



Department of Master of Business Administration

Academic Year 2020-21

Course: MBAH011 – Management Process/ Total No. of students – 49 / 1st Year, 1st Semester

Course Prerequisite: None

Course Objectives

1. To gain a comprehensive understanding on fundamentals of management, social responsibilities and managerial skills needed at all levels.
2. To enhance planning and decision-making skills by learning how to analyze complex situations, evaluate options that align with organizational goals and objectives
3. To develop effective organization structure and to identify the technological impact on organizational design and aid strategy formulation
4. To explore the methods and tools to optimize controlling process and improve efficiency
5. To compare various management styles and approaches and learn the best management practices across the world

COs	Upon successful completion of the course, students will be able to	Level
CO1	Understand the nature of management, social responsibility of business and skills needed by managers at all levels.	L2
CO2	Analyze about planning process and various decision making techniques.	L3
CO3	Demonstrate corporate structure, technological impact on organization and how to prioritize activities	L2
CO4	Apply the controlling techniques and quality	L3
CO5	Have clear idea of complexities associated with different management styles and approaches	L2



Department of Master of Business Administration

PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	1	2	1	3	3	-	-	-	-	-	-	-	1	2	-	-	-
CO2	1	2	2	2	1	-	-	-	-	-	-	-	3	2	-	-	-
CO3	3	3	3	3	2	-	-	1	-	-	1	-	2	2	-	2	-
CO4	1	3	3	2	2	-	-	1	-	-	-	1	2	2	-	-	-
CO5	2	1	1	2	2	-	-	-	-	-	-	1	2	2	-	-	-
Avg	1.6	2.2	2	2.4	2.4	-	-	-	-	-	-	-	2.4	2	-	-	-



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Course: MBAH012 - Organizational Behavior / Total No. of students - 49 / 1st Year, 1st Semester

Course Prerequisite: None

Course Objectives

1. To understand and appreciate the fact that why & how of human behavior in organizations is critical for its success
2. To understand and work on social entity reality of an organization effectively
3. To orient the managers-to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric
4. To understand why people, behave the way they do in organizations both as individuals and in groups
5. To apply their understanding in the dynamics of the workplace

COs	Upon successful completion of the course, students will be able to	Level
CO 1	Understand and appreciate the fact that why & how of human behavior in organizations is critical for its success	L2
CO 2	Understand and work on social entity reality of an organization effectively	L2
CO 3	Develop people skills to make and run the work-place effective, innovative and stake-holder centric	L6
CO 4	Understand why people, behave the way they do in organizations both as individuals and in groups	L2
CO 5	Have clear idea on effectively implementing and executing chosen strategies.	L3



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Department of Master of Business Administration

PO and PSO Overview

Program Outcomes	
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PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
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CO2	1	2	2	2	3	-	-	-	-	-	-	-	3	2	-	-	-
CO3	3	3	3	3	2	-	-	-	-	-	-	-	2	2	-	-	-
CO4	2	3	3	2	2	-	-	-	-	-	-	-	2	2	-	-	-
CO5	2	2	2	2	2	-	-	-	-	-	-	-	2	2	-	-	-
Avg	1.8	2.6	2.6	2.4	2.4	-	-	-	-	-	-	-	2.4	2	-	-	-



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Course: MBAH013 - Managerial Economics / Total No. of students - 49 / 1st year, 1st Semester

Course Prerequisite: None

Course Objectives

1. To explore knowledge on basic concepts of Economics
2. To provide a basic foundation on concepts and principles of Macroeconomics, Micro Economics and managerial economics.
3. To demonstrate the application of economic theory to business decision-making.
4. To create confidence in students to start up their individual business and enable them to know the rules and regulations for starting a firm.
5. To educate students on oppression and mismanagement and the formalities to be followed at the time of winding up of the company.

COs	Upon successful completion of the course, students will be able to	Level
CO 1	Knowing the general foundation of Managerial Economics and thoughts in management decision making	L1
CO 2	Understanding pricing under different market situations and its background	L2
CO 3	Knowing the cost theories in economic decision making and economic life of assets	L1
CO 4	Analyzing global recession and handling the Micro and Macro Business Environment	L4
CO 5	Understanding National Income and Methods of Estimating National Income	L2



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Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design / Development of Solution	Scanning & Solution to Complex Problems	Modern Concepts & Usage	Business & Society	Environment & Sustainability	Professional Ethics	Individual and Teamwork	Communication	Project Management and Finance	Continuous Learning	Ethical Decision Making	Entrepreneurial Excellence	Global Business Awareness	Business Data Analysis	Leadership and Team Management
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CO2	1	3	3	-	2	-	2	1	-	1	-	-	-	-	3	-	-
CO3	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	3	-
CO4	3	1	3	2	-	-	1	-	-	-	1	-	-	-	3	-	-
CO5	3	-	-	-	-	3	-	-	-	-	2	-	-	-	1	1	-
Avg	1.4	1.2	1.2	0.8	0.4	0.6	0.6	0.2	0	0.2	1.2	0.2	0.6	0.2	1.2	0.6	0



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Course: MBAH014 - Accounting for Managers / Total No. of students - 49 / 1st Year, 1st Semester

Course Prerequisite: None

Course Objectives

1. Gain a comprehensive understanding of the principles, concepts, and conventions that form the foundation of accounting.
2. Learn to prepare final accounts, including Trading, Profit and Loss Account, and Balance Sheet, ensuring adherence to accounting standards.
3. Acquire knowledge of financial analysis techniques, including ratio analysis, funds flow analysis, and cash flow analysis
4. Understand and apply tools like marginal costing, cost-volume-profit analysis, breakeven analysis, and profit planning in decision-making processes.
5. Gain insights into the concept of cost, cost accounting objectives, cost sheet preparation, classification of costs, and methods and techniques of costing

COs	Upon successful completion of the course, students will be able to	LEVEL
CO 1	Demonstrate a thorough understanding of fundamental accounting concepts, principles, and conventions.	L2
CO 2	Prepare comprehensive financial statements, including Trading, Profit and Loss Account, and Balance Sheet, adhering to accounting standards.	L1
CO 3	Differentiate between various types of expenditures (capital, revenue, deferred) and manage depreciation effectively.	L4
CO 4	Apply decision-making tools like marginal costing, cost-volume-profit analysis, and breakeven analysis to make informed business decisions.	L3
CO 5	Apply various financial analysis techniques, such as ratio analysis, funds flow analysis, and cash flow analysis, to interpret and assess the financial health of an organization.	L3



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CO2	-	-	-	-	1	1	-	1	-	-	3	-	3	-	1	1	-
CO3	-	-	-	-	-	1	-	-	-	-	2	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	3	3	-	-	-	-	3
CO5	1	-	1	1	-	-	-	-	1	1	3	-	3	-	-	2	1
Avg	0.4	-	0.2	0.2	0.4	0.4	-	0.2	0.2	0.4	2.8	1.2	1.4	-	0.2	0.8	0.8



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Course: MBAH015 – Business Law / Total No. of students – 49 / 1st Year, 1st Semester

Course Prerequisite: None

Course Objectives

1. To explore knowledge on basic law required for our survival in society and to acquire knowledge on the law of contract and breach of contract.
2. To help the student to acquire knowledge on partnership, insurance, and buyer and seller rights at the time of sale of goods.
3. To conscious the students about the usage of negotiable instruments.
4. To create confidence among the students to start up their business and enable them to know the rules and regulations for starting a firm.
5. To educate students about the Consumer Protection Act and the Goods and Services Act.

