2.6.1. Programme Outcomes [Pos] and Course Outcomes [Cos] for all programmes offered by the institution.

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Programme Educational Objectives

PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real-world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.

PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.

PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.

PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.

PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

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3.2 Programme Outcomes

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

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues

2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.

3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions

4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large

5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the

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achievement of organizational goals and optimize outcomes for all stakeholders.

6. **Global Orientation and Cross**-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management

7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.

8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio economic environment and distinguish between ethical and unethical behaviors & act with integrity

10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

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3.3 Programme Specific Outcomes

A] MARKETING MANAGEMENT

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

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

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

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

B] FINANCIAL MANAGEMENT

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

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

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

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

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C] HUMAN RESOURCE MANAGEMENT

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

PSO HRM2: Talent Acquisition and Development: Graduates specializing in Human Resource Management for the MBA programme will be able to Apply advanced techniques and methodologies for effective talent acquisition, development, and retention, fostering a culture of continuous learning and professional growth.

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

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

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D] OPERATIONS & SUPPLY CHAIN MANAGEMENT

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

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

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

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

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E] BUSINESS ANALYTICS

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

PSO BA2: Business Intelligence and Reporting: Graduates specializing in Business Analytics for the MBA programme will be able to Demonstrate proficiency in using business intelligence tools and software to create comprehensive reports and dashboards that effectively communicate insights and support business strategies.

PSO BA3: Application of Business Analytics: Graduates specializing in Business Analytics for the MBA programme will be able to Apply business analytics methodologies to various functional areas such as marketing, finance, operations, and human resources. F] AGRI-BUSINESS MANAGEMENT

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

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F] AGRI-BUSINESS MANAGEMENT

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

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

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

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

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G] PHARMA & HEALTHCARE MANAGEMENTPSO

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

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

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

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

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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	EVALUATING The Financial Impact of The Decision.
		CREATING	Create Financial Statement of Sole Proprietor, Cost Sheet and Budgets
102	**Organizational Behaviour**	**REMEMBERING**	Describe complexities of individual and group behavior in the organizations
		UNDERSTANDING	Explain The Implications of Organizational behaviour From the Perspectives Of Employees, Managers, Leaders and The Organization.

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		APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
		ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
		EVALUATING	Formulate Approaches to Reorient Individual, Team, Managerial And Leadership Behaviour In To Achieve Organizational Goals.
		CREATING	DEVELOP strategies for challenges faced during 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.

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		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	**Basics of marketing**	**REMEMBERING**	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role 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.

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		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.).
105	**Business Analytics**	**REMEMBERING**	Recall the fundamental concepts and terminologies in business analytics.
		UNDERSTANDING	Explain the differences between business analytics and related fields (e.g., business analysis, business intelligence, data science), as well as the ethical considerations and quality of data in business analytics and key applications of business analytics.
		APPLYING	Utilize basic tools of business analytics, such as data exploration and visualization tools, to perform basic exploratory data analysis and data cleaning tasks.
		ANALYSING	Break down business problems into key questions and analyze data to derive meaningful insights for decision-making in various business domains like marketing, finance, HR, operations, health care, and agribusiness
		EVALUATING	Assess the effectiveness of different data-driven strategies and analytical techniques in improving business performance across different sectors through case studies.

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		CREATING	Design and propose data-driven solutions and strategies to address complex business challenges, integrating knowledge from marketing, finance, HR, operations, health care, and agri-business analytics
106	**Decision Science**	**REMEMBERING**	DESCRIBE the concepts and models associated with Decision Science
		UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
		APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
		ANALYSING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
		EVALUATING	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.
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

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		ANALYSING	Compare And Contact 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 EVALUATING And Explain The Same.
		CREATING	Formulate And Discuss A Basic Controlling Model In A Real Life Business, Startup And Not-For-Profit Organizational Context.
108	**Indian Knowledge Systems**	**REMEMBERING**	RECALL key teachings and themes from the Bhagavad Gita, and identify significant events and principles from the life of Shivaji Maharaj
		UNDERSTANDING	EXPLAIN the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita, and summarize Shivaji Maharaj's leadership qualities.
		APPLYING	APPLY principles of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership scenarios.
		ANALYSING	COMPARE and contrast Indian Knowledge Systems (IKS) with Western Management Theories (WMT), particularly in terms of leadership styles, decision-making frameworks, and ethical considerations

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		EVALUATING	EVALUATE the effectiveness of Jugaad innovations in various sectors and assess the impact of family and community roles in Indian business practices
		CREATING	DESIGN strategic leadership plans that integrate the principles of the Bhagavad Gita and Shivaji Maharaj's governance strategies to address contemporary organizational challenges
109	**Business Communication -I**	**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.
110		**REMEMBERING**	Recall the basic functions and features of MS Word, MS PowerPoint, and MS Excel.

