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**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 SPECIFIC OUTCOME**

**FINANCIAL MANAGEMENT SPECIALIZATION:**

1. Demonstrate an understanding of the principles of accounting in order to ensure alignment with organizational goals and strategies.
2. Apply financial principles and techniques for valuation and wealth maximization, financial risk assessment, investment analysis, and management decision making.
3. Devise a capital budgeting strategy based on the principles of capital budgeting, capital structure, cost of capital, corporate financing, and asset valuation and planning and control activities to effectively produce and deliver goods and services.
4. Ability to apply analytical tools and microeconomic concepts to corporate resource allocation, demand and cost determination, industry positioning, and pricing mechanisms
5. Critical Thinking Skill: The ability to find evidence and viewpoints for finance-related issues and then to make rational assumptions, identify implications, and formulate conclusions.
6. Manage relationships between an organization and its stakeholders and their impact on corporate growth taking into account ethical practices and social responsibilities.
7. Ability to Design and analyse hedging strategies (e.g., currency, commodity, economic and political). economic environment and the impact of governmental economic policies, impact that financial innovation, advances in technology, and changes in regulations on consumers and financial institutions.
8. Evaluate the impact of major economic variables such as interest rates, inflation, employment, exchange rates and balance of payments on the performance of capital markets and different financial instruments.
9. Construct basic investment portfolios for individual and institutional investors in accordance with given investment policy statements, ethics and professional judgement.
10. Evaluate performance of investment decisions and effectiveness of asset allocation strategies for portfolios consisting of debt and equity securities, derivatives real estate and other alternative investments.
11. Integrate relevant regulatory framework into financial processes and practices to address current challenges
12. Recommend allocation of financial resources that contribute optimally to strategic business plan of the organization.



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**MARKETING MANAGEMENT SPECIALIZATION:**

1. Identify and Apply contemporary marketing theories and core concepts of marketing based on customers' needs and the role of marketing in business development to Present effective solutions.
2. Ability to collect, process and analyze consumer and market data to make informed decisions to meet demands of business and management practice.
3. Critical analysis of the social, technological, political, legal and economic forces in business that affects growth of an organization to develop solutions.
4. Ability to create branding and integrated marketing communications plans by also using digital tools to enhance the effectiveness of a marketing campaign with value propositions.
5. Anticipate the importance of cultural adaptation of international business and understand challenges and issues of marketing in a growing international and global context
6. Identify entrepreneurial opportunities for developing new products and services that are consistent with evolving market needs and plan strategies for implementation.
7. Identify the major social criticisms of marketing to assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
8. Interpret complex marketing issues and problems using relevant theories, concepts and methods by applying the principles of business ethics and corporate social responsibility.
9. Ability to Use knowledge and skills for developing marketing strategies to create measurable results and meet marketing objectives in new business environments.

**HR SPECIALIZATION:**

1. Knowledge about principles and frameworks of Human Resource management and effectively apply the concepts to HR Domain.
2. Gain a better understanding of the concepts of management and how to integrate them with the principles of human resources management
3. Learn and get acquainted with the fundamentals of training and recruiting, retention, industrial relations, organizational skills and their practical application in a corporate environment.
4. Build people management and leadership skills essential for managerial success to create a conducive work environment.
5. To facilitate the development of better understanding of human resources issues to gain a competitive advantage as a future HR manager that relate to other managerial functions as well.
6. Familiarize students with current human resource practices that apply to their careers.



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**IT MANAGEMENT SPECIALIZATION:**

1. Knowledge about various software and current trends in the business markets in the area of SCM, CRM, Inventory, Payment methods for running business
2. Acquire knowledge about the software, their quality concepts and security measures in this digital era
3. Learn and practice problem solving approach by studying different models and framework related to electronic business and their procedure
4. To guide/communicate client/user requirement to developers by understanding business requirement and feasibility study
5. To facilitate product development by guiding team members in various aspects such as time, cost and resources

**COURSE OUTCOMES**

<b>SEMESTER I</b>
<b>Course Outcomes: 101 Accounting for business decisions</b>
<b>CO 1:</b> Understand concepts, conventions and terms related to financial, cost and Management accounting.
<b>CO 2:</b> Prepare financial statements in accordance with Generally Accepted Accounting Principles.
<b>CO 3:</b> Demonstrate an understanding of the cost accounting concepts and terms.
<b>CO 4:</b> Gain knowledge of the cost control techniques through various cases or numerical.
<b>CO 5:</b> Employ critical thinking skills to analyze business situations by solving problems based on Marginal and Standard Costing and through preparation of cash and Flexible budgets
<b>Course Outcomes: 102 Economic Analysis for business decision</b>
<b>CO 1:</b> Students will understand the important concepts of managerial economics.
<b>CO 2:</b> Students will develop a link between the law and theories of economics and practical real life examples.
<b>CO 3:</b> Students will understand current developments in money and capital market of India.
<b>CO 4:</b> Students will learn about public finance infrastructure and important concepts of national income.
<b>CO 5:</b> Employ critical thinking skills to analyse business situations by solving problems based on Marginal and Standard Costing and through preparation of cash and Flexible budgets