COs	Upon successful completion of the course, students will be able to	Level
CO 1	Students know the remedial measures and consequences in case of breach of agreement and the competent parties to the agreement.	L2
CO 2	Business Law helps the students to understand the minimum rules and regulations to start a partnership firm.	L2
CO 3	Students will be given an outline about using cheques and other negotiable instruments.	L2
CO 4	Students are capable of starting their own business and they know well the consequences of misstatement and default in the company.	L2
CO 5	The study explains the appeals and remedies for consumers and an outline about GST.	L3



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CO2	-	-	3	-	-	3	-	-	-	-	-	-	3	2	2	-	-
CO3	-	2	-	-	2	-	-	-	-	-	-	-	-	-	2	-	-
CO4	3	-	-	-	-	-	2	3	-	-	-	-	3	-	1	2	2
CO5	-	-	-	-	-	3	2	-	-	-	-	2	2	-	-	-	2
Avg	0.6	0.4	1.2	0	0.4	1.8	0.8	1	0	0	0	0.4	2.2	0.8	1	0.4	1.4



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Course: MBAH016 – Business Environment / Total No. of students – 49 / 1st Year, 1st Semester

Course Prerequisite: None

Course Objectives

1. To analyze the Impact of External and Internal Economic Environments
2. To examine the Effects of Liberalization, Privatization, and Globalization
3. To understand the Political and Legal Environment
4. To evaluate the Socio-Cultural Environment
5. To assess the Technological and Global Environments

COs	Upon successful completion of the course, students will be able to	Level
CO 1	analyze the Impact of External and Internal Economic Environments	L4
CO 2	examine the Effects of Liberalization, Privatization, and Globalization	L2
CO 3	understand the Political and Legal Environment	L2
CO 4	evaluate the Socio-Cultural Environment	L3
CO 5	assess the Technological and Global Environments	L3



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CO2	1	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-	-
CO3	1	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-
CO4	1	-	-	-	-	1	-	-	-	-	-	-	-	-	1	-	-
CO5	1	-	-	-	2	1	-	-	-	-	-	-	-	-	1	1	-
Avg	1	0.4	0.2	0.4	0.4	0.8	0.4	-	-	-	-	-	-	-	0.8	0.2	-



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Course: MBAH020 - Financial Management / Total No. of students - 49 / 1st Year, 2nd Semester

Course Prerequisite: None

Course Objectives

1. Introduction to tools and techniques used in financial management, including financial forecasting. Analyzing and interpreting financial statements to make informed decisions.
2. Identifying various sources of finance for businesses. Understanding convertible debentures as a financing option. Exploring bridge financing and the concept of loan syndication.
3. Examining different patterns observed in capital structures. Identifying the ideal capital structure for businesses.
4. Understanding the concept and importance of working capital. Understanding the process of projecting working capital needs
5. Identifying key characteristics of capital budgeting decisions. Outlining the steps involved in the capital budgeting process.

COs	Upon successful completion of the course, students will be able to	LEVEL
CO 1	Gain a comprehensive understanding of financial management, its objectives, and the scope of its functions.	L2
CO 2	Gain insight into the types and significance of leverage, along with the risk-return trade-off.	L2
CO 3	Comprehend the concept of cost of capital, its importance, and methods for its determination.	L4
CO 4	Acquire expertise in working capital management, including projection, asset policies, and risk-return considerations.	L3
CO 5	Gain knowledge of dividend theories, types, determination, and an understanding of the capital and money markets.	L2



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	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
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CO2	-	-	-	-	2	-	-	-	-	-	-	2	2	-	-	2	-
CO3	1	1	1	1	-	3	-	-	-	-	3	-	-	-	3	-	-
CO4	1	1	-	3	-	3	-	-	-	-	1	-	3	-	3	-	-
CO5	1	1	-	-	-	-	-	-	3	-	1	-	-	-	-	-	-
Avg	1.2	0.6	0.8	0.8	0.4	0.6	-	-	0.6	-	1.6	0.4	1.6	-	1.2	0.4	-0.6



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Course: MBAH021 – Marketing Management / Total No. of students - 49 / 1st Year, 2nd Semester

Course Prerequisite: None

Course Objectives

1. To familiarize with the basic concepts and techniques of marketing management to create customer value.
2. To develop students' ability to analyze marketing environments, and understand the influence of ethics and social responsibility on marketing practices.
3. To train the students in arming with the strategic planning process and competitive strategy formulation.
4. To know the combination of marketing mix components and the impact on buying behavior.
5. To apply marketing contexts in various specialized areas of marketing.

COs	Upon successful completion of the course, students will be able to	Level
CO 1	Be familiar with the concepts and techniques of marketing management and deliver customer value.	L2
CO 2	Be proficient in analyzing marketing environments and will understand the importance and impact of ethics and social responsibility on marketing practices.	L4
CO 3	Be skilled in the strategic planning process, and develop competitive strategies that align with organizational goals.	L6
CO 4	Know how to target and position a product in the market by having a deep understanding of the marketing mix components.	L2
CO 5	Create and maintain long-term relationships with the customer and focus on market growth by connecting marketing contexts in various specialized areas.	L6



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	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
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CO2	-	2	2	-	-	3	2	1	-	-	-	-	-	-	-	3	-
CO3	3	-	2	-	-	-	-	-	-	2	1	2	3	-	-	-	1
CO4	-	2	-	-	3	-	-	-	-	1	-	-	-	3	-	-	-
CO5	-	-	-	-	-	3	2	-	1	-	-	-	-	-	3	-	2
Avg	0.6	1.2	0.8	0	1.2	1.2	0.8	0.2	0.2	0.6	0.2	0.6	1.2	0.6	0.6	0.6	0.6



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Course: MBAH023 - Operations Management / Total No. of students - 49 / 1st Year, 2nd Semester

Course Prerequisite: None

Course Objectives

1. To develop a comprehensive understanding of the fundamental concepts and techniques in Operations Management.
2. To apply Operations Management principles to enhance operational productivity within various organizational settings.
3. To equip students with the skills to make informed decisions regarding process planning, capacity planning, and facility layout.
4. To provide knowledge on effective inventory control, scheduling techniques, and aggregate planning strategies.
5. To introduce quality control methods and maintenance planning strategies to ensure operational efficiency and reliability

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Demonstrate a systematic understanding of different production systems and their respective efficiencies.	L2
CO 2	Be proficient in designing efficient processes and layouts, and will be capable of performing break-even analysis for facility location decisions.	L6
CO 3	Use various forecasting models and capacity planning techniques to predict and manage demand effectively.	L3
CO 4	Gain expertise in inventory control models and scheduling rules, optimizing production timelines and resource utilization.	L6
CO 5	Adept at implementing quality control techniques and maintenance strategies, enhancing the reliability and overall quality of operations within an organization.	L3



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(Approved by AICTE and Affiliated to Pondicherry University)

(Accredited with 'A' Grade by NAAC)

(Sponsored by Sri Balaji Educational and Charitable Public Trust)

Pondy - Cuddalore Main Road, Kirumampakkam, Puducherry - 607 403.

Department of Master of Business Administration

PO PSO Overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	-	2	3	-	3	-	2	-	2	-	-	2	2	-	1	2
CO2	-	3	-	-	-	-	2	2	-	1	-	2	-	2	-	-	-
CO3	-	-	2	-	2	3	-	-	2	-	-	-	2	-	2	-	2
CO4	2	3	-	3	1	-	2	-	1	1	-	2	-	2	-	-	-
CO5	-	1	-	-	2	2	-	-	2	-	2	-	2	-	2	2	-
Avg	0.8	1.4	0.8	1.2	1	1.6	0.8	0.8	1	0.8	0.4	0.8	1.2	1.2	0.8	0.6	0.8



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Department of Master of Business Administration

Course: MBAH023 -Human Resource Management / Total No. of students - 49 / 1st Year, 2nd Semester

Course Prerequisite: None

Course Objectives

1. To provide students with a comprehensive understanding of people management, functions of HR and role of government
2. To familiarize students with the fundamental concepts and practices of Human Resource Planning (HRP) and Selection, emphasizing the strategic importance of aligning workforce capabilities with organizational goals.
3. To explore the processes and strategies involved in personnel development and retirement planning, emphasizing continuous learning, career progression, and effective succession planning.
4. To examine the principles and practices of financial compensation, productivity enhancement, and morale management, fostering a balanced approach to motivating and retaining employees.
5. To explore the dynamics of labor relations, conflict management, and the legal framework governing employer-employee interactions, promoting effective communication and negotiation skills.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Analyze and evaluate the functioning of people management and role of government in MNC and personnel environment	L4
CO 2	Understand role of HRIS, manpower planning and analyze HRM issues specific to outsourcing strategies and multinational corporations	L2
CO 3	Design and implement T&D programs, career development plan and understand retirement and separation process.	L6
CO 4	Analyze factors influencing productivity, employee morale, and motivation in the workplace and apply job evaluation to determine compensation	L4
CO 5	Explain the roles of trade unions, apply conflict resolution, discipline strategies to manage disputes	L2



