



DEPARTMENT OF BUSINESS ADMINISTRATION

ACHARYA INSTITUTE OF TECHNOLOGY

Affiliated to Visvesvaraya Technological University, Belagavi, Govt. of Karnataka.

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2024 SCHEME

Course Name	Course Code	CO. NO	Course Outcomes
Management and Organizational Behaviour	MBA 101	CO1	Apply fundamental concepts of management and administration, including contemporary issues such as sustainability and diversity, equity, and inclusion, to analyze management practices in the workplace.
		CO2	Analyze the core management functions of planning, organizing, leading, and controlling — including contingency and transformational leadership approaches — to address managerial challenges in organizational contexts.
		CO3	Analyze the evolution and effectiveness of organisational behaviour, including organisational learning processes and stakeholder considerations, in a global organizational context.
		CO4	Analyze individual behavioural models — including the MARS model, personality, perception, emotions, and motivation theories — to interpret their impact on employee performance in the workplace.
		CO5	Analyze team effectiveness, power and politics, and conflict and negotiation processes to resolve workplace conflicts and improve team collaboration.
		CO6	Analyze organisational culture, change management approaches, and ethical issues in organisational behaviour to determine their impact on organisational effectiveness.
Financial Accounting & Reporting	MBA102	CO1	Apply generally accepted accounting principles and standards — including GAAP, IFRS, and Ind AS — to distinguish between financial reporting frameworks.
		CO2	Apply double-entry accounting principles to prepare journals, ledgers, trial balances, and subsidiary books including cash books.
		CO3	Analyze and prepare final accounts of companies in vertical form as per the Companies Act 2013, including adjustments and window-dressing practices.
		CO4	Analyze financial statements using trend, comparative, and ratio analysis techniques, including a compulsory computer-lab exercise in MS Excel, to support managerial decision-making.
		CO5	Apply rules for recording cash book and bank pass book entries to prepare bank reconciliation statements, using Tally where applicable.
		CO6	Apply depreciation methods (straight line and WDV) and identify emerging developments in accounting — including forensic accounting, sustainability reporting, cloud-based systems, blockchain, and AI in accounting — relevant to contemporary taxation and accounting practice.
Economics for Decision Making	MBA103	CO1	Apply concepts of managerial economics and theories of the firm — including Baumol's, Marris's, and Williamson's models — to analyze firm objectives and managerial decision-making.

		CO2	Analyze demand elasticity and demand forecasting techniques, including time-series methods, to support managerial decisions on pricing and promotion.
		CO3	Apply production and cost analysis concepts, including break-even analysis, to determine optimal production and cost decisions for a firm.
		CO4	Analyze market structures — including perfect competition, monopolistic competition, oligopoly, and monopoly — to determine appropriate pricing strategies for a firm.
		CO5	Analyze the Indian business environment, including political, economic, and socio-cultural factors, along with fiscal and monetary policy, to determine their impact on business decision-making.
		CO6	Analyze Indian industrial policy initiatives — including the Production Linked Incentive scheme and Atma Nirbhar Bharat Abhiyan — to identify implications for business and economic growth.
Business Statistics	MBA104	CO1	Apply measures of central tendency and dispersion, including skewness and kurtosis, to summarize and describe business data sets.
		CO2	Analyze the relationship between business variables using correlation and regression techniques to support data-driven decision-making.
		CO3	Analyze business decision problems using probability rules and theoretical probability distributions (Binomial, Poisson, and Normal) under conditions of uncertainty.
		CO4	Analyze time series data using trend and seasonal-variation measurement techniques to forecast business outcomes.
		CO5	Analyze business hypotheses using appropriate parametric and non-parametric statistical tests to interpret the significance of results.
		CO6	Apply SPSS software to organize, analyze, and interpret statistical data — including hypothesis testing, correlation, regression, and ANOVA — to support managerial decision-making.
Marketing Management	MBA105	CO1	Apply fundamental marketing concepts, the marketing mix, and environmental analysis techniques to understand how marketing systems operate for the 21st-century customer.
		CO2	Analyze consumer behaviour, buying decision processes, and psychological and cultural factors influencing purchase decisions using the black box model.
		CO3	Apply product management and pricing concepts, including product life cycle, branding strategies, and pricing methods, to support new product and pricing decisions.
		CO4	Analyze distribution channel design and promotional strategies, including integrated marketing communications and the AIDA model, to develop effective communication and distribution plans.
		CO5	Analyze market segmentation, targeting, and positioning strategies to differentiate products and monitor brand performance.