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<b>Course Outcomes:103 Legal Aspects of business</b>
<b>CO 1:</b> Interpret and form contractual relationships in business.
<b>CO 2:</b> Interpret and form contractual relationships in business.
<b>CO 3:</b> Identify remedies for breach of contract
<b>CO 4:</b> Understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.
<b>CO 5:</b> Acquaint students with general business law issues to help become more informed sensitive and effective business leaders.
<b>Course Outcomes: 104 Business Research Methods</b>
<b>CO 1:</b> Students will understand the present scenario and predictive factors for effective decision making.
<b>CO 2:</b> Students will understand sequence of steps, types of research designs and concept of validity and reliability of a research study.
<b>CO 3:</b> Students will study different methods of data collection and designing an effective questionnaire
<b>CO 4:</b> Students will understand sampling decisions wrt universe, sampling unit, sampling element, choice of sampling frame, determining sample size for probability & non-probability sampling methods & choice of final sample by using appropriate sampling methods in a step by step manner.
<b>CO 5:</b> Students will understand the different methods of testing hypothesis.
<b>Course Outcomes: 105 Organizational Behaviour</b>
<b>CO 1:</b> Analyse the behaviour of individuals and groups in organisations in terms of organizational behaviour theories, models and concepts;
<b>CO 2:</b> Apply organisational behaviour concepts, models and theories to real life management situations through case analysis;
<b>CO 3:</b> Demonstrate a critical understanding of organisational behaviour theories and current empirical research associated with the topics covered in this course;
<b>CO 4:</b> Learn how to use perception and judgment in influencing organizational behavior
<b>CO 5:</b> Develop an ability for decision making
<b>CO6:</b> Recognize the role of motivation on performance
<b>CO7:</b> Distinguish between satisfaction and stress in the work place
<b>CO8:</b> Become familiar with interpersonal processes and communication
<b>CO9:</b> Gain an understanding of the need for organization and job redesign and change management.
<b>Course Outcomes: 106 Basics of Marketing</b>



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**CO 1:** Identify core concepts of marketing and the role of marketing in business.

**CO 2:** To understand the consumer behavior decision-making process and analyze the factors that influence purchase decisions.

**CO 3:** Understand the impact of economical, social, legal, ethical and technological forces on marketing decision-making

**CO 4:** Describe the criteria for market segmentation, target marketing and positioning to define marketing objectives and allocate resources.

**CO 5:** To develop a marketing strategy which involves selecting a target market and developing a marketing mix, which includes product development, pricing, promotion.

**Course Outcome: Management Fundamentals**

**CO 1:** Understand concept of management and contribution of different management thinker.

**CO 2:** Understand how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment

**CO 3:** Analyze the internal and external environment of an organization, its structure and culture.

**CO 4:** Describe the Principles in management and organization

**CO 5:** To explain management functions such as planning, organizing, leading and controlling; and how successful managers effectively and efficiently use these functions and their business resources to achieve organizational objectives.

**Course Outcomes: MS-excel & advance Excel**

**CO 1:** Students will be able to use various utilities / tools in MS Excel which will be helpful to them in their professional careers.

**CO 2:** It will help them to gain confidence while handling large data.

**CO 3:** They will be able to analyse data by using different techniques.

**CO 4:** The Lab sessions will help the students to gather hands on experience on the smooth usage of excel tools.

**CO 5:** The proficient use of Excel will help them in preparing Reports (MIS) in their future organizations

**CO6:** Apart from professional use, they can also use Excel utilities for their personal use. Eg. Maintaining monthly expenditure, etc.

**Course Outcomes: Personality Development lab**

**CO 1:** To understand the importance and necessity of developing correct personality required for the corporate life.

**CO 2:** To develop a correct image, communication and problem solving skills..



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**CO 3:** To develop professionals with idealistic, practical and moral values.

**CO 4:** To develop assertive behavior and persuasion skills required for a effective goal oriented team player

**CO 5:** Develop skills to deal with interpersonal relations and cultural importance of dressing and etiquettes

**Course Outcomes: Business communication Lab**

**CO 1:** Students will gradually develop their business communication skills.

**CO 2:** Students will learn about different methods of managerial writing and report writing

**CO 3:** Students will understand business presentation requisites and develop the presentation skills accordingly.

**CO 4:** Students should be able to crack the job interview.

**SEMESTER II**

**Course Outcomes: 201 Marketing Management**

**CO 1:** Students will be able to understand new product development process & all the phases in a life cycle of a product.

**CO 2:** Students will be able evaluate the various factors responsible for pricing and its strategies.

**CO 3:** Students will be able to analyze various marketing channels of a product/service to reach the target segment including both online and offline.

**CO 4:** Students will be able to understand the elements of IMC and its integrated optimum utilization.

**CO 5:** Students will be able to prepare & evaluate a product level marketing plan and perform marketing audit.

**Course Outcomes: 202 Financial Management**

**CO 1:** Demonstrate an understand basic knowledge of Business Finance.

**CO 2:** Classify the components of Capital structure and calculate their respective costs.

**CO 3:** Analyze financial statements and make simple inferences from them.

**CO 4:** Estimate working capital requirement.

**CO 5:** Apply techniques to evaluate capital investment project decisions.

**Course Outcomes: 203 Human Resource Management**

**CO 1:** Understand fundamentals of human resource management, manpower inventory, recruitment, Industrial Relations & Disputes.



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**CO 2:** Application – study and apply criteria for Job analysis, selection process, compensation methods adopted by different organizations, employee

**CO 3:** Analyses – examine and analyze - recruitment process, grievance handling procedure, Human Resource Planning, Training methods, compensation methods performance appraisal methods, Termination, Resignation, downsizing, Lay off Retirement and Flexible Work arrangement.

**CO 4:** Evaluate - To develop Prepare and write –HR handbook, induction program, training calendar, training methods, job description and job specification.

**Course Outcomes: 204 Decision Science**

**CO1:** To understand managerial decision-making processes in organizations and appreciate the use of various quantitative techniques in making decisions.