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
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PO03	Design/development of solutions
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PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and team work	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	-	-	1	1	-	-	1	-	3	-	3	-	2	-	2
CO2	2	-	-	-	2	3	3	-	-	2	1	-	2	-	-	2	-
CO3	2	-	-	-	2	3	-	1	-	-	2	-	2	-	3	2	-
CO4	1	-	-	-	2	-	-	2	-	1	1	-	1	1	-	-	1
CO5	-	1	-	2	-	-	-	-	-	3	1	-	-	-	-	2	-
Avg	1.4	0.6	-	0.4	1.4	1.4	0.6	0.6	0.2	1.2	1.6	-	1.6	0.2	1	1.2	0.6



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Course: MBAH025 - Research Methodology / Total No. of students - 49 / 1st year, 2nd Semester

Course Prerequisite: None

Course Objectives

1. To equip the students with the basic understanding of the research methodology
2. To provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.
3. To impart knowledge in data collection and research tools to efficiently complete their business research.
4. To provide the statistical concepts of primary and secondary data and its collection methods
5. To make understand the method of preparing statistical reports in business organization

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Display proficiencies and understanding on the key knowledge area of research and its methodologies	L2
CO 2	Acquire the skills to explore appropriate research problems and parameters	L3
CO 3	Evaluate research problems and various research designs	L5
CO 4	Formulate hypotheses and develop statistical models	L5
CO 5	Develop proficiency in using SPSS, R Programming for Data analysis	L3



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PO and PSO overview

Program Outcomes	
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PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

CO/PO	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
CO 1	3	-	-	-	2	-	-	2	-	-	-	-	-	-	-	2	-
CO 2	-	3	-	-	-	2	2	-	-	3	-	-	2	-	-	-	-
CO 3	-	3	3	-	-	-	-	-	-	-	-	-	-	-	-	1	1
CO 4	-	2	3	2	-	1	-	-	-	2	-	-	-	-	-	1	-
CO 5	3	2	-	-	-	2	-	3	-	2	2	-	-	-	-	-	3
Avg.	1.2	2	1.2	0.4	0.4	1	0.4	1	0	1.4	0.4	0	0.4	0	0	0.8	0.8



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Course: MBAH026 – Management Information Systems / Total No. of students - 49 / 1st year, 2nd Semester

Course Prerequisite: None

Course Objectives

1. To understand the Foundations of Information Systems in Business
2. To leverage Information Technology for Strategic Advantage
3. To explore Telecommunications and e-Business Systems
4. To implement and Manage Enterprise and Decision Support Systems
5. To address Security, Ethical, and Global IT Management Challenges

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Understand the Foundations of Information Systems in Business	L2
CO 2	Leverage Information Technology for Strategic Advantage	L3
CO 3	Explore Telecommunications and e-Business Systems	L3
CO 4	Implement and Manage Enterprise and Decision Support Systems	L5
CO 5	Address Security, Ethical, and Global IT Management Challenges	L3



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design / Development of Solution	Scanning & Solution to Complex Problems	Modern Concepts & Usage	Business & Society	Environment & Sustainability	Professional Ethics	Individual and Teamwork	Communication	Project Management and Finance	Continuous Learning	Ethical Decision Making	Entrepreneurial Excellence	Global Business Awareness	Business Data Analysis	Leadership and Team Management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO2	-	-	1	1	2	1	-	-	-	-	-	-	-	-	1	1	-
CO3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-
CO4	-	1	1	1	-	1	-	-	-	-	-	-	-	-	-	1	-
CO5	-	1	1	1	1	-	-	-	-	-	-	-	3	-	3	-	-
Avg	0	0.4	0.6	0.6	0.6	0.4	0	0	0	0.4	0	0	0.6	0	0.8	0.4	0



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Course: MBAH031 - Strategic Management / Total No. of students - 54 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. To introduce students to the fundamental concepts and theories of strategic management.
2. To enable students to understand business vision models, objectives, goals, policies and strategies.
3. To guide the students to assess the external business environment.
4. To instruct students on various competitive strategies, strategic alliances and collaborative partnerships.
5. To incorporate prospective ways to implement strategies and address risks if any.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Demonstrate a deep understanding of key strategic management concepts	L2
CO 2	Involve in strategic planning, setting up goals, vision and mission.	L6
CO 3	Develop the ability to analyze environmental factors.	L6
CO 4	Have enhanced knowledge on competitive strategies and collaborative partnerships.	L2
CO 5	Have clear idea on effectively implementing and executing chosen strategies.	L3



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
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PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Effective Leadership	Proactive Leadership	Fluent Communication	Stakeholder Relations	Continuous Development	Training Importance	Research Focus	Creative Thinking	Ethical Culture	Ethical Priority	Practical Application	Scientific Thinking	Leadership Ability	Stakeholder Interaction	Employee Training	Ethical Research	Scientific Decision-Making
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PO 12	PSO1	PSO2	PSO3	PSO4	PSO5
C01	2	1	2	1	2	2	2	-	-	2	1	2	2	2	-	2	2
C02	2	3	3	3	2	1	2	-	-	-	3	2	3	2	-	2	3
C03	1	2	3	3	3	1	2	-	-	-	2	2	3	1	-	3	3
C04	1	1	2	2	2	1	2	-	-	-	2	2	2	1	-	2	2
C05	2	2	3	2	3	2	3	-	-	-	3	3	3	2	-	3	3
Avg	1.6	1.8	2.6	2.2	2.4	1.4	2.2	-	-	0.4	2.2	2.2	2.6	1.6	-	2.4	2.6



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Course: MBAH032 - Project Management / Total No. of students - 54 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. Develop a solid understanding of fundamental concepts and principles of project management.
2. Apply project management principles to real-world scenarios, enhancing practical problem-solving skills.
3. Equip students with the ability to conduct comprehensive feasibility studies for projects.
4. Develop skills to prepare effective and persuasive business proposals.
5. Train students to achieve excellence in planning, executing, and closing projects.

COs	Upon successful completion of the course, students will be able to	Level
CO 1	Demonstrate a thorough understanding of fundamental project management principles and concepts.	L2
CO 2	Describe and explain the stages of the project management life cycle, from initiation to closure.	L2
CO 3	Understand and conduct feasibility studies, considering various aspects such as demand forecasting and technology transfer.	L2
CO 4	Analyze and evaluate the cost of capital using different models and estimate project costs effectively.	L4
CO 5	Demonstrate ethical considerations in project management, particularly in dealing with public alternatives.	L2



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
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PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	2	1	2	1	2	2	2	-	-	2	1	2	2	2	-	2	2
CO2	2	3	3	3	2	1	2	-	-	-	3	2	3	2	-	2	3
CO3	1	2	3	3	3	1	2	-	-	-	2	2	3	1	-	3	3
CO4	1	1	2	2	2	1	2	-	-	-	2	2	2	1	-	2	2
CO5	2	2	3	2	3	2	3	-	-	-	3	3	3	2	-	3	3
Avg	1.6	1.8	2.6	2.2	2.4	1.4	2.2	-	-	0.4	2.2	2.2	2.6	1.6	-	2.4	2.6



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Course: MBAH033 / Quality Management / Total No. of students - 54 / 2nd year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. To understand the historical development of quality control and its significance in contemporary business environments.
2. To analyze the impact of quality on business performance and competitiveness.
3. To explore the functions of Human Resource Management (HRM) and their relevance in encouraging a quality-driven organizational culture.
4. To investigate various training methods and their role in enhancing employee skills and engagement.
5. To know the various ISO 9000 series and ISO 9000:2000 standards for quality management.

