



Progressive Education Society's
Modern College of Engineering

SPPU - 2019 Pattern

DEPARTMENT NAME: MBA Department

PROGRAM OUTCOMES -

1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques
3. Critical Thinking - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. Leadership and Team Work - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. LifeLong Learning – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.



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PROGRAM EDUCATIONAL OUTCOMES -

1. PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.
2. PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.
3. PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
4. PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning
5. PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.



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COURSE OUTCOMES (2019 PATTERN SYLLABUS)

Generic Core Courses (Compulsory) - SEMESTER I

101 – Managerial Accounting

CO#	Cognitive abilities	Course Outcome
101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
101.5	EVALUATING	EVALUATE the financial impact of the decision.

102 - Organizational Behaviour

CO#	Cognitive abilities	Course Outcome
102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior
102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.



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103 - Economic Analysis for Business Decisions

CO#	Cognitive abilities	Course Outcome
103.1	REMEMBERING	DEFINE the key terms in micro-economics.
103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making
103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

104 - Business Research Methods

CO#	Cognitive abilities	Course Outcome
104.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
104.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
104.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
104.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
104.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
104.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.



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105 – Basics of Marketing

CO#	Cognitive abilities	Course Outcome
105.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
105.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
105.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
105.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
105.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
105.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).

106 – Digital Business

CO#	Cognitive abilities	Course Outcome
106.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
106.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.



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106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world

Generic Courses (Electives) – University Level – Semester I

107 – Management Fundamentals

CO#	Cognitive abilities	Course Outcome
107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.
107.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same
107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, startup and not-for-profit organizational context.

109 – Entrepreneurship Development

CO#	Cognitive abilities	Course Outcome
109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.



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109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.
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111 - Legal Aspects of Business

CO#	Cognitive abilities	Course Outcome
111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act
111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations
111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

Generic Courses (Electives) – Institute Level – Semester I

113 - Verbal Communication Lab

CO#	Cognitive abilities	Course Outcome
113.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
113.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
113.3	APPLYING	DEMONSTRATE appropriate use of body language.
113.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
113.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
113.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.



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114 - Enterprise Analysis - Desk Research

CO#	Cognitive abilities	Course Outcome
114.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
114.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.
114.3	APPLYING	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.
114.4	ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
114.5	EVALUATING	COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.
		IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).

115 - Selling & Negotiations Skills Lab

CO#	Cognitive abilities	Course Outcome
115.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
115.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
115.3	APPLYING	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
115.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / eproduct / e-service.
115.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
115.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / eservice and for a real world selling situation.



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116 - MS Excel

CO#	Cognitive abilities	Course Outcome
116.1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
116.2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
116.3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
116.4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
116.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
116.6	CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.

117 - Business Systems and Procedures

CO#	Cognitive abilities	Course Outcome
117.1	REMEMBERING	TABULATE the key elements of a typical business system and related work flow procedures.
117.2	UNDERSTANDING	EXPLAIN a business system and related procedures.
117.3	APPLYING	PREDICT the fail points / bottle necks in a typical business process.
117.4	ANALYSING	BREAK DOWN a business system into simpler components and explain the interrelationships.
117.5	EVALUATING	DEVELOP a process based thinking approach.
117.6	CREATING	CREATE standard operating procedures and flow charts / other visual representations for typical business systems and processes.

118 - Managing Innovation

CO#	Cognitive abilities	Course Outcome
118.1	REMEMBERING	DESCRIBE the key ideas relevant to innovation, intellectual property, business models
118.2	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.



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118.3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
118.4	ANALYSING	DISSECT contemporary start-up businesses for their business models, extent of innovation, success and failure.
118.5	EVALUATING	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.
118.6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context and ASSESS the likelihood of constructing a business model around these needs in the current local, regional and national context.

119 - Foreign Language I

CO#	Cognitive abilities	Course Outcome
119.1	REMEMBERING	RECALL and SPELL simple words in the foreign language
119.2	UNDERSTANDING	TRANSLATE simple sentences from English to the foreign language and viceversa.
119.3	APPLYING	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.
119.4	ANALYSING	TAKE PART IN an interaction in a non-business setting using the foreign language.
119.5	EVALUATING	INTERPRET a short write up written in the foreign language.

Generic Core Courses (Compulsory) - Semester II

201 – Marketing Management

CO#	Cognitive abilities	Course Outcome
201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
201.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
201.3	APPLYING	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ eservices.)
201.4	ANALYSING	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
201.5	EVALUATING	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)



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201.6	CREATING	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
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202 – Financial Management

CO#	Cognitive abilities	Course Outcome
202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems
202.4	ANALYSING	ANALYZE the situation and • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

203 – Human Resource Management

CO#	Cognitive abilities	Course Outcome
203.1	REMEMBERING	DESCRIBE the role of Human Resource Function in an Organization
203.2	REMEMBERING	ENUMERATE the emerging trends and practices in HRM.
203.3	UNDERSTANDING	ILLUSTRATE the different methods of HR Acquisition and retention
203.4	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
203.5	ANALYSING	OUTLINE the compensation strategies of an organization
203.6	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

204 – Operations & Supply Chain Management

CO#	Cognitive abilities	Course Outcome
204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.



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204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

207 – Contemporary Frameworks in Management

CO#	Cognitive abilities	Course Outcome
207.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
207.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
207.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
207.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
207.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

209 - Start Up and New Venture Management

CO#	Cognitive abilities	Course Outcome
209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
209.2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
209.4	ANALYSING	FORMULATE a go to market strategy for a startup.



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209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

212 - Business Process Reengineering

CO#	Cognitive abilities	Course Outcome
212.1	REMEMBERING	DEFINE the key terms associated with Business Process Reengineering.
212.2	UNDERSTANDING	EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.
212.3	APPLYING	APPLY modelling tools for simple business processes.
212.4	ANALYSING	FORMULATE a working plan to establish a Business Process Reengineering team.
212.5	EVALUATING	EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.
212.6	CREATING	IMAGINE ways to improve business or non-business processes.

Subject Core (SC) Courses - Semester II, Specialization: Marketing Management

205MKT: Marketing Research

CO#	Cognitive abilities	Course Outcome
205 MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.
205 MKT.2	UNDERSTANDING	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
205 MKT.3	APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
205 MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
205 MKT.5	EVALUATING	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
205 MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to



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		appropriately analyse data to resolve a real life marketing issue.
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206MKT: Consumer Behavior

CO#	Cognitive abilities	Course Outcome
206MKT.1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
206MKT.2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
206MKT.3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
206MKT.4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process
206MKT.5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
206MKT.6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.

Subject Elective (SE) Courses - Semester II, Specialization: Marketing Management

217MKT: Integrated Marketing Communications

CO#	Cognitive abilities	Course Outcome
217MKT.1	REMEMBERING	DESCRIBE the IMC mix and the IMC planning process
217MKT.2	UNDERSTANDING	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
217MKT.3	APPLYING	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
217MKT.4	ANALYSING	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
217MKT.5	EVALUATING	DESIGN a sales promotion campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.
217MKT.6	CREATING	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver



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		the brand promise through an IMC campaign for a variety of brands.
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218MKT: Product and Brand Management

CO#	Cognitive abilities	Course Outcome
218MKT.1	REMEMBERING	DEFINE the key concepts and DESCRIBE the elements of a product strategy.
218MKT.2	UNDERSTANDING	EXPLAIN the process and methods of brand management, including how to establish brand identity and build brand equity.
218MKT.3	APPLYING	IDENTIFY the Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space
218MKT.4	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
218MKT.5	EVALUATING	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
218MKT.6	CREATING	COLLECT brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.

219MKT: Personal Selling Lab

CO#	Cognitive abilities	Course Outcome
219MKT.1	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
219MKT.2	UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
219MKT.3	APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
219MKT.4	ANALYSING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real world scenario for a real world product/ service / e-product / e-service.