**CO 2:** To employ quantitative tools such as decision theory and game theory in taking decisions under risk.

**CO 3:** To comprehend the concept of a Transportation Model, Assignment Model and develop the initial solution & Analyze optimal solution for the same

**CO 4:** To assess the real life business problems by Markov chain and Monte Carlo simulation.

**CO 5:** To construct the network diagrams for different activities involved in a project.

**CO6:** To learn and apply basic sequencing methods and queuing techniques in day to day operations.

**Course Outcomes: 205 Operations & Supply Chain Management**

**CO1:** Understand various concepts of Operations Management, its evolution, scope, importance and the recent trends and developments in the same.

**CO2:** Describe the various Operations processes and discuss characteristics of the same by taking examples of different manufacturing industries.

**CO3:** Identify the various techniques in Production Planning and Control and apply the same for practical purposes.

**CO4:** Determine the EOQ by using various models, ABC analysis and use the same for Inventory Planning and Control

**CO5:** Explain the concept of Supply Chain Management and integrated framework.

**Course Outcomes: 206 Management Information System**

**CO1:** Understand the role of information technology and information systems in business

**CO2:** Understand Systems engineering, database management concepts and BI&A

**CO3:** Demonstrate the skills necessary to conduct a requirements gathering and designing documents and report

**CO4:** Understand IS and technology requirements from organization and individuals users point of view

**CO5:** Analyze IS concepts, IT and system development models through case study

**Course Outcomes: Emotional Intelligence and Managerial Effectiveness Lab**

**CO1:** Students will understand individual and group learning methods.





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CO2: Students will understand intelligence and develop emotional competence.

CO3: Students will develop understanding and competence for personal and managerial effectiveness.

**Course Outcomes: Computer Aided Personal Productivity Tools Lab(CAPPTL)**

CO1: Students will get mastery on MS Office.

CO 2: Student's productivity will get enhanced through advanced features of MS PowerPoint.

CO 3: Student's will recall the knowledge of MS Excel and learn advance features. .

CO 4: Students will develop skills of using MS Outlook

CO 5: Students will develop skills of using basic social networking tools

**Course Outcomes: Industry Analysis-Desk research**

CO1: Describe the dynamics of a specific industry

CO2: Outline Promoters & Management Ethos of an industry

CO3: Determine the impact of the External Environment on an industry

CO4: Analyze the financial statements of companies in an industry.

CO5: Determine impact of recent domestic and global developments on an Industry

**Course Outcomes: 301 Strategic Management**

CO1: know, understand, and apply the strategic management process to analyze and improve organizational performance.

CO2: draw conclusions from external analysis of an organization's environment and from internal analysis of an organization's capabilities;

CO3: formulate realistic strategies;

CO4: develop implementation plans to execute those strategies.

**Course Outcomes: 302 Enterprise Performance Management**

CO1: Understand concept of enterprise performance management.

CO2: Explain the importance of capital expenditure control in capital budgeting decisions.

CO3: Examine the role of balanced scorecard in identifying strategic aspects of performance management.

CO4: Evaluate enterprise performance in retail sector, banks, projects and not for profit organizations

CO5: Describe different types of audit and its use in performance evaluation

**Course Outcomes: 303 Startup & New Venture Capital Management**

CO1: Reflect upon theories and concepts related to entrepreneurship and new ventures

CO2: Students can recognize and justify relationship between startup and new venture creation, their inception, development, growth and maturity



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CO3: Students can easily analyze and find out what are potential market opportunities, funding source and also know what different types of start-up business in all sectors are.
CO4: Students can prepare Project Plan/Report and related business launching formalities
<b>FINANCE SPECIALIZATION</b>
<b>Course Outcomes: Direct Taxation</b>
CO1: Understand the concept of Income Tax and liability of assessee
CO2: Identify residential status of an individual
CO3: Calculate income tax liability under the different heads of income and profits and losses to be carried forward or setoff.
CO4: Outline the concept of TDS and Advance tax.
CO5: Fill IT return (E-filing) of an assessee.
<b>Course Outcomes: Financial System of India, Mkts &amp; Services</b>
CO1: Classify the general structure of financial System of India.
CO2: Identify the functions of various regulators of financial markets.
CO3: Discuss theories of Indian financial markets.
CO4: Demonstrate awareness about financial institutions in India.
<b>Course Outcomes: Strategic Cost Management</b>
CO1: Understand various concepts of Strategic Cost Management.
CO2: Apply techniques of Strategic Cost Management.
CO3: Analyze role of role of activity based costing and activity based management in decision making.
CO4: Evaluate the costing of a value chain
CO5: Explain Learning Curve Theory and Lean Management concepts
<b>Course Outcomes: Corporate Finance</b>
CO1: Acquire knowledge of theoretical foundations of corporate financial management and investment management
CO2: Identify various approaches to valuation of business.
CO3: Describe corporate value based management system and criteria for good corporate governance.
CO4: Outline dividend policy theories and calculate impact of dividend on share price
CO5: Explain techniques of corporate restructuring
<b>Course Outcomes: Banking Operations -I</b>
CO1: The course will help the students understand the importance of Banking in the Indian Financial system.
CO2: It will help the students understand the reasons for emergence of banking in India and its regulatory framework.
CO3: They will be well acquainted with the terminologies used in Banking