COs	Upon successful completion of the course, students will be able to	Level
CO 1	Understand quality history, guru contributions, leadership, and product-service quality distinctions for effective management. (Comprehension)	L2
CO 2	Develop, deploy quality strategies, and align policies for a quality-focused approach to organizational success.(Synthesis)	L5
CO 3	Foster a customer-centric culture, enhance satisfaction, and retain customers for organizational profitability. (Application)	L3
CO 4	Apply Six Sigma, benchmarking, and BPR to drive continuous improvement and achieve organizational excellence. (Application)	L3
CO 5	Learn ISO 9000 standards and quality management for compliance and performance improvement. (Knowledge)	L1



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PO and PSO overview

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Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

CO\PO	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
CO 1	3	-	-	3	1	-	1	-	-	-	-	-	-	-	-	2	-
CO 2	2	1	3	1	-	1	2	1	-	-	-	-	-	-	-	-	-
CO 3	1	1	2	-	1	1	-	-	1	-	-	-	1	-	-	2	-
CO 4	-	3	2	2	-	1	1	-	-	-	2	2	-	-	-	-	-
CO 5	-	2	2	-	-	-	-	-	2	1	-	-	-	-	-	-	-
Avg.	1.2	1.4	1.8	1.2	0.4	0.6	0.8	0.2	0.6	0.2	0.4	0.4	0.2	0	0	0.8	0



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Course: MBAH034 – Management Control Systems /Total No. of students- 54 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. To ensure the importance of MCS in linking the performance and behaviours of employees towards the organizational goal.
2. To bring into the light the students gain knowledge on various types of audits.
3. To help the student to acquire knowledge on transfer pricing, CVP Analysis and Responsibility accounting.
4. To gain knowledge on new dimensions of control.
5. To make them to understand the importance of management control system in long term growth of the organization.

COs	Upon successful completion of the course, students will be able to	Level
CO 1	Have control over goal congruence	L2
CO 2	Have confidence as it becomes a habitual tools of control in the organization and proper check over accounts maintenance	L3
CO 3	Be familiar in learning concepts like transfer pricing, responsibility accounting and budgeting concepts	L2
CO 4	Ensure effective use of scare and valuable resources in the organization	L3
CO 5	Effectively manage organization by implementing management control techniques in various parts of management	L4



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PO and PSO overview

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Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
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PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
CO1	-	-	3	-	-	3	-	2	-	-	-	-	3	2	-	-	3
CO2	-	-	3	-	-	3	-	-	-	-	-	-	3	2	2	-	-
CO3	-	2	-	-	2	-	-	-	-	-	-	-	-	-	2	-	-
CO4	3	-	-	-	-	-	2	3	-	-	-	-	3	-	1	2	2
CO5	-	-	-	-	-	3	2	-	-	-	-	2	2	-	-	-	2
Avg	0.6	0.4	1.2	-	0.4	1.8	0.8	1	-	-	-	0.4	2.2	0.8	1	0.4	1.4



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Course: MBAS208 - Industrial Relations and Labour Legislation / Total No. of students - 43 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. To provide students with a comprehensive understanding of industrial relations
2. To familiarize students with trade union, its functions and conflict resolutions
3. To understand grievance redressal mechanism and about labour organisations
4. To examine various statutory acts to be followed in organisation
5. To understand about social security acts provided by government

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Understand theories, techniques and approaches to manage Industrial Relations.	L2
CO 2	Acquire knowledge on trade union and their responsibilities	L2
CO 3	Understand grievance redressal mechanism and importance of discipline in industries.	L2
CO 4	Analyze various statutory acts followed in industries	L4
CO 5	Apply and have critical understanding on various social security acts provided by government	L3



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
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Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
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Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	-	1	-	-	1	-	-	-	-	-	3	-	-	-	-	-	2
CO2	1	1	1	1	2	-	-	-	-	-	1	-	1	1	-	-	-
CO3	-	-	-	-	1	-	-	-	2	-	1	-	-	-	3	-	-
CO4	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-	-	1
CO5	-	-	-	-	1	-	-	-	2	-	1	2	-	1	-	2	-
Avg	0.2	0.4	0.2	0.2	1.2	-	-	-	0.8	-	1.4	0.4	0.2	0.4	0.6	0.4	0.6



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Course: MBAS215 - Training and Development / Total No. of students - 43 / 2nd year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. To appreciate the significances of training and development and in-depth understanding of the role of Training in the HRD
2. To expose to the HRD practices in organizations
3. Understanding the various methods of training and development given in the organisation.
4. To provide an in-depth understanding of management Development.
5. To understand HR reports and expose to the HRD practices in organisation

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Analyse appropriate internal and external training and development methods in organisation. (Analyze)	L4
CO 2	Understanding the domains learning and implications of various training methods and Analyse the need for training in India(Comprehension)	L2
CO 3	Development of competency by learning training methods, Acquiring the skill in on-the-job training and off-the-job training (Application)	L3
CO 4	Develop the competencies in Management development programmes (Synthesis)	L5
CO 5	Understanding in Career planning and Management (Comprehension)	L2



Department of Master of Business Administration

PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

CO\PO	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
CO 1	-	3	3	2	2	1	-	1	1	2	-	2	-	-	-	2	1
CO 2	-	3	3	1	-	-	-	-	-	-	-	-	1	-	-	1	1
CO 3	-	1	1	-	-	-	-	-	-	2	-	3	2	-	-	-	-
CO 4	1	2	3	2	-	2	2	-	-	3	-	2	-	-	-	-	3
CO 5	3	2	-	2	1	1	-	-	-	-	-	1	-	-	-	-	-
Avg.	0.8	2.2	2	1.4	0.6	0.8	0.4	0.2	0.2	1.4	0	1.6	0.6	0	0	0.6	1



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Course: MBAS114 - Financial Markets and Services / Total No. of students - 31 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. Gain an overview of the financial markets in India.
2. Explore the structure and institutions in capital and money markets.
3. Analyze the investment environment and sources of investment information.
4. Learn about stock exchanges, trading practices, and the process of listing securities. Understand SEBI Act guidelines related to capital issues, pricing, insider trading, and investor protection.
5. Explore leasing, hire purchasing, factoring, venture capital, mutual funds, credit rating agencies, and depositories.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Demonstrate a comprehensive understanding of the structure and functioning of financial markets in India, including capital markets, money markets, government securities markets, foreign exchange markets, and derivative markets.	L2
CO 2	Analyze the structure and institutions in capital and money markets, including new issues, and understand the role of new issues in industrial financing.	L4
CO 3	Gain insights into the origin and emergence of securities markets in India, types of securities, investment environment, and sources of investment information.	L2
CO 4	Understand and apply SEBI Act guidelines related to capital issues, pricing, insider trading, and investor protection.	L2
CO 5	Develop problem-solving skills related to financial markets and services.	L6



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	1	-	1	-	3	-	3	-	-	-	1	-	2	1	-	2	-
CO2	-	-	1	1	2	-	1	-	-	1	2	-	2	2	-	-	-
CO3	1	-	-	1	-	-	3	-	-	-	-	1	1	1	-	1	-
CO4	-	-	3	-	-	1	2	-	-	-	3	3	-	3	-	1	-
CO5	-	-	-	1	-	1	-	-	3	-	3	3	-	-	-	-	2
Avg	0.4	-	1	0.6	1	0.4	1.8	-	-	0.2	1.8	1.4	1	1.4	-	0.8	0.4



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Course: MBAS124 – Security Analysis and Portfolio Management / Total No. of students - 31 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. To Understand the Investment Process and Risk Management
2. To Conduct Comprehensive Equity Stock Analysis
3. To Evaluate Bonds and Manage Bond Portfolios
4. To Explore Options and Futures Markets
5. To Apply Theories and Models in Portfolio Management

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Understand the Investment Process and Risk Management	L2
CO 2	Conduct Comprehensive Equity Stock Analysis	L4
CO 3	Evaluate Bonds and Manage Bond Portfolios	L3
CO 4	Explore Options and Futures Markets	L3
CO 5	Apply Theories and Models in Portfolio Management	L5

PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
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PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management



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Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design / Development of Solution	Scanning & Solution to Complex Problems	Modern Concepts & Usage	Business & Society	Environment & Sustainability	Professional Ethics	Individual and Teamwork	Communication	Project Management and Finance	Continuous Learning	Ethical Decision Making	Entrepreneurial Excellence	Global Business Awareness	Business Data Analysis	Leadership and Team Management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	-	1	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
CO2	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
Avg	0	0.6	0	0	0	0	0	0	0	0	0.4	0	0	0	0	0	0



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Course: MBAS302 - Consumer Behaviour / Total No. of students - 22 / 2nd Year, 3rd Sem

Course Prerequisite: None

Course Objectives

1. To understand the conceptual foundations of consumer buying behavior and their marketing strategies
2. To know the cultural, environmental influencing consumer behaviour and marketing implications
3. To understand how demographic variables and psychological factors influence the purchasing pattern
4. To equip the learner to apply the principles and prepare for a career in marketing and consumer durables industry
5. To familiarize students with borderless consumer markets and issues of policy and ethics and explore contemporary issues and trends in consumer behaviour