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219MKT.5	EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real world scenario for a real world product/ service / e-product / e-service.
219MKT.6	CREATING	CREATE sales presentation for a real world product/ service / e-product / e-service and for variety of selling situations.

220 MKT - Digital Marketing - I

CO#	Cognitive abilities	Course Outcome
220MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing
220MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
220MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products
220MKT.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
220MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.
220MKT.6	CREATING	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.

221MKT: Marketing of Financial Services – I

CO#	Cognitive abilities	Course Outcome
220MKT.1	REMEMBERING	RECALL and DESCRIBE the key terminology of Financial Services.
220MKT.2	UNDERSTANDING	DESCRIBE the various types of financial products and services.
220MKT.3	APPLYING	DEVELOP FAQs for each kind of financial products and services from an investment advisor's perspective.
220MKT.4	ANALYSING	COMPARE and CONTRAST the various types of financial products and services and ILLUSTRATE their benefits and limitations
220MKT.5	EVALUATING	EVALUATE the financial products and services from an investment perspective for various kinds of investors.
220MKT.6	CREATING	COLLECT the application forms for all kinds of investments and DISCUSS each of them.



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Subject Core (SC) Courses - Semester II, Specialization: Financial Management

205FIN: Financial Markets and Banking Operations

CO#	Cognitive abilities	Course Outcome
205FIN.1	REMEMBERING	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
205FIN.2	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance
205FIN.3	APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
205FIN.4	ANALYSING	ANALYZE the linkages in the Financial Markets.
205FIN.5	EVALUATING	EXPLAIN the various banking and accounting transactions.
205FIN.6	CREATING	DEVELOP necessary competencies expected of a finance professional.

206FIN: Personal Financial Planning

CO#	Cognitive abilities	Course Outcome
206FIN.1	REMEMBERING	UNDERSTAND the need and aspects of personal financial planning
206FIN.2	UNDERSTANDING	Describe the investment options available to an individual
206FIN.3	APPLYING	IDENTIFY types of risk and means of managing it
206FIN.4	ANALYSING	DETERMINE the ways of personal tax planning
206FIN.5	EVALUATING	EXPLAIN retirement and estate planning for an individual and design a financial plan.
206FIN.6	CREATING	CREATE a financial plan for a variety of individuals.

Subject Elective (SE) Courses - Semester II, Specialization: Financial Management

217FIN: Securities Analysis & Portfolio Management

CO#	Cognitive abilities	Course Outcome
219FIN.1	REMEMBERING	REMEMBER various concepts taught in the syllabus.
219FIN.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management
219FIN.3	APPLYING	CALCULATE risk and return on investment using various concepts covered in the syllabus
219FIN.4	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.



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219FIN.5	EVALUATING	DESIGN/ CREATE optimal portfolio.
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218FIN: Futures & Options

CO#	Cognitive abilities	Course Outcome
218FIN.1	REMEMBERING	DESCRIBE the basic concepts related to Derivatives, Types of Derivative products and Risk Management
218FIN.2	UNDERSTANDING	EXPLAIN in detail the terminology used in the Futures and Options segment of finance domain
218FIN.3	APPLYING	UNDERSTAND and DIFFERENTIATE between Options and Futures pricing and apply the understanding in the simulated virtual trading platform
218FIN.4	ANALYSING	ANALYZE and offer optimum solutions in the cases of risk management through hedging with futures and options.
218FIN.5	EVALUATING	EVALUATE the various derivative strategies for their application in different situations.

219FIN: Direct Taxation

CO#	Cognitive abilities	Course Outcome
219FIN.1	REMEMBERING	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
219FIN.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
219FIN.3	UNDERSTANDING	ILLUSTRATE how online filling of various forms and returns can be done.
219FIN.4	APPLYING	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee.
219FIN.5	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
219FIN.6	EVALUATING	DESIGN/ DEVELOP / CREATE tax saving plan.

220FIN: Financial Reporting

CO#	Cognitive abilities	Course Outcome
220FIN.1	REMEMBERING	Describe the basic concepts related to Financial Reporting taught through the syllabus
220FIN.2	UNDERSTANDING	Explain, in detail, all the theoretical concepts taught through the syllabus.
220FIN.3	UNDERSTANDING	Do all the necessary calculations pertaining to financial reporting.



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220FIN.4	UNDERSTANDING	Analyze the situation and decide the key elements of financial reporting through the financial statements.
220FIN.5	APPLYING	Evaluate the compliance and quality of financial reporting.

221FIN: Securities Analysis & Portfolio Management

CO#	Cognitive abilities	Course Outcome
221FIN.1	REMEMBERING	Remember and describe the key concepts covered in the syllabus
221FIN.2	UNDERSTANDING	Explain in detail the Retail Credit Evaluation, Lending and Recovery Process as well as other relevant concepts covered in the syllabus
221FIN.3	UNDERSTANDING	Calculate the loan eligibility of the retail borrower and the amount to be classified as NPA.
221FIN.4	UNDERSTANDING	Determine the key elements of retail lending and recovery process and documentation therein.
221FIN.5	APPLYING	Design the Retail Lending and Recovery Process for a Bank & NBFC.

222FIN: Banking Laws & Regulations

CO#	Cognitive abilities	Course Outcome
222FIN.1	REMEMBERING	REMEMBER various concepts taught in the syllabus
222FIN.2	UNDERSTANDING	EXPLAIN the Regulatory Framework in the Indian Banking system.
222FIN.3	UNDERSTANDING	DESCRIBE the various legal aspects which need to be followed during daily banking operations.
222FIN.4	UNDERSTANDING	DISCUSS the various laws related to banking.
222FIN.5	APPLYING	APPLY the various commercial laws for the smooth functioning of banking operations.

223FIN: Fundamentals of Life Insurance – Products and Underwriting

CO#	Cognitive abilities	Course Outcome
223FIN.1	REMEMBERING	RECALL all the concepts pertaining to Life Insurance covered in the course syllabus.



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223FIN.2	UNDERSTANDING	Explain all the concepts pertaining to Life Insurance covered in the course syllabus
223FIN.3	UNDERSTANDING	DETERMINE the key elements of the Life Insurance Products and Services.
223FIN.4	UNDERSTANDING	APPLY the life insurance product knowledge to suit to the clients' needs.
223FIN.5	APPLYING	DESIGN the life insurance cover strategy for clients.

224FIN: General Insurance – Health and Vehicle

CO#	Cognitive abilities	Course Outcome
224FIN.1	REMEMBERING	DESCRIBE the various terms related to General insurance and Health Insurance.
224FIN.2	UNDERSTANDING	UNDERSTAND General insurance, Health Insurance (including travel insurance) and Motor / Vehicle Insurance
224FIN.3	UNDERSTANDING	COMPARE and CONTRAST insurance plans
224FIN.4	UNDERSTANDING	ANALYZE and USE risk management techniques
224FIN.5	APPLYING	FACILITATE the development of an insurance claim
224FIN.6	EVALUATING	FACILITATE the compliance required for acquiring the policy and settlement of claims.

Subject Core (SC) Courses - Semester II, Specialization: Human Resource Management

205HRM: Competency Based Human Resource Management System

CO#	Cognitive abilities	Course Outcome
205HRM.1	REMEMBERING	DEFINE the key terms related to performance management and competency development.
205HRM.2	UNDERSTANDING	EXPLAIN various models of competency development.
205HRM.3	APPLYING	PRACTICE competency mapping.
205HRM.4	ANALYSING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
205HRM.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
205HRM.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.