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CO4: Students will get a complete knowledge / understanding of the daily Banking operations carried out in the various processes in the Bank.
CO5: The course will also make them aware about the various developments in the banking sector in terms of technological developments.
CO6: On the whole, they will have an overview of the Banking industry in India and its presence in the global market.
<b>Course Outcomes: Treasury Management</b>
CO1: The course will help the students understand the need / importance / various functions of Treasury Management.
CO2: It will help the students understand the various techniques used by Treasury managers in the management of Funds.
CO3: Students will be able to understand the role of treasury management as a support function in various industries.
CO4: It will also help them understand the Cash and Liquidity Management concepts and need for Internal control to avoid risks.
CO5: It will also help them understand the role of treasury in International Banking.
<b>MARKETING SPECIALIZATION</b>
<b>Course Outcomes: Contemporary Marketing Research</b>
CO1: Students will understand the present scenario and predictive factors for effective decision making.
CO2: To understand sequence of steps, types of research designs and concept of validity and reliability of a research study
CO3: Students will study different methods of data collection and designing an effective questionnaire
CO4: Students will understand sampling decisions wrt universe, sampling unit, sampling element, choice of sampling frame, determining sample size for probability & non-probability sampling methods & choice of final sample by using appropriate sampling methods in a step by step manner.
CO5: Students will understand the different methods of testing hypothesis.
<b>Course Outcomes: Consumer Behavior</b>
CO1: Students will be able to understand the factors which influence the purchase decisions like culture, sub-culture, social class, social groups and family (family life cycle)
CO2: Students will understand the importance of STP and how marketing mix is evolved for influencing the decision making process
CO3: Students will learn the factors influencing online purchase vis-à-vis store purchase
CO4: Students will understand the basic buying motives influenced by the Indian culture and the influence of International trends in their purchasing behavior.
<b>Course Outcomes: Integrated Mktg Communication</b>
CO1: To provide an overview of the range of tools available for Marketing Communications
CO2: To provide an understanding of the basic principles of planning and execution in Marketing Communications
CO3: To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program
CO4: To sensitize students to the various facets of advertising, public relation and promotion management



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CO5: To develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations
<b>Course Outcomes: Strategic Brand Management</b>
CO1: Students will understand importance of Brand, Planning and implementing brand marketing programs, measuring and interpreting brand performance, growing and sustain brand equity.
CO2: Students will understand the steps of brand building, creating customer value, identifying and establishing brand positioning, positioning guidelines
CO3: Students will learn to identify USP and strategy implementation tactics.
CO4: Students will understand Measuring and Interpreting Brand Performance.
CO5: Students will understand product portfolio, brand extension, co-branding and brand revitalizing strategies.
<b>Course Outcomes: Customer Relationship Management</b>
CO1: Students will understand the importance of maintaining good relations with the customers and suppliers and different methods and technology involved in maintaining such relationships.
CO2: Students will understand the strategies of maintaining CRM with respect to customer life cycle.
CO3: Students will learn the network management process of e-CRM wrt Product Development, Supplier Accreditation Program, Process Alignment, E Procurement etc.
CO4: Students will learn the organizational issues concerning internal (empowerment and team selling) and external marketing Key Account Management.
<b>Course Outcomes: Business to Business Marketing</b>
CO1: Students will understand the different B2B markets
CO2: Students will understand buy grid Framework and Role of Buying Centre
CO3: Students will have an exposure to deciding factors influencing STP.
CO4: Students will understand the factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Reciprocity, Ethical Issues
CO5: Students will understand personal selling skills, teamwork, Key Account Management - ABC Analysis of Industrial Customers
CO6: Students will learn formulating Distribution Strategies, Different types of Industrial Middlemen, Channel Flow Design, and Cost Benefit Analysis
CO7: Students will learn different techniques of CRM and maintaining an updated informative website
<b>HR SPECIALIZATION</b>
<b>Course Outcomes: Labour &amp; Social Security Laws</b>
CO1: Understand rationale behind labour laws
CO2: Learn the laws relating to Social Security and Working conditions
CO3: Enable the students to have a good base in Labour Law.
<b>Course Outcomes: Human resource Ac &amp; Compensation Management</b>
CO1: Understand investment made and issues related to compensation management in human resources of an organization
CO2: Explain Human Resource Accounting & Compensation Management.
CO3: Analyze the investment and return on human resources of an organization



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CO4: Evaluate the value of human resources of an organization
<b>Course Outcomes: HR Audit</b>
CO1: Students will discuss and understand the Importance of HRA in different functions HRM in an organization.
CO2: The students will be able to analyze, identify and describe the linkage of HRD strategies & factors that contribute towards conduction of HRA
CO3: The students will be able to explain process of HRA and methodology
<b>Course Outcomes: Human Resource information System</b>
CO1: Students will understand the utility of HRIS as a comprehensive set of functionalities to serve the human resource needs.
CO2: It enables HRIS in compliance management
CO3: Students will able to understand change management in HRIS
CO4: This will help students to develop ways to update recruitment, training, payroll and other HR processes.
CO5: They will understand the importance of the future of HRIS and emerging trends
<b>Course Outcomes: Quality Management System</b>
CO1: Explain the different meanings of the quality concept and its influence.
CO2: Use new concepts of TQM in the process of continuous improvement and learning
CO3: Create an awareness of fundamental principles, significance and implementation of quality management
<b>Course Outcomes: Lab in Training</b>
CO1: Students will be able to prepare Training Need Analysis
CO2: Design training programme with reference to TNA
CO3: Design Training methods for the Training programme designed
<b>IT SPECIALIZATION</b>
<b>Course Outcomes: IT Management and Cyber</b>
CO1: Understand various software in various domains like CRM, ERP, SCM and e-commerce.
CO2: To be familiar with network devices and its security threats and associated measures
CO3: Students can solve case studies with problems in the area of information technology
CO4: Students are proficient in the area of cyber security and cyber laws considering future career option
CO5: Exploration of the legal and policy developments and penalties of Information technology Act 2000 in India
<b>Course Outcomes: E-Business and Business Intelligence</b>
CO1: List the definitions, concepts, and architectures of e-business
CO2: Develop an insight on how internet can help business to grow
CO3: Explain technologies supporting e-commerce, including Web services and electronic payment systems
CO4: Examine scenarios for e-commerce and e-business in area such as SCM, CRM and EDI and suggest solutions for the problem area