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Analyze various consumer behaviour models and explain the process of consumer decision-making and its implications for marketing strategies	L4
CO 2	Understand environmental influences on consumer behaviour and can formulate marketing strategies that align with cultural and social influences on consumer behavior	L2
CO 3	Describe psychological factors influence on consumer behaviour and how it affects the purchasing pattern	L2
CO 4	Apply segmenting, targeting and positioning markets and analyze store choice and shopping behaviour	L3
CO 5	Familiarize with global markets and assess ethical and privacy consideration in consumer interactions and marketing practices	L2



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
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PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	2	2	1	-	1	-	-	-	-	-	2	2	3	1	2	-	-
CO2	1	-	1	-	1	-	-	1	1	1	3	2	1	-	1	1	-
CO3	2	-	-	1	1	-	2	2	-	3	2	-	-	2	2	2	-
CO4	-	-	1	-	2	-	3	3	-	3	1	-	1	2	-	3	3
CO5	-	-	-	2	2	-	3	2	-	3	3	2	2	-	3	3	3
Avg	1.4	0.6	-	0.4	1.4	1.4	0.6	0.6	0.2	1.2	1.6	-	1.6	0.2	1	1.2	0.6



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Course: MBAS305 - Integrated Marketing Communication / Total No. of students - 22 / 2nd Year, 3rd Sem

Course Prerequisite: None

Course Objectives

1. To know the variety of marketing communication tools used by the advertisers and advertising agencies to persuade consumers in the market.
2. To discuss new technologies and opportunities in advertising design and layouts to increase sales and to promote products in the market.
3. To gain proficiency in copy testing methods to enhance the quality and maximize the effectiveness of internet advertising campaigns.
4. To explore the concepts of integrated marketing communications from the perspective of the consumer.
5. To understand the rationale and various types of sales promotions, and manage brand equity, and learn how to effectively link advertising and sales promotion to enhance brand standing.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Analyze the shared association between advertisers and advertising agencies and recognize their respective roles.	L4
CO 2	Visualize and create effective advertising layouts, incorporating principles of verbal and visual thinking.	L6
CO 3	Familiar with copy testing methods to enhance the quality and utilize internet advertising effectively for optimal performance.	L2
CO 4	Understand and apply principles of integrated marketing communication for image building.	L2
CO 5	Develop sales promotion strategies from the consumer's point of view and reinforce them to repeat purchase.	L6



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
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PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

CO mapping with PO and PSO

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	-	3	-	-	-	2	-	-	-	2	-	-	2	-	-	3	-
CO2	-	-	3	-	2	-	-	-	-	3	-	-	2	-	-	3	1
CO3	-	-	-	3	3	-	-	-	-	-	-	2	2	-	2	3	1
CO4	2	-	-	-	-	-	2	-	-	3	-	-	-	1	-	-	2
CO5	3	-	-	-	-	3	-	-	-	-	2	-	-	-	-	2	2
Avg	1	0.6	0.6	0.6	1	1	0.4	0	0	1.6	0.4	0.4	1.2	0.2	0.4	2.2	1.2



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Course: MBAS502 – Database Management System / Total No. of students – 7 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. Introduce the concept of databases and database management systems (DBMS) including conventional file processing systems and the advantages of using DBMS.
2. Provide a comprehensive understanding of various data models and guide students through the steps of database design, normalization, and data analysis.
3. Equip students with practical knowledge to map conceptual data models into different database models and understand implementation design guidelines and database system specifics.
4. Master specific database management systems, including hierarchical and network DBMS, and relational DBMS, with a focus on their design
5. Administer functions of database administration, including security mechanisms, concurrency control, and database recovery techniques to ensure data integrity and system reliability.

COs	Upon successful completion of the course, students will be able to	Level
CO1	Understand database systems, including their components, advantages over conventional file processing systems, and various data structures used in databases.	L2
CO2	Analyze and apply different data models and execute the database design process, including normalization up to the third normal form and data volume and usage analysis.	L4
CO3	Implement conceptual data models to hierarchical, network, and relational models, and follow program design guidelines for successful implementation of database systems.	L6
CO4	Utilize specific database management systems, such as hierarchical and network DBMS, and relational DBMS, applying their DDL and DML commands to design and manipulate databases.	L3
CO5	Apply database administration functions, implement security mechanisms, manage concurrency control issues, and perform database recovery operations to ensure data protection and system resilience.	L3



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
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PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	-	1	1	-	2	-	-	-	-	-	-	1	-	1	1	2	-
CO2	-	-	1	1	-	-	-	1	-	-	-	-	1	-	1	-	-
CO3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	1	-	2	1	-	-	-	-	-	1	-	-	-	1	-	-
CO5	-	-	2	-	-	-	-	-	-	-	-	-	-	1	-	-	-
Avg	-	0.4	0.8	0.6	0.6	-	-	0.2	-	-	0.2	0.2	0.2	0.4	0.6	0.4	-



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Course: MBAS508 – System Analysis and Design /Total No. of students - 7 /2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. Understand the Role and Scope of Systems Analysis and Design
2. Learn Structured Development Methodologies
3. Utilize Computer-Aided Systems Tools
4. Design Effective Inputs and Interfaces
5. Manage Systems Implementation and Evaluation

COs	Upon successful completion of this course, students will be able to	Level
CO1	Understand the Role and Scope of Systems Analysis and Design	L4
CO2	Learn Structured Development Methodologies	L2
CO3	Utilize Computer-Aided Systems Tools	L2
CO4	Design Effective Inputs and Interfaces	L3
CO5	Manage Systems Implementation and Evaluation	L2

PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
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PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management



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Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design / Development of Solution	Scanning & Solution to Complex Problems	Modern Concepts & Usage	Business & Society	Environment & Sustainability	Professional Ethics	Individual and Teamwork	Communication	Project Management and Finance	Continuous Learning	Ethical Decision Making	Entrepreneurial Excellence	Global Business Awareness	Business Data Analysis	Leadership and Team Management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	-	-	1	-	1	-	-	-	-	-	1	-	-	-	-	1	-
CO2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	1	-	1	-	-	-	1	-	-	-	-	-	-	1	-
CO4	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Avg	0	0	0.4	0	0.6	0	0	0	0.2	0	0.2	0	0	0	0	0.6	0.2



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Course: MBAS403 – Advanced Production Management / Total No. of students – 5 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

6. Equip students with advanced techniques in forecasting, production systems, and logistics using tools such as multiple regression, matrix methods, and mathematical modeling.
7. Train students to diagnose complex production and logistics problems, analyze situations using case studies.
8. Provide in-depth understanding and application of various scheduling techniques including branch and mathematical models to optimize production scheduling and inventory management.
9. Familiarize students with concepts and practical applications of modern production systems.
10. Equip students with knowledge and skills to manage inventory using probabilistic and deterministic models, and to understand and apply maintenance management techniques including simulation and vendor rating.

COs	Upon successful completion of the course, students will be able to	Level
CO1	Understand multiple regression and matrix methods to forecast production requirements and analyze advanced production systems.	L2
CO2	Analyze and apply Minimax location problem analysis, computerized layout techniques (ALDEP, CRAFT), and group technology.	L4
CO3	Develop and apply mathematical models and algorithms for aggregate planning, master scheduling, and single machine scheduling.	L6
CO4	understand and apply replacement analysis, including distinctions between breakdown and preventive maintenance, and use simulation and AHP for maintenance management and vendor rating.	L3
CO5	design and apply single sampling plans using nomograms and other statistical methods to manage inventory effectively	L3



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
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PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	2	2	1	-	-	-	-	-	-	-	-	1	1	-	-	-
CO2	-	3	3	2	1	-	-	-	-	-	-	-	1	-	-	-	-
CO3	-	2	2	1	-	-	-	-	-	-	-	-	-	1	-	1	-
CO4	-	1	1	3	1	-	-	-	-	-	-	-	1	-	-	1	-
CO5	-	2	2	2	-	-	-	-	-	-	-	-	2	-	-	-	1
Avg	0.2	2	2	1.8	0.4	-	-	-	-	-	-	-	1	0.4	-	0.4	0.2




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Course: MBAS410 – Supply Chain Management / Total No. of students - 5 / 2nd Year, 3rd Semester

Course Prerequisite: None

Course Objectives

1. Develop a comprehensive understanding of supply chain management principles, including inventory management, risk pooling, and network planning.
2. Equip students with the skills to evaluate and integrate information across the supply chain, design effective distribution strategies, and understand the role of supply contracts and value of information.
3. Provide insights into strategic alliances, procurement and outsourcing strategies, and global logistics, focusing on managing risks and optimizing global supply chains.
4. Enable students to design coordinated product and supply chain strategies that enhance customer value, including the use of smart pricing techniques.
5. Explore the impact of information technology on supply chain processes, understand technology standards, and address local issues affecting supply chain management.