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206HRM: Employee Relations and Labour Legislations

CO#	Cognitive abilities	Course Outcome
206HRM.1	REMEMBERING	SHOW awareness of important and critical issues in Employee Relations
206HRM.2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations.
206HRM.3	APPLYING	DEMONSTRATE an understanding of legislations relating to working environment.
206HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER
206HRM.5	EVALUATING	EXPLAIN aspects of collective bargaining and grievance handling.
206HRM.6	CREATING	DISCUSS the relevant provisions of various Labour Legislations

Subject Elective (SE) Courses - Semester II Specialization: Human Resource Management

217HRM: Labour Welfare

CO#	Cognitive abilities	Course Outcome
217HRM.1	REMEMBERING	ENUMERATE the key concepts of the subject matter.
217HRM.2	UNDERSTANDING	DESCRIBE the key aspects of the labour policy regulation in the country.
217HRM.3	APPLYING	IDENTIFY the applicability of various legislations to variety of real world organizations.
217HRM.4	ANALYSING	EXAMINE the traditional concept of labour welfare in the industry.
217HRM.5	EVALUATING	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
217HRM.6	CREATING	ELABORATE upon the perspective of labour problems and remedial measures in the country

218HRM: Lab in Recruitment and Selection

CO#	Cognitive abilities	Course Outcome
218HRM.1	REMEMBERING	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection.



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218HRM.2	UNDERSTANDING	COMPARE and CONTRAST various methods of Recruitment and Selection
218HRM.3	APPLYING	DEVELOP Job Specifications and Job descriptions in a variety of context
218HRM.4	ANALYSING	ANALYZE various Personality types
218HRM.5	EVALUATING	EXPLAIN the profiling techniques used to test Personality, Aptitude, Competency
218HRM.6	CREATING	COMPILE a list of questions for Recruitment and Selection interviews.

219HRM: Learning & Development

CO#	Cognitive abilities	Course Outcome
219HRM.1	REMEMBERING	DESCRIBE the key concepts associated with Learning & Development
219HRM.2	UNDERSTANDING	EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
219HRM.3	APPLYING	IDENTIFY training needs of various categories of employees in a variety of organizational contexts.
219HRM.4	ANALYSING	EXAMINE the impact of training on various organizational and HR aspects.
219HRM.5	EVALUATING	EVALUATE the training process of various categories of employees in a variety of organizational contexts.
219HRM.6	CREATING	DESIGN a training programme for various categories of employees in a variety of organizational contexts.

220HRM: Public Relations & Corporate Communications

CO#	Cognitive abilities	Course Outcome
220HRM.1	REMEMBERING	DESCRIBE the various forms of Corporate Communications from a HR perspective.
220HRM.2	UNDERSTANDING	EXPLAIN the role of Public Relations & Corporate Communications in HRM.
220HRM.3	APPLYING	PLAN and EXECUTE a PR activity.
220HRM.4	ANALYSING	EXAMINE the PR campaign & strategies of real world organizations
220HRM.5	EVALUATING	DEVELOP a strategic communication plan for a real life Corporate communication issue.



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220HRM.6	CREATING	COMPLIE an analytical report on the PR activities and communication strategies designed & practiced by the organizations and IMPROVE on it.
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221HRM: HR Analytics

CO#	Cognitive abilities	Course Outcome
221HRM.1	REMEMBERING	ENUMERATE the key concepts related to the subject matter
221HRM.2	UNDERSTANDING	DEMONSTRATE experimentation and innovation.
221HRM.3	APPLYING	USE thinking & decision making ability beyond the existing capabilities and present environment.
221HRM.4	ANALYSING	ANALYSE the behavioral Patterns of an individual & Map the competency- the audit Perspective
221HRM.5	EVALUATING	EXPLAIN the innovative and formulate strategies which enhance innovative skills and Promote Innovation.
221HRM.6	CREATING	FORMULATE the linkage between HR Analytics and Business Analytics.

222HRM: Conflict & Negotiation Management

CO#	Cognitive abilities	Course Outcome
222HRM.1	REMEMBERING	DEFINE the key concepts of the subject matter
222HRM.2	UNDERSTANDING	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA)
222HRM.3	APPLYING	APPLY the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA) for successful negotiations.
222HRM.4	ANALYSING	APPRAISE the importance of in business negotiations and managing conflicts.
222HRM.5	EVALUATING	DEVELOP the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict
222HRM.6	CREATING	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.



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Generic Elective – Institute Level

213 - Written Analysis and Communication Lab

CO#	Cognitive abilities	Course Outcome
213.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication
213.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
213.3	UNDERSTANDING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
213.4	APPLYING	EXAMINE sample internal communications in a business environment for potential refinements
213.5	ANALYSING	COMPOSE variety of letters, notices, memos and circulars

214 - Industry Analysis - Desk Research

CO#	Cognitive abilities	Course Outcome
214.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
214.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
214.3	UNDERSTANDING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
214.4	APPLYING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
214.5	ANALYSING	ASSESS the impact of recent developments on the industry and its key players
214.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

215 – Entrepreneurship Lab

CO#	Cognitive abilities	Course Outcome
215.1	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context.
215.2	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.



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215.3	UNDERSTANDING	DEVELOP a business model around the shortlisted business opportunity.
215.4	APPLYING	FORMULATE the organization structure for the proposed start up
215.5	ANALYSING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
215.6	CREATING	CREATE a proposal for funding the start up.

216 – SPSS

CO#	Cognitive abilities	Course Outcome
216.1	REMEMBERING	IDENTIFY the key menus of SPSS and DESCRIBE their functionality
216.2	UNDERSTANDING	EXPLAIN the main features of SPSS
216.3	UNDERSTANDING	MAKE USE OF various tools to manage data, describe data and display graphical output using SPSS.
216.4	APPLYING	ANALYSE data using various statistical tests of SPSS
216.5	ANALYSING	INTERPRET and EXPLAIN the outputs from SPSS
216.6	CREATING	DESIGN, DEVELOP and TEST advanced multivariate models using SPSS.

217 - Foreign Language II

CO#	Cognitive abilities	Course Outcome
217.1	REMEMBERING	LISTEN to simple audio-visual recordings in the foreign language.
217.2	UNDERSTANDING	TRANSLATE simple letters from English to the foreign language and vice-versa.
217.3	UNDERSTANDING	CONSTRUCT a business email, in the foreign language.
217.4	APPLYING	TAKE PART IN an interaction in a business setting using the foreign language.
217.5	ANALYSING	COMPOSE a covering letter and resume in the foreign language.



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Generic Core (GC) Courses - Semester III

301– Strategic Management

CO#	Cognitive abilities	Course Outcome
301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective
301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
301.6	EVALUATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

302– Decision Science

CO#	Cognitive abilities	Course Outcome
302.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
302.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
302.3	UNDERSTANDING	APPLY appropriate decision-making approach and tools to be used in business environment.
302.4	APPLYING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
302.5	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability
302.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

Generic Courses (Electives) – University Level – Semester III

307– International Business Environment

CO#	Cognitive abilities	Course Outcome
307.1	REMEMBERING	Recall and Describe the key concepts of international Business Environment



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307.2	UNDERSTANDING	Understand the relevance of Multinational Corporations (MNCs) in global trade
307.3	APPLYING	Demonstrate the significance of FDI and FPI in respect of developing economy
307.4	ANALYSING	Analyze the issues related to Labor, Environmental and Global Value chain
307.5	EVALUATING	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

309 – Knowledge Management

CO#	Cognitive abilities	Course Outcome
309.1	REMEMBERING	DEFINE the key terms and concepts in Knowledge Management
309.2	UNDERSTANDING	DESCRIBE the Knowledge Management cycle
309.3	APPLYING	DISCUSS the types of Knowledge and its implications.
309.4	ANALYSING	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
309.5	EVALUATING	EXPLAIN the human and business aspects of knowledge management.

310– Corporate Governance

CO#	Cognitive abilities	Course Outcome
310.1	REMEMBERING	RECOGNIZE and REMEMBER the scope of Corporate Governance.
310..2	UNDERSTANDING	UNDERSTAND the role of Board of Directors and Committees in Good Corporate Governance and key mechanism.
310..3	APPLYING	APPLICATION of empirical methods of Corporate Governance and its impact on the Firms.
310.4	ANALYSING	Analyze the legal framework of Corporate Governance and formulate Internal control policies.
310..5	EVALUATING	Evaluate the legal framework and global perspective of Corporate Governance.
310.6	CREATING	Evaluate the legal framework and global perspective of Corporate Governance.