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CO5: Develop an understanding on how innovative use of the E-Commerce and business can facilitate competitive advantage
CO6: Differentiates various business models on the internet (b2b, b2c, c2b, c2c) with examples
<b>Course Outcomes: Soft Marketing</b>
CO1: Understand concept of marketing mix tool as a support for a marketing software product.
CO2: Students can explore various promotion, distribution and pricing strategies for software product in IT Industry
CO3: Students can analyze customer satisfaction and quality of service of software industry
<b>Course Outcomes: RDBMS with Oracle/MS SQL Server</b>
CO1: Recollect what is database, different types of databases, and What is the role database in decision making
CO2: Understand the basics of data management and administration
CO3: Understand and recognize the fundamental concepts of database management and structure of the database
CO4: Construct and solve queries using SQL/Oracle
CO5: Review data and information requirements as per the new or old projects
CO6: Master the basic concepts and correlate to the applications of database systems.
CO7: Retrieve data and tables using SQL/oracle
<b>Course Outcomes: Software Quality Assurance</b>
CO1: Recognize different components, models and techniques related with software quality assurance
CO2: Relate various software testing processes with respect to software development and implementation
CO3: Differentiate various SQA components and select them according to their need
CO4: Can distinguish which standardization should be used during project time for maintaining quality in software product
CO5: Can distinguish which standardization should be used during project time for maintaining quality in software product
<b>Course Outcomes: Software Engineering with System Analysis &amp; Design</b>
CO1: Understand the various aspects related to system development lifecycle
CO2: Understand software models, techniques and technologies to bring out innovation for the software product development
CO3: Acquire strong fundamental knowledge in, mathematics, software engineering and multidisciplinary domains to begin with role of software/business analyst. Obtain expertise to think about problems and their expected solutions using appropriate methods of analysis and design
CO4: Investigate and suggest solutions for the betterment for the specification of a software system
CO5: Develop and communicate ideas about software system solutions at different levels in software product development Suggest and use appropriate tools and techniques



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<b>OPERATIONS SPECIALIZATION</b>
<b>Course Outcomes: Planning Control &amp; Operations</b>
CO1: Explain the need of Planning & Control of Operations and discuss the various functions and related processes.
CO2: Explain the concept of Demand forecasting and apply forecasting as a planning tool.
CO3: Discuss Aggregate Production Planning and effective implementation of its strategies.
CO4: Discuss Resources Planning and its processes viz.CRP, MRP-II, ERP and importance of determining lot size.
CO5: Understand the need for Scheduling and its application in various types of production systems.
<b>Course Outcomes: Inventory Management</b>
CO1: Discuss the elements of Inventory Management, its role, types and costs associated with it.
CO2: Explain the various systems used for Inventory Control and also discuss the issues faced.
CO3: Discuss the various EOQ models and determine the same using mathematical and computer aided tools.
CO4: Discuss the benefits and advantages of JIT and analyze KANBAN as a control tool.
CO5: Discuss Make or Buy Decisions, the factors influencing it, and analyze inventory turnover using ratios.
<b>Course Outcomes: Manufacturing Resource Planning II</b>
CO1: Explain Master Production Scheduling and its need, objectives and importance in tactical planning.
CO2: Discuss MRP-I, its roles and functions and solve problems related to BOM, Lot-sizing, MRP-I (spreadsheet).
CO3: Describe Capacity Management and explain the various concepts related to the same.
CO4: Discuss the roles and functions of MRP-II, its framework, information flow.
CO5: Explain the transition from MRP-I to MRP-II and compatibility between MRP-II and JIT.
<b>Course Outcomes: Technology Management</b>
CO1: Explain the characteristics of technology and discuss the trends, impacts of technology with the recent developments and its significance in the global perspective.
CO2: Describe the concept of innovation, role of creativity its relationship with innovation, role of innovation in technological developments and its impact on the business environment.
CO3: Discuss process of new product development and role of technology in the same, reasons for failure and develop strategies to avoid it through R&D.
CO4: Apply the various forecasting techniques for technology forecasting and develop technology strategies and link it to business strategies.
CO5: Classify issues on basis of technology and organisation and conduct an environmental impact analysis of people and technology integration.
<b>Course Outcomes: 6 sigma</b>
CO1: Explain the concept of six sigma and lean and its use in Business Process Management.
CO2: Discuss the DMAIC model for implementation of six sigma in business.
CO3: Determine the impact of six sigma on business and review it through Financial and Performance measurement.



