

# TECNIA INSTITUTE OF ADVANCED STUDIES

NAAC Accredited Grade "A" Institute

Department of Management Sciences

Ref. No.: TIAS/MBA/2023-24/009

Dated: 18.07.2023

## Subject: MBA Course Outcomes (COs)

MBA– COs: Reference to Scheme of Examination & Syllabi of Bachelor of Business Administration w.e.f. Academic Session 2021-22 onwards of Guru Gobind Singh Indraprastha University, the Department of Management Sciences of the Tecnia Institute of Advanced Studies' for it's Postgraduate program in Management i.e. After the completion of program, the students will be able to:-

MBA has following Course outcomes.

## FIRST SEMESTER

### MS 101: Management Processes and Organization Behaviour

Core/ Open Elective(3)

- 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

Core (3)

- CO1: Identify and differentiate between different statistical techniques and methods.
- CO2: Explain the merits and limitations of various statistical techniques.
- CO3: Demonstrate effective computational and spreadsheets skills for business analysis.
- CO4: Analyse and interpret statistical information from the business data and reports.
- CO5: Apply quantitative techniques to solve a variety of business problems.

### MS 105: Managerial Economics

Core (3)

- CO1: Examine various economic ideologies, economic theories and techniques of economic analysis and discuss their relevance for managerial decision making.
- CO2: 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.
- CO3: Examine various approaches and models that explain consumer choices and Behaviour and apply them for analyzing the demand
- CO4: 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.
- CO5: Identify and compare different market structures and analyze pricing and output decisions in different market forms.
- CO6: Analyze business cycles, macro-economic conditions and policies and develop effective business strategies.

### **MS 107: Accounting for Management**

**Core (3)**

- CO1: Demonstrate sound understanding of fundamental accounting principles, accounting standards and accounting techniques.
- CO2: Construct financial statements by collecting, recording and classifying the financial information from divergent sources.
- CO3: Critically analyse and interpret financial statements of a company.
- CO4: Demonstrate the ability to extract and use meaningful financial information for managerial decision making.

### **MS 109: Information Technology Management**

**Skill Enhancement (3)**

- 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**

**Core/ Open Elective (3)**

- 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 prioritise 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.
- COS: Anticipate future challenges and devise marketing strategies to adapt to the imperatives of sustainable development.

### **MS 113: Communication in Organizations**

**Ability Enhancement (3)**

- 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****Core/ Open Elective (3)**

- 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****Skill Enhancement (3)**

- CO1: 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.

## **SECOND SEMESTER**

### **MS-102: Technology and Innovation Management**

**Core/ Open Elective (3)**

- 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**

**Core (3)**

- 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**

**Core (3)**

- 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 employing statistical 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**

**Core/ Open Elective (3)**

- 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 analytics for 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-110: Management Information Systems**

**Core (3)**

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 implementation 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 Resources Management**

**Core/ Open Elective (3)**

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 114: Minor Project**

**Ability Enhancement (4)**

### **MS-116: Professional Skill Development**

**Skill Enhancement (3)**

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

**Note:**

\*The student is required to choose one MOOC course of 3 credits at PG level as per his or her preference/choice from Swayam portal or any other online educational platform approved by the UGC / regulatory body from time to time. After completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution. Alternatively, student can pursue any course at PG level offered in the campus by any USS/College with due intimation to the Program Coordinator/Dean/Director of the School/College.

The Student is required to undergo Summer Training of Six to Eight Weeks after the end-term exam of 2nd Semester and obtain a Certificate of Training from the organization as per the format prescribed.

## **THIRD SEMESTER**

### **MS 201: Summer Training Report**

**Ability Enhancement (4)**

- 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**

**Core (3)**

- 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**

**Core (3)**

- CO1: Understanding the concepts of electronic business and electronic commerce and related tools and techniques.
- CO2: Identifying various security issues and measures for any online digital medium
- CO3: Understanding about latest innovation in field of Electronic payment systems.
- CO4: Understanding of latest trends in electronic commerce and learning its ethical, societal, legal impacts.

### **MS 207: Entrepreneurship Development & Startup**

**Core/ Open Elective (3)**

- CO1: Demonstrate an understanding of and appreciation for the characteristics of successful entrepreneurs and their role in economic development of a nation
- CO2: Analyse the industry and competitors of any firm and creatively write an effective business plan
- CO3: Understand essential knowledge of how to start one's own business by assessing business viability on various parameters including support from the government
- CO4: 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**

**Core (3)**

- 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**

**Skill Enhancement (2)**

- 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**

**Discipline Specific Electives (3)**

- 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 the internal 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**

**Discipline Specific Electives (3)**

- 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**

**Discipline Specific Electives (3)**

- 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: Relationship Management**

### **Discipline Specific Electives (3)**

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**

### **Discipline Specific Electives (3)**

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

CO5: Analyze both quantitative and qualitative financial information to influence foreign investment decisions

### **MS 223: Financial Markets and Institutions**

### **Discipline Specific Electives (3)**

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**

### **Discipline Specific Electives(3)**

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 Econometrics**

## **Discipline Specific Electives (3)**

- CO1: Understand the nature and behaviour of time series data
- CO2: Apply financial econometrics techniques on the real-life financial data.
- CO3: Forecast the financial data; derive a relationship between two or more series for useful implications.
- CO4: Validate financial theories and methods with the help of empirical data.