Subject Core (SC) Courses - Semester III Specialization: Marketing Management

304 MKT: Services Marketing

CO#	Cognitive abilities	Course Outcome
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304 MKT.1	REMEMBERING	RECALL the key concepts in services marketing
304 MKT.2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
304 MKT.3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
304 MKT.4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
304 MKT.5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
304 MKT.6	CREATING	DEVELOP marketing mix for various services offering

305 MKT : Sales & Distribution Management

CO#	Cognitive abilities	Course Outcome
305 MKT.1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
305 MKT.2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
305 MKT.3	APPLYING	APPLY the concepts related to sales and distribution management
305 MKT.4	ANALYSING	ANALYZE the real life scenarios of sales and distribution management.
305 MKT.5	EVALUATING	EVALUATE the existing sales and distribution strategies and approaches.
305 MKT.6	CREATING	DEVELOP generate and evaluate sales and distribution strategies.

Subject Elective (SE) Courses - Semester III Specialization: Marketing Management

312 MKT: Business to Business Marketing

CO#	Cognitive abilities	Course Outcome
312 MKT.1	REMEMBERING	DEFINE the terms and concepts related to Business to Business marketing
312 MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in business to business marketing
312 MKT.3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.



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312 MKT.4	ANALYSING	FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing
312 MKT.5	EVALUATING	DESIGN marketing mix elements considering business-to-business sales and service situations.
312 MKT.6	CREATING	DEVELOP marketing plan for business-to-business Marketing situations.

313 MKT: International Marketing

CO#	Cognitive abilities	Course Outcome
313 MKT.1	REMEMBERING	ENUMERATE various terms and key concepts associated with international marketing.
313 MKT.2	UNDERSTANDING	EXPLAIN various key concepts used in all aspects of international marketing.
313 MKT.3	APPLYING	APPLY all stages in international marketing management process.
313 MKT.4	ANALYSING	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
313 MKT.5	EVALUATING	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
313 MKT.6	CREATING	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.

314 MKT: Digital Marketing II

CO#	Cognitive abilities	Course Outcome
314 MKT.1	REMEMBERING	DEFINE the key terms and concepts related with digital marketing
314 MKT.2	UNDERSTANDING	EXPLAIN various tools of digital marketing.
314 MKT.3	APPLYING	MAKE USE OF various tools of digital marketing
314 MKT.4	ANALYSING	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.



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314 MKT.5	EVALUATING	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
314 MKT.6	CREATING	DEVELOP appropriate digital marketing campaign.

315 MKT - Marketing of Financial Services – II

CO#	Cognitive abilities	Course Outcome
315 MKT.1	REMEMBERING	RECALL the key concepts of the Indian Banking system.
315 MKT.2	UNDERSTANDING	EXPLAIN the fundamental changes in banking and financial markets as financial institutions.
315 MKT.3	APPLYING	DEMONSTRATE the skills and knowledge required to understand and Need based pitching of the financial Products to the targeted customers
315 MKT.4	ANALYSING	OUTLINE the growth & service offerings of wealth management in global & Indian context.
315 MKT.5	EVALUATING	ASSESS the customer touch-points and customer-buying journey for financial services
315 MKT.6	CREATING	CREATE the marketing strategy for financial products.

316 MKT: Marketing Analytics

CO#	Cognitive abilities	Course Outcome
316 MKT.1	REMEMBERING	DEFINE various key concepts in Marketing Analytics
316 MKT.2	UNDERSTANDING	DESCRIBE various key concepts in Marketing Analytics
316 MKT.3	APPLYING	IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it.
316 MKT.4	ANALYSING	EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data
316 MKT.5	EVALUATING	MEASURE the effectiveness of marketing efforts and key outcomes in multiple areas of Marketing.
316 MKT.6	CREATING	DESIGN a study that incorporates the key tools and techniques of Marketing Analytics

317 : Marketing of High Technology Products

CO#	Cognitive abilities	Course Outcome
317 MKT.1	REMEMBERING	DESCRIBE the characteristics of High Technology Products and key concepts associated with Marketing of High-Tech Products
317 MKT.2	UNDERSTANDING	EXPLAIN key concepts associated with Marketing of High-Tech Products.



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317 MKT.3	APPLYING	APPLY marketing plans and decisions in specific situations in High-Tech Markets.
317 MKT.4	ANALYSING	EXAMINE the suitability of Marketing Mix Strategies/Plans in the light of marketing environment for high Tech products.
317 MKT.5	EVALUATING	EVALUATE alternative Marketing Mix Strategies/Plans for High-Tech Products.
317 MKT.6	CREATING	DEVELOP Marketing Mix Strategies/Plans for High-Tech Products.

Subject Core (SC) Courses - Semester III Specialization: Financial Management

304 FIN– Advanced Financial Management

CO#	Cognitive abilities	Course Outcome
304 FIN.1	REMEMBERING	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
304 FIN.2	UNDERSTANDING	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
304 FIN.3	APPLYING	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
304 FIN.4	ANALYSING	ANALYZE the options for making the right financial decisions of a firm
304 FIN.5	EVALUATING	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
304 FIN.6	CREATING	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.

305 FIN – International Finance

CO#	Cognitive abilities	Course Outcome
305 FIN.1	REMEMBERING	Enumerate the key terms associated with International Finance.
305 FIN.2	UNDERSTANDING	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
305 FIN.3	APPLYING	Illustrate the role of international monetary systems & intermediaries in Global financial market.
305 FIN.4	ANALYSING	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.



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305 FIN.5	EVALUATING	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
305 FIN.6	CREATING	Formulate the investment plan or business plan by adapting international finance environment.

Subject Electives (SE) Courses - Semester III Specialization: Financial Management

312 FIN – Behavioral Finance

CO#	Cognitive abilities	Course Outcome
312 FIN.1	REMEMBERING	Enumerate the key terms associate with behavior finance, investment in financial markets & Corporate finance.
312 FIN.2	UNDERSTANDING	Illustrate the various theories associated with behavior finance and parameters of investing in financial market.
312 FIN.3	APPLYING	Identify persistent or systematic behavioural factors that influence investors and investment decisions.
312 FIN.4	ANALYSING	Analyse the various behavioural finance factors related to corporate & individual investors.
312 FIN.5	EVALUATING	Interpret various investment strategies of effective investment in the financial market on the basis of various theories and factors of behavioural finance.
312 FIN.6	CREATING	Plan the systematic approach of corporate and investors towards investment for stable growth on the basis of behavioural finance.

313 FIN: Technical Analysis of Financial Markets

CO#	Cognitive abilities	Course Outcome
313 FIN.1	REMEMBERING	Remember the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus.
313 FIN.2	UNDERSTANDING	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation
313 FIN.3	APPLYING	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities
313 FIN.4	ANALYSING	ANALYSE AND FORECAST the market prices of securities in order to take and execute investment decisions
313 FIN.5	EVALUATING	FORMULATE an ideal portfolio of investments with a combination of wide number of securities



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314FIN: Commodities Markets

CO#	Cognitive abilities	Course Outcome
314 FIN.1	REMEMBERING	DESCRIBE the key concepts of commodities market
314 FIN.2	UNDERSTANDING	Understanding the pricing mechanism of commodity, regulatory framework and the difference between commodity and financial derivatives
314 FIN.3	APPLYING	APPLY all the required strategies and calculations of commodities trading.
314 FIN.4	ANALYSING	ANALYZE both the fundamental and technical factors that drive the commodity price movements
314 FIN.5	EVALUATING	EVALUATE the various methods and tools to detect the pulse of the markets and determine the trend in which the prices are moving.
314 FIN.6	CREATING	ADAPT the skills of commodity analysis and build their own trading strategies

315 FIN – Indirect Taxation

CO#	Cognitive abilities	Course Outcome
315 FIN.1	REMEMBERING	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.
315 FIN.2	UNDERSTANDING	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
315 FIN.3	APPLYING	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
315 FIN.4	ANALYSING	Illustrate the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept.
315 FIN.5	EVALUATING	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services.
315 FIN.6	CREATING	Elaborate all Provisions of GST and can correlate with filing of returns; virtual e filling can be done Estimate the GST, TDS, anticipate goods, services, tax payable person for the business.