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CO4: Demonstrate the use of six sigma in a non-manufacturing environment and its relevance in all types of environments for improving the quality.
CO5: Demonstrate the application of six sigma and use of DMAIC through small projects.
<b>Course Outcomes: DOS</b>
CO1: Explain the concept of Process Analysis, Process Flowcharting, types of processes and measure process performance
CO2: Discuss the concepts of Job Design and Work measurement and its application in cost reduction and increased productivity.
CO3: Discuss the various factors involved in making a product and designing a manufacturing process based on the type of product.
CO4: Explain the concept of service operations, factors involved in delivering services and designing an effective service process.
CO5: Design service process for Production line, Self service and personal attention approach and applying behavioural science for service encounters.
<b>INTERNATIONAL BUSINESS SPECIALIZATION</b>
<b>Course Outcomes: International Business Economics</b>
CO1: Students will understand various trade theories/models.
CO2: Students should be able to apply economic tools and theories to analyze upcoming issues in the international economy.
CO3: Students will get exposure to current issues in International Trade.
<b>Course Outcomes: Export Documentation &amp; Procedures</b>
CO1: Students will learn about the policy, procedures and documentation relating to foreign trade operations.
<b>Course Outcomes: International Management</b>
CO1: Students will get familiarize with the cross –cultural behaviour and its management for successful operations of the international firms.
CO2: Students will try to apply the cross –cultural behaviour skills for successful operations of the international firms.
<b>Course Outcomes: International Marketing</b>
CO1: Students will understand the unique features of international marketing.
CO2: Students will learn to develop the marketing mix for international marketing.
<b>Course Outcomes: International Finance</b>
CO1: Students will understand various operations in foreign exchange market.
CO2: Students will get exposure to current issues in International finance.
CO3 Students will analyse the international financial regulatory framework.
<b>Course Outcomes: Global Logistics and Supply Chain</b>
CO1: Students will get familiar to global logistics management.
CO2: Students will learn about and apply the basics of operational and legal aspects of global logistics
CO3: Students will analyse basics of shipping line industry.





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<b>SEMESTER IV</b>
<b>Course Outcome: Managing for Sustainability</b>
CO1: To understand the concept of CSR and its relevance in business environment.
CO2: Assess how stakeholders (including government agencies, indigenous peoples, women's groups, business and industry, NGOs, scientific and technological communities) are engaging sustainable development issues.
CO3: Identify and analyze, within the context of economic sustainability, issues within a corporation that relate to its natural environmental and social sustainability.
CO4: Critically evaluate and apply sustainability principles & different views on sustainable management practice to decisions in business contexts.
CO5: Demonstrate a sense of social, ethical and professional responsibility in society
<b>SEMESTER IV</b>
<b>FINANCE SPECIALIZATION</b>
<b>Course Outcome: Indirect Taxation</b>
CO1: To understand the basic concepts, evolution a of GST in INDIA.
CO2: Understand the registration process of GST
CO3: To do online registration under GST.
CO4: To calculate supply and valuation under GST.
CO5: To understand the concept Input Tax Credit,Utilization and types of GST Return
CO6: To understand custom act and type of custom duties.
<b>Course Outcome: International Finance</b>
CO1: Demonstrate the understanding of functioning of international financial markets, gain knowledge regarding the key international financial institutions.
CO2: Apply knowledge of foreign exchange markets, foreign exchange risk and techniques of hedging foreign exchange risk.
CO3: Understand global capital markets and identify methods of raising funds in international markets.
CO4: Identify, evaluate, and solve problems pertaining to international bond market
CO5: Interpret international financial transactions through International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S)
<b>Course Outcome: Online Trading of Financial Assets</b>
CO1: Provide the overview of Indian Capital Market and Global Capital Markets.
CO2: Identify various products available in Indian and Global Capital Markets.
CO3: Develop practical significance of trading online.
CO4: Analyze trading activity using online reports and charts.
CO5: Create investment portfolios and manage effectively.
<b>Course Outcome: Banking Operations – II</b>
CO1: Discuss the role of banking in India in the pre and post independence era.
CO2: Explain the various commercial laws with reference to Indian banks and its



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implementation.
CO3: Discuss the various interest rates by and for the banks and analyze interest as an important source of revenue to the banks.
CO4: Describe the funding and procedural compliances for smooth and effective functioning of the banks.
CO5: Discuss the various concepts and functions in International Banking.
<b>Course Outcome: Wealth &amp; Portfolio Management</b>
CO1: Understand the various investment avenues available for wealth and portfolio management.
CO2: Apply key principles and practices involved in effective wealth management in to practice.
CO3: Develop practical significance of market efficiency within the context of portfolio design and management.
CO4: Evaluate the effectiveness of performance evaluation techniques and apply the various approaches to the portfolio.
CO5: Understand effective portfolio management strategies or theories within the context of alternative investment requirements and risk criteria.
<b>Course Outcome: Principles of Insurance</b>
CO1: Students will understand the basics of life insurance.
CO2: Students will understand the various operations involved in managing insurance.
CO3: Students will understand the pricing, financing of insurance companies.
CO4: Students will recognize various marketing practices in insurance industry.
CO5: Students will understand risk diversification strategies.
<b>MARKETING SPECIALIZATION</b>
<b>Course Outcome: Services Marketing</b>
CO1: Students will be able to understand the factors contributing to growth of service industry globally.
CO2: Students will study special Characteristics of Services and consumer behavior.
CO3: Students will learn to analyze the significance of special characteristics of service products along with service mix.
<b>Course Outcome: Sales and Distribution Management</b>
CO1: Students will be able to understand the skills required, critical for designing, evaluating and selecting sales and distribution strategies and marketing channels in practical settings.
CO2: Students will be able to analyze the key responsibilities and various skill-sets required to be performed on the job by the sales force.
CO3: Students will be able to understand various gamuts of decision making powers of a sales manager wrt. Sales planning, control and audit.
CO4: Students will be able to evaluate the franchising decisions, advantages, process of appointment of franchisee.
CO5: Students will be able to understand the organized and unorganized retails and retailer promotion.
<b>Course Outcome: Retail Marketing</b>



