



**Audyogik Tantra Shikshan Sanstha's**  
**Institute of Industrial and Computer Management and Research**  
(Affiliated to SP Pune University, Approved by AICTE New Delhi, Recognized by Govt. of Maharashtra)  
**Reaccredited by NAAC & Best ICT B-School in Pune**

# **MBA @ IICMR**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

**(Revised 2019 Pattern)**

PEOs, POs, PSOs & COs

### **Programme Educational Objectives (PEOs)**

<b>Sr. No.</b>	<b>Programme Educational Objectives</b>
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.
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.
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.
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.
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.

## Programme Outcomes (POs)

Sr. No.	Programme Outcomes
PO 1	<b>Generic and Domain Knowledge</b> – 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
PO 2	<b>Problem Solving &amp; Innovation</b> – 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.
PO 3	<b>Critical Thinking</b> – Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
PO 4	<b>Effective Communication</b> – Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
PO 5	<b>Leadership and Team Work</b> – 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.
PO 6	<b>Global Orientation and Cross-Cultural Appreciation:</b> Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
PO 7	<b>Entrepreneurship</b> – Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
PO 8	<b>Environment and Sustainability</b> – 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.
PO 9	<b>Social Responsiveness and Ethics</b> – 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.
PO 10	<b>LifeLong Learning</b> – 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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## Programme Specific Outcomes (PSOs)

Sr. No.	Programme Specific Outcomes
PSO 1	Exhibit professionalism, self-awareness, leadership, and effective communication skills.
PSO 2	Assimilate tools and concepts from varied functional areas (i.e. finance, marketing, HR, operations, Services, etc.) to solve problems pertaining to business.

## Course Outcomes (COs)

Semester -I			
GENERIC CORE (GC) COURSES Semester -I			
Course Code	Course Name	Course Outcome No. (CO)	Course Outcomes
101	Managerial Accounting	CO101.1	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
		CO101.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
		CO101.3	PERFORM all the necessary calculations through the relevant numerical problems.
		CO101.4	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
		CO101.5	EVALUATE the financial impact of the decision.
102	Organizational Behaviour	CO102.1	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
		CO102.2	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
		CO102.3	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
		CO102.4	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.

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		CO102.5	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
		CO102.6	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.
103	Economic Analysis for Business Decisions	CO103.1	DEFINE the key terms in micro-economics.
		CO103.2	EXPLAIN the key terms in micro-economics, from a managerial perspective.
		CO103.3	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
		CO103.4	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
		CO103.5	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
		CO103.6	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	CO104.1	Enumerate and define various concepts & terms associated with scientific business research.
		CO104.2	Explain the various types of measurement scales & attitude scaling techniques and their application in the context of business research.
		CO104.3	Design a variety of data collection instruments for contemporary business research issues and apply the principles of sampling and sample size determination to contemporary business research problems.
		CO104.4	Analyse and graphically present quantitative data and derive actionable inferences from the same from a decision making perspective
		CO104.5	Construct different type of testable hypotheses and interpret the statistical test outcomes.
		CO104.6	Formulate alternative research designs for a real life business research problem and discuss the pros and cons of each design.

  
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105	Basics of Marketing	CO105.1	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
		CO105.2	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.
		CO105.3	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
		CO105.4	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).
		CO105.5	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
		CO105.6	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	CO106.1	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
		CO106.2	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
		CO106.3	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
		CO106.4	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
		CO106.5	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.

  
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		CO106.6	DISCUSS the various applications of Digital Business in the present day world.
<b>GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES Semester -I</b>			
107	Management Fundamentals	CO107.1	ENUMERATE various managerial competencies and approaches to management.
		CO107.2	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
		CO107.3	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
		CO107.4	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real world context.
		CO107.5	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.
		CO107.6	FORMULATE and DISCUSS a basic controlling model in a real life business, startup and not-for-profit organizational context.
108	Indian Economy	CO108.1	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
		CO108.2	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
		CO108.3	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
		CO108.4	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
		CO108.5	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.

  
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		CO108.6	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.
109	Entrepreneurship Development	CO109.1	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
		CO109.2	DISCUSS the various theories of entrepreneurship.
		CO109.3	CONSTRUCT a framework for a typical EDP.
		CO109.4	OUTLINE the role of Government and various support organizations in encouraging and supporting Entrepreneurship.
		CO109.5	COMPOSE an inventory of possible entrepreneurial opportunities in contemporary local, regional and national context.
		CO109.6	CREATE a business plan for an entrepreneurial venture.
110	Essentials of Psychology for Managers	CO110.1	DEFINE the basic concepts of psychology.
		CO110.2	EXPLAIN the sensing and perceiving processes.
		CO110.3	APPLY principles of learning and conditioning to human behavior
		CO110.4	ILLUSTRATE the linkages between learning, memory and information processing.
		CO110.5	EXPLAIN the basic intrapersonal processes that influence social perception.
111	Legal Aspects of Business	CO111.1	DESCRIBE the key terms involved in each Act.
		CO111.2	SUMMARIZE the key legal provisions of each Act.
		CO111.3	ILLUSTRATE the use of the Acts in common business situations.
		CO111.4	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
		CO111.5	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations
112	Demand Analysis and Forecasting	CO112.1	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
		CO112.2	SUMMARIZE the use of demand forecasting in various functions of management.
		CO112.3	IDENTIFY the pros and cons of various forecasting methods

  
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		CO112.4	DECONSTRUCT a forecast into its various components
		CO112.5	BUILD a forecast for common products and services using time-series data.
<b>GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES Semester -I</b>			
113	Verbal Communication Lab	CO113.1	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
		CO113.2	EXPRESS themselves effectively in routine and special real world business interactions.
		CO113.3	DEMONSTRATE appropriate use of body language.
		CO113.4	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities
		CO113.5	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
		CO113.6	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.
114	Enterprise Analysis - Desk Research	CO114.1	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.
		CO114.2	SUMMARIZE the regional, national and global footprint of a real world business organization.
		CO114.3	DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.
		CO114.4	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.
		CO114.5	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.
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115	Selling & Negotiations Skills Lab	CO115.1	DESCRIBE the various selling situations and selling types.
		CO115.2	OUTLINE the pre-sales work to be carried out by a professional salesperson.
		CO115.3	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
		CO115.4	FORMULATE a sales script for a real world sales call for a product/ service / eproduct / e-service.
		CO115.5	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
		CO115.6	DEVELOP a sales proposal for a real world product/ service / e-product / eservice and for a real world selling situation.
116	MS Excel	CO116.1	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
		CO116.2	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
		CO116.3	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
		CO116.4	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
		CO116.5	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
		CO116.6	CREATE standard Excel Templates for routine business data management and analysis activities.
117	Business Systems and Procedures	CO117.1	TABULATE the key elements of a typical business system and related work flow procedures.
		CO117.2	EXPLAIN a business system and related procedures.
		CO117.3	PREDICT the fail points / bottle necks in a typical business process.
		CO117.4	BREAK DOWN a business system into simpler components and explain the interrelationships.
		CO117.5	DEVELOP a process based thinking approach.