Cos	Upon successful completion of the course, students will be able to	Level
CO1	Understand supply chain management concepts, including inventory management, risk pooling, network planning, and supply contracts, and apply these concepts to optimize supply chain performance..	L2
CO2	Evaluate and integrate information systems within the supply chain, design effective distribution strategies, and understand the implications of supply contracts on supply chain efficiency.	L5
CO3	Assess strategic alliances, procurement and outsourcing strategies, and global logistics plans while managing associated risks in a global supply chain context.	L5
CO4	Design and implement coordinated product and supply chain strategies that enhance customer value, applying smart pricing techniques to optimize profitability and competitive advantage.	L6
CO5	Analyze the role of information technology in streamlining business processes, understand technology standards, and address local issues impacting supply chain management.	L4



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
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PO06	Business and Society
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PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	-	1	-	1	-	-	-	-	-	-	-	-	1	-	1	-	-
CO2	-	-	2	1	-	1	-	-	-	-	-	-	1	-	-	1	-
CO3	-	1	1	-	-	-	-	-	-	-	-	1	-	-	3	-	-
CO4	-	1	-	-	2	-	-	-	-	-	-	-	-	1	-	1	-
CO5	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1	-	-
Avg	-	0.6	0.8	0.4	0.4	0.2	-	-	-	-	-	0.2	0.4	0.2	1	0.4	-



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Department of Master of Business Administration

Course: MBAH041 - Public Systems Management / Total No. of students - 54 / 2nd Year, 4th Sem

Course Prerequisite: None

Course Objectives

1. To provide students with a comprehensive understanding of the meaning, definition, scope, and significance of public systems.
2. To familiarize students with the processes involved in public policy formation, implementation, and evaluation.
3. To explore the civil services, training, bureaucracy, and work culture of public sector employees.
4. To examine issues related to inclusive growth, development, privatization, public-private partnerships, and networking with various sectors for service delivery.
5. To understand the importance of grievance redressal, citizen care services, and the role of media in society.
6. To highlight the significance of systemic issues, corruption, and societal problems.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Analyze and evaluate the functioning of public systems at various levels.	L4
CO 2	Gain the ability to critically assess and contribute to the development and analysis of public policies.	L3
CO 3	Develop insights into the functioning of government administration, including proactive regulation, citizen-friendly services, and transparency and accountability measures.	L3
CO 4	Analyze and propose alternative forms of institutional arrangements for effective service delivery, considering the ideologies and challenges involved.	L4
CO 5	Design and evaluate effective grievance redressal mechanisms using multiple media channels	L5
CO6	Develop a critical understanding of the impact of systemic issues on society and explore strategies for addressing problems such as corruption, poverty, and regionalism.	L4



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design / Development of Solution	Scanning & Solution to Complex Problems	Modern Concepts & Usage	Business & Society	Environment & Sustainability	Professional Ethics	Individual and Teamwork	Communication	Project Management and Finance	Continuous Learning	Ethical Decision Making	Entrepreneurial Excellence	Global Business Awareness	Business Data Analysis	Leadership and Team Management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	-	-	-	-	1	1	1	-	-	-	-	-	-	-	-	-	-
CO2	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-
CO3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO4	-	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CO6	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
Avg	0	0.17	0.33	0.17	0.17	0.17	0.17	0	0	0	0	0	0.17	0	0	0.17	0



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Course: MBAH042 / Entrepreneurship, Total No. of students - 54 / 2nd Year, 4th Semester

Course Prerequisite: None

Course Objectives

1. To provide a knowledge base of entrepreneurship
2. To develop skills for creating new ventures
3. To explore institutional support and innovation
4. To understand project management and appraisal
5. To examine special areas of entrepreneurship

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Understand and get skill on Entrepreneurial ability and Information system used in a SSIs	L2
CO 2	Impart knowledge on project identification methods that are practiced in Indian and Global scenario	L1
CO 3	Improve cognitive skills on various feasibility studies about the start-ups	L4
CO 4	Understand the role of entrepreneur and ethical practice in Indian and global scenarios	L2
CO 5	Develop leadership skills, communication skills and the ability to work with a project team	L3



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

CO/PO	Leadership and management	Problem analysis	Design/development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
CO 1	3	2	2	2	-	2	-	1	-	1	2	-	-	-	-	-	1
CO 2	-	2	2	1	-	1	-	-	-	-	3	-	-	-	3	2	
CO 3	-	-	-	2	-	2	-	2		-	-	-	-	3	-	-	-
CO 4	2	2	1	1	-	2	2	-		2	2	-	3	3	-	-	1
CO 5	3	2	2	-	-	1	1	-	2	-	-	-	-	-	-		3
Avg.	1.6	1.6	1.4	1.2	0	1.6	0.6	0.6	0.4	0.6	1.4	0	0.6	1.2	0.6	0.4	0.8



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Course: MBAH043 - Business Ethics and Corporate Governance / Total No. of students - 54 / 2nd Year, 4th Sem

Course Prerequisite: None

Course Objectives

1. To understand the concept and importance of business ethics
2. To be familiar with the facets of ethics management
3. To understand the ethical values and Indian ethos in Management
4. To realize the concept and importance of Corporate Governance
5. To understand the facets of Indian Ethos

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Understand the concept and importance of business ethics	L2
CO 2	Be familiar with the facets of ethics management	L3
CO 3	Understand the ethical values and Indian ethos in Management	L2
CO 4	Realize the concept and importance of Corporate Governance	L3
CO 5	Understand the facets of Indian Ethos	L2

PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management



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Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design/ Development of Solution	Scanning & Solution to Complex Problems	Modern Concepts & Usage	Business & Society	Environment & Sustainability	Professional Ethics	Individual and Teamwork	Communication	Project Management and Finance	Continuous Learning	Ethical Decision Making	Entrepreneurial Excellence	Global Business Awareness	Business Data Analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
C01	-	1	1	1	1	-	-	1	3	3	1	1	1	1	-	-	-
C02	1	1	1	1	1	-	-	1	3	3	1	1	-	-	-	-	-
C03	1	1	1	1	1	-	-	1	3	3	1	1	-	-	-	-	-
C04	3	2	1	1	1	-	-	1	3	3	1	1	1	1	-	-	-
C05	-	1	1	1	1	-	-	1	3	3	1	1	-	-	-	-	-
Avg	1.6	1.2	1	1	1	-	-	1	3	3	1	1	0.4	0.4	-	0.2	-



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Course: MBAS104 - Banking and Indian Financial System / Total No. of students - 31 / 2nd Year, 4th Sem

Course Prerequisite: None

Course Objectives

1. To provide students with a comprehensive understanding of various components of banking systems and its utility
2. To familiarize students with the functions and importance of central bank and various financial markets
3. To understand industrial and agricultural banking and financial institutions in India
4. To examine Indian financial systems and intermediation in the context of global Indian banking system
5. To understand about Foreign Direct Investments and foreign collaborations

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Analyze and evaluate the functions, structure and types of banking systems at various levels.	L3
CO 2	Understand the functioning of central bank and analyze different financial markets	L2
CO 3	Assess the functioning of industrial and agricultural banking and different levels of financial institutions.	L5
CO 4	Analyze the Indian financial system and intermediaries and be able to understand financial markets.	L3
CO 5	Understand about Foreign Direct Investments and foreign collaborations and explore details on International capital markets.	L2



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-	-	-
CO2	1	1	1	1	2	-	-	-	-	-	1	-	1	-	-	-	-
CO3	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-	-	-
CO4	-	-	-	-	1	-	-	-	-	-	1	-	-	-	-	-	-
CO5	-	-	-	-	1	-	-	-	-	-	1	2	-	-	-	2	-
Avg	0.2	0.2	0.2	0.2	1.2	-	-	-	-	-	1	0.4	0.2	-	-	0.4	-



