TECNIA INSTITUTE OF ADVANCED STUDIES
GRADE "A" INSTITUTE
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Department of Management Sciences

Course Outcomes

MBA 1st Sem

MS 101	**Management Process & Organizational Behaviour**	CO1: Enumerate, explain, compare and analyze the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.
		Co2: Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.
		Co3: Apply the knowledge of management theory and of organizational behaviour to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.
		Co4:Analyze the complexities of work organizations and develop a multidisciplinary approach to address interpersonal and intra organizational issues.
MS 103	**Quantitative Techniques**	CO1:Identify and differentiate between different statistical techniques and methods
		CO-2: Explain the merits and limitations of various statistical techniques.
		CO-3: Demonstrate effective computational and spreadsheets skills for business analysis.
		CO-4: Analyse and interpret statistical information from the business data and reports.
		CO-5:Apply quantitative techniques to solve a variety of business problems.
MS 105	**Managerial Economics**	CO1: Examine various economic ideologies, economic theories and techniques of economic analysis and discuss their relevance for managerial decision making.
		CO-2:Identify and explain factors influencing supply and demand, analyze the dynamic role of markets in allocation of productive resources in a free market economy and offer critique of market based model from sustainable development perspective.
		CO-3: Examine various approaches and models that explain consumer choices and behaviour and apply them for analyzing the demand.
		CO-4: Discuss the theory of production and analyze the effects of technology and variations in input proportions on output, both in the short run and long run.

		CO-5: Identify and compare different market structures and analyze pricing and output decisions in different market forms.
		CO-6:Analyze business cycles, macro-economic conditions and policies and develop effective business strategies.
MS 107	**Accounting for Management**	CO1: Demonstrate sound understanding of fundamental accounting principles, accounting standards and accounting techniques.
		CO-2: Construct Financial statements by collecting, recording and classifying the financial information from divergent sources.
		CO-3:Critically analyze and interpret financial statements of a company
		CO-4:Demonstrate the ability to extract and use meaningful financial information for managerial decision making
MS 109	**Information Technology Management**	CO1: Recall the components of an Information Technology based system.
		CO2: Identify the challenges in storage and retrieval of data.
		CO3: Classify the software into various types on the basis of different criteria.
		CO4: Create and analyze the database using SQL and spreadsheet tools.
		CO5: Build an appropriate computer network as per the organizational needs
		CO6: Develop web pages using HTML.
		CO7: Contrast the information systems for managerial decision making
		CO8: Understand the new and emerging technologies
MS 111	**Marketing Management**	CO1:Discuss the importance of a customer centric approach and critically evaluate marketing function ,concepts and theories ,processes and techniques
		CO2:Identify and explain the major forces in the macro and micro environment that impact marketing strategy development and implementation
		CO3: Apply key marketing concepts and tools to develop and prioitise appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges
		CO4:Explain the importance of synchronizing the elements of a customer -driven marketing strategy and apply IT based tools that provide for a seamless customer experience
		CO5 : Anticipate future challenges and devise marketing strategies to adapt to the imperatives of sustainable development
MS 113	**Communication in Organizations**	CO1: Recognize the scope and significance of communication and its relevance for enhancing individual and organizational performance in the context of global business operations.
		CO2: Explain the concepts, theories and principles of communication informing various communication strategies and practices aimed at effective communication with different stakeholders of the organization.
		CO3: Identify and apply various tools and techniques for developing appropriate communications strategies aimed at positioning the organization and build brand image.
		CO4: Exhibit the use of interpersonal communication skills and etiquettes for impactful business dealings and lasting relationship building reflected in dressing sense, listening skills, cultural sensitivity

		etc.
		CO5: Devise an effective communication strategy and protocols that can be successfully employed by the individuals and teams while participating in business negotiations.
MS 115	**Legal Aspects of Business**	CO1: Identify, define and explain the legal provisions governing general and special contracts, companies, competitive markets, consumers' protection and investors' protection.
		CO2:Distinguish, examine and summarize legal communications and take actions consistent with the requirements of law
		CO3:Analyze the decision-making context with due regard to the legal requirements and regulatory compliances
		CO4:Evaluate and appraise the legal consequences of alternative choices proposed for decision making.
		CO5:Assess various legal strategies or options available in the specific context of various legal disputes or issues that generally arise in the course of business.
		CO6:Explain the mechanisms set-up under the relevant laws for handling legal disputes or addressing legal issues and prepare strategies for their expeditious and effective resolution.
MS 117	**Information Technology Management Lab**	COl: Apply Operating system tools for IT resources.
		CO2: Create and analyze the database using SQL.
		CO3: Make use of Spreadsheet software such as MS-Excel as a data analysis tool.
		CO4: Create and develop web pages using HTML.