  
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		CO117.6	CREATE standard operating procedures and flow charts / other visual representations for typical business systems and processes.
118	Managing Innovation	CO118.1	DESCRIBE the key ideas relevant to innovation, intellectual property, business models
		CO118.2	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.
		CO118.3	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
		CO118.4	DISSECT contemporary start-up businesses for their business models, extent of innovation, success and failure.
		CO118.5	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.
		CO118.6	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	CO118.1	RECALL and SPELL simple words in the foreign language
		CO118.2	TRANSLATE simple sentences from English to the foreign language and viceversa.
		CO118.3	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.
		CO118.4	TAKE PART IN an interaction in a non-business setting using the foreign language.
		CO118.5	INTERPRET a short write up written in the foreign language.

### Semester – II

#### GENERIC CORE (GC) COURSES Semester – II

Course Code	Course Name	Course Outcome No. (CO)	Course Outcomes
201	Marketing Management	CO201.1	DESCRIBE the key terms associated with the 4 Ps of marketing.

  
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		CO201.2	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CO201.3	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CO201.4	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CO201.5	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
		CO201.6	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
202	Financial Management	CO202.1	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
		CO202.2	EXPLAIN in detail all theoretical concepts throughout the syllabus
		CO202.3	PERFORM all the required calculations through relevant numerical problems.
		CO202.4	ANALYZE the situation and <ul style="list-style-type: none"> <li>· comment on financial position of the firm</li> <li>· estimate working capital required</li> <li>· decide ideal capital structure</li> <li>· evaluate various project proposals</li> </ul>
		CO202.5	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
203	Human Resource Management	CO203.1	DESCRIBE the role of Human Resource Function in an Organization.
		CO203.2	ENUMERATE the emerging trends and practices in HRM.
		CO203.3	ILLUSTRATE the different methods of HR Acquisition and retention.

  
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		CO203.4	DEMONSTRATE the use of different appraisal and training methods in an Organization.
		CO203.5	OUTLINE the compensation strategies of an organization
		CO203.6	INTERPRET the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.
204	Operations & Supply Chain Management	CO204.1	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
		CO204.2	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
		CO204.3	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
		CO204.4	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
		CO204.5	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.
		CO204.6	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.
<b>GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES Semester – II</b>			
207	Contemporary Frameworks in Management	CO207.1	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.
		CO207.2	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
		CO207.3	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
		CO207.4	EXAMINE the fundamental causes of organizational politics and team failure.

  
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		CO207.5	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.
208	Geopolitics & World Economic Systems	CO208.1	ENUMERATE the various elements of global economic system.
		CO208.2	EXPLAIN the role of key trade organizations in the global economic system.
		CO208.3	IDENTIFY the crucial elements of international trade laws.
		CO208.4	ANALYSE the forces that work for and against globalization.
		CO208.5	ASSESS the impact of the elements of the Global Economic System on the India Economy.
209	Start Up and New Venture Management	CO209.1	DESCRIBE the strategic decisions involved in establishing a startup.
		CO209.2	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
		CO209.3	IDENTIFY the issues in developing a team to establish and grow a startup
		CO209.4	FORMULATE a go to market strategy for a startup.
		CO209.5	DESIGN a workable funding model for a proposed startup.
		CO209.6	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.
210	Qualitative Research Methods	CO210.1	ENUMERATE the key terms associated with Qualitative research approach.
		CO210.2	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
		CO210.3	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
		CO210.4	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
		CO210.5	EVALUATE the quality of Qualitative Research work
		CO210.6	COMBINE Qualitative and Quantitative research approaches in a real world research project.

  
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211	Business, Government & Society	CO211.1	DESCRIBE the economic roles of government in the Indian context.
		CO211.2	EXPLAIN the macroeconomic crises around the world.
		CO211.3	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
		CO211.4	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
		CO211.5	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
		CO211.6	DISCUSS the interplay between technology, business and society.
212	Business Process Re-engineering	CO212.1	DEFINE the key terms associated with Business Process Reengineering.
		CO212.2	EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.
		CO212.3	APPLY modeling tools for simple business processes.
		CO212.4	FORMULATE a working plan to establish a Business Process Reengineering team.
		CO212.5	EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.
		CO212.6	EVALUATE the success of a BPR initiative in relation to the impact on A179:D191organizational KPIs.
<b>SUBJECT CORE (SC) COURSES Semester – II</b>			
205 MKT	Marketing Research	CO205MKT.1	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.A185:D191A179:D191
		CO205MKT.2	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
		CO205MKT.3	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
		CO205MKT.4	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.

  
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		CO205MKT.5	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
		CO205MKT.6	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.
206 MKT	Consumer Behaviour	CO206MKT.1	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
		CO206MKT.2	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
		CO206MKT.3	APPLY consumer behavior concepts to real world strategic marketing management decision making.
		CO206MKT.4	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
		CO206MKT.5	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
		CO206MKT.6	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.
205 FIN	Financial Markets and Banking Operations	CO205FIN.1	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
		CO205FIN.2	UNDERSTAND the concepts of financial markets, their working and importance.
		CO205FIN.3	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
		CO205FIN.4	ANALYZE the linkages in the Financial Markets.
		CO205FIN.5	EXPLAIN the various banking and accounting transactions.
		CO205FIN.6	DEVELOP necessary competencies expected of a finance professional.
206 FIN	Personal Financial Planning	CO206FIN.1	UNDERSTAND the need and aspects of personal financial planning
		CO206FIN.2	Describe the investment options available to an individual
		CO206FIN.3	IDENTIFY types of risk and means of managing it