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Course: MBAS120 -International Finance / Total No. of students - 31 / 2nd Year, 4th Semester

Course Prerequisite: None

Course Objectives

1. Understand the concept of globalization and its impact on international financial management.
2. Develop strategies for managing different types of foreign exchange exposure.
3. Examine the evolution of exchange control and the foreign exchange market in India.
4. Analyze risk and return in international equity investment. Understand the concept of international joint ventures and their financial implications.
5. Explore the major types, motivations, applications, and valuation of financial swaps.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Comprehensive understanding of the international monetary system and global financial markets.	L2
CO 2	Understand the historical evolution of exchange control and the foreign exchange market in India	L2
CO 3	Develop strategies for managing different types of foreign exchange exposure	L6
CO 4	Evaluate short-term borrowing and investment strategies in a global context.	L5
CO 5	Critically review the Net Present Value (NPV) approach and the Adjusted Present Value (APV) framework.	L5



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	0	0	0	3	0	3	0	0	0	0	0	0	0	0	0	0
CO2	0	0	0	1	0	0	0	0	0	0	3	0	3	0	0	2	0
CO3	0	2	0	1	0	0	1	0	0	0	0	2	0	0	0	0	1
CO4	0	0	0	0	0	0	0	0	0	0	3	3	0	1	0	0	0
CO5	0	0	0	0	0	0	0	0	0	0	2	0	2	0	1	1	0
Avg	0.6	0.4	0	0.4	0.6	0	0.8	0	0	0	1.6	1	1	0.2	0.2	0.6	0.2



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Course: MBAS315 - Retail Management / Total No. of students - 22 / 2nd Year, 4th Semester

Course Prerequisite: None

Course Objectives

1. To provide the learner a good understanding of the concepts, strategies, and types associated with a retail operation.
2. To pioneer retail store location, layout and store layout and design
3. To explore about merchandise planning, inventory evaluation and merchandise pricing strategies
4. To understand retail communication, sales promotion, retail selling process and customer services.
5. To help the learner to explore the current retail environment, International retailing , trends in retailing and its formats

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Have good understanding on concepts and trends of retail operations.	L2
CO 2	Critically assess, and implement different store layout and design.	L5
CO 3	Understand and develop merchandise plan and pricing strategies for the merchandise	L2,L5
CO 4	Understand retail promotion and selling process and equipped to propose alternative forms of retail promotions	L2
CO 5	Evaluate recent retail trends and can also propose customized formats for retailing industry.	L5



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	1	-	-	1	1	-	3	-	-	-	-	-	1	-	1	-	-
CO2	-	2	-	-	1	-	2	3	-	-	2	-	-	-	-	2	-
CO3	-	-	-	-	1	-	1	-	-	-	3	-	-	-	-	2	-
CO4	-	-	2	2	2	-	-	2	-	-	2	-	-	1	-	-	-
CO5	-	-	1	-	2	-	3	3	-	2	-	1	-	1	-	3	-
Avg	0.2	0.2	0.2	0.2	1.2	-	-	-	-	-	1	0.4	0.2	-	-	0.4	-



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Course: MBAS317 - Services Marketing / Total No. of students - 22 / 2nd Year, 4th Semester

Course Prerequisite: None

Course Objectives

1. To explore knowledge on the service sector that is gaining more importance all over the world.
2. To help the student to acquire knowledge on the combination of the 7Ps.
3. Highlight to the students about internal and external marketing and how to create demand for the service.
4. To help the student to acquire knowledge on quality gap analysis.
5. Emphasize to the students about the key service sector in India and its demand.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Students will be familiar with the growth of the service sector and how to retain and handle customers.	L2
CO 2	Students know how to handle a service marketing mix and select the best combination of the 7Ps.	L3
CO 3	The subject helps the students to know the strategy to maximize capacity and match demand and supply.	L3
CO 4	Explain quality dimensions and know how to bridge the gap.	L5
CO 5	Students are enlightened about the importance of the service sector and the contribution towards the standard of living of the people in the economy.	L2



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PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and management	Problem analysis	Design/ development of solution	Scanning & solution to complex problems	Modern concepts & usage	Business & society	Environment & sustainability	Professional ethics	Individual and teamwork	Communication	Project management and Finance	Continuous Learning	Ethical Decision making	Entrepreneurial Excellence	Global business awareness	Business data analysis	Leadership and team management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
C01	3	-	-	-	-	2	-	-	2	2	-	-	3	2	-	-	-
C02	-	3	3	-	3	-	3	-	-	-	-	-	-	-	-	3	3
C03	-	3	-	3	-	-	3	-	-	-	3	-	-	-	2	-	3
C04	-	3	-	-	-	3	-	3	3	-	-	-	-	-	-	3	-
C05	-	-	-	-	-	3	3	-	-	2	-	-	2	2	-	-	-
Avg	0.6	1.8	0.6	0.6	0.6	1.6	1.8	0.6	1	0.8	0.6	0	1	0.8	0.4	1.2	1.2



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Course: MBAH202 - Compensation Management / Total No. of students - 43 / 2nd Year, 4th Sem

Course Prerequisite: None

Course Objectives

1. Understand the concept of job evaluation and comprehend the various performance standards and methods used in performance appraisal.
2. Classify different types of compensation and benefits and analyze, evaluate the use of incentives and fringe benefits in organizations.
3. Understand various theories of wages and their implications on compensation practices. Analyze wage structures and the process of wage fixation and grasp the concept of salary administration and its role in organizational success.
4. Understand the unique challenges in compensating personnel. Analyze and design effective reward systems for teams. Understand the complexities of executive compensation and benefits.
5. Understand the role and functioning of wage boards and pay commissions. Analyze the challenges and opportunities in compensation management in multi-national organizations.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Develop the ability to design and implement effective performance appraisal systems	L5
CO 2	Design and recommend incentive and fringe benefit programs	L5
CO 3	Gain skills in designing and implementing effective wage structures	L2
CO 4	Develop skills in designing and evaluating executive compensation packages	L3
CO 5	Gain insights into the complexities of compensation management in a global context	L2



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PO and PSO overview


Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design / Development of Solution	Scanning & Solution to Complex Problems	Modern Concepts & Usage	Business & Society	Environment & Sustainability	Professional Ethics	Individual and Teamwork	Communication	Project Management and Finance	Continuous Learning	Ethical Decision Making	Entrepreneurial Excellence	Global Business Awareness	Business Data Analysis	Leadership and Team Management
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
CO2	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
CO3	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
Avg	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0




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Course: MBAS211 - Quality Performance Management, Total No. of students - 43 / 2nd Year, 4th sem

Course Prerequisite: None

Course Objectives:

1. To learn the basics of Quality Performance Management and its impact on organizations.
2. To use 5S and KAIZEN to enhance workplace efficiency and employee performance.
3. To study how structures and practices affect employee motivation and morale.
4. To assess how reward systems influence employee productivity using case studies.
5. To contrast Indian and Western performance management methods

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Understand the and dimensions of Quality Performance Management	L2
CO 2	Apply workplace improvement techniques to enhance performance	L3
CO 3	Analyze organizational structure and its impact on employee motivation	L3
CO 4	Evaluate the relationship between reward systems and employee productivity	L5
CO 5	Compare Indian and Western approaches to performance management	L3



Department of Master of Business Administration

PO and PSO overview

Program Outcomes	
PO01	Leadership and Management
PO02	Problem analysis
PO03	Design/development of solutions
PO04	Scanning and solution to complex problems
PO05	Modern Concepts and usage
PO06	Business and Society
PO07	Environment and sustainability
PO08	Professional Ethics
PO09	Individual and team work
PO10	Communication
PO11	Project management and finance
PO12	Continuous learning

Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Effective Leadership	Proactive Leadership	Fluent Communication	Stakeholder Relations	Continuous Development	Training Importance	Research Focus	Creative Thinking	Ethical Culture	Ethical Priority	Practical Application	Scientific Thinking	Leadership Ability	Stakeholder Interaction	Employee Training	Ethical Research	Scientific Decision-Making
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PS O1	PS O2	PS O3	PS O4	PS O5
CO1	3	2	3	1	2	-	-	1	-	2	2	2	3	2	2	2	-
CO2	1	3	2	1	1	2	2	2	3	-	2	1	1	1	2	2	2
CO3	2	2	-	1	-	2	-	-	2	2	1	2	-	2	3	1	-
CO4	1	3	-	2	-	1	2	2	-	3	2	-	3	2	-	1	2
CO5	2	1	1	1	1	-	2	-	1	-	1	2	1	-	1	-	1
Avg.	1.8	2.2	1.2	1.2	0.8	1	1.2	1	1.2	1.4	1.6	1.4	1.6	1.4	1.6	1.2	1