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CO1: Students will study the Drivers of retail change and Emerging Trends and Opportunities in India, Role of Retailer in the Channel of Distribution, Benefits of Retailing, Functions and classification of Retailers
CO2: Students will learn Store planning Store Layout, Design & Visual Merchandising Store Design and the Retailing mix.
CO3: Students will understand the Retail Administration and the different aspects of Mall Management.
<b>Course Outcome: International Marketing</b>
CO1: Students will understand the concept, techniques, procedures and documents required for entering into International markets.
CO2: Students will be able to evaluate market segmentation, positioning strategies, product design and planning for international market.
CO3: Students will be able to evaluate pricing strategies, factors affecting international pricing.
CO4: Students will be able to analyze and design various international marketing channels of a product/service to reach the target segment including both online and offline.
CO5: Students will be able to understand the elements of International promotion mix and its integrated optimum utilization, International promotion tools and planning, challenges of international advertising.
<b>Course Outcome: Marketing Strategy</b>
CO1: Understand different marketing strategies and opportunities.
CO2: Think strategically about marketing issues and provide recommendations
CO3: To competently analyze complex market situations based on qualitative and quantitative market research and financial information and then decide different strategies to arrive a solutions.
CO4: Explain marketing and strategy concepts and ideas in their own words.
CO5: Prepare a professional, logical and coherent report in the form of a marketing plan.
<b>Course Outcome: Cross Cultural Relationship Marketing</b>
CO1: Students will be able to understand the factors affecting cross cultural etiquettes and behavior.
CO2: To understand the dependency and influence of network members over buyer and seller.
CO3: Students will be able to analyze Communication gap in Cross Cultural Relationships between the network members.
CO4: Students will be able to evaluate the cross cultural relationship Initiation and development with the help of Andersen's model (2003).
<b>HR SPECIALIZATION</b>
<b>Course Outcome: Employee Relation</b>
CO1: Understand the importance of employee relations and its approaches.
CO2: Analyze the cases and Illustrate them under Industrial Dispute act, 1947 related to strike, lockout, Layoffs, retirement, unfair trade practices and penalties
CO3: Describe the disciplinary process and penalty for any misconduct under the Industrial Employment (Standing Orders) Act, 1946.
CO4: Review / Identify concepts of the legal frame work stipulated under the Contract Labour (Regulation and Abolition) Act, 1970.
CO5: Write the role, functions, authorities of Trade Union and concept of unfair labour practices and its prevention.



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CO6: Concepts of Worker's Participation in Management and Collective Bargaining and identify organizations in the area and study their IR practices.
CO7: Strategic and Cultural Aspects Employee Relations
<b>Course Outcome: Strategic Human Resource Management</b>
CO1: Explain the HR strategies and HRD
CO2: Define career & succession planning and discuss the significance of career planning and development in the contemporary business environment
CO3: Understand alignment of HR strategies for Improving Organizational Effectiveness
CO4: Understand issues and challenges related to diversity, retention and compensation of employees
CO5: Describe global dimensions related to hr strategy, performance management & leadership.
<b>Course Outcome: Organizational Design and Development</b>
CO1: Students will be able to understand theoretical basis of organization design and development and their context in terms of value and contribution to organizational life.
CO2: Students will understand challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle
CO3: Students will be able to evaluate the Innovation & change, Decision making processes & organizational learning.
CO4: Students will learn to analyse the Innovation & Change management in an organizational context.
CO5: Students will be able to understand the organizational culture & design in terms of value and contribution to organizational life.
<b>Course Outcome: Global HR</b>
CO1: Students will get introduced to international HR, difference between domestic and international HR
CO2: Students will understand various facts in international assignments related to staff selection, role of expatriate and the role of non-expatriate
CO3: Students will apply concepts in pre departure training, international compensation and Performance management in multinational.
CO4: Students will get information Trade unions and international HR
CO5: Evaluate organizations having presence in other country/countries and study their HR practices
<b>Course Outcome: Lab in Legal Compliance</b>
CO1: Recall the concepts of different acts related to the industry
CO2: Understand legal compliances required for the industry
CO3: Draft the required compliances by the industry
<b>Course Outcome: Competency Mapping</b>
CO1: Identify core concepts of self, competency, Knowledge- skill and attitude, Competency Mapping
CO2: To understand the procedure and steps of competency mapping
CO3: Analyse the causes for resistance to competency mapping, analyze the data collected data for interpretation and for making developments in mapping models.



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CO4: Describe various types of competencies of various job profiles
CO5: To develop an insight into the role and significance of competency mapping in the performance management.
<b>INTERNATIONAL BUSINESS SPECIALIZATION</b> <b>Course Outcome: International Business Environment</b>
CO1: Students will understand the nature,scope and structure of International Business.
CO2: Students will be able to determine the key elements of international financial environment.
CO3: Students will get the knowledge of international regulatory authorities and identify the various policy perspectives in international regulatory environment.
CO4: Students will understand the involvement of Multinational Corporations in International Business
CO5: Students will outline regional economic groupings in practice.
<b>Course Outcome: E - Commerce</b>
CO1: Students will get introduced to the basics of e- commerce.
CO2: Students will get equipped with e-commerce requirements of a business.
CO3: Students will understand the security issues in E – Commerce.
CO4: Students will know the regulatory environment of E – Commerce.
CO5: Students will understand the security issues in E – Commerce.
<b>Course Outcome: Indian Economy and Trade Dependencies</b>
CO1: Students will get knowledge of the diversity of issues prevalent in the Indian Economy.
CO2: Student will be able to analyze economic planning, reforms and development.
CO3: Students will analyze the industrial growth of India.
CO4: Students will get to know the various trade related issues of the Indian Economy
CO5: Students will analyse the importance of trade in the present globalized era.
<b>Course Outcome: Cross Cultural Relationship Marketing</b>
CO1: Students will understand the cultural aspects of international relationships.
CO2: Students will understand the need for cultural adaptation in relationship development and negotiations.
<b>Course Outcome: ERP</b>
CO1: Students will understand how a business works and how information systems fit into business operations.
CO2: Students will understand ERP and related technologies and the cross functional integration aspects of a business.
CO3: Students will understand the ERP implementations.
CO4: Students will get to know the future trends in ERP operations.
CO5: Students will gain better managerial decision-making skills through real time data integration and sharing.
<b>Course Outcome: Global HR</b>