MBA 2nd Semester

MS 102	**Technology and Innovation Management**	CO1: Understand the concept of technology and its usefulness for an organization.
		CO2: Develop technology development processes and strategies for a firm
		CO3: Identify the emerging trends in technology development at national and global level
		CO4: Classify the innovation on different criteria for adoption in organizations.
		CO5: Examine the Innovation Strategies of various firms in a systemic manner
		CO6: Evaluate the role of innovation in organizational performance and transformation.
		CO7: Understand and examine the factors affecting the technological change and its management
		CO8: Build innovative organizations through climate and culture for innovation
		CO9: Apply creative thinking for problem solving.
MS 104	**Financial Management**	CO1: Demonstrate the sound understanding of the concept, functions and importance of financial management for a business firm.

		CO2: Analyze the convolutions associated with management of short-term and long-term funds in the corporate capital structure.
		CO3: Demonstrate the ability to assess and manage financial risks and recommend an optimum capital portfolio for a firm.
		CO4: Combine the knowledge of financial management and investment, financing, dividend policy and working capital decisions for ensuring optimum valuation of a firm.
MS 106	**Business Research**	CO1: Identify and differentiate between different types of research and research designs.
		CO2: Formulate and articulate research questions and specify research objectives and hypothesis.
		CO3: Critically analyze and evaluate the existing literature to identify the research gaps and prepare a research proposal for scientific study.
		CO4: Design a sample study employingstatistical tools and techniques, develop data collection instruments comprising scale items and test their validity and reliability.
		CO5: Analyze quantitative data by identifying and applying various statistical tests and interpret the results for drawing generalizations.
		CO6: Write a report and present the findings in a structured manner with coherent arguments in logically persuasive style and analyze the implications for both practice and future research.
MS 108	**Sustainable Operations Management**	CO1: Define operations management and discuss its scope and its strategic significance for the organizations to achieve competitive advantage as well as the nation to enhance its productive efficiency.
		CO2: Explain the major milestones and trajectory of evolution of operations management as a field of study, discuss the contribution of various individuals and organizations to the field of operations management.
		CO3: Identify the major decision areas included in operations management and explain the principles, concepts, tools and techniques employed for decision making in each of the decision areas.
		CO4: Identify the processes of product design and development, analyse various approaches • to product development, compare and classify manufacturing and service delivery processes and analyse the factors determining process selection.
		CO5: Apply various tools and techniques and use operations analyticsfor operations planning and control and managing supply chains.
		CO6: Design and implement quality management systems applying both traditional and Japanese management philosophies for sustainable operations management.
MS 109	**Information Technology Management**	CO1: Recall the components of an Information Technology based system
		CO2: Identify the challenges in storage and retrieval of data.
		CO3: Classify the software into various types on the basis of different criteria.