  
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		CO206FIN.4	DETERMINE the ways of personal tax planning
		CO206FIN.5	EXPLAIN retirement and estate planning for an individual and design a financial plan.
		CO206FIN.6	CREATE a financial plan for a variety of individuals.
205 HR	Competency Based Human Resource Management	CO205HRM.1	DEFINE the key terms related to performance management and competency development.
		CO205HRM.2	EXPLAIN various models of competency development.
		CO205HRM.3	PRACTICE competency mapping.
		CO205HRM.4	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
		CO205HRM.5	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
		CO205HRM.6	DEVELOP a customized competency model in accordance with the corporate requirements.
206 HR	Employee Relations & Labour Legislation	CO206HRM.1	SHOW awareness of important and critical issues in Employee Relations
		CO206HRM.2	INTERPRET and relate legislations governing employee relations.
		CO206HRM.3	DEMONSTRATE an understanding of legislations relating to working environment.
		CO206HRM.4	OUTLINE the role of government, society and trade union in ER.
		CO206HRM.5	EXPLAIN aspects of collective bargaining and grievance handling.
		CO206HRM.6	DISCUSS the relevant provisions of various Labour Legislations.
205 OSCM	Services Operations Management - I	CO205OSCM.1	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
		CO205OSCM.2	DESCRIBE the service design elements of variety of services.
		CO205OSCM.3	USE service blueprinting for mapping variety of real life service processes.
		CO205OSCM.4	ANALYSE alternative locations and sites for variety of service facilities.
		CO205OSCM.5	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.

  
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		CO205OSCM.6	CREATE flow process layouts for variety of services.
206 OSCM	Supply Chain Management	CO206OSCM.1	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
		CO206OSCM.2	EXPLAIN the structure of modern day supply chains.
		CO206OSCM.3	IDENTIFY the various flows in real world supply chains.
		CO206OSCM.4	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
		CO206OSCM.5	EXPLAIN the key Operational Aspects in Supply Chain Management.
		CO206OSCM.6	DISCUSS the relationship between Customer Value and Supply Chain Management.
		205 BA	Basic Business Analytics using R
CO205BA.2	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.		
CO205BA.3	DEVELOP a thought process to think like a data scientist/business analyst.		
CO205BA.4	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.		
CO205BA.5	SELECT the right functions of R for the given analytics task.		
CO205BA.6	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.		
206 BA	Data Mining	CO206BA.1	DEFINE the key terms associated with Data Mining
		CO206BA.2	EXPLAIN the various aspects of Data
		CO206BA.3	APPLY classification models
		CO206BA.4	ANALYSE using clustering models
		CO206BA.5	SELECT appropriate association analysis and anomaly detection tools.
		CO206BA.6	COMBINE various data mining tools and use them in live analytical projects in business scenarios.
<b>GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES Semester – II</b>			

  
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213	Written Analysis and Communication Lab	CO213.1	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
		CO213.2	SUMMARIZE long essays and reports into précis and executive summaries.
		CO213.3	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
		CO213.4	EXAMINE sample internal communications in a business environment for potential refinements.
		CO213.5	COMPOSE variety of letters, notices, memos and circulars.
214	Industry Analysis - Desk Research	CO214.1	DESCRIBE the key characteristics of the players in an industry.
		CO214.2	SUMMARIZE the management ethos and philosophy of the players in the industry.
		CO214.3	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
		CO214.4	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
		CO214.5	ASSESS the impact of recent developments on the industry and its key players.
		CO214.6	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).
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		CO215.2	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.
		CO215.3	DEVELOP a business model around the shortlisted business opportunity.
		CO215.4	FORMULATE the organization structure for the proposed start up
		CO215.5	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
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216	SPSS	CO216.1	IDENTIFY the key menus of SPSS and DESCRIBE their functionality.
		CO216.2	EXPLAIN the main features of SPSS

  
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		CO216.3	MAKE USE OF various tools to manage data, describe data and display graphical output using SPSS.
		CO216.4	ANALYSE data using various statistical tests of SPSS
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217	Foreign Language II	CO217.1	LISTEN to simple audio-visual recordings in the foreign language.
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		CO217.4	TAKE PART IN an interaction in a business setting using the foreign language.
		CO217.5	COMPOSE a covering letter and resume in the foreign language.
<b>SUBJECT ELECTIVE (SE - IL) COURSES Semester – II</b>			
217 MKT	Integrated Marketing Communications	CO217MKT.1	DESCRIBE the IMC mix and the IMC planning process.
		CO217MKT.2	EXAMINE the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
		CO217MKT.3	CONSTRUCT a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
		CO217MKT.4	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
		CO217MKT.5	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.
		CO217MKT.6	DEVELOP an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.

  
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218 MKT	Product & Brand Management	CO218MKT.1	DEFINE the key concepts and DESCRIBE the elements of a product strategy.
		CO218MKT.2	EXPLAIN the process and methods of brand management, including how to establish brand identity and build brand equity.
		CO218MKT.3	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.
		CO218MKT.4	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.
		CO218MKT.5	FORMULATE effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
		CO218MKT.6	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.
219 MKT	Personal Selling Lab	CO219MKT.1	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
		CO219MKT.2	EXPLAIN the theories and concepts that are central to personal selling.
		CO219MKT.3	Apply the interpersonal and team skills necessary in successful relationship selling.
		CO219MKT.4	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.
		CO219MKT.5	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.
		CO219MKT.6	CREATE sales presentation for a real world product/ service / e-product / e-service and for variety of selling situations.

  
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220 MKT	Digital Marketing - I	CO220MKT.1	DEFINE various concepts related to Digital Marketing.
		CO220MKT.2	EXPLAIN the role of Facebook, Google Ad words, Youtube and Email in digital marketing.
		CO220MKT.3	MAKE USE OF Facebook, Google Ad words, Youtube and Email for carrying out digital marketing of real life products.
		CO220MKT.4	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email in various contexts of Digital Marketing.
		CO220MKT.5	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email.
		CO220MKT.6	CREATE appropriate content for Facebook, Google Ad words, Youtube and Email campaigns.
221 MKT	Marketing of Financial Services - I	CO221MKT.1	RECALL and DESCRIBE the key terminology of Financial Services.
		CO221MKT.2	DESCRIBE the various types of financial products and services.
		CO221MKT.3	DEVELOP FAQs for each kind of financial products and services from an investment advisor's perspective.
		CO221MKT.4	COMPARE and CONTRAST the various types of financial products and services and ILLUSTRATE their benefits and limitations.
		CO221MKT.5	EVALUATE the financial products and services from an investment perspective for various kinds of investors.
		CO221MKT.6	COLLECT the application forms for all kinds of investments and DISCUSS each of them.
222 MKT	Marketing of Luxury Products	CO222MKT.1	RECALL and DESCRIBE the key concepts and principles of luxury brand management and marketing.
		CO222MKT.2	DESCRIBE the unique consumer behavior in the context of luxury products .
		CO222MKT.3	IDENTIFY potential new luxury products and how they relate to a variety of markets, including emerging markets & India.
		CO222MKT.4	COMPARE and CONTRAST the luxury products , brands and industry with routine products, brands and industry.