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		CO6	Analyze emerging marketing concepts — including B2B, service, digital and social media, green, and neuro/sensory marketing — to interpret contemporary marketing trends and strategic approaches.
Managerial Communication	MBA106	CO1	Apply the principles of communication and communication structure to analyse the role of communication in conflict resolution, crisis management, and cross-cultural organisational settings.
		CO2	Apply the principles of oral communication and listening as a communication skill, including nonverbal communication, to enhance effective interpersonal exchanges in a workplace setting.
		CO3	Apply the principles of effective written communication and the 3x3 writing process to compose positive, persuasive, and bad-news business messages and letters.
		CO4	Analyse the structure and purpose of business reports, proposals, and meeting documentation to prepare effective organisational communication for media and group settings.
		CO5	Analyse the case method of learning and employment communication requirements — including CVs, group discussions, and interviews — to prepare effective employment communication materials and apply technology-enabled communication tools in a professional context.
		CO6	Apply presentation design and negotiation skills, along with etiquette principles, to deliver effective business presentations and negotiate professional outcomes.
Human Resources Management	MBA201	CO1	Apply the fundamental concepts, functions, and models of Human Resource Management to analyse organizational HR practices and their impact on firm performance.
		CO2	Analyze HR planning processes, job analysis, recruitment & selection strategies, and training and development techniques to address workforce planning, staffing, and employee development challenges in real-world organizational contexts.
		CO3	Analyze performance management, compensation & benefits systems, and industrial relations practices to resolve HR-related organizational issues.
		CO4	Analyze the adoption and practice of Human Resource Management across SMEs and the service sector to identify differences from large and manufacturing firms.
		CO5	Analyze innovative and sustainable Human Resource Management practices and the role of HR Information Systems in the digital age to recommend suitable interventions for organizational HR problems.
		CO6	Analyze emerging trends in Human Resource Management — including hybrid work, people analytics, employee well-being, and HRIS implementation — to address contemporary workplace challenges.
Financial Management	MBA202	CO1	Apply the concepts of financial management and the structure of the Indian Financial System, including emerging areas such as risk management and behavioural finance, to analyse financial decision-making in an organisation.



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		CO2	Apply time value of money techniques to compute future value, present value, perpetuity, and loan amortization schedules.
		CO3	Analyze long-term sources of finance to compute the cost of capital and weighted average cost of capital (WACC) for supporting financing decisions of a firm
		CO4	Analyze long-term investment proposals using capital budgeting techniques such as NPV, IRR, and Payback Period to support investment decision-making.
		CO5	Analyze capital structure and dividend decisions to determine optimum financing opportunities and payout policies for an organization.
		CO6	Analyze working capital requirements of an organization using the operating cycle and cash cycle, and assess the impact of negative working capital on organizational performance.
Research Methodology and IPR	MBA203	CO1	Apply key concepts and methodologies of business research to identify and solve managerial problems, support decision-making, and address ethical challenges in business research.
		CO2	Analyze various research designs and select the most appropriate research design for a given managerial research problem.
		CO3	Analyze sampling techniques and select suitable sampling methods for a research study.
		CO4	Analyze data collection methods and measurement scales, and select appropriate tools for conducting research.
		CO5	Analyze research data by performing cleaning, editing, and coding, applying appropriate statistical tools, and preparing structured research reports.
		CO6	Analyze types of Intellectual Property, including their criteria, and procedures for obtaining and protecting IP rights.
Operations Research	MBA204	CO1	Apply the concepts, evolution, and phases of Operations Research to structure quantitative decision-making models for business problems
		CO2	Apply linear programming techniques to formulate and solve optimization problems using graphical and Simplex methods for managerial decision-making.
		CO3	Analyze decision-making situations under risk and uncertainty and apply job sequencing techniques to determine optimal scheduling for business operations.
		CO4	Analyze transportation problems and determine optimal solutions using NWCR, LCM, VAM, and MODI methods for cost-effective resource allocation in organizations.
		CO5	Analyze competitive strategic situations using game theory and solve assignment problems using the Hungarian method to optimize resource allocation in organizations.
		CO6	Analyze project networks using CPM and PERT techniques to determine critical paths and completion probabilities for effective project scheduling and control in organizations.



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Corporate Strategy	MBA205	CO1	Apply the core concepts of strategic management, including the strategic management model and the relationship between strategy and business model, to analyse an organisation's competitive advantage and strategic positioning.
		CO2	Analyze the external business environment using Porter's Five Forces Model and competitive analysis to identify key success factors and industry-level opportunities and threats for an organisation.
		CO3	Analyze the internal environment of an organisation using the Resource-Based View, SWOT analysis, value chain analysis, and benchmarking to assess internal strengths and capabilities.
		CO4	Analyze vision, mission, and long-term objectives to formulate integration, intensive, diversification, and defensive strategies — including Porter's generic strategies and Blue Ocean Strategy — for an organisation.
		CO5	Apply models of strategy implementation, including resource allocation, restructuring, and change management, to address organisational issues in executing a chosen strategy.
		CO6	Analyze strategy evaluation frameworks, including the balanced scorecard and contingency planning, along with emerging trends such as ESG initiatives, to assess the effectiveness of an organisation's strategic direction.
Entrepreneurship Development	MBA206	CO1	Apply concepts of entrepreneurship, creativity, and innovation processes to generate viable business ideas.
		CO2	Analyze the components of business models and the business planning process to design a Business Model Canvas for a new venture.
		CO3	Analyze venture growth strategies, financing options, and organizational forms to develop an appropriate growth and funding plan for a new venture.
		CO4	Apply knowledge of government schemes, incentives, and institutional support mechanisms to identify opportunities for entrepreneurship promotion, including women entrepreneurship.
		CO5	Apply the legal process of company incorporation, intellectual property protection, and ethical practices to guide new venture registration and compliance.
		CO6	Analyze emerging trends in digital, social, and rural entrepreneurship to identify contemporary business opportunities.
Logistics & Supply Chain Management	MBA301	CO1	Apply the concepts, objectives, and evolution of logistics management to determine the logistical costs and activities of an organization.
		CO2	Analyze supply chain drivers, demand uncertainty (Bullwhip Effect), and global sourcing decisions to design responsive supply chain strategies for organizations.
		CO3	Analyze strategic logistics planning and warehouse management systems to determine efficient logistics and warehousing solutions for organizations.