## **MS 229: Management of Training, Learning and Development**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- CO1: Understand the various components of pay structure, incentives, and benefits to be provided to the employees to keep them motivated and performing.
- CO2: Think analytically and creatively design tax efficient pay packages at every level in the organization for employees in national and international scenario.
- CO3: Demonstrate an understanding of the 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 and to employ the performance management process for potential appraisal, career development and succession planning.

### **MS 237: Digitalization and E-Governance**

#### **Discipline Specific Electives (3)**

- CO1: Gain a familiarity with the basic concepts, terminology and technology of digitalization and e-governance.
- CO2: Develop skills to critically evaluate government web sites and eservices against current "best practice" 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**

#### **Discipline Specific Electives(3)**

- 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 Systems**

#### **Discipline Specific Electives (3)**

- CO1: To understand the different forms of Database, its purpose, advantages and disadvantages and compare different database models.
- CO2: To implement SQL for creation, modify and display data from DBMS
- CO3: Understand the basic concept of ER Models, design issues and key constraints, also Reduction of E-R Schema to Tables.
- CO4: To impart knowledge about Oracle, its structure and PL/SQL commands, cursors, triggers procedure and functions.
- CO5: To impart knowledge about the Structure of Relational Database, Normalization, Functional Dependencies, and their application, and learn database transaction, concurrency control and methods to manage data integrity.

### **MS 245: Enterprise Systems**

#### **Discipline Specific Electives (3)**

- 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 Environments and Strategy**

#### **Discipline Specific Electives (3)**

- CO1: The influence of international Environment on business, he can understand the various factors required for export business.
- CO2: The influence of international Environment on business, he can understand the various factors required for export business.
- CO3: To better understand operations in the multilateral system.

## **MS 249: Export, Import Policies, Procedures and Documentation**

### **Discipline Specific Electives (3)**

- CO1: Understand the basics of Export and Import
- CO2: Develop the skills which are required to start the export business from India.
- CO3: To learn the export documentation formalities in India
- CO4: To understand the custom and quality control formalities and schemes as per foreign trade policy

## **MS 251: International Financial Management**

### **Discipline Specific Electives (3)**

- 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
- CO5: Analyze both quantitative and qualitative financial information to influence foreign investment decisions

## **MS 253: International Business Negotiation**

### **Discipline Specific Electives (3)**

- 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: Analyze 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 255: Enterprise Systems**

### **Discipline Specific Electives (3)**

- 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 257: Operations Strategy**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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 solutions
- CO4: Be able to apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach.

## **MS 263: MOOC/Open Elective\***

### **Ability Enhancement (3)**

\*The student is required to choose one MOOC course of 3 credits as per his or her preference/choice from Swayam portal or any other online educational platform approved by the UGC I regulatory body from time to time. After completing the course, the student has to produce successful course completion certificate for claiming the credit. The course chosen by the student should be intimated to the MOOC Coordinator of the respective institution. Alternatively, student can pursue any course at PG level offered in the campus by any USS/College with due intimation to the Program Coordinator/Dean/Director of the School/College.

## **MS 265: Business Analytics Lab**

### **Skill Enhancement (1)**

- 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 predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach.

## **FOURTH SEMESTER**

### **MS 202: Project Dissertation**

### **Ability Enhancement (3)**

- 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**  
**Ability Enhancement (3)**

- 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
- COS: 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**  
**Discipline Specific Electives (3)**

- 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**  
**Discipline Specific Electives (3)**

- 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**  
**Discipline Specific Electives (3)**

- 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**  
**Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

- 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**

### **Discipline Specific Electives (3)**

At the end of the course, a student will be able to

- 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**

#### **Discipline Specific Electives (3)**

- 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 232: Information Security**

#### **Discipline Specific Electives (3)**

- CO1: Understand the need for Computer Security & Security Mechanisms
- CO2: Explore information and cyber security threats & other related issues
- CO3: Understand various methods and techniques for information security
- CO4: Apply preventive measures for controlling information threats in business

### **MS 234: Data Modelling with PYTHON**

#### **Discipline Specific Electives (3)**

- CO1: Understand Python as a useful scripting language for data analysis.
- CO2: To have hands-on training of Statistical Data Analysis through Python Programming
- CO3: To Design and implement object-oriented applications.
- CO4: To develop the ability to write data mining applications using Python

### **MS 236: Business Intelligence and Applications**

#### **Discipline Specific Electives (3)**

- 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**

#### **Discipline Specific Electives (3)**

- 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**

#### **Discipline Specific Electives (3)**

- 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 Resource & Cross Cultural Management**  
**Discipline Specific Electives (3)**

- CO1: Demonstrate an understanding of concepts and practices within the field of IHRM
- 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 Discipline Specific Electives (3)**

- 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** **Discipline Specific Electives (3)**

- 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 Modeling**  
**Discipline Specific Electives (3)**

- 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** **Discipline Specific Electives (3)**

- 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**

## **Discipline Specific Electives (3)**

- 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.

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