		CO4: Create and analyze the database using SQL and spreadsheet tools.
		CO5: Build an appropriate computer network as per the organizational needs
		CO6: Develop web pages using HTML.
		CO7: Contrast the information systems for managerial decision making
		CO8: Understand the new and emerging technologies
MS 110	**Management of Information Systems**	CO1: Define, classify and explain information systems, analyze their functions and explain the strategic role of information systems in enhancing organizational performance.
		CO2: Discuss the components of information systems, analyze their inter relationships and apply the knowledge to configure information systems that can be effectively integrated into the business strategy and business processes of the organization.
		CO3: Explain the tools and techniques for information systems design and impl ementation and apply them appropriately to take leverage of enterprise systems for enhancing the effectiveness of decision making.
		CO4: Evaluate the information systems in terms of their contribution towards improved decision making and optimum use of organizational resources.
		CO5: Anticipate the risks associated with enterprise systems from economic, social, privacy and security perspectives and propose legal and ethical solutions consistent with sustainable development goals.
MS 112	**Human Resource Management**	CO1: Explain the scope and strategic significance of the Human Resources Management function, discuss and differentiate between various models of HRM.
		CO2: Apply the methods and techniques of human resources planning, job design, recruitment, selection and onboarding.
		CO3: Develop performance management systems integrating performance appraisal, training and development, reward and recognition and other initiatives to create a high performance culture in organizations.
		CO4: Evaluate Human Resources Management Systems and employ Human Resource Information Systems and data driven approach to improve the HR processes.
		CO5: Identify contemporary issues and challenges in managing increasing diversity of workforce and apply the concepts of inclusion, employee engagement, positive psychology etc for promoting inclusive work spaces and enhancing employee engagement through positive employee experiences.
MS 116	**Professional Skill Developme nt (NUES)**	CO1: To recognize, identify and foster self-capabilities for corporate readiness
		CO2: Develop life skills such as communication, cooperation, teamwork, and resilience
		CO3: Develop understanding of appropriate conduct in professional environment
		CO4: Develop corporate character and holistic personality

MBA 3rd Semester

MS 201	**Summer Training Project**	CO1: Integrate academic theory with practice.
		CO2: Develop self-confidence, sensitivity and appreciation for diversity, clarification of work and personal values, and workplace etiquette.
		CO3: To apply knowledge and skills learned in company/industry/organization to real-world problems
		CO4: Develop and demonstrate workplace competencies such oral and written communication, critical thinking, organization, problem solving, decision making, leadership, managing interpersonal relationships, etc. necessary for professional success.
		CO5: Carry out research projects, analyze data, and write up and present results in meetings (including experience in using specialized tools at each stage of this process).
MS 203	**Management of International Business**	CO1: Develop an understanding of the global business environment in terms of economic, socio-cultural, political, technological and legal aspects.
		CO2: Absorb insights of the international aspects of strategic management, global talent management, finance, marketing, e-commerce, organization and design of multinational corporations
		CO3: Learn the knowledge and skills necessary to function successfully in the diverse international business environment, with the ability to contribute to the innovation processes.
		CO4: Apply the knowledge of cross cultural issues for effectively managing international business negotiations
		CO5: Appreciate the underlying global public issues of ethical, sustainable and socially responsible conduct of business in the business operations of MNCs for effective decision making
MS 205	**Managing E-Business**	CO 1: Understanding the concepts of electronic business and electronic commerce and related tools and techniques
		CO 2: Identifying various security issues and measures for any online digital medium
		CO 3: Understanding about latest innovation in field of Electronic payment systems.
		CO 4: Understanding of latest trends in electronic commerce and learning it's ethical, societal, legal impacts
MS 207	**Entrepreneurship Development & Startup**	CO-1: Demonstrate an understanding of and appreciation for the characteristics of successful entrepreneurs and their role in economic development of a nation
		CO-2: Analyse the industry and competitors of any firm and creatively write an effective business plan
		CO-3: Understand essential knowledge of how to start one's own business by assessing business viability on various parameters including support from the government
		CO-4: Identify key drivers of growth in a venture and determine how to strategize and run a start-up in the long run
MS 209	**Strategic Management**	CO1: Understand the integrative model of strategic management process along with role of corporate governance in strategic management