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		CO4	Apply inventory management techniques such as EOQ, ABC analysis, and reorder point fixation to optimize inventory decisions and control costs in organizations.
		CO5	Analyze distribution network design options and transportation mode selection criteria to determine cost-effective distribution strategies for organizations.
		CO6	Analyze the role of Information Technology and practices such as VMI and CPFR in supply chain management to address international logistics challenges faced by organizations.
International Business	MBA302	CO1	Apply the concepts, characteristics, and factors affecting international business to analyse modes of entry and the internationalization process for a firm entering global markets.
		CO2	Analyze the political, legal, economic, technological, and socio-cultural components of the international business environment, including ethics and CSR, to assess their impact on global business operations.
		CO3	Analyze theories of international trade — including comparative cost advantage, factor endowment, product life cycle, and Porter's National Competitive Advantage theory — to explain the rationale for international trade and competitiveness.
		CO4	Analyze the roles of international institutions (UNCTAD, IMF, WTO) and regional economic integration frameworks to assess their influence on global trade and business operations.
		CO5	Analyze the structure, growth factors, and competitiveness of Multi-National Corporations, including technology transfer, to evaluate their role and impact in the global economy.
		CO6	Apply the functional concepts of international marketing, global HRM, global finance, and international production management to address cross-functional challenges in managing a global business.
Consumer Behaviour	MBAMM313	CO1	Apply the concepts of consumer behaviour, consumerism, and consumer rights and responsibilities to examine the characteristics of Indian consumers relevant to marketing decisions.
		CO2	Analyze consumer decision-making processes and models such as the Nicosia, Howard-Sheth, and Engel-Kollat-Blackwell models to determine buying decision patterns for marketing strategy.
		CO3	Analyze consumer motivation, personality, and perception theories to determine their implications for marketing strategy formulation.
		CO4	Analyze consumer learning and attitude models, along with persuasive communication strategies, to determine effective communication approaches for target audiences.
		CO5	Analyze the influence of social class, culture, and reference groups on consumer behaviour to determine suitable marketing strategies for diverse consumer segments.
		CO6	Analyze opinion leadership, diffusion of innovation, and CRM strategies to determine suitable relationship marketing approaches for organizations.



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Sales & Retail Management	MBAMM314	CO1	Apply the concepts of sales management and personal selling skills, including the selling process and handling of customer objections, to execute effective sales presentations for an organization.
		CO2	Apply sales territory design, sales quota-setting methods, and recruitment, selection, and training practices to build an effective sales force for an organization.
		CO3	Analyze sales force motivation and compensation plans, along with performance appraisal processes, to determine suitable sales management strategies for domestic and international markets.
		CO4	Analyze retail formats, multichannel retailing trends, and FDI policies to address contemporary issues and ethical challenges in Indian retailing.
		CO5	Analyze location strategy, store layout, and store management practices to plan an effective retail store setup for an organization.
		CO6	Analyze relationship marketing practices, retail research trends, and brand management strategies to address issues in the internationalization of retail operations.
Services Marketing	MBAMM315	CO1	Apply the concepts of service characteristics, the service marketing triangle, and consumer behaviour in services (search/experience/credence properties) to analyse customer expectation and perception patterns in a real-world service organisation.
		CO2	Analyse the GAP model of service quality and relationship marketing strategies to identify service delivery shortfalls and design customer retention approaches for a chosen service business.
		CO3	Apply yield management, capacity-demand matching, and waiting-line strategies to solve service-industry problems involving pricing and capacity utilisation in an organisational context.
		CO4	Analyse boundary-spanning roles, emotional labour, and customer participation strategies to evaluate how GAP 3 and GAP 4 service delivery challenges manifest in workplace service encounters
		CO5	Apply pricing strategies, the SERVQUAL model, and service intermediary control mechanisms to assess pricing and communication decisions within a service delivery network.
		CO6	Analyse physical evidence and service-scape frameworks to evaluate their influence on customer behaviour and recommend improvements for a service organisation's servicescape design.
Rural Marketing	MBAMM316	CO1	Apply the concepts of rural market structure, demand characteristics, and infrastructural factors to analyse the challenges faced by rural consumers in a real market context.
		CO2	Analyse rural consumer behaviour and the cultural, social, technological, economic, and political factors influencing rural buying decisions to segment and target a rural market.
		CO3	Apply product, pricing, promotion, and distribution strategies to design an appropriate rural marketing mix for a chosen product or service.



