

R25 COs

Semester - 1

25MB101PC: MANAGEMENT & ORGANIZATIONAL BEHAVIOR	
CO1	Interpret fundamental management concepts and functions and theories of management
CO2	Apply the process of planning and decision-making by using various models in the organizational context.
CO3	To apply and analyze the principles of organizing and controlling in the managerial context.
CO4	To examine the impact of individual and group behaviors in organizations.
CO5	To assess effective leadership styles and motivational strategies in the workplace for effective management.

25MB102PC: BUSINESS ECONOMICS	
CO1	Examine the basic concepts of business economics and its role in managerial decision-making.
CO2	Analyze the impact of demand and supply in establishing market equilibrium.
CO3	Analyze the relationship between production output and cost structures to identify optimal production levels and cost efficiencies.
CO4	Assess the characteristics of various market structures and their impact on firm conduct, performance and pricing decisions.
CO5	Design effective pricing strategies for products and services based on market conditions and economic analysis.

25MB103PC: FINANCIAL REPORTING AND ANALYSIS	
CO1	Understand the various fundamental concepts and principles of accounting
CO2	Apply the accounting process including journal entries, ledger posting and trial balance preparation.
CO3	Analyze the depreciation and goodwill using appropriate valuation methods and assess their financial impact on organization.
CO4	Examine financial statements using horizontal and vertical analysis to interpret financial performance.
CO5	Assessing the firm's financial performance using ratio analysis for effective decision-making.

25MB104PC: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS	
CO1	Summarize the basic concepts of research and measurement of variables.
CO2	Interpret various types of research design and data collection tools and methods for research process.

CO3	Apply different methods of representing data through Graphs and Tables and various small tests used for hypothesis testing.
CO4	Analyze the application of suitable statistical tools for interpretation of Qualitative & Quantitative data
CO5	Examine time series data analysis and importance of writing research report.

25MB105PC: LEGAL AND BUSINESS ENVIRONMENT

CO1	Understand the Legal and Regulatory Framework for incorporating a company in India.
CO2	Apply the Law of Contract & Sale of Goods Act in business transactions.
CO3	Analyze the salient features of Negotiable Instruments Act and RBI guidelines on Digital Transactions.
CO4	Analyze the reforms undertaken by the Government with respect to the challenging business environments.
CO5	Examine different Legal Regulations and Environmental Laws related to business.

25MB111OE: ESG AND SUSTAINABILITY MANAGEMENT (OPEN ELECTIVE-1)

CO1	Understand ESG concepts and sustainability in modern business.
CO2	Analyze the impact of environmental, social, and governance factors on business performance and stakeholder value.
CO3	Develop strategies for integrating ESG principles into business operations and decision-making.
CO4	Evaluate global frameworks, standards, and regulations related to ESG and sustainability.
CO5	Apply governance structures and formulate ethical decision-making frameworks.

25MB112OE: CYBERSECURITY (OPEN ELECTIVE - 1)

CO1	Define and explain key cybersecurity concepts, terminologies, and frameworks.
CO2	Identify and classify cyber threats, threat actors, and legal considerations.
CO3	Apply organizational security practices, controls, and incident response plans
CO4	Evaluate the effectiveness of cybersecurity technologies and frameworks.
CO5	Formulate strategies to protect data and privacy in evolving tech contexts

25MB113OE: CROSS CULTURAL MANAGEMENT (OPEN ELECTIVE -1)

CO1	Understand the importance of cross culture in the conduct of business.
CO2	Analyze various value orientations and dimensions of management.
CO3	Assess culture and leadership, culture and strategy, cultural change in organizations.
CO4	Analyze the impact of cross-cultural business communications to identify barriers to intercultural interactions and international negotiations.
CO5	Evaluate the processes in international settings and approaches to cross cultural team management.

25MB114OE: BANKING AND INSURANCE (OPEN ELECTIVE-1)	
CO1	Describe how banking started and grew in India, the different types of banks, and the work of RBI and commercial banks.
CO2	Explain how banks work, including opening accounts, payment methods, and checking credit risk.
CO3	Understand what insurance is, how it works, and how policies are issued and claims are handled.
CO4	Understand the rules and regulations for banks and insurance companies, including anti-money laundering and KYC.
CO5	Discuss how banks and insurance companies manage risks and use new technology like fintech, digital wallets, and AI.