		CO2: Demonstrate the knowledge in formulating strategies along with identifying the resource endowments specific to the firm & industry
		CO3: Implement a strategic plan that takes into account the functional areas of business along with procedures in order to achieve organizational goals.
		CO4: Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business. industry, and cultural differences.
MS 211	**Business Analytics**	CO1: Develop an understanding of business analytics and its models for problem solving
		CO2: Learn data visualization and validation techniques for effective data presentation and management
		CO3: Understand how to treat data for errors so as to analyse management problems correctly and create effective solutions
		CO4: Be able to apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach
MS 213	**Consumer Behaviour**	CO1: Demonstrate an understanding of the importance of studying consumer behaviour and its relevance to decisions in marketing, public policy and social and economic spheres.
		CO2: Demonstrate an understanding of the consumer decision-making process and theinternal and external determinants that influence this process.
		CO3: Apply the various research tools and techniques to gain insights into consumer behaviour.
		CO4: Demonstrate the ability to develop creative marketing strategies and solutions based on an understanding of the consumer behaviour of the relevant target groups.
MS 215	**Sales and Distribution Management**	CO1: Understand personal selling process. types of sales organizations, and analyse the role of sales strategies, territory allocation, and sales forecasting in sales management.
		CO2: Understand the process of sales staffing and sales force management in a sales organization.
		CO3: Analyse the role of retailers and wholesalers in the distribution process, and understand the steps in channel creation and management.
		CO4: Differentiate between logistics, distribution, supply chain management and understand process of efficient physical distribution.
MS 217	**Services Marketing**	CO1: Demonstrate an understanding importance of service marketing management for creating a culture of service in organizations and an awareness of the presence of the service element across the tangible-intangible product spectrum.
		CO2: Apply the relevant principles and guidelines to the process of service positioning and the design, development and implementation of the services marketing mix.
		CO3: : Define and measure service quality and demonstrate an understanding of the causes for gaps between customer expectations and perceptions of services and ability to develop appropriate innovative solutions.
		CO4: Demonstrate the ability to apply the concepts and principles of service marketing to develop creative service strategies across various

		service industries.
MS 219	Customer Relationship Management	CO1: To make the students understand the organizational need, benefits and process of creating long-term value for individual customers
		CO2: To disseminate knowledge regarding the concept of e-CRM and e-CRM technologies.
		CO3: To enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations.
		CO4: Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.
MS 221	International Financial Management	CO1: Understand different exchange rate regimes, and systems across the globe
		CO2: Analyze, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions
		CO3: Recognize and calculate forward exchange rates given spot rates, identify market conventions on exchange rate quotation
		CO4: Develop a sound understanding of the foreign exchange market and foreign exchange risk exposure
		COS: Analyze both quantitative and qualitative financial information to influence foreign investment decisions
MS 223	Financial Markets and Institutions	CO1: The students will understand interrelationship of economic, commerce, financial markets and strategies for corporate decision making
		CO2: This course will help students develop understanding of foundations of financial markets and institutions.
		CO3: They will learn tools and techniques for analysing market behaviour, impact of regulatory policies on changing decision making of companies and will be able to make strategies for investment.
		CO4: The course is especially useful for those learners who want to get employed in financial sector or start entrepreneurial ventures as financial service provider as investment consultants, advisors and investment banking.
MS 225	Investment Analysis & Portfolio Management	CO1: Understand the risk and return relationship of financial market instruments and securities available for investment.
		CO2: Apply the acquired knowledge of the security market for valuation of both equity and fixed income securities under goal-based investment planning.
		CO3: Understand the concept and importance of portfolio management and develop skills for construction, evaluation and revision of portfolio.
		CO4: Understand the various behavioural biases that impact investment decision making.
MS 227	Financial Econometr	CO-1: Understand the nature and behaviour of time series data
		CO-2: Apply financial econometrics techniques on the real-life financial

	ics	data.
		CO-3: Forecast the financial data; derive a relationship between two or more series for useful implications.
		CO-4: Validate financial theories and methods with the help of empirical data.
MS 229	**Management of Training, Learning and Development**	CO1: Understand the key concepts of learning and training and implement it for strategic development of workforce
		CO2: Learn to conduct effective needs assessment and develop an appropriate training strategy for an organization
		CO3: Design the training programmes to address the needs identified and execute the training by adopting suitable method, technique and training aids.
		CO4: Evaluate the training program; verify its validity and achieve overall control for improving the training function of an organization on a continuous basis.
MS 231	**Managing Industrial Relations**	CO1: Examine the role of various stakeholders of industry in maintaining peace at macro and micro level in the local as well as global industry.
		CO2 Understand the concepts and principles of managing industrial relations at the organization level through worker participation, grievance management, discipline management and collective bargaining.
		CO3 Understand the legal processes and procedures of handling employee relations and industrial relations for better personal, professional and social life of employees.
		CO4: Application of knowledge gained about national and international industrial relations in current scenario in problem solving, strategy formation and innovative solutions to problems at organization and industry level.
MS 233	**Talent Management**	CO1: Understand key concepts of talent management and create a talent management system for organization excellence
		CO2: Understand key concepts of competency mapping and design an instrument for competency assessment
		CO3: Analyse strategic talent acquisition practices and design & evaluate training methods to foster learning in a global workplace
		CO4: Assess employee performance and analyse methods for career and succession planning in a global workplace
MS 235	**Compensation and Performance Management**	CO1:Understand the various components of pay structure, incentives, benefits to be provided to the employees to keep them motivated and performing.
		CO2:Think analytically and creatively desig tax efficient pay packages at every level in the organization for employees in national and international scenario
		CO3:Demonstrate an understading of performance management process and the ability to select an appropriate measurement approach and plan the performance management process and documentation for an organization