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		CO4	Analyze the significance of innovation and IT intervention in rural markets, including cases in organized retail, to determine key drivers and strategies for organized retail expansion in rural India
		CO5	Apply knowledge of government and cooperative initiatives, micro-financing, and e-commerce interventions to assess their impact on rural consumer empowerment and market access.
		CO6	Analyse the changing role of the rural sector, agricultural input marketing challenges, and the function of online marketers to evaluate future trends in rural marketing
Strategic Cost Management	MBA FM313	CO1	Apply the concepts and elements of cost accounting to prepare cost sheets for organizational cost management.
		CO2	Analyze overhead allocation, apportionment, and Activity Based Costing (ABC) techniques to determine suitable costing approaches for organizational cost management.
		CO3	Analyze marginal costing and process costing techniques, including break-even and differential cost analysis, to support managerial decision-making in organizations.
		CO4	Analyze budgetary control and standard costing systems through variance analysis to monitor and control organizational performance.
		CO5	Analyze cost audit, management reporting, and target costing practices, including the Balanced Scorecard, to support cost reduction and control initiatives in organizations.
		CO6	Analyze responsibility centers and transfer pricing methods to address cost management challenges across specific industry sectors such as IT, Pharma, and Agriculture.
Investment Analysis & Portfolio Management	MBA FM314	CO1	Apply the fundamental concepts of investment avenues, financial instruments, and securities market mechanisms.
		CO2	Analyze and determine the risk and return of individual securities and portfolio
		CO3	Apply valuation techniques to determine the intrinsic value of bonds, preference shares, and equity shares.
		CO4	Analyze securities using fundamental and technical analysis tools to support investment decision-making.
		CO5	Analyze modern portfolio theories including the Markowitz Model, Sharpe's Single Index Model, and CAPM, to construct optimal portfolios.
		CO6	Analyze portfolio management strategies, mutual fund performance, and portfolio performance using appropriate measures.
Advanced Financial Management	MBAFM315	CO1	Apply the concept of capital structure and its theories to evaluate the determinants of a firm's capital structure decisions.
		CO2	Analyze dividend policy decisions of a firm using relevant theories and models such as Walter's and Gordon's model.
		CO3	Apply working capital management principles across cash, receivables, and inventory to evaluate financing sources for working capital requirements.
		CO4	Apply inventory management techniques such as EOQ and ABC Analysis to optimize inventory control.



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		CO5	Analyze receivables management and credit policy decisions, and evaluate factoring as a financing alternative.
		CO6	Analyze cash management strategies using the Baumol and Miller-Orr models, and appraise recent developments in financial management.
Banking & Financial Services	MBAFM316	CO1	Apply the concepts of the Indian banking system's structure and regulatory framework to evaluate the role of the Reserve Bank of India and the Government of India.
		CO2	Analyze the functions and financial statements of commercial banks, and compare the performance of public sector, private sector, and foreign banks.
		CO3	Apply the concepts of merchant banking services, issue management, and issue pricing methods used in capital market operations.
		CO4	Analyze the functioning of NBFCs, microfinance institutions, and evaluate leasing and hire purchase decisions.
		CO5	Apply the concepts and processes of credit rating, venture capital, depository systems, and securitization of debt in capital market transactions.
		CO6	Analyze the structure, performance, and growth factors of mutual funds in India.
Recruitment & Selection	MBA HR313	CO1	Analyze the concepts of workforce planning and recruitment analytics to identify strategic issues in the recruitment process.
		CO2	Analyze job analysis, job description, and job design processes to develop effective recruitment specifications.
		CO3	Analyze job evaluation methods and techniques to determine job value and compensation structures.
		CO4	Analyze selection and interview strategies, including behavioural event interviewing and assessment centres, for effective candidate evaluation.
		CO5	Evaluate various testing and assessment methods to measure candidates' knowledge, skills, abilities, and personality.
		CO6	Evaluate candidate suitability and job fit by integrating background checks, reference checks, and pre-employment testing to arrive at effective hiring decisions.
Industrial Relations & Legislations	MBA HR314	CO1	Apply the concepts, approaches, and models of Industrial Relations to identify the roles of various participants in the Industrial Relations system.
		CO2	Analyze the evolution of labour legislation in India and the constitutional provisions for labour protection, and apply grievance redressal procedures to workplace disputes.
		CO3	Apply the principles and process of collective bargaining and workers' discipline management to address industrial relations issues in an organisation.
		CO4	Analyze the legal provisions for maintaining employee relations, including conciliation, arbitration, and adjudication mechanisms.
		CO5	Apply the provisions of the Factories Act, Contract Labour Act, Payment of Wages Act, and Minimum Wages Act to industrial workplace scenarios.