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316 FIN – Corporate Financial Restructuring

CO#	Cognitive abilities	Course Outcome
316 FIN.1	REMEMBERING	DESCRIBE the basic concepts related corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring and Corporate Governance Aspects of Restructuring
316 FIN.2	UNDERSTANDING	EXPLAIN the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.
316 FIN.3	APPLYING	PERFORM all the required calculations through relevant numerical problems
316 FIN.4	ANALYSING	ANALYZE the situation by calculations of exchange ratio, financial returns, valuations and others.
316 FIN.5	EVALUATING	EVALUATE impact of corporate financial restructuring on all stakeholders

317 FIN: Financial Modelling

CO#	Cognitive abilities	Course Outcome
317 FIN.1	REMEMBERING	Remember the concepts, terminologies, frameworks, tools and techniques of Financial modelling
317 FIN.2	UNDERSTANDING	UNDERSTAND the applications and use of MS Excel in financial modelling and its different techniques
317 FIN.3	APPLYING	DEVELOP, APPLY and actually use core functionality of MS Excel in decision framework to solve managerial problems
317 FIN.4	ANALYSING	ANALYSE different financial models in order to eliminate substantial risk of poor spreadsheet coding
317 FIN.5	EVALUATING	FORMULATE an idea and acceptable solutions to solve different problems in the area of financial management
317 FIN.6	CREATING	BUILD financial models by making appropriate assumptions on financial factors relevant to the situation.

318 Fin–Digital Banking

CO#	Cognitive abilities	Course Outcome
318 Fin.1	REMEMBERING	Remember various concepts and products in Digital Banking
318 Fin.2	UNDERSTANDING	Explain and understand the significance and development of Digital Banking
318 Fin.3	APPLYING	Compare and contrast the Branchless Banking and Traditional Banking
318 Fin.4	ANALYSING	Analyze the payment system of digital banking from consumer's point of view



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318 Fin.5	EVALUATING	Evaluate Role of digital banking and emerging technologies in economic development
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319 FIN – Treasury Management

CO#	Cognitive abilities	Course Outcome
319 Fin.1	REMEMBERING	Remembering the key concepts of Treasury Management, Treasury markets, cash management, and internal controls.
319 Fin.2	UNDERSTANDING	Explain organisation structure and functions of treasury, Illustrate cash flow cycle, relate various types of risks; describe the important concepts such as liquidity, controls, etc.
319 Fin.3	APPLYING	Identify the market participants, treasury products, Apply the concepts of , forex cash management. Use concepts to mitigate financial and operational risks.
319 Fin.4	ANALYSING	Outline the responsibilities and functions of Treasury Manager, Classify types of Treasury markets, Illustrate and analyse the risk.
319 Fin.5	EVALUATING	Explain the structure and organisation of Treasury; compare types of liquidity, controls and audits; appraise funding alternatives. Appraise the moral and ethical aspects in treasury management.
319 Fin.6	CREATING	Design the money and funds management plan in a given situation using various concepts and instruments used in treasury function.

320 FIN - Project Finance and Trade Finance

CO#	Cognitive abilities	Course Outcome
320 FIN.1	REMEMBERING	DESCRIBE the concepts of Project Finance and Trade Finance.
320 FIN.2	UNDERSTANDING	SUMMARIZE the key aspects in context with Project Finance and Trade Finance.
320 FIN.3	APPLYING	IDENTIFY the applicability of Project Finance and Trade Finance in modern business era.
320 FIN.4	ANALYSING	EXAMINE the risks involved in Project Finance and Trade Finance.
320 FIN.5	EVALUATING	EVALUATE the proposal of securing finance by considering the capital structure and documentation involved.



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321 FIN–Insurance Laws and Regulation

CO#	Cognitive abilities	Course Outcome
321 FIN.1	REMEMBERING	RELATE to terminologies used in Insurance Law
321 FIN.2	UNDERSTANDING	EXPLAIN the role of insurance law in overall development of the country through risk management and insurance coverage.
321 FIN.3	APPLYING	IDENTIFY risk management plans , strategies and techniques in Life and General Insurance.
321 FIN.4	ANALYSING	APPRAISE Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.
321 FIN.5	EVALUATING	ASSESS the insurance policies in the light of risk valuation.

322FIN – Marine Insurance

CO#	Cognitive abilities	Course Outcome
322 FIN.1	REMEMBERING	Enumerate the key terms associate with Marine Insurance, Documentation and Reinsurance.
322 FIN.2	UNDERSTANDING	Understand various statutes applicable, necessary arrangements and documentation required for Marine Insurance.
322 FIN.3	APPLYING	Determine the insurance cover and policy type considering the risk involved.
322 FIN.4	ANALYSING	Detect the insurable interest, probable losses and the profitability element
322 FIN.5	EVALUATING	Evaluate the risk involved and need for reinsurance
322 FIN.6	CREATING	DESIGN the Marine Insurance Policy on a hypothetical situation

323FIN: Fire Insurance

CO#	Cognitive abilities	Course Outcome
323 FIN.1	REMEMBERING	UNDERSTAND the major concepts and terms in fire insurance
323 FIN.2	UNDERSTANDING	EXPLAIN the procedure of underwriting, claims and settlement
323 FIN.3	APPLYING	IDENTIFY the types of Fire Hazards and the suitable policies.
323 FIN.4	ANALYSING	ANALYSE the Inspection and Survey Reports
323 FIN.5	EVALUATING	DETERMINE the Claim Amount in the Fire Insurance Claim
323 FIN.6	CREATING	DESIGN the Fire Insurance Policy on a hypothetical situation



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Subject Core (SC) Courses - Semester III Specialization: Human Resource Management

304HRM- Strategic Human Resource Management

CO#	Cognitive abilities	Course Outcome
304HRM.1	REMEMBERING	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
304HRM.2	UNDERSTANDING	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
304HRM.3	APPLYING & ANALYSING	Ability to ANALYZE HR as an investment to the company.
304HRM.4	EVALUATING	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
304HRM.5	CREATING	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

305HRM: HR Operations

CO#	Cognitive abilities	Course Outcome
305HRM.1	REMEMBERING	DESCRIBE structure of personnel department, its policies and maintenance of employee files & records
305HRM.2	UNDERSTANDING	LEARN drafting of communications for disciplinary actions
305HRM.3	APPLYING	DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc
305HRM.4	ANALYSING	EXPERIMENT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
305HRM.5	EVALUATING	CALCULATE computation of Workmen compensation, Bonus and Gratuity
305HRM.6	CREATING	FILE returns under various labour laws and prepare salary structure



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Subject Elective (SE) Courses - Semester III Specialization: Human Resource Management

312HRM: Talent Management

CO#	Cognitive abilities	Course Outcome
312HRM.1	REMEMBERING	DEFINE Talent Management and its significance
312HRM.2	UNDERSTANDING	UNDERSTANDING performance excellence through Talent Management
312HRM.3	APPLYING	APPLY Talent Management concepts in Human Resource Management
312HRM.4	ANALYSING	ANALYSING Talent Management practices in employee development and career enhancement
312HRM.5	EVALUATING	FORMULATE the Talent Management Strategies for any organisation.