  
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		CO222MKT.5	ASSESS internal and external factors impacting the luxury markets, nationally, internationally and globally.
		CO222MKT.6	Formulate marketing strategy for contemporary luxury products and brand.
217 FIN	Securities Analysis & Portfolio Management	CO217FIN.1	REMEMBER various concepts taught in the syllabus.
		CO217FIN.2	EXPLAIN various theories of Investment Analysis and Portfolio Management.
		CO217FIN.3	CALCULATE risk and return on investment using various concepts covered in the syllabus.
		CO217FIN.4	ANALYZE and DISCOVER intrinsic value of a security.
		CO217FIN.5	DESIGN/ CREATE optimal portfolio.
218 FIN	Futures and Options	CO218FIN.1	DESCRIBE the basic concepts related to Derivatives, Types of Derivative products and Risk Management
		CO218FIN.2	EXPLAIN in detail the terminology used in the Futures and Options segment of finance domain
		CO218FIN.3	UNDERSTAND and DIFFERENTIATE between Options and Futures pricing and apply the understanding in the simulated virtual trading platform.
		CO218FIN.4	ANALYZE and offer optimum solutions in the cases of risk management through hedging with futures and options.
		CO218FIN.5	EVALUATE the various derivative strategies for their application in different situations.
219 FIN	Direct Taxation	CO219FIN.1	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
		CO219FIN.2	EXPLAIN how tax planning can be done.
		CO219FIN.3	ILLUSTRATE how online filling of various forms and returns can be done.
		CO219FIN.4	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee.
		CO219FIN.5	ANALYZE and DISCOVER intrinsic value of a security.
			DESIGN/ DEVELOP / CREATE tax saving plan.
220 FIN	Financial Reporting	CO220FIN.1	Describe the basic concepts related to Financial Reporting taught through the syllabus.
		CO220FIN.2	Explain, in detail, all the theoretical concepts taught through the syllabus.

  
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		CO220FIN.3	Do all the necessary calculations pertaining to financial reporting.
		CO220FIN.4	Analyze the situation and decide the key elements of financial reporting through the financial statements.
		CO220FIN.5	Evaluate the compliance and quality of financial reporting.
221 FIN	Retail Credit Management- Lending & Recovery	CO221FIN.1	Remember and describe the key concepts covered in the syllabus.
		CO221FIN.2	Explain in detail the Retail Credit Evaluation, Lending and Recovery Process as well as other relevant concepts covered in the syllabus
		CO221FIN.3	Calculate the loan eligibility of the retail borrower and the amount to be classified as NPA.
		CO221FIN.4	Determine the key elements of retail lending and recovery process and documentation therein.
		CO221FIN.5	Design the Retail Lending and Recovery Process for a Bank & NBFC.
222 FIN	Banking Laws & Regulations	CO222FIN.1	REMEMBER various concepts taught in the syllabus.
		CO222FIN.2	EXPLAIN the Regulatory Framework in the Indian Banking system.
		CO222FIN.3	DESCRIBE the various legal aspects which need to be followed during daily banking operations.
		CO222FIN.4	DISCUSS the various laws related to banking.
		CO222FIN.5	APPLY the various commercial laws for the smooth functioning of banking operations.
223 FIN	Fundamentals of Life Insurance – Products and Underwriting	CO223FIN.1	RECALL all the concepts pertaining to Life Insurance covered in the course syllabus.
		CO223FIN.2	Explain all the concepts pertaining to Life Insurance covered in the course syllabus.
		CO223FIN.3	DETERMINE the key elements of the Life Insurance Products and Services.
		CO223FIN.4	APPLY the life insurance product knowledge to suit to the clients' needs.
		CO223FIN.5	DESIGN the life insurance cover strategy for clients.
224 FIN	General Insurance - Health and Vehicle	CO224FIN.1	DESCRIBE the various terms related to General insurance and Health Insurance.
		CO224FIN.2	UNDERSTAND General insurance, Health Insurance (including travel insurance) and Motor / Vehicle Insurance

  
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		CO224FIN.3	COMPARE and CONTRAST insurance plans
		CO224FIN.4	ANALYZE and USE risk management techniques
		CO224FIN.5	FACILITATE the development of an insurance claim.
		CO224FIN.6	FACILITATE the compliance required for acquiring the policy and settlement of claims.
217 HRM	Labour Welfare	CO217HRM.1	ENUMERATE the key concepts of the subject matter.
		CO217HRM.2	DESCRIBE the key aspects of the labour policy regulation in the country.
		CO217HRM.3	IDENTIFY the applicability of various legislations to variety of real world organizations.
		CO217HRM.4	EXAMINE the traditional concept of labour welfare in the industry.
		CO217HRM.5	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
		CO217HRM.6	ELABORATE upon the perspective of labour problems and remedial measures in the country.
218 HRM	Lab in Recruitment and Selection	CO218HRM.1	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection.
		CO218HRM.2	COMPARE and CONTRAST various methods of Recruitment and Selection.
		CO218HRM.3	DEVELOP Job Specifications and Job descriptions in a variety of context.
		CO218HRM.4	ANALYZE various Personality types.
		CO218HRM.5	EXPLAIN the profiling techniques used to test Personality, Aptitude, Competency.
		CO218HRM.6	COMPILE a list of questions for Recruitment and Selection interviews.
219 HRM	Learning and Development	CO219HRM.1	DESCRIBE the key concepts associated with Learning & Development
		CO219HRM.2	EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
		CO219HRM.3	IDENTIFY training needs of various categories of employees in a variety of organizational contexts.
		CO219HRM.4	EXAMINE the impact of training on various organizational and HR aspects.
		CO219HRM.5	EVALUATE the training process of various categories of employees in a variety of organizational contexts.