		CO6	Analyze the provisions of the Industrial Disputes Act, Trade Union Act, and other labour welfare legislations to evaluate their applicability in organisational contexts.
Organisational Change & Development	MBAHR315	CO1	Apply the concepts of organisational change, environmental forces, and change roles to identify the requirements for effective change leadership within a real organisation.
		CO2	Analyse organisational readiness for change, systems theory approaches, and the factors that block recognition of change need to build a vision for organisational change
		CO3	Apply control systems, measurement tools (Balanced Scorecard, strategy maps), and data gathering techniques to design effective change measurement processes for an organisation.
		CO4	Analyse and compare multiple models of organisational change (Lewin, McKinsey 7-S, Kotter, ADKAR, Burke–Litwin) to select and apply an appropriate change management framework and action plan for a workplace scenario.
		CO5	Apply the concepts, values, and activities of Organisation Development to evaluate OD practices and their contribution to organisational learning and effectiveness.
		CO6	Analyse the OD consulting process, data gathering methods, and team interventions to appraise the practical applicability of OD consulting practices in managing organisational change.
Compensation & Reward Management	MBAHR316	CO1	Apply theories of wages and compensation philosophy to analyse the factors affecting employee compensation and wage structures in an organisational setting.
		CO2	Apply national and organisational wage policy frameworks to evaluate compensation management systems and wage-fixation institutions relevant to Indian organisations.
		CO3	Analyse reward management processes, pay review procedures, and fringe benefit structures to assess their alignment with organisational compensation strategy
		CO4	Analyse contingent pay, competency-based pay, and pay-for-performance frameworks to design an appropriate performance-linked compensation structure for a workplace scenario.
		CO5	Apply salary administration, budgeting, and review processes to solve practical salary control and fixation problems within an organisational context.
		CO6	Analyse the role of non-financial rewards and intrinsic motivation strategies to evaluate their impact on employee engagement in a chosen organisation.
Introduction to Python data and Control systems	MBA BA313	CO1	Apply Python programming fundamentals — including control flow, functions, and data structures — to write basic programs for data-driven business tasks.
		CO2	Apply Python libraries such as Pandas, NumPy, and Matplotlib to import, clean, analyse, and visualise business data.
		CO3	Analyse object-oriented programming concepts, error handling, and modular code design in Python to build structured and reusable programs in a Jupyter Notebook environment.



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		CO4	Apply the basic concepts of control systems — including open-loop and closed-loop architectures and system components — to analyse system response in time and frequency domains.
		CO5	Apply Python and SciPy libraries to simulate and analyse control systems for business and engineering-adjacent decision problems.
		CO6	Analyze mathematical models such as transfer functions and state-space representations, and plot system responses using Python, to interpret control system behaviour.
Data Visualization	MBABA314	CO1	Apply the principles of visual perception and data abstraction — including Gestalt principles and dataset/attribute types — to evaluate the foundations of effective data visualization.
		CO2	Apply visualization reference models, visual mapping, and task abstraction methods to design and validate visualization applications.
		CO3	Analyze classification systems for visualizations and interaction techniques to identify appropriate visualization approaches for one, two, and multi-dimensional data.
		CO4	Apply visualization tools such as Tableau and Power BI to design dashboards and reports for strategic data insights, including group, tree, and network visualizations.
		CO5	Analyze techniques for visualizing volumetric data, geographic information, and collaborative visualizations to evaluate their suitability for spatial and simulation-based data.
		CO6	Analyze color theory, spatial arrangement, and network/tree visualization techniques to evaluate the effectiveness of a given data visualization design.
Business Analytics and Intelligence	MBABA315	CO1	Apply the definitions, scope, and key concepts of business analytics and intelligence, including data collection methods, to describe their role in business decision-making.
		CO2	Apply descriptive analytics techniques — including statistical measures, data visualization, and tools such as Tableau and Power BI — to summarise and communicate business data.
		CO3	Analyze prescriptive and predictive analytics techniques — including optimization, decision trees, regression, and time series analysis — to support business decision-making.
		CO4	Analyze the key components of Business Intelligence systems, including data warehousing, ETL processes, and BI platforms, to evaluate their application in organisational reporting.
		CO5	Apply data privacy regulations and governance frameworks — including GDPR and CCPA — to assess ethical considerations in the use of business data.
		CO6	Analyze emerging trends in analytics, including AI, big data, and IoT, to evaluate their impact on the future of business analytics and reporting.
Big Data Analytics	MBABA316	CO1	Apply the characteristics and business implications of big data — including volume, velocity, variety, and veracity — to describe the big data ecosystem and its role in business decision-making.



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		CO2	Apply Hadoop and Apache Spark technologies, including HDFS, MapReduce, and Spark SQL/MLlib, to process and query large datasets.
		CO3	Analyze data storage solutions and processing frameworks — including NoSQL databases, data lakes, and batch/stream processing tools such as Kafka and Flink — to design appropriate big data architectures.
		CO4	Apply exploratory data analysis techniques and visualization tools such as Python libraries and BI platforms to interpret and present insights from large datasets.
		CO5	Analyze scalable machine learning algorithms and big data security and privacy practices to evaluate their application in real-world big data implementations.
		CO6	Analyze real-world big data applications and case studies across industries such as finance, healthcare, and retail to assess big data solution design and implementation.
Internship	MBAIN387	CO1	Apply theoretical management concepts to understand the working culture, functions, and profile of a host organisation.
		CO2	Analyze the organisation's strategic positioning using McKinsey's 7S Framework and Porter's Five Forces Model.
		CO3	Analyze the internal strengths, weaknesses, and external opportunities and threats of the organisation through SWOT analysis.
		CO4	Apply financial statement analysis techniques to evaluate the financial performance and position of the organisation.
		CO5	Evaluate the organisational practices and workplace experiences to derive practical learning and professional insights.
		CO6	Communicate the internship experience and findings effectively through a structured written report and viva-voce presentation.
Emerging Technologies for Business	MBA401	CO1	Apply the concepts of Industrial Revolution 4.0 and enabling technologies to identify the role of data and human-to-machine interaction in emerging business technologies.
		CO2	Apply the concepts of data science — including the data value chain, data acquisition, and basic principles of Big Data — to explain the role of data in business decision-making.
		CO3	Analyze the goals, types, and techniques of Artificial Intelligence, including its applications across agriculture, health, business, and education, to assess AI's advantages and limitations for organisational use.
		CO4	Analyze the architecture and applications of the Internet of Things — including smart homes, smart cities, and smart farming — to evaluate its business and operational implications.
		CO5	Apply the concepts of Augmented Reality and Virtual Reality, including their architecture and applications in education, medicine, and entertainment, to identify suitable use cases for organisations.
		CO6	Analyze ethical, privacy, and accountability issues in emerging technology adoption, along with technologies such as blockchain, cloud computing, and cybersecurity, to assess their relevance and risks for business applications.