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Course: MBAS211 – E - Commerce, Total No. of students - 7 / 2nd Year, 4th Semester

Course Prerequisite: None

Course Objectives:

1. To equip students with a comprehensive understanding of fundamental ecommerce principles and their application in creating efficient online retail strategies, effective merchandising, and robust supply chain management systems.
2. To train students to refine online retail operations by leveraging consumer behavior analysis and market research to enhance digital advertising strategies for improved ecommerce performance.
3. To enable students to formulate and execute targeted ecommerce strategies that elevate customer engagement in service-based industries and streamline B2B operations for enhanced business efficiency and collaboration.
4. To prepare students to proficiently manage and safeguard intranet and extranet networks while designing and deploying secure electronic payment systems for seamless online transactions.
5. To guide students in crafting effective ecommerce strategies while adeptly addressing and navigating legal and privacy challenges within the public policy landscape.

COs	Upon successful completion of the course, students will be able to	Level
CO1	Understand core ecommerce concepts, models, technology, trends and Develop and optimize retail strategies, merchandising, and supply chain management for online sales.	L2
CO2	Optimize retail strategies, merchandising, supply chain management for online sales and analyse online consumer behaviour and conduct market research to inform ecommerce through effective digital advertising	L3
CO3	Develop and implement ecommerce strategies tailored to service-based industries to enhance customer engagement and service delivery and optimize b2b ecommerce practices and strategies to improve efficiency, collaboration, and transactions between businesses.	L4
CO4	To effectively manage and secure intranet and extranet systems and design and implement electronic payment solutions	L4
CO5	To develop and implement ecommerce strategies and navigate public policy issues related to legal and privacy concerns	L5



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Program Specific Outcomes	
PSO01	Ethical Decision Making
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PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design/Development of solutions	Scanning and solution to the complex problem	Modern concepts and usage	Business & Society	Environment and sustainability	Professional ethics	Individual and teamwork	Communications	Project management and finance	Continuous Learning	Ethical decision making	Entrepreneurial excellence	Global Business awareness	Business data analysis	Leadership and team management
COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	3	3	-	3	3	3	3	2	2	2	-	2	3	3	3	1
CO2	3	3	3	-	3	3	2	3	2	2	2	-	2	2	3	3	1
CO3	3	3	2	-	3	3	3	3	2	3	2	-	3	2	3	3	1
CO4	3	3	3	-	3	3	2	3	2	2	-	-	3	3	3		1
CO5	3	3	3	-	3	3	2	3	2	2	-	-	3	3	3		1
AVG	3	3	2.8	0	3	3	2.4	3	2	2.2	2	-	2.6	2.6	3	3	1



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Course: MBAS507 – Software Project Management, Total No. of students - 7 / 2nd Year, 4th Semester

Course Prerequisite: Basic knowledge of Software Engineering Principles

Course Objectives:

1. To understand the concept of software projects and steps in software project management.
2. To enable the students to prepare business proposals for software management.
3. To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of software projects.
4. To be effective as project managers and as part of software project teams.

COs	Upon successful completion of this course, students should be able to:	Level
CO1	Define and Understand the overall view of Software Engineering Discipline and insight into the software development process and its metrics	L1, L2
CO2	Understand and Apply various software project planning concepts and its cost estimation	L2, L3
CO3	Understand and Apply various and project scheduling techniques	L2, L3
CO4	Understand and Analyze various Software Risk Management Techniques	L2, L4
CO5	Analyse and Evaluate the Object-Oriented Software projects and CASE tools	L4,L5



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Program Specific Outcomes	
PSO01	Ethical Decision Making
PSO02	Entrepreneurial Excellence
PSO03	Global Business Awareness
PSO04	Business Data Analysis
PSO05	Leadership and Team Management

Mapping of Course Outcomes (CO) with Program Outcomes (PO) and Program Specific Outcomes (PSO)

	Leadership and Management	Problem Analysis	Design / Development of Solution	Scanning & Solution to Complex Problems	Modern Concepts & Usage	Business & Society	Environment & Sustainability	Professional Ethics	Individual and Teamwork	Communication	Project Management and Finance	Continuous Learning	Ethical Decision Making	Entrepreneurial Excellence	Global Business Awareness	Business Data Analysis	Leadership and Team Management
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CO2	1	1	3	1	1	-	-	-	2	-	2	1	1	1	-	-	-
CO3	1	3	3	1	3	1	-	-	2	-	3	1	3	3	-	-	-
CO4	1	3	3	1	3	1	2	-	2	1	3	1	3	3	-	-	-
CO5	1	2	3	1	3	1	2	1	3	1	3	1	2	2	-	-	-
Avg	1	2	3	1	2.2	0.6	1	0.2	2	0.4	2.4	1	.2	.2	0	0	0



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Course: MBAS406 - Fundamentals of Six Sigma / Total No. of students - 05 / 2nd Year, 4th Sem

Course Prerequisite: None

Course Objectives

1. To provide a clear overview of what Six Sigma is, its history, and its significance in today's business environment.
2. To enable students to understand project organisation and selection, and also about process metrics and process capability evaluation.
3. To guide the students to learn about various statistical methods and principles of process improvement and also about six sigma and lean production.
4. To instruct students on control systems and also the concepts related to DFSS.
5. To incorporate perspective ways to implement six sigma concepts in work environment.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Have a solid grasp of the core principles and concepts of Six Sigma, including its history, philosophy, and importance in quality management.	L2
CO 2	Involve in six sigma project organization, selection, data collection and evaluation	L3
CO 3	Develop the knowledge on various statistical methods and process improvement.	L2
CO 4	Have enhanced knowledge on control systems and also DFSS	L2
CO 5	Clear idea on effectively implementing six sigma concepts in work environment.	L3



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PO PSO Overview

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CO2	2	3	3	3	2	2	2	2	-	-	-	2	3	2	2	2	3
CO3	1	2	3	3	3	2	2	2	-	-	-	2	3	2	2	3	3
CO4	1	1	2	2	2	2	2	2	-	-	-	2	2	1	1	2	2
CO5	2	2	3	2	3	3	3	3	-	-	2	3	3	2	3	3	3
Avg	1.6	1.8	2.4	2.2	2.4	2.2	2.2	2.2	-	-	0.4	2.2	2.6	1.8	1.8	2.4	2.4



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Course: MBAS408 - Service Operations Management / Total No. of students - 05 / 2nd Year, 4th Semester

Course Prerequisite: None

Course Objectives

1. To understand the role and significance of services in modern economies.
2. To analyze the nature of services and their strategic implications.
3. To develop strategies for new service development and implementation.
4. To evaluate service quality and its impact on customer satisfaction and loyalty.
5. To be familiar with various aspects of service operations, including service encounters, capacity planning, and optimizing resource utilization.

COs	Upon successful completion of this course, students will be able to	Level
CO 1	Students will be able to articulate the economic importance of services and overall economic growth.	L2
CO 2	Students will be capable of applying strategic frameworks to analyze and assess service industries.	L4
CO 3	Develop comprehensive plans for new service offerings, covering market research, feasibility analysis, and implementation strategies.	L6
CO 4	Students will be equipped to implement quality management tools and techniques to enhance service delivery and customer satisfaction.	L3
CO 5	Students will apply operations management principles to effectively manage service encounters.	L3



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CO2	-	-	3	-	3	-	-	-	-	-	-	-	2	-	-	-	3
CO3	3	2	2	-	-	-	2	-	-	2	-	-	-	-	2	2	-
CO4	-	-	-	3	2	-	-	2	-	-	-	-	3	-	-	-	-
CO5	-	3	2	-	3	-	-	-	-	-	-	-	1	-	-	-	3
Avg	1	1.4	1.4	0.6	1.6	0.4	0.6	0.4	-	0.4	-	-	1.2	-	0.4	1	1.2



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