313HRM : Psychometric testing and Assessment

CO#	Cognitive abilities	Course Outcome
313HRM.1	REMEMBERING	KNOW various tools of psychometry designed to measure traits of individuals
313HRM.2	UNDERSTANDING	UNDERSTAND & Conduct the group simulated exercises for organizational purpose
313HRM.3	APPLYING	IDENTIFY AND ADMINISTER psychometric tools to respondents
313HRM.4	ANALYSING	INTERPRET results and counsel the respondent based on the results
313HRM.5	CREATING	CREATE Psychometric Tests for the specific traits as required by the organization

314 HRM : HR Perspectives in Mergers & Acquisitions

CO#	Cognitive abilities	Course Outcome
314HRM.1	REMEMBERING	LIST conceptual framework of Mergers & Acquisitions and organization integration
314HRM.2	UNDERSTANDING	UNDERSTAND HR's role and due diligence process in Mergers & Acquisitions
314HRM.3	APPLYING	MANAGE/ SOLVE HR issues arising out during Mergers & Acquisitions
314HRM.4	ANALYSING	ORGANIZE HR due diligence before M & A
314HRM.5	EVALUATING	SUPPORT process of change management in M & A



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314HRM.6	CREATING	FORMULATE HR processes for restructuring compensation and benefits in Mergers & Acquisitions
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315HRM: International HR

CO#	Cognitive abilities	Course Outcome
315HRM.1	REMEMBERING	IDENTIFY key perspectives of global workforce management
315HRM.2	UNDERSTANDING	UNDERSTAND cultural aspects of International HRM
315HRM.3	APPLYING	PREPARE HR planning for long term global staffing
315HRM.4	ANALYSING	ILLUSTRATE steps involved in global selection of human resources
315HRM.5	EVALUATING	FORMULATE Training and development policy for expatriate employees of an organization
315HRM.6	CREATING	ANALYZE / COMPARE important points that needs to be included while drafting global workforce performance & development management system of an organization

316 HRM: Mentoring and Coaching

CO#	Cognitive abilities	Course Outcome
316HRM.1	REMEMBERING	ENUMERATE various concepts of Mentoring and Coaching.
316HRM.2	UNDERSTANDING	UNDERSTAND techniques of Mentoring and Coaching
316HRM.3	APPLYING	APPLY models of Mentoring and Coaching to real world scenarios
316HRM.4	ANALYSING	ANALYSE issues in Mentoring and Coaching
316HRM.5	EVALUATING & CREATING	DEVELOP skills needed to become Mentor, Coach

317 HRM : Compensation and Reward Management

CO#	Cognitive abilities	Course Outcome
317HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost
317HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
317HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries



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317HRM.4	ANALYSING	EXPERIMENT to calculate various types of monetary and profit sharing incentives
317HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
317HRM.6	CREATING	FORMULATE salary structure incorporating tax saving components.

318 HRM: Performance Management System

CO#	Cognitive abilities	Course Outcome
318 HRM.1	REMEMBERING	DESCRIBE key components and applicability of theories of Performance Management System
318 HRM.2	UNDERSTANDING	DEMONSTRATE the communication skills required when managing achievement and underachievement
318 HRM.3	APPLYING	IDENTIFY factors affecting Performance Measurement
318 HRM.4	ANALYSING	ANALYZE various tools for performance assessment
318 HRM.5	EVALUATING	COMPARE various organizational performance management systems and best practices.
318 HRM.6	CREATING	DESIGN a performance management process for an organization.

Generic Core (GC) Courses - Semester IV

401 – Enterprise Performance Management

CO#	Cognitive abilities	Course Outcome
401.1	REMEMBERING	Enumerate the different parameters & facets of management control of an enterprise.
401.2	UNDERSTANDING	Illustrate the various techniques of enterprise performance management for varied sectors.
401.3	APPLYING	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
401.4	ANALYSING	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
401.5	EVALUATING	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.



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402 – Indian Ethos & Business Ethics

CO#	Cognitive abilities	Course Outcome
402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
402.3	APPLYING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
402.4	ANALYSING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
402.5	EVALUATING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

Generic Elective – University Level

405 – Global Strategic Management

CO#	Cognitive abilities	Course Outcome
405.1	REMEMBERING	Define the concept and key terms associated with the global strategic management
405.2	UNDERSTANDING	Describe in detail global strategic alliance, merger and acquisitions.
405.3	APPLYING	Demonstrate various global organisation models in global strategic management context.
405.4	ANALYSING	Examine various entry and business-level strategies from global strategic management prospective.
405.5	EVALUATING	Explain globalization, innovation, and sustainability and challenges to strategic management.
405.6	CREATING	Design global strategies and understand their relative merits and demerits.



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407 – Cyber Laws

CO#	Cognitive abilities	Course Outcome
407.1	REMEMBERING	DEFINE the key terms and concepts pertaining to cyber laws.
407.2	UNDERSTANDING	DESCRIBE the relevant legal provisions in detail.
407.3	APPLYING	DETERMINE the applicability of the legal provisions in a specific scenario.
407.4	ANALYSING	OUTLINE the course of action in case of violation of the legal provisions.
407.5	EVALUATING	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

Subject Core (SC) Courses - Semester IV Specialization: Marketing Management

403 MKT: Marketing 4.0

CO#	Cognitive abilities	Course Outcome
403 MKT.1	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0
403 MKT.2	UNDERSTANDING	EXPLAIN the importance of 5A's in Marketing 4.0
403 MKT.3	APPLYING	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
403 MKT.4	ANALYSING	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
403 MKT.5	EVALUATING	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
403 MKT.6	CREATING	DEVELOP strategies to create WOW! Moments with customer engagement



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404 MKT: Marketing Strategy

CO#	Cognitive abilities	Course Outcome
404 MKT.1	REMEMBERING	DISCOVER perspectives of market strategy.
404 MKT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
404 MKT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.
404 MKT.4	ANALYSING	ANALYSE a company's current situation through applying internal and external analyses.
404 MKT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
404 MKT.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.

Subject Elective (SE) Courses - Semester IV Specialization: Marketing Management

409 MKT-Customer Relationship Management

CO#	Cognitive abilities	Course Outcome
409 MKT.1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to CRM.
409 MKT.2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM.
409 MKT.3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets
409 MKT.4	ANALYSING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
409 MKT.5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
409 MKT.6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

410MKT: Rural and Agriculture Marketing

CO#	Cognitive abilities	Course Outcome
410 MKT.1	REMEMBERING	DEFINE various concepts related to Rural and Agricultural Marketing



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410 MKT.2	UNDERSTANDING	UNDERSTAND the rural consumer buying Behaviour, Rural Marketing Mix, COMPARE Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market.
410 MKT.3	APPLYING	APPLY knowledge and skills of Rural Marketing to design marketing Mix strategies.
410 MKT.4	ANALYSING	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
410 MKT 5	EVALUATING	EVALUATE the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.
410 MKT.6	CREATING	BUILD a model for Marketing of Agricultural products by using marketing mix tools

411 MKT: Tourism & Hospitality Marketing

CO#	Cognitive abilities	Course Outcome
410 MKT.1	REMEMBERING	DEFINE core Concepts of Tourism and Hospitality industry and IDENTIFY various hospitality and tourism considerations
410 MKT.2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
410 MKT.3	APPLYING	ORGANIZE and APPLY related numerical, pictorial and graphical data and MAKE USE OF them into business information
410 MKT.4	ANALYSING	ANALYSE important components of Service quality in Hospitality and Tourism industry and INTEGRATE them for appropriate service delivery through practical applications in the hospitality and tourism industry.
410 MKT 5	EVALUATING	CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry.
410 MKT.6	CREATING	FORMULATE overall functioning in hospitality and tourism industry and PROPOSE a blend of legal and customer based strategies to meet customer relationship marketing and face the challenges.