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Innovation and Design Thinking	MBA402	CO1	Apply the core principles and phases of the Design Innovation Process to understand Design Thinking as a solution-oriented approach.
		CO2	Analyze changing market conditions and organisational context using Sense Intent and Know Context methods to form a well-grounded innovation intent.
		CO3	Apply empathy-building and user research methods to understand people's needs, behaviours, and problems within a given context.
		CO4	Analyze user observations and research data to frame insights, identify patterns, and develop guiding design principles.
		CO5	Apply ideation techniques and concept-generation methods to explore and develop innovative concepts for identified opportunities.
		CO6	Evaluate and structure holistic solutions using concept evaluation and prototyping methods, and develop implementation strategies to realise innovative offerings.
Strategic Brand Management	MBAMM413	CO1	Apply the concepts of branding and strategic brand management to analyse the process of building strong brands across goods, services, and organisations.
		CO2	Analyze brand equity models — including Aaker's model and brand identity/positioning frameworks — to develop a positioning strategy for a brand.
		CO3	Apply brand knowledge dimensions and brand element selection criteria — including naming, logos, and packaging — to leverage brand associations for a chosen brand.
		CO4	Analyze branding strategy, brand hierarchy, and brand imitation dynamics to design sustainable brand extension and brand architecture strategies.
		CO5	Analyze the brand value chain and brand equity measurement techniques — both qualitative and quantitative — to assess brand performance outcomes.
		CO6	Analyze global and luxury branding strategies, including the drivers, barriers, and psychological factors of international brand expansion, to evaluate a brand's global positioning approach.
Integrated Marketing Communication	MBAMM414	CO1	Apply the IMC planning model and communication process to develop an integrated marketing communications programme for an organisation.
		CO2	Analyze advertising agency selection criteria and budgeting methods, including the DAGMAR approach, to determine appropriate advertising objectives and budgets.
		CO3	Analyze media planning factors and creative strategy elements to develop an effective media plan for an advertising campaign.
		CO4	Analyze direct marketing, sales promotion, and public relations strategies to design an integrated promotional mix for an organisation.
		CO5	Analyze advertising measurement and evaluation methods, including pre-testing and post-testing techniques, to assess advertising campaign effectiveness.



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		CO6	Analyze international, industrial, and internet advertising practices, along with advertising laws and ethics, to address contemporary challenges in global and digital advertising.
Digital and Social Media Marketing	MBAMM415	CO1	Apply the concepts of digital marketing and the digital marketing planning process to distinguish digital marketing from traditional marketing approaches.
		CO2	Apply display advertising concepts and targeting techniques — including remarketing and programmatic advertising — to design a display advertising plan.
		CO3	Apply Google AdWords and digital advertising tools — including search, display, and YouTube campaigns — to create and optimize online advertising campaigns.
		CO4	Analyze emerging digital marketing channels — including affiliate marketing, email marketing, social media marketing, and content marketing — to design an integrated digital marketing strategy.
		CO5	Analyze search engine optimization techniques and algorithm updates to create an SEO strategy for a website or business.
		CO6	Apply e-commerce and payment gateway concepts, including product listing ads and SEO for e-commerce, to set up and optimize an online store.
B2B Marketing	MBAMM416	CO1	Apply the concepts and characteristics of B2B marketing to classify business products and markets.
		CO2	Analyze organisational buying behaviour and inter-firm relationships, including the impact of IT on B2B buying, to determine appropriate marketer responses to buyer uncertainty.
		CO3	Analyze B2B strategy and market segmentation approaches, including standard industrial classification, to develop a positioning strategy for a business market.
		CO4	Analyze market communication and relationship communication processes, including vertical specialization strategies, to design a B2B communication approach for an organisation.
		CO5	Apply relationship portfolio management and key account management principles to classify and manage key accounts for a B2B organisation.
		CO6	Analyze B2B product offering elements and pricing strategies, including the 3 C's of pricing, to determine appropriate pricing decisions for B2B markets.
Tax Management	MBAFM413	CO1	Apply the basic concepts of direct tax and the Income Tax Act to determine the residential status and incidence of tax for an individual assessee.
		CO2	Analyze income from salary and house property — including HRA, gratuity, and leave encashment — to compute taxable salary for an individual assessee.
		CO3	Apply the provisions for computing income under Profits and Gains of Business or Profession, including depreciation on block of assets, to determine taxable business income.
		CO4	Analyze capital gains computation and permissible deductions under Sections 80C to 80U to determine the tax liability of an individual assessee under both old and new tax regimes.