25MB106PC: BUSINESS COMMUNICATION LAB	
CO1	Interpret the various modes of communication and its application in business.
CO2	Categorize the various business writing skills and improve the readability of written communication.
CO3	Justify the importance of writing business reports and proposals.
CO4	Examine the necessary skills to enhance employability.
CO5	Exemplify the need for upskilling on the contemporary aspects of business communication.

25MB107PC: STATISTICAL DATA ANALYSIS LAB	
CO1	Identify the functions of MS Excel and SPSS for data analysis.
CO2	Examine the practice of data management and formatting using templates and tools in Excel/SPSS.
CO3	Analyze data using charts, graphs, analysis of data using graphs, tables, worksheets, pivot tables, pivot charts for meaningful insights.
CO4	Justify the usage of suitable statistical tools and techniques for data analysis.
CO5	Evaluate the usage of various statistical tests for effective decision-making.

Semester-2

25MB201PC: HUMAN RESOURCE MANAGEMENT	
CO1	Understand the concepts, significance and role of Human Resource Management in an Organization.
CO2	Interpret job analysis, recruitment and selection including modern approaches like e-recruitment.
CO3	Evaluate and implement training, development and performance appraisal systems that align with individual and organizational goals.
CO4	Analyze the importance of effective Compensation, Rewards and Employee Welfare measures in Organizations to improve the productivity of the employees.

CO5	Examine employee relations, grievance redressal mechanisms, separation policies and labor laws on health and safety to ensure effective HR governance.
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25MB202PC: MARKETING MANAGEMENT

CO1	Understand the core concepts of marketing, marketing environment and process of Marketing Research.
CO2	Analyze market opportunities and customer value with the help of marketing mix variables.
CO3	Design a customer driven strategy through Market Segmentation, Targeting and Positioning.
CO4	Analyze the significance of Distribution decisions, Promotion & Communication strategies.
CO5	Assess the importance of pricing decisions and contemporary marketing topics.

25MB203PC: FINANCIAL MANAGEMENT

CO1	Interpret the fundamental concepts, objectives and the evolving role of financial management within a business entity.
CO2	Implement various analytical techniques to make sound capital budgeting decisions for long-term investments.
CO3	Analyze different theories and factors influencing capital structure decisions to determine an optimal mix of debt and equity financing.
CO4	Assess various dividend theories and policies to determine the appropriate distribution of earnings to shareholders while considering firm value.
CO5	Develop comprehensive strategies for effectively managing working capital to ensure both liquidity and operational efficiency.

25MB204PC: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

CO1	Analyze various OR models and evaluate their applications in solving managerial problems.
CO2	Evaluate and solve Linear Programming Problems using graphical, simplex methods and interpret the results.
CO3	Apply various methods to compute optimal solutions for assignment and transportation models.
CO4	Design decision trees and analyze networks to determine critical paths and project duration.
CO5	Analyze queuing models and game theory concepts in operations management.

25MB205PC: ENTREPRENEURSHIP AND DESIGN THINKING

CO1	Understand the qualities, skills, competencies of entrepreneurs and their role in economic development.
CO2	Analyze the various strategic perspectives and their suitability for different types of ventures.
CO3	Interpret the opportunities and challenges of entrepreneurship.
CO4	Summarize the significance and implementation of principles and process of Design Thinking.
CO5	Appreciate the importance of Creativity in developing prototypes, testing ideas and the process of implementation of Design Thinking.

25MB206PC: PRODUCTION AND OPERATIONS MANAGEMENT

CO1	Understand the concepts of production and operations management in an organization.
CO2	Analyze the steps involved in product design for value analysis.
CO3	Examine the various aspects of plant location and layout.
CO4	Summarize the process and factors that influence scheduling.
CO5	Interpret the various aspects of materials management like e-Procurement, Green Purchasing.

25MB221OE: PROJECT MANAGEMENT (OPEN ELECTIVE -2)

CO1	Understand the key characteristics of projects, outline the stages of the project life cycle, and diverse applications of projects across various sectors.
CO2	Apply project planning principles and conduct comprehensive feasibility studies to appraise project viability.
CO3	Evaluate the financial viability of projects using standard project evaluation techniques and cost analysis.
CO4	Apply tools and methodologies for effective project execution, monitoring, and control, by using agile approaches.
CO5	Interpret the human and organizational factors critical for successful project management.