  
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		CO219HRM.6	DESIGN a training programme for various categories of employees in a variety of organizational contexts.
220 HRM	Public Relations & Corporate Communications	CO220HRM.1	DESCRIBE the various forms of Corporate Communications from a HR perspective.
		CO220HRM.2	EXPLAIN the role of Public Relations & Corporate Communications in HRM.
		CO220HRM.3	PLAN and EXECUTE a PR activity.
		CO220HRM.4	EXAMINE the PR campaign & strategies of real world organizations.
		CO220HRM.5	DEVELOP a strategic communication plan for a real life Corporate communication issue.
		CO220HRM.6	COMPLIE an analytical report on the PR activities and communication strategies designed & practiced by the organizations and IMPROVE on it.
221 HRM	HR Analytics	CO221HRM.1	ENUMERATE the key concepts related to the subject matter.
		CO221HRM.2	DEMONSTRATE experimentation and innovation.
		CO221HRM.3	USE thinking & decision making ability beyond the existing capabilities and present environment.
		CO221HRM.4	ANALYSE the behavioral Patterns of an individual & Map the competency- the audit Perspective.
		CO221HRM.5	EXPLAIN the innovative and formulate strategies which enhance innovative skills and Promote Innovation.
		CO221HRM.6	FORMULATE the linkage between HR Analytics and Business Analytics.
222 HRM	Conflict and Negotiation Management	CO222HRM.1	DEFINE the key concepts of the subject matter.
		CO222HRM.2	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA)
		CO222HRM.3	APPLY the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA) for successful negotiations.
		CO222HRM.4	APPRAISE the importance of in business negotiations and managing conflicts.
		CO222HRM.5	DEVELOP the logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.

  
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		CO222HRM.6	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.
217 OSCM	Planning & Control of Operations	CO217OSCM. 1	DESCRIBE the building blocks of Planning & Control of Operations.
		CO217OSCM. 2	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
		CO217OSCM. 3	MAKE USE OF the various forecasting approaches in the context of operations planning process.
		CO217OSCM. 4	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
		CO217OSCM. 5	EXPLAIN the importance of scheduling in operations management.
		CO217OSCM. 6	CREATE a Bill of Materials.
218 OSCM	Productivity Management	CO218OSCM. 1	DEFINE various types of productivity and measures of productivity.
		CO218OSCM. 2	DEMONSTRATE the linkages between various measures of productivity.
		CO218OSCM. 3	APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.
		CO218OSCM. 4	APPLY various types of charts and diagrams to carry out work study and method study.
		CO218OSCM. 5	DETERMINE the Standard Time using Techniques of Work Measurement.
		CO218OSCM. 6	ELABORATE upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing.
219 OSCM	Inventory Management	CO219OSCM. 1	DEFINE the key terms associated with Inventory Management.
		CO219OSCM. 2	CLASSIFY various types of inventory, and inventory costs.
		CO219OSCM. 3	CALCULATE Economic Order Quantity and stock levels under various conditions.
		CO219OSCM. 4	COMPARE and CONTRAST various methods of inventory control.
		CO219OSCM. 5	ASSESS various factors influencing Make or Buy decisions.

  
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		CO219OSCM. 6	SOLVE problems based on ABC classification of inventory.
220 OSCM	Theory of Constraints	CO220OSCM. 1	DEFINE the key concepts of TOC.
		CO220OSCM. 2	DEMONSTRATE knowledge & understanding of the fundamentals of TOC.
		CO220OSCM. 3	IDENTIFY and mitigate both real constraints and managerial constraints.
		CO220OSCM. 4	ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance.
		CO220OSCM. 5	EXPLAIN the benefits an organization may reap through the successful implementation of the TOC.
		CO220OSCM. 6	DEVELOP solutions to common problems in Project Management, Operations Management and Supply Chain Management using TOC principles and methods.
221 OSCM	Quality Management Standards	CO221OSCM. 1	DESCRIBE the concepts of Quality and importance of the Quality Management Principles.
		CO221OSCM. 2	INTERPRET the requirements of ISO 9001:2015 standard.
		CO221OSCM. 3	APPLY process based thinking and risk based thinking for managing and improving the functioning of an organization.
		CO221OSCM. 4	TAKE PART IN planning, conducting and follow-up of QMS audits directed towards maintenance and continual improvements of the QMS.
		CO221OSCM. 5	DEVELOP skills for Corrective Action Management and Continual Improvement Project management.
		CO221OSCM. 6	BUILD stakeholder confidence by managing processes in line with the latest requirements.
222 OSCM	Service Value Chain Management	CO222OSCM. 1	DEFINE the core concepts related to Service Value Chain, Service Profit Chain, Innovation, CRM, networks.
		CO222OSCM. 2	ILLUSTRATE managing the service process through service value chain.
		CO222OSCM. 3	IDENTIFY factors influencing Innovation and service organizational design.

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		CO222OSCM.4	EXAMINE the inter-relationships between the Focal firm, Supplier Networks, Distribution Networks, etc.
		CO222OSCM.5	EVALUATE the role of Business Networks as partners in value creation.
		CO222OSCM.6	DEVELOP strategies built on Principles of Service Value Chain & Service Profit Chain for various types of organizations.
223 OSCM	Industry 4.0	CO223OSCM.1	DESCRIBE the drivers, enablers and compelling forces for Industry 4.0's advancement.
		CO223OSCM.2	UNDERSTAND the power of Cloud Computing in a networked economy.
		CO223OSCM.3	IDENTIFY the opportunities, challenges brought about by Industry 4.0.
		CO223OSCM.4	OUTLINE the various systems used in a manufacturing plant and their role in an Industry 4.0 paradigm.
		CO223OSCM.5	APPRAISE the smartness in Smart Factories, Smart cities, smart products and smart services.
		CO223OSCM.6	PREDICT how organizations and individuals should prepare to reap the benefits.
217 BA	Marketing Analytics	CO217BA.1	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions.
		CO217BA.2	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
		CO217BA.3	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
		CO217BA.4	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
		CO217BA.5	DETERMINE the most effective target markets.
		CO217BA.6	DESIGN a study that incorporates the key tools of Marketing Analytics.
218 BA	Retailing Analytics	CO2018BA.1	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
		CO2018BA.2	UNDERSTAND Consumer Buying Behavior and Trends in new age retailing.
		CO2018BA.3	USE various kinds of data for performing Retailing Analytics.