		CO5	Apply the provisions for computing total income of a company to determine tax liability under the Minimum Alternative Tax (MAT) framework.
		CO6	Analyze the basic framework of GST — including registration procedures and GSTIN — and the customs duty structure to assess indirect tax compliance requirements.
International Financial Management	MBAFM414	CO1	Apply the concepts of the international financial environment, including the Balance of Payments and the International Monetary System, to analyze the risks and rewards of international finance for a multinational corporation.
		CO2	Apply foreign exchange market concepts, including exchange rate quotations and spot/forward rate determination, to analyze the structure and functioning of the foreign exchange market.
		CO3	Apply hedging techniques — including forward contracts, futures, options, and currency swaps — to manage foreign exchange risk exposure for an organization.
		CO4	Analyze international financial markets and instruments, including GDRs, ADRs, and Eurobonds, to determine suitable international financing options for an organization.
		CO5	Apply international parity relationships — including Interest Rate Parity, Purchasing Power Parity, and the International Fisher Effect — to forecast foreign exchange rates and identify arbitrage opportunities.
		CO6	Analyze foreign exchange exposure and international capital budgeting factors to determine the viability of international investment projects for an organization.
Risk Management and Insurance	MBAFM415	CO1	Apply the concepts of risk, uncertainty, and risk identification techniques to analyze business and individual risk exposures.
		CO2	Apply risk measurement techniques, including frequency and severity evaluation, along with risk control and financing methods, to determine appropriate risk management decisions for an organization.
		CO3	Apply the basic characteristics and requirements of insurable risk, along with the regulatory framework of the Indian insurance industry (IRDA), to distinguish insurance from other risk-transfer mechanisms.
		CO4	Analyze life insurance products, classifications, and premium calculation methods to determine suitable life insurance and annuity options for an individual.
		CO5	Analyze general insurance contracts — including health, fire, marine, and motor insurance — to determine suitable coverage options for individual and organizational risk exposures.
		CO6	Apply underwriting principles and claims management processes to analyze the functioning and organizational structure of insurance companies.
Mergers, Acquisitions and	MBAFM416	CO1	Apply the concepts, types, and motives of mergers and acquisitions, including theories of merger and synergy creation, to analyze the rationale behind M&A transactions.

Corporate Restructuring		CO2	Apply the merger process, including the five-stage model and due diligence procedures, to design an effective merger integration approach for an organization.
		CO3	Apply business valuation approaches — including asset-based, market-based, and income-based methods — to determine the exchange ratio for a merger transaction.
		CO4	Apply accounting methods for amalgamation, including the pooling of interest and purchase methods, to prepare journal entries and ledger accounts for a merger transaction.
		CO5	Analyze acquisition and takeover strategies, including anti-takeover defenses and the legal framework under the Competition Act and SEBI Takeover Code, to determine appropriate post-acquisition integration approaches for an organization.
		CO6	Analyze forms of corporate restructuring — including sell-offs, spin-offs, divestitures, and leveraged buyouts — to determine appropriate restructuring strategies for an organization.
Conflict & Negotiation Management	MBAHR413	CO1	Apply the fundamental concepts, types, and levels of conflict, including causes of workplace conflict such as harassment and discrimination, to identify the nature of conflicts arising in organizations.
		CO2	Analyze the stages, causes, and spectrum of conflicts, along with the contingency conflict management process, to determine the cost and impact of workplace conflict on organizations.
		CO3	Analyze conflict management approaches such as the Thomas Conflict Resolution model and the Cosier-Schank model to determine suitable strategies for resolving individual, team, and organizational conflicts.
		CO4	Apply the foundations, process, principles, and techniques of negotiation to conduct negotiations effectively in organizational and business contexts.
		CO5	Analyze dispute settlement and deal-making negotiation strategies, including the role of BATNA and ZOPA, to determine suitable negotiation approaches for resolving disputes in organizations.
		CO6	Analyze impasse situations and third-party intervention methods such as arbitration and mediation to determine suitable approaches for managing difficult negotiations in organizations.
International HRM	MBAHR414	CO1	Apply the fundamental concepts, objectives, and approaches of International Human Resource Management to address HR challenges faced by organizations operating in a global workforce.
		CO2	Analyze the role of culture in international business using models such as Hofstede's, GLOBE's, and Schein's frameworks to address cross-cultural management challenges in global organizations.
		CO3	Analyze staffing strategies and differentiate between PCNs, TCNs, and HCNs to manage expatriation and repatriation processes for international assignments in organizations.
		CO4	Apply training and development practices and international compensation approaches to design total rewards programs for expatriate and international staff in organizations.