25MB222OE: BUSINESS ETHICS & CORPORATE GOVERNANCE (OPEN ELECTIVE-2)

CO1	Understand the Need for Business Ethics and Corporate Governance in India.
CO2	Apply Knowledge of Established Methodologies of Solving Professional Ethical Issues.
CO3	Learn Codes and Committees in Corporate Governance.
CO4	Understand the Role of Board in Corporate Governance.
CO5	Assess the Stakeholder perspective of Corporate Governance

25MB223OE: INTERNATIONAL BUSINESS (OPEN ELECTIVE-2)

CO1	Understand the concepts, principles and theories of International Business.
CO2	Interpret various International Trade Theories and foreign trade
CO3	Categorize various Regional Economic Integrations and Multilateral Trade Agreements.
CO4	Understand the Strategy and Structure of International Business with the help of Value Chain Analysis, Environmental Scanning, Strategic Alliances.
CO5	Gain knowledge of the contribution of various international agencies in International Business Operations.

25MB224OE: E-Commerce (OPEN ELECTIVE-2)

CO1	Analyze the growth patterns of Indian e-commerce and differentiate between the strategies of Flipkart and Amazon India.
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CO2	Compare B2B, B2C, C2C, C2B, and hybrid models and evaluate the impact of technologies like AI, ML, blockchain, and UPI on the Indian e-commerce ecosystem.
CO3	Assess the effectiveness of payment gateways, security mechanisms, and logistics models including 3PL and hyperlocal delivery in the Indian context.
CO4	Share examples of companies that explain their business approaches. Apply strategies like influencer marketing, WhatsApp commerce, and vernacular content to rural and Tier 2/3 markets.
CO5	Understand and Apply regulations to meet Compliances.

25MB207PC: START-UP / MSME / INNOVATION DEVELOPMENT PLAN / SECTOR SPECIFIC REPORT

CO1	Analyze organizational structures
CO2	Evaluate functional processes.
CO3	Identify challenges and opportunities.
CO4	Develop actionable insights or innovative solutions aligned with business goals.
CO5	Apply theoretical knowledge to real world business problems

Semester-3

25MB301PC: SUPPLY CHAIN MANAGEMENT

CO1	Understand the cyclical perspective of logistics and supply chain process.
CO2	Learn about the distribution, transportation, warehousing related issues and challenges in supply chain.
CO3	Appreciate the significance of network design in the supply chain.
CO4	Appreciate the significance of network design in the supply chain.
CO5	Appreciate the role of coordination and technology in supply chain management.

25MB302PC: AI FOR BUSINESS

CO1	Define AI and describe its uses and importance in business.
CO2	Explain different types of AI and how companies can plan for AI implementation.
CO3	Identify how AI helps improve business areas such as customer service, finance, HR, and operations.
CO4	Understand the use of AI agents, robots, and the link between AI, machine learning, and data science.
CO5	Discuss the ethical and legal issues in AI, including fairness, data privacy, and accountability.

25MB303PC: BUSINESS ANALYTICS

CO1	Understand the importance of business analytics in practice.
CO2	Learn various rural marketing strategies
CO3	Learn challenges of data modelling.
CO4	Understand the aspects data mining.

CO5	Learn Monte Carlo simulation, risk analysis and decision tree analysis.
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25MB311PE: DIGITAL MARKETING (Professional Elective-1)

CO1	Understand Evolution of digital marketing, its strategies and platforms.
CO2	Learn the relevance of digital marketing channels.
CO3	Learn the significance of digital marketing.
CO4	Understand the relevance of online advertising.
CO5	Understand the methods of measuring the digital media performance.

25MB312PE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (Professional Elective-1)

CO1	Understand the Indian financial system and also about Investment.
CO2	Learn the relevance of risk and returns.
CO3	Learn various influences bond valuation and management.
CO4	Understand the relevance of equity valuation of cash market and derivatives.
CO5	Identify the need for mutual funds in India.