		CO4:Demonstrate the ability to develop creative solutions to the challenges involved in implementing the performance management process for potential appraisal, career development and succession planning
MS 237	**Digitalization and E-Governance**	CO1: Gain a familiarity with the basic concepts, terminology and technolgy of digitalization and e-governance
		CO2: Develop skills to critically evaluate government websites and e-services against current best practices, principles and standards
		CO3: Understand the major federal and state laws and regulations impacting the evolution of e-governance
		CO4: Be able to articulate the policy and social issues facing agencies to implementing e-government initiatives.
		CO5: Be able to apply basic business case and government IT management concepts in preparing e-government proposals, plans or strategies
MS 239	**Artificial Intelligence & Machine Learning**	CO1: Understand the basic concepts of machine learning and some typical applications
		CO2: Understanding how to build and validate models and improve them iteratively.
		CO3: Understand the core concepts of artificial intelligence and applications
		CO4: Apply knowledge representation with artificial intelligence.
MS 241	**Database Management System**	CO1: To apply the company orientation towards the Digitalization or Online Market and also evaluate the E-Commerce
		CO2: To classify and interpret the communication mix with respect to advertising, sales promotion, personal selling and various other communication methods in digital marketing
		CO3: To analyse the consumer behavior and can recognize the different steps in decision making
		CO4: To discover, evaluate and analyze a brand in the Online Market.
MS 245	**Enterprise Systems**	CO1: To understand the meaning, definition, concept and type of enterprise system along with its architecture and system development.
		CO2: To analyze and understand the concept of ERP and its relationship with CRM, SCM and e-commerce.
		CO3: To analyze and understand the concept of SCM, e- SCM.
		CO4 To interpret and understand concept of CRM. e- CRM, elements, models, applications, trends of CRM.
MS 247	**International Business Environment and Strategy**	CO1: The influence of international Environment on business, he can understand the various factors required for export business.
		CO-2: The influence of international Environment on business, he can understand the various factors required for export business.
		CO-3: To better understand operations in the multilateral system.
MS 249	**Export, Import Policies, Procedure**	CO-1: Understand the basics of Export and Import
		CO2: Develop the skills which are required to start the export business from India
		CO-3: To learn the export documentation formalities in India