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412 MKT – Retail Marketing

CO#	Cognitive abilities	Course Outcome
412 MKT.1	REMEMBERING	DEFINE various concepts associated with retail marketing
412 MKT.2	UNDERSTANDING	EXPLAIN the terms and concepts used in Retail Marketing
412 MKT.3	APPLYING	ILLUSTRATE value creation & competitive advantage in Retail Marketing.
412 MKT.4	ANALYSING	ANALYSE the contemporary issues affecting Retail marketing decisions
412 MKT.5	EVALUATING	EVALUATE the effectiveness of Retail marketing mix used by different Retail formats
412 MKT.6	CREATING	FORMULATE effective retail marketing strategy

413 MKT: Retailing Analytics

CO#	Cognitive abilities	Course Outcome
413 MKT.1	REMEMBERING	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing, Digital Consumers Dynamics, List the data required for retail analytics.
413 MKT.2	UNDERSTANDING	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing
413 MKT.3	APPLYING	USE various kinds of data and tools for performing Retailing Analytics.
413 MKT.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks for predictive retail Analytics.
413 MKT.5	EVALUATING	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
413 MKT.6	CREATING	BUILD value for Retail and Marketing by deriving Marketing ROI metrics.

414 MKT - Marketing to Emerging Markets & Bottom of the Pyramid

CO#	Cognitive abilities	Course Outcome
414 MKT.1	REMEMBERING	DESCRIBE the various practices and perspectives, concepts and characteristics of emerging Markets and BOP markets, its size & composition
414 MKT.2	UNDERSTANDING	



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		EXPLAIN Characteristics, challenges and opportunities of Emerging Markets, BOP markets and need of segmentation of BOP markets.
414 MKT.3	APPLYING	APPLY principles, BOP Protocol and Criticism of Marketing to BOP, to develop marketing decision-making skills for products and services in BOP markets.
414 MKT.4	ANALYSING	COMPARE AND CONTRAST between emerging markets, developed markets and BOP markets
414 MKT.5	EVALUATING	EVALUATE Demographic & economic scenario and Comparative Advantage of emerging market countries and next 11.
414 MKT.6	CREATING	DEVELOP Marketing strategy to Emerging Markets and elaborate four elements of BOP strategy to relate it with the BRICS Market in the context of real-world marketing offering.

Subject Core (SC) Courses - Semester IV Specialization: Financial Management

403 FIN: Financial Laws

CO#	Cognitive abilities	Course Outcome
403 FIN.1	REMEMBERING	Define and Describe the basic concepts related to Financial Laws
403 FIN.2	UNDERSTANDING	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
403 FIN.3	APPLYING	Make use of contextual financial laws applicable to organisations.
403 FIN.4	ANALYSING	Infer the application of financial laws to organisations
403 FIN.5	EVALUATING	Appraise and perceive the benefits of applicable laws to the organisations.

404 FIN - Current Trends & Cases in Finance

CO#	Cognitive abilities	Course Outcome
404 FIN.1	REMEMBERING	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
404 FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
404 FIN.3	APPLYING	APPLY the various theories and models of financial management in the case.
404 FIN.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.



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404 FIN.5	EVALUATING	EVALUATE the financial impact of the alternative on the given case.
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Subject Elective (SE) Courses - Semester IV Specialization: Financial Management

409 FIN- Fixed Income Securities

CO#	Cognitive abilities	Course Outcome
409 FIN.1	REMEMBERING	Describing the basic concepts of Fixed Income Securities
409 FIN.2	UNDERSTANDING	Understanding the various types of securities traded in the fixed income market and the concepts related to the risk and returns of the Fixed income securities
409 FIN.3	APPLYING	Applying the knowledge of fixed income securities for diversifying the portfolio of investments
409 FIN.4	ANALYSING	Predictive analysis of the economic outlook through yield curve analysis
409 FIN.5	EVALUATING	devise the various investment strategies based on portfolio returns.

410 FIN – Business Valuation

CO#	Cognitive abilities	Course Outcome
410 FIN.1	REMEMBERING	RECALL concepts of value and valuation
410 FIN.2	UNDERSTANDING	EXPLAIN valuation process of business firms
410 FIN.3	APPLYING	CALCULATE business value using different techniques
410 FIN.4	ANALYSING	EXAMINE special factors to be considered in business valuation
410 FIN.5	EVALUATING	ASSESS the value of the firm in the light of business environment and regulatory aspects

411 FIN – Risk Management

CO#	Cognitive abilities	Course Outcome
411 FIN.1	REMEMBERING	Describe various concept associated with risk management and financial risk management
411 FIN.2	UNDERSTANDING	Exemplify the financial risk management processes, frameworks.
411 FIN.3	APPLYING	Determine the various building blocks of risk management system and strategies
411 FIN.4	ANALYSING	Classify various risks associated with enterprise, banks, insurance etc



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411 FIN.5	EVALUATING	Formulate the strategies to overcome with currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.
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412 FIN–Strategic Cost Management

CO#	Cognitive abilities	Course Outcome
412 FIN.1	REMEMBERING	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
412 FIN.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
412 FIN.3	APPLYING	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
412 FIN.4	ANALYSING	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
412 FIN.5	EVALUATING	FORMULATE new models and techniques for managing the cost strategically in any business organization.

413FIN -Rural & Micro Finance

CO#	Cognitive abilities	Course Outcome
413 FIN.1	REMEMBERING	DEFINE the key concepts of Microfinance and other terms associated with it.
413 FIN.2	UNDERSTANDING	EXPLAIN and UNDERSTAND the relevance of Microfinance and how its work towards rural development & growth.
413 FIN.3	APPLYING	IDENTIFY Micro Finance Models and their contribution towards, economic growth, poverty elimination , women empowerment and gender equality.
413 FIN.4	ANALYSING	ANALYZE the linkage between MFIs and Rural development
413 FIN.5	EVALUATING	EVALUATE the significance and funding Microfinance Institutions & Self-Help Group
413 FIN.6	CREATING	FORMULATE and DISCUSS Cases related to MF (Models) &Rural development, Women Empowerment and Gender Equality.



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414 FIN: Reinsurance

CO#	Cognitive abilities	Course Outcome
413 FIN.1	REMEMBERING	UNDERSTAND the major concepts and terms in Reinsuran
413 FIN.2	UNDERSTANDING	EXPLAIN the execution and legal applications in insurance contracts
413 FIN.3	APPLYING	IDENTIFY the forms of reinsurance according to the cases
413 FIN.4	ANALYSING	ANALYSE the insurer policy
413 FIN.5	EVALUATING	EVALUATE the insurer's security and claim procedure

415 FIN: Agricultural Insurance

CO#	Cognitive abilities	Course Outcome
413 FIN.1	REMEMBERING	Recall the different terms related to Agriculture Insurance and classification of agricultural insurance products
413 FIN.2	UNDERSTANDING	Understand the process of crop insurance and the Global outlook of Agricultural insurance
413 FIN.3	APPLYING	Apply the agricultural insurance concepts and assess the loss and settlement amount
413 FIN.4	ANALYSING	ANALYSE the regulatory mechanism and Government schemes for agriculture insurance
413 FIN.5	EVALUATING	Evaluate the different types of risks involved in agriculture

Subject Core (SC) Courses - Semester IV Specialization: Human Resource Management

403 HRM - Organizational Diagnosis & Development

CO#	Cognitive abilities	Course Outcome
403 HRM.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
403 HRM.2	UNDERSTANDING	UNDERSTAND concept of OD and 'intervention'
403 HRM.3	APPLYING	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
403 HRM.4	ANALYSING	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
403 HRM.5	EVALUATING	IDENTIFY AND MAP an intervention to organisational need
403 HRM.6	CREATING	DESIGN the role of the consultant for an organisational issue



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404 HRM: Current Trends & Cases in Human Resource Management

CO#	Cognitive abilities	Course Outcome
404 HRM.1	REMEMBERING	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
404 HRM.2	UNDERSTANDING	SUMMARIZE the impact of Current HR trends on HR Functions
404 HRM.3	APPLYING	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
404 HRM.4	ANALYSING	EXAMINE the changing role of HR Priorities
404 HRM.5	EVALUATING	ELABORATE upon the various types of current HR Trends
404 HRM.6	CREATING	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.