  
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		CO2018BA.4	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.
		CO2018BA.5	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
		CO2018BA.6	BUILD value for Retail and Marketing by deriving Marketing ROI metrics..
219 BA	Workforce Analytics	CO2019BA.1	ENUMERATE the use of Workforce Analytics.
		CO2019BA.2	UNDERSTAND the process of creating and using HR analytics
		CO2019BA.3	USE dashboards, pivot tables for data driven decision making in HR.
		CO2019BA.4	ILLUSTRATE the use of various tools and frameworks for predictive analytics.
		CO2019BA.5	DERIVE a variety of metrics and quantify key outcomes in multiple areas of HR.
		CO2019BA.6	BUILD value for HR departments by showing clear links between HR and Business outcomes.
220 BA	Tableau	CO221BA.1	DEFINE Tableau terminology and SHOW how to Connect to your data, Edit and save a data source.
		CO221BA.2	ILLUSTRATE the use of the Tableau interface to effectively create powerful visualizations and charts.
		CO221BA.3	MAKE USE OF statistical techniques to analyze your data, parameters and input controls to give users control over certain values.
		CO221BA.4	INTEGRATE data sources using data blending and Combine data from multiple tables in the same data source using joins.
		CO221BA.5	CREATE basic calculations including basic arithmetic calculations, custom aggregations and ratios, date math, and quick table calculations.
		CO221BA.6	BUILD spatial visualizations of non-geographic data by using advanced geographic mapping techniques and custom images and geocoding.
221 BA	Data Warehousing Project Life Cycle Management	CO221BA.1	DESCRIBE various stages in Data Warehouse development process.
		CO221BA.2	EXPLAIN the significance of and Project Management issues to be considered in the Data warehouse and Business Intelligence projects and the practicality of each phase.

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		CO221BA.3	MAKE USE OF the Data warehouse Lifecycle.
		CO221BA.4	FORMULATE Requirements Definition using requirements gathering methods.
		CO221BA.5	DETERMINE users of information and SELECT appropriate Information Delivery Tools, OLAP models and Data Mining Techniques.
		CO221BA.6	CREATE an Implementation Plan for a Data warehouse Project.
<b>GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES Semester – II</b>			
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		CO215.4	FORMULATE the organization structure for the proposed start up
		CO215.5	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
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		CO217.4	TAKE PART IN an interaction in a business setting using the foreign language.
		CO217.5	COMPOSE a covering letter and resume in the foreign language.
<b>Generic Core (GC) Courses - Semester III</b>			
301	Strategic Management	CO301.1	DESCRIBE the basic terms and concepts in Strategic Management.
		CO301.2	EXPLAIN the various facets of Strategic Management in a real world context.
		CO301.3	DESCRIBE the trade-offs implementation, appraisal.
		CO301.4	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
		CO301.5	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.

  
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		CO301.6	DEVELOP the capability to view the firm in its totality in the context of its environment.
302	Decision Science	CO302.1	DESCRIBE the concepts and models associated with Decision Science.
		CO302.2	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
		CO302.3	APPLY appropriate decision-making approach and tools to be used in business environment.
		CO302.4	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
		CO302.5	EVALUATE the various facets of a business problem and develop problem solving ability
		CO302.6	DISCUSS & propose the various applications of decision tools in the present business scenario.
		<b>Generic Courses (Electives) – University Level – Semester III</b>	
307	International Business Environment	CO 307 .1	Recall and Describe the key concepts of international Business Environment
		CO 307 .2	Understand the relevance of Multinational Corporations (MNCs) in global trade
		CO 307 .3	Demonstrate the significance of FDI and FPI in respect of developing economy
		CO 307 .4	Analyze the issues related to Labor, Environmental and Global Value chain
		CO 307 .5	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.
308	Project Management	CO 308 .1	DEFINE the key terms and concepts in project management.
		CO 308 .2	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle

  
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		CO 308 .3	ILLUSTRATE the importance of PM in most industries and businesses
		CO 308 .4	EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions
		CO 308 .5	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management
309	Knowledge Management	CO 309 .1	DEFINE the key terms and concepts in Knowledge Management.
		CO 309 .2	DESCRIBE the Knowledge Management cycle
		CO 309 .3	DISCUSS the types of Knowledge and its implications.
		CO 309 .4	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
		CO 309 .5	EXPLAIN the human and business aspects of knowledge management.
Subject Core (SC) and Subject Elective (SE) Courses - Semester III			
304 MKT	Services Marketing	CO304 MKT.1	RECALL the key concepts in services marketing
		CO304 MKT.2	EXPLAIN the role of Extended Marketing Mix in Services
		CO304 MKT.3	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
		CO304 MKT.4	ANALYSE the significance of services marketing in the Indian and global economy
		CO304 MKT.5	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
		CO304 MKT.6	DEVELOP marketing mix for various services offering
305 MKT	Sales & Distribution Management	CO305MKT.1	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
		CO305MKT.2	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
		CO305MKT.3	APPLY the concepts related to sales and distribution management.

  
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		CO305MKT.4	ANALYZE the real life scenarios of sales and distribution management.
		CO305MKT.5	EVALUATE the existing sales and distribution strategies and approaches.
312 MKT	Business to Business Marketing	CO312 MKT.1	DEFINE the terms and concepts related to Business to Business marketing
		CO312MKT.2	EXPLAIN the terms and concepts used in business to business marketing
		CO312 MKT.3	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
		CO312 MKT.4	FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing
		CO312MKT.5	DESIGN marketing mix elements considering business-to-business sales and service situations.
314 MKT	Digital Marketing II	CO 314MKT.1	DEFINE the key terms and concepts related with digital marketing
		CO 314MKT.2	EXPLAIN various tools of digital marketing.
		CO 314MKT.3	MAKE USE OF various tools of digital marketing.
		CO 314MKT.4	CLASSIFY the different tools and techniques of digital Marketing with respect to SEO, SEM and SMM to increase the customer acquisition and retention.
		CO 314MKT.5	ASSESS the suitability of Digital Marketing Tools w.r.t. SEO, SEM and SMM to increase cost-effectiveness in specific marketing situations.
		CO 314MKT.6	DEVELOP appropriate digital marketing campaign.
316 MKT	Marketing Analytics	CO316MKT.1	DEFINE various key concepts in Marketing Analytics
		CO316MKT.2	DESCRIBE various key concepts in Marketing Analytics
		CO316MKT.3	IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it.