	s and Document ation	CO-4: To understand the custom and quality control formalities and schemes as per foreign trade policy
MS 251	**International Financial Management**	CO1: Understand different exchange rate regimes, and systems across the globe
		CO-2 Analyze, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions
		CO-3: Recognize and calculate forward exchange rates given spot rates, identify market conventions on exchange rate quotation
		CO-4: : Develop a sound understanding of the foreign exchange market and foreign exchange risk exposure
		CO5: Analyze both quantitative and qualitative financial information to influence foreign investment decisions
MS 253	**International Business Negotiation**	CO1: Understand global business negotiation and its environmental setting
		CO2: Understand role of culture in global business negotiation and avoid any confusion and misinterpretation
		CO3: Analyse his/ her style of negotiation as well as learn how to adjust this style according to the counterpart's style
		CO4: Explore different tools for a successful negotiation deal, including communication styles and technology-based tools; and learn the applicability of each tool.
MS 257	**Operations Strategy**	CO1: Demonstrate the understanding of the strategic significance of operations and appreciate various decision areas
		CO2: Analyze various performance objectives and their relative significance in gaining competitive advantage
		CO3: Appreciate the factors influencing capacity decisions and evaluate supply chain networks..
		CO4: Develop an understanding of various approaches, frameworks and models of strategy formulation and demonstrate the ability to apply them..
MS 259	**Logistics and Supply Chain Management**	CO1:. Demonstrate conceptual understanding of supply chain and logistics and factors influencing supply chain and logistics operations
		CO2: : Ability to use various tools and techniques for taking decisions related to supply chain and logistics.
		CO3: Develop an integrated view and understanding of various components of purchase and material management and the processes involved in efficient materials management
		CO4: Apply the knowledge of information technology for designing and implementing logistics systems
MS 261	**Predictive Analytics and Big Data**	CO1 Develop an understanding of preparing data for applying predictive analysis
		CO2: Learn predictive data analysis and big data analysis techniques
		CO3: Understand how to treat data for errors so as to analyse management problems correctly and create effective solution0073
		CO4: Be able to apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach

MS 265	**Business Analytics Lab**	CO1: Apply data visualization and validation Techniques for effective data presentation and management
		CO2:Apply data analysis tools to solve management problems with data perspectives
		CO3: Apply predicive analysis tools to solve organizational problems using a systematic and analytical decision-making approach

MBA 4th Semester

MS 202	**Project Dissertation**	CO1: Identify and articulate a clear research question or research problem.
		CO2: Perform a thorough literature review & formulate a hypothesis.
		CO3: Distinguish between different research methodologies and know when to use them.
		CO4: Collect pertinent data, analyse it and communicate clearly and effectively the findings and conclusions.
		CO5: Give recommendations based on research findings in the interest of benefitting industry and society.
MS 204	**Corporate Social Responsibility, Human Values and Ethics**	CO1: Learn the significance of value system and ethical conduct in business
		CO2: Examine the association between corporate strategy, Corporate Social Responsibility (CSR) and its influence on stakeholder engagement
		CO3: Compare and contrast the multiple international frameworks of CSR and Sustainability.
		CO4: Understand the issues that organizational leaders face as they develop their CSR and corporate governance programs
		CO5: Analyze the impact of CSR implementation on corporate culture, in the realm of sustainable development, innovation, and solutions to business, social and environmental problems.
MS 206	**Advertising & Brand Management**	CO1: Understand the nature and scope of advertising management as a part of Integrated marketing communication.
		CO2: Evaluate different media and media selection for its effectiveness.
		CO3: Interpret importance of strategic brand management process with help of different model.
		CO4: Analyse managing global brands in different sectors.
MS 208	**Digital & Social Media Marketing**	CO1: Understand the concepts. techniques and evolving strategies of internet marketing.
		CO2: Assess opportunities of internet medium to support the organization's marketing activities.
		CO3: Understanding consumer behaviour on digital media
		CO4: Understanding and Implementing Social Media Marketing Strategies.
MS 210	**Marketing Analytics**	CO1: Understanding the basic concept of data management and data mining techniques in marketing management
		CO2: Understand the importance of marketing analytics for planning and systematic allocation of marketing resources
		CO3: Learn how to create a predictive marketing dashboard for an