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	Technology Tools in Business Management-I	**UNDERSTANDING**	Explain the purpose and use of different tools and functions in MS Word, MS PowerPoint, and MS Excel.
		APPLYING	Utilize the basic features of these tools to create business documents, presentations, and spreadsheets.
		ANALYSING	Examine the interrelationships between different tools and their applications in business scenarios
		EVALUATING	Assess the effectiveness of various formatting and data management techniques in real-world tasks.
		CREATING	Develop comprehensive business reports, presentations, and data analysis projects using the integrated features of MS Word, MS PowerPoint, and MS Excel.
111	**Environmental, Social, and Governance (ESG)**	**REMEMBERING**	Identify key concepts and terminology related to Environmental, Social, and Governance (ESG) principles.
		UNDERSTANDING	Explain the importance and impact of ESG factors on business and society.
		APPLYING	Apply ESG criteria in assessing business practices and strategies.
		ANALYSING	Analyze the role of ESG in risk management and value creation.
		EVALUATING	Evaluate the effectiveness of ESG practices in different industries.
		CREATING	Develop strategies to improve ESG performance in organizations.

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112	**Demand Analysis And Forecasting**	**REMEMBERING**	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting..
		UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.
		APPLYING	IDENTIFY the pros and cons of various forecasting methods
		ANALYSING	DECONSTRUCT a forecast into its various components
		EVALUATING	BUILD a forecast for common products and services using time-series data.
113	**Geopolitics & World Economic Systems**	**REMEMBERING**	ENUMERATE the various elements of global economic system.
		UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
		APPLYING	INDENTIFY the crucial elements of international trade laws.
		ANALYSING	ANALYSE the forces that work for and against globalization.
		EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.
114	**Contemporary Frameworks in Management**	**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

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			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.
115	**Essentials Of Psychology for Managers**	**REMEMBERING**	DEFINE the basic concepts of psychology.
		UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
		APPLYING	APPLY principles of learning and conditioning to human behavior.
		ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing
		EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception
SEM II			
201	**Marketing Management**	**REMEMBERING**	Describe The Key Terms Associated With The 4 Ps Of Marketing and Marketing Planning & Control for a real world marketing offering (commodities, goods, services, e-products/ e-services.)

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		UNDERSTANDING	DEMONSTRATE the relevance of marketing mix concepts and Planning & Control frameworks for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
		APPLYING	APPLY marketing Mix and Planning & Control decisions for a real world marketing offering (commodities, goods, services, e-products/ e- Services.)
		ANALYSING	EXAMINE marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services
		EVALUATING	EXPLAIN the interrelationships between various elements of Marketing mix and Planning & Control in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services)
		CREATING	DESIGN a Marketing Mix and Marketing Plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
202	**Financial Management**	**REMEMBERING**	Describe The Basic Concepts Related To Financial Management, Various Techniques Of Financial Statement Analysis, Working Capital, Capital Structure, Leverages And Capital Budgeting.
		UNDERSTANDING	Explain In Detail All Theoretical Concepts Throughout The Syllabus

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		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 · EVALUATING Various Project Proposals
		EVALUATING	EVALUATING Impact Of Business Decisions On Financial Statements, Working Capital, Capital Structure And Capital Budgeting Of The Firm
		CREATING	CREATE Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry – wise), Comparative Proposals using Capital Budgeting Techniques
203	**Human Resources Management**	**REMEMBERING**	Define The Role Of Human Resource Function In An Organization.
		UNDERSTANDING	Understand The Emerging Trends And Practices In HRM.
		APPLYING	UTILIZE the different methods of HRM in an organization.
		ANALYSING	EXAMINE the use of different HRM Practices in an organization.
		EVALUATING	ASSESS the outcome of different HRM functions in an organization.