  
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		CO316MKT.4	EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data
		CO316MKT.5	MEASURE the effectiveness of marketing effort sand key outcomes in multiple areas of Marketing.
		CO316MKT.6	DESIGN a study that incorporates the key tools and techniques of Marketing Analytics
304 FIN	Advanced Financial Management	CO 304.1	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
		CO 304.2	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
		CO 304 .3	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
		CO 304.4	ANALYZE the options for making the right financial decisions of a firm
		CO 304.5	ASSESS the role of financial planning, risk analysis in investments, liquidity and credit management policy of the firm on shareholder value
		CO304.6	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.
305 FIN	International Finance	CO305FIN.1	Enumerate the key terms associated with International Finance.
		CO305FIN.2	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
		CO305FIN.3	Illustrate the role of international monetary systems & intermediaries in Global financial market.
		CO305FIN.4	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.
		CO305FIN.5	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
		CO305FIN.6	Formulate the investment plan or business plan by adapting international finance environment.
315 FIN	Indirect Taxation	CO315FIN.1	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes.

  
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		CO315FIN.2	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.
		CO315FIN.3	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.
		CO315FIN.4	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.
		CO315FIN.5	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.
		CO315FIN.6	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.
		317 FIN	Financial Modeling
CO317.2	UNDERSTAND the applications and use of MS Excel in financial modeling and its different techniques		
CO317.3	DEVELOP, APPLY and actually use core functionality of MS Excel in decision framework to solve managerial problems		
CO317.4	ANALYSE different financial models in order to eliminate substantial risk of poor spreadsheet coding		
CO317.5	FORMULATE an idea and acceptable solutions to solve different problems in the area of financial management		
CO317.6	BUILD financial models by making appropriate assumptions on financial factors relevant to the situation.		
320 FIN	Project Finance and Trade Finance	CO320.1	DESCRIBE the concepts of Project Finance and Trade Finance.
		CO320.2	SUMMARIZE the key aspects in context with Project Finance and Trade Finance.
		CO320.3	IDENTIFY the applicability of Project Finance and Trade Finance in modern business era.

  
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		CO320.4	EXAMINE the risks involved in Project Finance and Trade Finance.
		CO320.5	EVALUATE the proposal of securing finance by considering the capital structure and documentation involved.
304HR M	Strategic Human Resource Management	CO304HRM.1	REMEMBER the strategies adopted by in national and international context.
		CO304HRM.2	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
		CO304HRM.3	Ability to ANALYZE HR as an investment to the company.
		CO304HRM.4	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
		CO304HRM.5	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.
305HR M	HR Operations	CO315HRM.1	DESCRIBE structure of personnel department, its policies and maintenance of employee files & records
		CO315HRM.2	LEARN drafting of communications for disciplinary actions
		CO315HRM.3	DEMONSTRATE the knowledge and calculations of bonus, gratuity, PF, ESI etc.
		CO315HRM.4	EXPERIMENT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
		CO315HRM.5	CALCULATE computation of Workmen compensation, Bonus and Gratuity
		CO315HRM.6	FILE returns under various labour laws and prepare salary Structure
312HR M	Talent Management	CO.312.1	DEFINE Talent Management and its significance
		CO.312.2	UNDERSTANDING performance excellence through Talent Management
		CO.312.3	APPLY Talent Management concepts in Human Resource Management

  
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		CO.312.4	ANALYSING Talent Management practices in employee development and career enhancement
		CO.312.5	FORMULATE the Talent Management Strategies for any organisation.
316 HRM	Mentoring and Coaching	CO316HRM.1	ENUMERATE various concepts of Mentoring and Coaching.
		CO316HRM.2	UNDERSTAND techniques of Mentoring and Coaching
		CO316HRM.3	APPLY models of Mentoring and Coaching to real world scenarios
		CO316HRM.4	ANALYSE issues in Mentoring and Coaching
		CO316HRM.5	DEVELOP skills needed to become Mentor, Coach
317 HRM	Compensation and Reward Management	CO317HRM.1	DESCRIBE concept of compensation and cost
		CO317HRM.2	UNDERSTAND compensation and reward management process
		CO317HRM.3	COMPARE issues related to compensation and survey of wages & salary administration in various industries
		CO317HRM.4	EXPERIMENT to calculate various types of monetary and profit sharing incentives
		CO317HRM.5	CALCULATE income tax as per the current slabs for the employees under different salary brackets
		CO317HRM.6	FORMULATE salary structure incorporating tax saving components.
304 OSCM	Services Operations Management – II	CO304OSCM .1	DEFINE the key concepts in Services Operations Management.
		CO304OSCM .2	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
		CO304OSCM .3	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm

  
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		CO304OSCM .4	CATEGORIZE a service firm according to its stage of competitiveness.
		CO304OSCM .5	MODIFY the Service strategies of an organization for achieving the strategic service vision.
		CO304OSCM .6	SOLVE the relevant numerical in the scope of the subject.
305 OSCM	Logistics Management	CO305OSCM. 1	DEFINE basic terms and concepts related to Logistics management.
		CO305OSCM. 2	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes.
		CO305OSCM. 3	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
		CO305OSCM. 4	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
		CO305OSCM. 5	OUTLINE a typical logistic framework and services. ILLUSTRATE the linkages with its dynamic storage system / Customer Issues, Logistic and Business Issues in a real world context.
		CO305OSCM. 6	DISCUSS modern real world logistical systems using the various concepts in the syllabus.
313 OSCM	Sustainable Supply Chains	CO313OSCM. 1	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
		CO313OSCM. 2	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.
		CO313OSCM. 3	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
		CO313OSCM. 4	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
		CO313OSCM. 5	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.