		organisation using marketing analytics.
		CO4: Analyze data and draw conclusions from it to solve strategic marketing problems
MS 212	**Retail Management**	CO1:. Explain the retailing concept, its evolution and importance, and the forces impacting retail development at the Indian and global level.
		CO2: Explain the process of retail strategy formulation, identify the sources of sustainable competitive advantage, develop an appropriate financial strategy and evaluate location and site alternatives.
		CO3: Demonstrate an understanding of the merchandise management process, inventory planning, retail pricing and designing of the retail communication mix.
		CO4 : Evaluate store layout and design alternatives, and demonstrate an understanding of store management as well as display a sensitivity towards the human resources, ethical and legal issues in retailing.
MS 214	**Mergers, Acquisitions and Corporate Restructuring**	CO1: Understand the process of corporate restructuring
		CO2: Ability to comprehend the value of mergers, acquisitions, and other corporate restructuring tools for the business
		CO3: Develop the skillset to evaluate the opportunity for corporate restructuring
		CO4: Ability to value the firms through various accounting and managerial methods
		CO5: Competence to appreciate and resolve the HR and other cultural issues involved in mergers, and acquisitions
MS 216	**Financial Derivatives**	CO1: To develop an understanding amongst students of financial derivatives about theories, principles of derivatives pricing and models
		CO2: To understand the regulatory framework and interplay of other macro-economic and social factors that impact derivatives market.
		CO3:. To develop skills required for taking corporate finance-related decisions to maximize the firm value through inter-company derivatives investments.
		CO4: To equip the students to conceive and evaluate entrepreneurial ideas in the field of financial derivatives trading and for taking-up consultancy assignments in the field of personal finance and wealth management.
MS 218	**Behavioral Finance**	CO1: The students will understand interrelationship of economic, social, psychology theories underlying human decision making
		CO2 This course will help students develop understanding of foundations of behavioral finance and its theories.
		CO3: They will learn tools and techniques for analysing stock market behaviour and will be able to make strategies for designing portfolios.
		CO4: The course is especially useful for those learners who want to start entrepreneurial ventures as investment consultants, advisors and investment banking.
MS 220	**FinTech**	CO1: The learners will be able to have conceptual understanding of the changing financial sector and challenges of IT-driven business environment.
		CO2: They will develop the skills for analyzing the risks associated with complex fintech businesses for strategic financial decision-making.

		CO3: They will be able to demonstrate critical thinking abilities based on innovative practices, changing regulatory framework of FinTech and its implications for business, consumers and society.
		CO4: The course will equip students with the know-how of starting a FinTech start-up venture.
MS 222	**Managing Organizational Development**	CO1: Apply· principles of system thinking and relevant theories that are fundamental to organizational change in the context of organizational work practices.
		CO2: Think analytically and creatively to diagnose issues at the organization, group and individual level in this dynamic business environment and plan interventions for growth of the organization..
		CO3: Apply the knowledge of OD interventions creatively to design interventions for their organization to improve group dynamics, teamwork, leadership, structure, culture and implement them.
		CO4: Develop learning organizations, lean and agile organizations which can excel professionally and socially..
MS 224	**Leadership and Teamwork in Blended Organizations**	CO1: Assess potential leadership traits, skills & behaviours. Student will have an increased awareness of his/her personal leadership style, e.g., interpersonal skills, team development etc
		CO2: The student will have a broad understanding from a systems perspective to identify the ways in which organizational behaviour, structure, and culture can be changed effectively in present day blended workspace for ensuring the success of the organizations
		CO3: The student will understand the structure of teams, stages of its building and behavioural dynamics involved at all stages.
		CO4: The student will learn the nuances of building an effective team in the present-day blended work environment.
MS 226	**People Analytics**	CO1: Secure the right piece of information through analytics and take an informed decision that will benefit organization or business.
		CO2: Develop ability to resourcefully use analytical information to improve the organization and its people
		CO3: Develop a culture and of analytical and critical thinking by applying analytics in the people functions of the organization
		CO4: Effectively measure the success of people activities and processes by overall performance and efficiency generated out of successful implementation of analytics.
MS 228	**Managing Diversity and Inclusion**	CO1: Articulate the types of issues related to diversity and inclusion that can arise in a global workplace
		CO2: Understand socio cultural dimensions of diversity in India and globally
		CO3: Learn to manage cross cultural diversity
		CO4: Create creative policies to encourage inclusion in the workplace
MS 230	**Advanced Business Analytics & Predictive Modelling**	CO-1:. Develop an understanding of preparing data for applying predictive analysis
		CO2: Learn predictive data analysis and advanced Business Analytic techniques