25MB313PE: TALENT AND PERFORMANCE MANAGEMENT (Professional Elective-1)

CO1	Understand Talent Management Process along with its key components.
CO2	Learn the significance of performance management and employee development in organizations.
CO3	Learn different approaches to Performance Management System.
CO4	Understand KRA's and KPI's and performance metrics.
CO5	Identify the importance of reward systems in organizations.

25MBA314PE: STARTUP AND MSME MANAGEMENT (Professional Elective-1)

CO1	Understand various Startup opportunities.
CO2	Learn Business Startup, Ideation, and Venture Choices.
CO3	Learn Legal and other requirements for new ventures.
CO4	Learn Problems of entrepreneurs.
CO5	Understand the Forms of Financial support.

25MB321PE: SALES AND PROMOTION MANAGEMENT (Professional Elective-2)

CO1	Understand Evolution of Sales and Promotion Management.
CO2	Learn the relevance of various types of Advertising
CO3	Appreciate the significance of sales management.
CO4	Assess the relevance of sales promotion strategies.
CO5	Appreciate the need for the distribution channels.

25MB322PE: FINTECH (Professional Elective-2)	
CO1	Describe what FinTech is and how it is changing the finance industry.
CO2	Identify key technologies that support FinTech systems.
CO3	Explain how banks and lenders use FinTech to serve customers better.
CO4	Discuss how FinTech is used in capital markets and other sectors like insurance and real estate.
CO5	Recognize the challenges, rules, and social benefits related to FinTech.

25MB323PE: LEARNING AND DEVELOPMENT (Professional Elective-2)	
CO1	Explain key learning theories and relate them to workplace learning outcomes. (Bloom: Understand)
CO2	Identify and assess training needs aligned with business strategy. (Bloom: Analyze)
CO3	Design effective training programs using both traditional and technology-enabled methods. (Bloom: Apply, Create)
CO4	Develop frameworks for employee and management development interventions. (Bloom: Apply)
CO5	Evaluate and respond to modern trends and challenges such as diversity training, virtual work training, and career management.

25MB324PE: FAMILY BUSINESS MANAGEMENT (Professional Elective-2)	
CO1	Understand various Startup opportunities.
CO2	Learn Business Startup, Ideation, and Venture Choices.
CO3	Learn Legal and other requirements for new ventures.
CO4	Learn Problems of entrepreneurs.
CO5	Understand Forms of Financial support.

25MB331PE: BRAND MANAGEMENT AND CONSUMER BEHAVIOR (Professional Elective-3)	
CO1	Demonstrate the significance of brand Management, branding strategies, brand loyalty, positioning and brand valuation.
CO2	Understand brand equity, Measuring Sources, Outcome of Brand Equity, designing & Implementing Branding Strategies.
CO3	Describe the concept of consumer behavior, consumer research, marketing strategy and models.
CO4	Discuss Consumer Motivation, Personality: Learning Memory and the concept of Involvement.
CO5	Evaluate Cultural and Social Influences on Consumer Behavior and understand the Consumer Decision Process.

25MB332PE: STRATEGIC COST AND MANAGEMENT ACCOUNTING (Professional Elective-3)

CO1	Understand the cost analysis and control.
CO2	Learn the relevance of unit, job, process costing for strategic decisions.
CO3	Learn various aspects of activity-based management
CO4	Understand the role of types of budgets and the budgeting process in non-profit organizations.
CO5	Identify the need for establishing cost standards.

25MB333PE: EMPLOYEE RELATIONS (Professional Elective-3)

CO1	Understand the changing nature of Labour/Workforce in India and appreciate the need for knowing and maintaining good relations with Industry and Trade Unions.
CO2	Learn the legal framework/process of Collective Bargaining and the aspects of Negotiation, Social Security and Drafting of Agreements.
CO3	Learn various aspects of Tripartism, Social Dialogue and the role of Government in Industrial Relations
CO4	Understand the salient features of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc. and the need for maintenance of good Employee Relations
CO5	Understand the salient features of Acts such as Industrial Disputes Act, Occupational Safety, Health and Working Conditions Code etc.