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CO1: Students will get introduced to international HR
CO2: Students will understand various initiatives in global HR
CO3: Students will understand various key issues in global HR
CO4: Students will get practical knowledge of international HR functions
<b>IT SPECIALIZATION</b>
<b>Course Outcome: Software Project Management</b>
CO1: Get an exposure to the various issues and challenges in a realistic project and they can differentiate between software projects Vs another project
CO2: Describe different steps in project planning and recommend practical improvements based upon estimations
CO3: Apply various project scheduling techniques and estimation techniques to find out a basis of estimate.
CO4: Explain various quality standards and Suggest relevant theories related to software quality
CO5: Select appropriate project management software and choose best out of them based on availability of resources for project
<b>Course Outcome: ERP</b>
CO1: Describe and correlate key terminology in enterprise information systems so that they can select ERP and its modules
CO2: Explain strategies and methodologies in ERP implementaion
CO3: Interpret various modules as per its functional area
CO4: Explain various areas and business processes where ERP technology can be adopted
CO5: Analyse the conditions given and suggest suitable solution
<b>Course Outcome: Data Warehousing and Data Mining</b>
CO1: Describe the basic concepts, benefits and problem areas associated with data warehousing and mining
CO2: Describe the various architectures, structures and components of a data warehouse.
CO3: Understand and implement models in data warehouses and data mining
CO4: Describe various steps in data pre-processing
CO5: Explain applications and new trends in Data mining
<b>Course Outcome: Information Security Audit</b>
CO1: Describe basics in fundamental in information security
CO2: Explain network security techniques
CO3: Interpret various modules as per its functional area
CO4: knows techniques and methodologies in information audit
CO5: Explain different types of risk and suggest appropriate controls
<b>Course Outcome: IT Software Testing</b>



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CO1: Understand basic software testing knowledge
CO2: Describe various types and levels of software testing for a software project
CO3: Apply testing knowledge in an effective manner for designing test cases
CO4: Explain various test processes for quality improvement
CO5: Select best testing software to prevent and remove bugs.

<b>OPERATIONS SPECIALIZATION</b>
<b>Course Outcome: OS&amp;R</b>
CO1: Discuss the importance of corporate strategies in the context of the dynamic global economy.
CO2: Describe the various methodologies for developing an effective operations strategy.
CO3: Determine the various process/methods for Operations Strategy implementation.
CO4: Analyse the level of operational activity using Linear Programming model.
CO5: Make use of Decision tree in taking decisions pertaining to manufacturing.
<b>Course Outcome: TQM</b>
CO1: Explain the various concepts related to quality and the need for strategic quality management.
CO2: Discuss the significance of Quality guru's works for the management of modern organizations.
CO3: Make use of the various QC tools in problem solving.
CO4: Demonstrate the use of Statistical Quality Control tools in determining the process capability.
CO5: Discuss the various Quality Management Awards and frameworks.
<b>Course Outcome: WCM</b>
CO1: Discuss the challenges faced by businesses in the Information age in implementation of World Class Manufacturing techniques.
CO2: Apply various models/frameworks put forward by scientists/management gurus for gaining competitive advantage through World Class Manufacturing.
CO3: Compare various systems and tools for World Class Manufacturing, which are required in business integration and decision support.
CO4: Evaluate the readiness of Indian firms in accepting and implementing World Class Manufacturing.
CO5: Discuss the various reforms/strategies/resources which need to be implemented/made available for leading India towards World Class Manufacturing.
<b>Course Outcome: BPR</b>
CO1: Explain what a business process is and the need for BPR in the dynamic business environment.
CO2: Discuss the various enablers of BPR in manufacturing industry in details.
CO3: Analyse the relationship between BPR and IT, how critical IT is at present its future role in supporting BPR.
CO4: Discuss the reasons for implementing BPR and steps in implementing reengineering and analyse its impact on the business.
CO5: Analyse the success factors of reengineering and assess the various factors which act as a barrier to the reengineering process and minimize its effects.
<b>Course Outcome: ERP</b>
CO1: Discuss the concept of Enterprise and the importance of ERP in running the same.
CO2: Explain ERP and related technologies and their integration with ERP.
CO3: Identify Technological, Operational, and Business Reasons for ERP implementation.



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CO4: Describe operations and maintenance of ERP and discuss future trends.

CO5: Discuss the ERP systems processes and its relation with the various management functions.

**Course Outcome: LM**

CO1: Discuss the History and Modern Applications of Lean Manufacturing.

CO2: Discuss the relationship between Product, Process and Demand to determine the total time of a process.

CO3: Demonstrate how the Line layout and Work station identification with Process Linking and Balancing will help achieve a stable process.

CO4: Explain the various KANBAN strategies along with its advantages and disadvantages.

CO5: Describe the various milestones in Lean implementation to effectively manage the Lean manufacturing line.