		CO-3 Understand how to model data to solve management problems and create effective solutions
		CO-4: Be able to apply predictive analysis and advanced analytical tools to solve organizational problems using a systematic and analytical decision-making approach
MS 232	**Information Security**	CO 1: Understand the need for Computer Security & Security Mechanisms
		CO 2: Explore information and cyber security threats & other related issues
		CO 3: Understand various methods and techniques for information security
		CO 4: Apply preventive measures for controlling information threats in business
MS 236	**Data Modelling with PYTHON**	CO1: Understand the concept of business intelligence and business decisions and different tools for decision making..
		CO2: Understand the concept of data warehouse and its architecture.
		CO3. Implement SQL for creation modify and display data from DBMS.
		CO4: Analyse the concept of data mining and knowledge discovery and their application.
		CO5: Analyse the concept of knowledge management and issues in business intelligence.
MS 236	**Business Intelligence and Applications**	CO1: Understand the concept of business intelligence and business decisions and different tools for decision making.
		CO2: Understand the concept of data warehouse and its architecture.
		CO3: Implement SQL for creation modify and display data from DBMS.
		CO4: Analyse the concept of data mining and knowledge discovery and their application.
		CO5: Analyse the concept of knowledge management and issues in business intelligence.
MS - 238	**Global Competitiveness**	CO1:. Understand the concept of strategic alliances and acquaint themselves with the worldwide trends in this area..
		CO2: Explain the factors responsible for the rise of strategic alliances.
		CO3: Develop an awareness of costs and benefits of alliance arrangements
		CO4 Explain the process of planning successful alliances and responsibility of the alliance partners
MS 240	**WTO and Intellectual Property Rights**	CO1:. Understand the working and significance of world trade organization in liberalised era.
		CO2: Be familiar with the concept of intellectual property rights and their application.
		CO3: : Appreciate the impact of WTO on Indian Economy.
		CO4: Understand Trade Related Aspects Of Intellectual Property Rights (TRIPS) & Trade Related Investment Measures (TRIMS) in context of international business
MS 242	**International Human**	CO1: Demonstrate an understanding of concepts and practices within the field of IHRM

	Resource & Cross Cultural Management	CO2: Identify and appreciate the significance of social responsibility and ethical issues in HR practices and the management of people in cross-cultural environment
		CO3:. Examine international negotiation and foresee challenges of practical aspects of negotiation and decision making
		CO4: Critically evaluate evolving nature of international employment and its role in shaping human resource practices in MNCs
MS 244	**International Marketing**	CO1: Apply basic international marketing theories and concepts to understand the environment
		CO2 Understand international environment in order to develop appropriate international marketing objectives and strategies
		CO3: Develop unique international marketing plans
		CO4: Design and implement effective market access strategies
MS 246	**Business Process Management**	CO1: Demonstrate conceptual understanding of business process re-engineering and appreciate its evolution.
		CO2: Analyze the drivers and triggers of business process management and appreciate the
		limitations of automation while transforming organizations
		CO3: Ability to identify the critical success factors of business process management and appreciate the relevance of strategy and process architecture in implementation of business process management
		CO4: Demonstrate the knowledge of business process management implementation framework and its components.
MS 248	**Advanced Business Analytics & Predictive Modelling**	CO1: Develop an understanding of preparing data for applying predictive analysis
		CO2: Learn predictive data analysis and advanced Business Analytic techniques
		CO3: Understand how to model data to solve management problems and create effective solutions
		CO4: Be able to apply predictive analysis and advanced analytical tools to solve organizational problems using a systematic and analytical decision-making approach
MS 250	**Project Management**	CO1: Appreciation of concept of project activity as distinct from routine activities and their role in business decision making.
		CO2: : Capacity to generate new project ideas and evaluate the same for sustainable growth of business.
		CO3: Ability to plan and execute large scale projects with time and cost efficiency.
		CO4: General awareness of project life cycle and specific requirement of different stages of projects.
		CO5: Acquaintance with project scheduling. monitoring. control, and termination of projects.
		CO6: Acquisition of skills necessary to manage risk associated with project activities.
MS 252	**Supply Chain Analytics**	CO1: Understand the evolution of Supply Chain Management and develop appreciate its relevance and significance from multiple perspectives.

		CO2: Demonstrate the knowledge of various forecasting techniques and assess the impact of bull-whip effect on supply chain performance.
		CO3 Appreciate various elements of supply chain networks and demonstrate the ability to design local and global supply chain networks
		CO4: Demonstrate an understanding of supply chain analytics and use them for making supply chain decisions.

Head of the Department
Department of Management Sciences

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