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		CREATING	Design The Hr Manual And Compensation Policy Of The Organization.
204	**Operations & Supply Chain Management**	**REMEMBERING**	Define Basic Terms And Concepts Related To Production, Operations, Services, Supply Chain And Quality Management
		UNDERSTANDING	Explain The Process CharacteristicsAnd 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.
205	**Legal Aspects Of Business**	**REMEMBERING**	. DESCRIBE the key terms involved in each Act.
		UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.

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		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
206	**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

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			analysis strategies and research reports to address real-life business research problems.
207	**Desk Research (DR)**	**REMEMBERING**	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant industry
		UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real-world business organization and the relevant industry
		APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on a real world business organization and the relevant industry
		ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry
		EVALUATING	. COMPOSE a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain.
		CREATING	MAGINE the key challenges and opportunities for a real-world business organization and the relevant industry in the immediate future (1 to 3 years).

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208	**Field Project (FP)**	**REMEMBERING**	Recall and list key management concepts and frameworks relevant to their specialization specific field project.
		UNDERSTANDING	Demonstrate an understanding of the specific management theories and frameworks to real-world business issues.
		APPLYING	Apply theoretical knowledge to practical situations in their chosen field of specialization and demonstrate data driven decision making approach.
		ANALYSING	Analyze quantitative and qualitative data collected from the field to identify patterns, trends, and insights relevant to their specialization.
		EVALUATING	Evaluate the effectiveness of different management strategies and approaches by comparing their field project findings with existing literature and industry practices from the respective specialization / domain.
		CREATING	Create a comprehensive field project report and presentation that integrates their findings, analysis, and recommendations, demonstrating a professional and result-oriented approach
209	**Business Communication**	**REMEMBERING**	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
		UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.

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		APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
		ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
		EVALUATING	COMPOSE variety of letters, notices, memos and circulars.
210	**Technology Tools in Business Management-II**	**REMEMBERING**	Recall advanced functions and features of Excel, Power BI, Tableau, Chat GPT, and other emerging tools.
		UNDERSTANDING	Explain the advanced functionalities and applications of these tools in business contexts.
		APPLYING	Utilize advanced features to perform complex data analysis, create interactive dashboards, and develop AI-driven solutions.
		ANALYSING	Examine the integration and application of advanced tools in real-world business scenarios
		EVALUATING	Assess the effectiveness and efficiency of using advanced tools for business intelligence and decision-making.
		CREATING	Develop sophisticated business intelligence projects, interactive dashboards, and AI-driven solutions using advanced tools
211	**Sustainable Development Goals (SDG)**	**REMEMBERING**	Recall the 17 Sustainable Development Goals (SDGs) set by the United Nations.
		UNDERSTANDING	Explain the significance and objectives of each SDG.

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		APPLYING	Apply the concepts of sustainable development to real-world scenarios.
		ANALYSING	Analyse the interconnections and interdependencies among different SDGs.
		EVALUATING	Evaluate the progress and challenges in achieving the SDGs at local, national, and global levels.
		CREATING	Develop strategies and action plans to contribute to the achievement of the SDGs.
212	**Selling & Negotiations Skills Lab**	**REMEMBERING**	DESCRIBE the various selling situations and selling types.
		UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
		APPLYING	IDENTIFY the key individuals involved in a real-world sales process for a real-world product/ service / e-product / e-service.
		ANALYSING	FORMULATE a sales script for a real-world sales call for a product/ service / e-product / e-service.
		EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service
		CREATING	DEVELOP a sales proposal for a real-world product/ service / e-product / e service and for a real-world selling situation.
213	**Indian Economy**	**REMEMBERING**	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
		UNDERSTANDING	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.

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		APPLYING	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
		ANALYSING	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
		EVALUATING	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.
		CREATING	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy
214	**International Business Environment**	**Remembering**	Recall and Describe the key concepts of international Business Environment
		Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
		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.

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215	**Business Ethics**	**REMEMBERING**	Recall the fundamental concepts and principles of business ethics.
		UNDERSTANDING	Explain the importance of ethical behavior in business and its impact on stakeholders
		APPLYING	Apply ethical theories and frameworks to real-world business situations.
		ANALYSING	Analyse ethical dilemmas and conflicts of interest in business practices.
		EVALUATING	Evaluate the role of corporate governance and corporate social responsibility in promoting ethical business practices.
		CREATING	Develop strategies to foster an ethical culture within an organization.

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