Subject Elective (SE) Courses - Semester IV Specialization: Human Resource Management

410HRM: Designing HR Policies

CO#	Cognitive abilities	Course Outcome
410HRM.1	REMEMBERING	IDENTIFY important points to be incorporated in HR Manual
410HRM.2	UNDERSTANDING	UNDERSTAND policy requirement for Recruitment & Selection process
410HRM.3	APPLYING	PREPARE policies on employee benefits for an organization of your choice
410HRM.4	ANALYSING	ILLUSTRATE steps involved in better employee relations & grievance handling
410HRM.5	CREATING	CONSTRUCT various HR policies for an organization of your choice

411: Labour Economics and Costing

CO#	Cognitive abilities	Course Outcome
411HRM.1	REMEMBERING	IDENTIFY the basic concepts of Labour Economics, Wage Determination, Labour Productivity and Costing.
411HRM.2	UNDERSTANDING	UNDERSTANDING the Labour Markers in India with reference to demand and supply of Labour and Social Security Problems associated to it.
411HRM.3	APPLYING	DETERMINATION of various Wage and Non-Wage Factors applicable in various sectors of businesses.
411HRM.4	ANALYSING	IMPLEMENTATION of various theories of wage determination in various business sectors.
411HRM.5	EVALUATING	EVALUATION of Labour Cost Benefit Analysis of important HR functions.



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411HRM.6	CREATING	APPLICATION of social security of labours in various sectors.
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412HRM : Best Practices In HRM

CO#	Cognitive abilities	Course Outcome
412HRM.1	REMEMBERING	DEFINE dynamic approach towards Human Resource activities and practices.
412HRM.2	UNDERSTANDING	EXPLAIN theoretical framework for best practices.
412HRM.3	APPLYING	IDENTIFY & CLASSIFY the practices according to the industry and sub sectors of the industry.
412HRM.4	ANALYSING &EVALUATING	COMPARE and DETERMINE various skill sets required at Human Resource Section
412HRM.5	CREATING	PLAN a survey of various industry and DEVELOP a trend analysis of Human Resource Best Practices.

413 HRM: Employee Engagement and Ownership

CO#	Cognitive abilities	Course Outcome
413HRM.1	REMEMBERING	IDENTIFY the basic concepts of Employee Engagement and Employee Ownership.
413HRM.2	UNDERSTANDING	UNDERSTANDING the various factors, models and metrics involved in Employee engagement.
413HRM.3	APPLYING	DETERMINATION of various Employee Engagement Activities and types of Employee Ownership practiced in all scales of companies at various sectors
413HRM.4	ANALYSING	IMPLEMENTATION of Engagement strategies and BUILDING Engagement Culture in companies.
413HRM.5	EVALUATING	EVALUATION of Employee engagement and Employee Ownership and its impact on the performance of businesses
413HRM.6	CREATING	APPLICATION of Employee engagement practices and Employee Ownership at various sectors of industry.

414HRM : Leadership and Succession Planning

CO#	Cognitive abilities	Course Outcome
414HRM.1	REMEMBERING	IDENTIFY the basic concepts of leadership and succession planning
414HRM.2	UNDERSTANDING	UNDERSTANDING the modern theories and styles of leadership.
414HRM.3	APPLYING	IMPLEMENTING the appropriate succession plan through leadership development



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414HRM.4	ANALYSING & EVALUATING	ANALYSING and EVALUATING the existing human capital
414HRM.5	CREATING	BUILDING appropriate Succession Plan required in an organization.

415 HRM: e-HRM

CO#	Cognitive abilities	Course Outcome
415HRM.1	REMEMBERING	ENUMERATE fundamental concept of HRIS
415HRM.2	UNDERSTANDING	UNDERSTAND various technology driven features that can be adapted for HRM functions
415HRM.3	APPLYING	DETERMINE impact of technology on HRM functions.
415HRM.4	ANALYSING	ANALYSE issues regarding technology in HRM functions.
415HRM.5	EVALUATING & CREATING	DEVELOP competencies needed to adapt technology in HRM functions

Subject Core (SC) Courses - Semester IV Specialization: Business Analytics

403 BA- Economics of Network Industries

CO#	Cognitive abilities	Course Outcome
403 BA.1	REMEMBERING	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
403 BA.2	UNDERSTANDING	DESCRIBE the characteristics of the markets for network products
403 BA.3	APPLYING	ILLUSTRATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
403 BA.4	ANALYSING	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
403 BA.5	EVALUATING	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
403 BA.6	CREATING	DISCUSS the economics of Internet advertising, and the business model of zero pricing.



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404 BA- Artificial Intelligence in Business Applications

CO#	Cognitive abilities	Course Outcome
404 BA.1	REMEMBERING	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
404 BA.2	UNDERSTANDING	UNDERSTAND AI's fundamental concepts and methods
404 BA.3	APPLYING	APPLY various machine learning algorithms on structured data to develop machine learning models.
404 BA.4	ANALYSING	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
404 BA.5	EVALUATING	SELECT logical and functional process to develop the model
404 BA.6	CREATING	CREATE SOLUTIONS for various business problems using AI techniques.

Subject Elective (SE) Courses - Semester III Specialization: Business Analytics

409 BA- E Commerce Analytics – II

CO#	Cognitive abilities	Course Outcome
409 BA.1	REMEMBERING	DESCRIBE the key concepts in e-commerce analytics.
409 BA.2	UNDERSTANDING	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
409 BA.3	APPLYING	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
409 BA.4	ANALYSING	DISCOVER high-value insights via dashboards and visualization.
409 BA.5	EVALUATING	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales
409 BA.6	CREATING	FORMULATE the right analytics driven strategy for ecommerce businesses.

410BA: Healthcare Analytics

CO#	Cognitive abilities	Course Outcome
410 BA.1	REMEMBERING	DESCRIBE the key terms in healthcare data analytics
410BA.2	UNDERSTANDING	EXPLAIN the fundamental concepts in Health Care Analytics
410 BA.3	APPLYING	ILLUSTRATE the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data



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410 BA.4	ANALYSING	EXAMINE the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data
410 BA.5	EVALUATING	EXPLAIN the perspectives of healthcare related opportunities for developing new analytical approaches.
410 BA.6	CREATING	ADAPT healthcare data analytics for improving the health and well-being of people

411 BA- Watson

CO#	Cognitive abilities	Course Outcome
411 BA.1	REMEMBERING	RECALL the key aspects of cognitive computing and Watson.
411 BA.2	UNDERSTANDING	DESCRIBE & DISCUSS the conceptual components and practical aspects of a cognitive system.
411 BA.3	APPLYING	MAKE USE OF Watson platform and its underlying technologies for natural language processing and question answering in particular.
411BA.4	ANALYSING	ILLUSTRATE the various use cases of Watson.
411 BA.5	EVALUATING	EXPLAIN fundamentals of IBM Cloud and creating service instances.
411 BA.6	CREATING	BUILD a Customer Complaints Analyzer using Watson Natural Language Understanding.

412 BA- Scala and Spark

CO#	Cognitive abilities	Course Outcome
412 BA.1	REMEMBERING	DESCRIBE the ecosystem associated with SCALA and SPARK.
412 BA.2	UNDERSTANDING	ILLUSTRATE the use of SPARK and SCALA. CO412BA.3 APPLYING
412 BA.3	APPLYING	USE the core RDD and DataFrame APIs to perform analytics on datasets with Scala.
412BA.4	ANALYSING	EXAMINE how and when it differs from familiar programming models
412 BA.5	EVALUATING	READ data from persistent storage and load it into Apache Spark
412 BA.6	CREATING	MANIPULATE data with Spark and Scala