25MB334PE: INNOVATION AND ENTREPRENEURSHIP (Professional Elective-3)

CO1	Gain an understanding of the concepts and processes of creativity and appreciate the need for improving the quality of creativity.
CO2	Learn the methods of creative problem solving.
CO3	Orient themselves on developing creative intelligence and unblock their creative energies
CO4	Learn the concepts and methods of innovation and ideation and the theories of outsourcing new product development.
CO5	Develop a perspective of micro and macro level innovation.

25MB304SD: DATA VISUALIZATION LAB

CO1	Demonstrate basic proficiency in data import, cleaning, and visualization tools
CO2	Generate appropriate charts and plots for univariate, bivariate, and multivariate data.
CO3	Construct interactive dashboards and visual reports for business decision-making.
CO4	Apply ethical visualization techniques by avoiding misleading representations of data.
CO5	Interpret and communicate data insights through storytelling using business or SDG datasets.

22MB305PC: SUMMER INTERNSHIP

CO1	Management Functions and Organizational Structure
CO2	Organizational Dynamics in terms of Organizational Behaviour, Culture and Climate
CO3	Functional Domain Knowledge

CO4	Processes and Systems
CO5	External and Internal Environment Impact on the Organization.

SEMESTER - IV

25MB401PC: STRATEGIC MANAGEMENT	
CO1	Understand the importance of strategic management process.
CO2	Learn various market life cycle models for strategic analysis.
CO3	Learn Strategies for competing in global markets and internet economy.
CO4	Appreciate the need for having appropriate Turnaround and Diversification Strategies.
CO5	Understand the aspects of strategy evaluation and control.

25MB441PE: INTERNATIONAL MARKETING (Professional Elective-4)	
CO1	Understand the Global Marketing Management
CO2	Learn the relevance of WTO, EXIM Policy.
CO3	Learn various influences of Global Consumer
CO4	Understand the relevance of International Marketing Mix, distribution promotion strategies.
CO5	Identify the need for E-Marketing channels.

25MB442PE: INTERNATIONAL FINANCIAL MANAGEMENT (Professional Elective-4)	
CO1	Understand recent changes and challenges in International Financial Management.
CO2	Learn Factors affecting International Trade flows
CO3	Learn various aspects about International Stock market.
CO4	Understand the uses of exchange rates.
CO5	Examine the importance of International Financing.

25MB443PE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (Professional Elective-4)	
CO1	Differentiate IHRM from domestic HRM, analyze international HR structures, and articulate the strategic role of IHRM in global organizations.
CO2	Design global staffing strategies, manage expatriate cycles, and address talent management issues in multinational corporations.
CO3	Interpret cultural frameworks, handle intercultural challenges, and recommend leadership strategies suitable for cross-cultural environments.
CO4	Construct compensation structures and performance appraisal frameworks appropriate for international employees and expatriates.
CO5	Evaluate emerging trends in IHRM and suggest adaptable HR strategies in dynamic and diverse international environments.

25MB444PE: ENTREPRENEURIAL FINANCE (Professional Elective-4)	
CO1	Understand Financing through venture lifecycle in a company.
CO2	Learn Startup and First Round Financing Sources.

CO3	Learn the significance of Financial Planning throughout the Venture's life cycle.
CO4	Understand Mechanics of venture valuation.
CO5	Understand the importance of venture capital financing.

25MB451PE: SERVICES AND RETAIL MANAGEMENT (Professional Elective-5)

CO1	Explain the components of the services marketing mix and evaluate consumer Behaviour and service recovery strategies in various service contexts.
CO2	Construct service blueprints and assess the service quality using models like the GAP model, and recommend strategies for service excellence and ethics
CO3	Analyze retail strategies and differentiate between various retail formats while evaluating retail opportunities in India, including rural markets.
CO4	Design effective store layouts and formulate merchandise presentation strategies that enhance the customer experience.
CO5	Develop strategic pricing and promotional plans for different retail formats, including e-tailing, while assessing site attractiveness and demand factors.

25MB452PE: RISK MANAGEMENT AND FINANCIAL DERIVATIVES (Professional Elective-5)

CO1	Understand risk management and derivatives.
CO2	Learn the relevance of Basel norms, types of risks.
CO3	Learn various aspects about Derivatives Market in India.
CO4	Understand the uses of options strategies.
CO5	Examine the importance of SWAP Market.

