.
		Applying	DEMONSTRATE the practical applications of data analytics and data science in manufacturing operations.
		Analysing	EXAMINE the Industrial Internet of ings (IIoT) and the role of Big Data Analytics.

313 BA SE	Industrial Internet of Things	Evaluating	EXPLAIN the applications of analytics in operations.
		CREATING	COMPILE the issues pertaining to the adoption of technologies that will shape industry
		Remembering	TELL how and when to use visualization
		Understanding	ILLUSTRATE uses of crosstabs and SQL queries
		Applying	BUILD stunning Dashboards with Cognos Analytics
		Analysing	ILLUSTRATE the full-fledged Report Authoring tool
		Evaluating	EXPLAIN how a dashboard is different from a report, and when to use both
		CREATING	DEVELOP the advanced reporting solutions which allow users to perform complex analysis tasks and interact with information

315 BA SE	Cognos Analytics	Remembering	DESCRIBE the key concepts in e-commerce analytics.
		Understanding	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
		Applying	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
		Analysing	DISCOVER high-value insights via dashboards and visualization.
		Evaluating	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
		CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.
		REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
		UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across:

317 BA SE	E-commerce Analytics - I	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
		ANALYSING	DISCOVER high-value insights via dashboards and visualization.
		EVALUATING	approaches to improve ecommerce marketing and advertising, understand customer behavior, inc
		CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.
Pharma & Healthcare Management			
		REMEMBERING	DESCRIBE concept of Pharma and healthcare management and FIND out the
		UNDERSTANDING	different role and responsibilities of managers.

304 PHCM	Fundamental of Pharma and Healthcare	APPLYING	UNDERSTAND the different managerial functions of managers
		ANALYSING	IDENTIFY right the motivation for right stakeholder in the healthcare sector
		EVALUATING	for effective delivery of service.
		CREATING	ANALYZE modern Pharma and Healthcare models
		Remembering	Enumerate the different parameters & facets of management control of an enterprise.
313 PHCM		Understanding	Illustrate the various techniques of enterprise performance management for varied sectors.
		Applying	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
SEM IV		Analysing	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
		Evaluating	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.

401 GC –	Enterprise Performance Management IV-	Remembering	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
		Understanding	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
		Applying	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
		Analysing	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
402 GC –	Indian Ethos & Business Ethics IV-	Evaluating	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity
		CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.
		Remembering	Define the concept and key terms associated with the global strategic management.
		Understanding	Describe in detail global strategic alliance, merger and acquisitions.

		Applying	Demonstrate various global organisation models in global strategic management context.
		Analysing	Examine various entry and business-level strategies from global strategic management prospective.
405 GE - UL -	Global Strategic Management IV-	Evaluating	Explain globalization, innovation, and sustainability and challenges to strategic management.
		CREATING	Design global strategies and understand their relative merits and demerits.
		Remembering	DEFINE the key terms and concepts.
		Understanding	EXPLAIN how technology affects strategic interactions among firms and consumers

		Applying	DETERMINE the linkages Technology & Business Strategies
		Analysing	EXAMINE the technology environment of a firm
		Evaluating	APPRAISE the risks pertaining to technology and competition.
			To describe the system and application security
408 GE - UL -	Corporate Social Responsibility & Sustainability IV-	Remembering	DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013,when was CSR Initiated, Evolution, How CSR matters, Aims, objectives, Importance, Benefits of CSR,CSR in India ,CSR In global Context,Implementation .
		Understanding	EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
		Applying	MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
		Analyzing	DECONSTRUCT The Role of Companies towards the society and its impact on the comm

		Evaluating	FORMULATE The companies how they are practicing CSR activities, Auditing the committees & E
		Creating	ELABORATE UPON the challenges of the Companies in shaping organizational culture ar
			To explain the importance of OS security
			To analyse various components in wireless networks and controls to enforce secuirty services
492	Cyber Security -IV		To demonstrate the desktop secuirty , email secuirty, web secuirty and database secuirty
			To uinderstand the elements of CSR and application to the organisation
493	Information Security- IV		To analyse the role of ethics, employee management , community investment, stakeholder engagement , environmental responsibility and inclusion strategies in the imjplementation of CSR

		Remembering	DESCRIBE the various concepts associated with Marketing 4.0
494	Skill Development (CSR)	Understanding	EXPLAIN the importance of 5A's in Marketing 4.0.
		Applying	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
Marketing		Analysing	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
403 MKT SC –	Marketing 4.0 IV-	Evaluating	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
		CREATING	DEVELOP strategies to create WOW! Moments with customer engagement
		Remembering	DISCOVER perspectives of market strategy.
		Understanding	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
		Applying	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.

		Analysing	ANALYSE a company's current situation through applying internal and external analyses.
404 MKT SC –	Marketing Strategy IV-	Evaluating	EXPLAIN alternative ways to measure the outcome of market strategies.
		CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.
		Remembering	DEFINE and DESCRIBE basic concepts and theories related to CRM.
		Understanding	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM.
		Applying	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
		Analysing	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
		Evaluating	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
		CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

409 MKT SE – IL	Customer Relationship Management-	Remembering	DEFINE various concepts associated with retail marketing
		Understanding	EXPLAIN the terms and concepts used in Retail Marketing
		Applying	ILLUSTRATE value creation & competitive advantage in Retail Marketing.
		Analysing	ANALYSE the contemporary issues affecting Retail marketing decisions
12 MKT SE – IL	Retail Marketing-	Evaluating	EVALUATE the effectiveness of Retail marketing mix used by different Retail formats
		CREATING	FORMULATE effective retail marketing strategy
		Remembering	Define and Describe the basic concepts related to Financial Laws

		Understanding	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
		Applying	Make use of contextual financial laws applicable to organisations.
Finance		Analysing	Infer the application of financial laws to organisations
403 FIN SC –	Financial Laws IV	Evaluating	Appraise and perceive the benefits of applicable laws to the organisations.
		Remembering	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
		Understanding	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
		Applying	APPLY the various theories and models of financial management in the case.
		Analysing	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
		Evaluating	EVALUATE the financial impact of the alternative on the given case.