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		CO5	Analyze performance management systems for international assignees, including comparative practices across leading global economies, to address challenges in international performance management.
		CO6	Analyze diversity management, work-life balance practices, and ethical and labour-standard considerations in international culture management to address contemporary global HR challenges in organizations.
Personal Growth and interpersonal Effectiveness	MBAHR415	CO1	Apply concepts of self-awareness, ego states, and role clarity to develop a personal self-improvement plan for workplace effectiveness.
		CO2	Apply the Johari Window and self-disclosure techniques to build interpersonal trust in organizational relationships.
		CO3	Analyze personality theories and psychometric frameworks — including MBTI, trait theories, and emotional intelligence — along with creativity tools such as Six Thinking Hats, to assess individual behavioral patterns in an organizational context.
		CO4	Analyze the influence of attitudes, beliefs, values, and locus of control on behavior to apply habits of personal effectiveness in workplace settings.
		CO5	Apply interpersonal orientation frameworks such as FIRO-B, along with conflict resolution, negotiation, and time-management techniques, to improve interpersonal effectiveness in organizational settings.
		CO6	Analyze Transactional Analysis concepts — including ego states, life positions, scripts, and group relations processes — to evaluate interpersonal transactions and group dynamics in organizational and team settings.
Strategic Talent Management	MBAHR416	CO1	Apply the concepts of talent management systems and performance appraisal methods to design a talent-friendly organizational process.
		CO2	Analyze succession planning and talent planning approaches, including the balanced scorecard and strategic accountability framework, to develop a succession management program for an organization.
		CO3	Analyze talent development and retention strategies, including coaching and return-on-talent analytics, to design an employee retention and engagement approach.
		CO4	Apply competency mapping concepts and the 5-level competency model to develop competency-based HR systems for an organization.
		CO5	Apply competency mapping methodology and profiling tools, including competency-based interviewing, to develop a competency framework for an organization.
		CO6	Analyze performance measurement systems and assessment/development centre approaches to design an effective performance management process for an organization.

Machine Learning	MBABA413	CO1	Apply fundamental programming concepts and Python tools to build the foundational skills required for developing machine learning solutions for business applications.
		CO2	Apply supervised and unsupervised learning techniques such as regression, decision trees, and clustering to build predictive models for business decision-making.
		CO3	Analyze decision tree learning issues and genetic algorithm techniques to determine optimal model structures for solving business classification and optimization problems.
		CO4	Analyze ensemble learning techniques such as bagging, boosting, and stacking, along with probabilistic learning models, to improve the predictive accuracy of machine learning models for business applications.
		CO5	Analyze reinforcement learning techniques and hypothesis evaluation methods, including error estimation and bias-variance trade-offs, to determine the reliability of machine learning models for business decision-making.
		CO6	Analyze virtual reality and augmented reality technologies, including their features, differences, and evaluation approaches, to determine suitable immersive technology applications for business environments.
Predictive Analytics	MBABA414	CO1	Apply the concepts of predictive analytics and distinguish it from descriptive and prescriptive analytics to determine its impact on business decision-making.
		CO2	Apply data collection and preparation techniques, using tools such as Excel, Python, or R, to clean and prepare data for predictive analysis.
		CO3	Apply statistical foundations, including probability distributions, hypothesis testing, and regression analysis, to build statistical models for business prediction.
		CO4	Apply advanced predictive modeling techniques — including regression, classification, and time series analysis such as ARIMA — to develop predictive models for business decision-making.
		CO5	Analyze machine learning techniques, including clustering and support vector machines, along with cross-validation methods, to evaluate model performance for predictive analytics applications.
		CO6	Analyze big data technologies such as Hadoop and Spark, along with predictive analytics tools such as SAS, SPSS, and Tableau, and ethical considerations in predictive analytics, to determine suitable tools and practices for large-scale predictive analytics.
Digital Analytics	MBABA415	CO1	Apply key concepts and metrics of digital analytics, including KPIs and funnel analysis, to map the digital customer journey for a business.
		CO2	Apply digital analytics tools and platforms, including Google Analytics and Adobe Analytics, to set up dashboards and generate performance reports.
		CO3	Apply data collection and integration methods, including website tracking, event tracking, and multi-platform data integration, to consolidate digital data sources for analysis.



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		CO4	Analyze website performance metrics, conversion tracking, and attribution models to interpret user behaviour and traffic patterns for a business website.
		CO5	Analyze social media analytics metrics and tools, including engagement, reach, and sentiment analysis, to evaluate social media campaign and influencer performance.
		CO6	Analyze mobile and app analytics tools, including Firebase and Flurry, along with user behaviour metrics such as retention and lifetime value, to determine strategies for optimizing app performance.
Strategy Analytics	MBABA416	CO1	Apply the concept and scope of strategy analytics, including descriptive, diagnostic, predictive, and prescriptive analytics, to determine the role of data in strategic decision-making.
		CO2	Apply strategic management fundamentals — including SWOT analysis and Porter's Five Forces — to conduct an industry and competitive analysis for an organization.
		CO3	Apply data-driven approaches to market, competitive, and customer analysis to inform strategy formulation for an organization.
		CO4	Analyze descriptive, predictive, and prescriptive analytical techniques — including regression and scenario analysis — to support strategic decision-making for an organization.
		CO5	Analyze strategic performance measurement frameworks, including Key Performance Indicators and the Balanced Scorecard, along with benchmarking practices, to evaluate organizational strategic performance.
		CO6	Analyze advanced analytical methods — including big data analytics, machine learning, and simulation techniques — to evaluate strategic options for an organization.
Project Report	22MBAPR407	CO1	Apply theoretical management concepts to understand the industry and company profile, including SWOT analysis, of the organisation under study.
		CO2	Analyze the theoretical background and existing literature on the chosen research topic to identify relevant research gaps.
		CO3	Apply appropriate research design elements, including problem statement, objectives, hypotheses, and research methodology, to structure the study.
		CO4	Analyze primary and/or secondary data collected using appropriate statistical tools and packages to derive meaningful business insights.
		CO5	Evaluate the findings of the study to arrive at appropriate conclusions and formulate practical recommendations for the organisation.
		CO6	Communicate research findings effectively through a structured written report and oral presentation/viva-voce examination.