25MB453PE: LEADERSHIP AND CHANGE MANAGEMENT (Professional Elective-5)

CO1	Gain an understanding of the concepts and principles of leadership by studying the contributions made by various philosophers and Universities.
CO2	Learn from the various theories and styles of leadership and their contribution to the subject matter of leadership from time to time
CO3	Appreciate the role of leader in the ever-changing business scenario and gain knowledge of various models of change.
CO4	Understand the role of power, politics and conflicts in times of change, management of resistance to change in the process of implementing organizational change.
CO5	Gain insights of the process organizational development from a consultative perspective.

25MB454PE: ENTREPRENEURIAL MARKETING (Professional Elective-5)

CO1	Understand Marketing mix of an enterprise.
CO2	Learn the Growth and marketing strategies.
CO3	Learn Market Development strategies.
CO4	Understand entrepreneurial communication.
CO5	Understand the importance of entrepreneurial marketing.

25MB461PE: MARKETING ANALYTICS (Professional Elective-6)	
CO1	Learn the Concepts of Marketing Analytics and their relevance in business.
CO2	Use MS Excel to deal with Marketing Data at basic level.
CO3	Appreciate Customer's journey through Product Selection Process and Customer Lifetime Value
CO4	Conduct Analysis in Determining the Pricing Strategies and
CO5	Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

25MB462PE: FINANCIAL ANALYTICS (Professional Elective-6)	
CO1	Understand techniques of financial statements.
CO2	Learn the relevance of time value money
CO3	Learn various aspects of capital budgeting.
CO4	Understand industry, technical and economic analysis.
CO5	Learn duration of bond and immunization strategies.

25MB463PE: HR ANALYTICS (Professional Elective-6)	
CO1	Describe the importance, scope, and levels of HR analytics
CO2	Apply data examination techniques and compare HR analytics models.
CO3	Use MS Excel to analyze HR metrics across various processes.
CO4	Create dashboards, perform pivot analysis, and apply basic diagnostics
CO5	Apply predictive models and design basic prescriptive solutions.

25MB464PE: TECHNOLOGY BUSINESS INCUBATION (Professional Elective-6)	
CO1	Understand various Startup opportunities
CO2	Learn Business Startup, Ideation, and Venture Choices.
CO3	Learn Legal and other requirements for new ventures.
CO4	Learn Problems of entrepreneurs.
CO5	Understand Forms of Financial support.

25MB461SD: MARKETING ANALYTICS – LAB	
CO1	Learn the use MS EXCEL to deal with marketing data at basic level
CO2	Understand the process of optimizing clusters for market segmentation and positioning
CO3	Conduct analysis in determining the pricing strategies
CO4	Measure the effectiveness of promotion.
CO5	Appreciate customer's journey through product selection process and customer lifetime value

25MB462SD: FINANCIAL ANALYTICS LAB	
CO1	Ability to present financial performance insights to management.
CO2	Understand and learn how to assess stock risk and market sensitivity.

CO3	Analyze to evaluate competing projects under risk and cost of capital.
CO4	Understand flexibility in project decisions through real options.
CO5	Understand expected yield vs realized return, credit risk migration & bond–market sensitivity

25MB463SD: HR ANALYTICS LAB

CO1	Apply measures of central tendency, variability, correlation, and regression to summarize and interpret HR datasets.
CO2	Use MS Excel and Power BI tools to organize, explore, and visualize HR data for decision-making.
CO3	Analyze HR processes such as employee attrition, workforce demographics, performance management, and recruitment using Excel.
CO4	Design and develop interactive dashboards in Power BI to track HR metrics, employee engagement, diversity, and training ROI.
CO5	Apply predictive analytics methods, including classification algorithms and ANOVA, to forecast HR outcomes and evaluate workforce trends.

25MB464SD: TECHNOLOGY BUSINESS INCUBATION AND IDEA – LAB

CO1	Understand various TBI startup opportunities provided by various institutions.
CO2	Learn various concepts related to starting a TBI.
CO3	Learn Legal and other requirements for new ventures.
CO4	Analyze the trends in TBIs on the basis of their age, sponsors, objectives etc.
CO5	Recommend policy improvements for the growth of new TBIs in India.