404 FIN SC –	Current Trends & Cases in Finance IV	Remembering	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
		Understanding	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
		Applying	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
		Analysing	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
412 FIN SE – IL -	Strategic Cost Management IV	Evaluating	FORMULATE new models and techniques for managing the cost strategically in any business organization.
		Remembering	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
		Understanding	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.

		Applying	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
		Analysing	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
413 FIN SE – IL	Rural and Micro Finance IV	Evaluating	FORMULATE new models and techniques for managing the cost strategically in any business organization.
		Remembering	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
		Understanding	UNDERSTAND concept of OD and ‘intervention’.
		Applying	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
HR		Analysing	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.

403 HR SC	Organizational Diagnosis & Development IV	Evaluating	IDENTIFY AND MAP an intervention to organisational need
		CREATING	DESIGN the role of the consultant for an organisational issue
		Remembering	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
		Understanding	SUMMARIZE the impact of Current HR trends on HR Functions
		Applying	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
		Analysing	EXAMINE the changing role of HR Priorities
404 HR SC	Current Trends & Cases in Human	Evaluating	ELABORATE upon the various types of current HR Trends
		CREATING	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.
		Remembering	IDENTIFY important points to be incorporated in HR Manual

404 HR SC	Resource Management	Understanding	UNDERSTAND policy requirement for Recruitment & Selection process
		Applying	PREPARE policies on employee benefits for an organization of your choice
		Analysing	ILLUSTRATE steps involved in better employee relations & grievance handling
410 HR SE – IL	Designing HR Policies I-	CREATING	CONSTRUCT various HR policies for an organization of your choice
		Remembering	DEFINE dynamic approach towards Human Resource activities and practices.
		Understanding	EXPLAIN theoretical framework for best practices.
		Applying	IDENTIFY & CLASSIFY the practices according to the industry and sub sectors of the industry.
		Analysing	COMPARE and DETERMINE various skill sets required at Human Resource Section.
		CREATING	PLAN a survey of various industry and DEVELOP a trend analysis of Human Resource Best Practices.

412 HR SE – IL -	Best Practices in HRM IV-		
		Remembering	DESCRIBE the structure of modern days Logistics.
		Understanding	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
	Supply Chains & Logistics	Applying	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
Operation		Analysing	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
403 OPE SC		EVALUATING	EXPLAIN the key Operational Aspects of E Procurement.
		CREATING	DEVELOP a framework for e-logistics
		Remembering	DEFINE industrial revolutions and its different aspects.
		Understanding	EXPLAIN the role of technology pillars of Industry 4.0.

404 OPE SC	Industry 4.0	Applying	DEMONSTRATE the use of data in effective decision making.
		Analysing	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
		EVALUATING	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
		CREATING	DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB
		Remembering	DEFINE the basic terms associated with Manufacturing Excellence and World Class Manufacturing
		Understanding	SUMMARIZE the features of various frameworks used for World Class Manufacturing
		Applying	IDENTIFY the challenges to manufacturing industry in the information age

410 OPE SE- IL World Class Manufacturing IV

Analysing	ANALYZE the usage of Information management tools, Material processing and handling tools.
EVALUATING	EVALUATE the country’s preparedness for World Class Manufacturing
CREATING	ESTIMATE the performance of manufacturing firms with the measurement system to determine the readiness for World Class Manufacturing
Remembering	DEFINE Key configuration components of Strategic Supply Chain Management.
Understanding	EXPLORE Process Architecture and Toolkits of in Strategic Supply Chain Management
Applying	ILLUSTRATE the Design Organization for Performance and Organizational Change
Analysing	EXAMINE the Right Collaborative Model and Drivers of collaboration of Strategic Supply Chain Management

#REF!	Strategic Supply Chain Management IV	EVALUATING	ILLUSTRATE Use of Metrics to Drive Business Success and Roadmap to change
		CREATING	DEVELOP the architecture of a supply chain.
		Remembering	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
		Understanding	DESCRIBE the characteristics of the markets for network products.
		Applying	ILLUSRTRATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
Business Analytics		Analysing	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
		EVALUATING	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.

403 BA SC	Economics of Network Industries	CREATING	DISCUSS the economics of Internet advertising, and the business model of zero pricing.
		Remembering	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
		Understanding	UNDERSTAND AI's fundamental concepts and methods.
		Applying	APPLY various machine learning algorithms on structured data to develop machine learning models.
		Analysing	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
404 BA SC	Artificial Intelligence in Business Applications	EVALUATING	SELECT logical and functional process to develop the model
		CREATING	CREATE SOLUTIONS for various business problems using AI techniques.
		Remembering	DESCRIBE the key concepts in e-commerce analytics.
		Understanding	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.

		Applying	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
		Analysing	DISCOVER high-value insights via dashboards and visualization.
409 BA SE- IL	E Commerce Analytics - II IV	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
		CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.
		Remembering	DESCRIBE the key terms in healthcare data analytics
		Understanding	EXPLAIN the fundamental concepts in Health Care Analytics
		Applying	ILLUSTRATE the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data
		Analysing	EXAMINE the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data

410 BA SE- IL	Healthcare Analytics IV	EVALUATING	EXPLAIN the perspectives of healthcare related opportunities for developing new analytical approaches.
		CREATING	ADAPT healthcare data analytics for improving the health and well-being of people.