  
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		CO313OSCM. 6	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.
314 OSCM	Business Excellence	CO314OSCM. 1	REPRODUCE the essential tenets of Business Excellence in organizations with special emphasis on Operations Excellence
		CO314OSCM. 2	EXPLAIN the basic principles of various models of Business Excellence.
		CO314OSCM. 3	MAKE USE OF the concepts, tools and techniques of Business Excellence in the various areas of Operations, Supply Chain and Services
		CO314OSCM. 4	ILLUSTRATE the various facets of development, implementation and assessment of business excellence
		CO314OSCM. 5	FORMULATE a managerial perspective and DEVELOP an informed decision-making ability for driving Business Excellence in the various areas of Operations, Supply Chain and Services
		CO314OSCM. 6	DISCUSS what makes some organizations best-in-class organizations.
317 OSCM	Six Sigma for Operations	CO317OSCM. 1	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma
		CO317OSCM. 2	SUMMARIZE the six-sigma philosophy along with understanding of 7 QC Tools.
		CO317OSCM. 3	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings
		CO317OSCM. 4	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures
		CO317OSCM. 5	DECIDE control chart to use for given set of data and ROSS (Return on Six Sigma)
		CO317OSCM. 6	CREATING a Case for Business Models in Different Industries/Proposing a Strategy by Studying the cases of Successful Six Sigma Implementation
304 BA	Advanced Statistical Methods using R	CO304BA .1	RECALL all basic statistical concepts and associated values, formulae.
		CO304BA .2	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios

  
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		CO304BA .3	APPLY time series analysis in prediction of various trends.
		CO304BA .4	DISCRIMINATE between various types of probability and probability distributions.
		CO304BA .5	FORMULATE and TEST hypothesis using tools of R.
		CO304BA .6	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.
305 BA	Machine Learning & Cognitive intelligence using Python	CO305BA.1	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence
		CO305BA.2	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
		CO305BA.3	DEVELOP a thought process to think like data scientist/business Analyst
		CO305BA.4	ANALYSE data using supervised and unsupervised Learning Techniques
		CO305BA.5	SELECT the right functions, arrays of Python for Machine Learning algorithms.
		CO305BA.6	COMBINE various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domain and scenarios.
312 BA	Social Media, Web & Text Analytics	CO312BA.1	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics
		CO312BA.2	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios
		CO312BA.3	DEVELOP a thought process to harness the power of social media analytics to improve website or business
		CO312BA.4	ANALYSE Social Media Analytics and Web Analytics Tools
		CO312BA.5	SELECT the right metrics for Social Media Analytics and Web Analytics
		CO312BA.6	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios

  
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315 BA	Cognos Analytics	CO315BA.1	TELL how and when to use visualization
		CO315BA.2	ILUSTRATE uses of crosstabs and SQL queries
		CO315BA.3	BUILD stunning Dashboards with Cognos Analytics
		CO315BA.4	ILLUSTRATE the full-fledged Report Authoring tool
		CO315BA.5	EXPLAIN how a dashboard is different from a report, and when to use both
		CO315BA.6	DEVELOP the advanced reporting solutions which allow users to perform complex analysis tasks and interact with information
316 BA	Predictive Modelling using SPSS Modeller	CO316BA.1	DESCRIBE what Predictive Modeling is all about and know why you would want to use it
		CO316BA.2	EXPLAIN the CRISP-DM methodology and the IBM SPSS Modeler Workbench
		CO316BA.3	Explore, Prepare, Model and Evaluate your data using IBM SPSS Modeler
		CO316BA.4	ILLUSTRATE how to use modeling skills to make decisions.
		CO316BA.5	FORMULATE models based on trained data, test the model with historical data, and use qualifying models on live data or other historical untested data.
		CO316BA.6	SOLVE real world problems using predictive modeling techniques on a real- world data set
SC-RABM - 01	Agriculture and Indian Economy	RABM01.1	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding.
		RABM01.2	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective.
		RABM01.3	IDENTIFY the various issues in the Agriculture Industry in India. DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
		RABM01.4	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition and business cycles.

  
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		RABM01.5	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency
		RABM01.6	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.
SC- RABM- 04	Rural Marketing	RABM04.1	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
		RABM04.2	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
		RABM04.3	APPLY the models of consumer behavior in the rural market
		RABM04.4	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
		RABM04.5	EVALUATE the challenges of Rural marketing research with different approaches and tools
		RABM04.6	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences
SC- PHCM- 01	Fundamentals of Pharma and Healthcare Management	PHCM01.1	DESCRIBE concept of Pharma and healthcare management and FIND out the different role and responsibilities of managers.
		PHCM01.2	UNDERSTAND the different managerial functions of managers
		PHCM01.3	IDENTIFY right the motivation for right stakeholder in the healthcare sector for effective delivery of service.
		PHCM01.4	ANALYZE modern Pharma and Healthcare models
		PHCM01.5	EXPLAIN government initiatives to provide healthcare facilities in each part of country
		PHCM01.6	CONSTRUCT model to provide effective service in healthcare management
SC- PHCM-	IT in PHCM	PHCM04.1	IDENTIFY the different types of information required in Pharma and Healthcare system

  
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04		PHCM04.2	DESCRIBE the different types of Networks and structure require to establish computerize system in daily operations
		PHCM04.3	Identify the different Integrated Health information Systems used by different Pharma and Healthcare companies
		PHCM04.4	SIMPLIFY the process to maintain an electronic record, its analysis, and Presentation for decision making
		PHCM04.5	DETERMINE the various components require to develop Hospital Information Systems (HIS)
		PHCM04.6	DEVELOP architecture for routine business activities in pharma and healthcare sector
SC-THM-01	Fundamentals of Hospitality Management	THM01.1	DESCRIBE different types of hotels & travel agents
		THM01.2	UNDERSTAND the basic functioning of star hotels, major operational, Departments, government rules & regulations
		THM01.3	USE of flow charts & diagrams of various Hospitality Sectors to know the hierarchy of the organization
		THM01.4	EXAMINE current changes taking place in the Hotel & Tourism Industry
		THM01.5	EVALUATE the changes required to improve traditional methods to suit the current market trends.
		THM01.6	DEVELOP Smart techniques adaptable to the present market scenario for better customer satisfaction
SC-THM-03	Event Management	THM03.1	DESCRIBE the fundamentals of event management & different types of Events
		THM03.2	EXPLAIN the concepts of Events & guest requirements to plan an event
		THM03.3	DESIGN & Budget an event from various perspectives
		THM03.4	EXAMINE possible shortfalls on an event & create necessary back up systems to avoid failures
		THM03.5	COMPARE Success of an event in comparison to the set objectives
		THM03.6	COMPOSE New concepts of the event with innovative ideas to leave a lasting impression in the guest's mind along with achieving organizational growth.

  
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**SEMESTER – IV COMMON COURSES**

Course Code	Course Name	Course Outcome No.	Course Outcome
401	Enterprise Performance Management	CO401.1	Enumerate the different parameters & facets of management control of an enterprise.
		CO401.2	Illustrate the various techniques of enterprise performance management for varied sectors.
		CO401.3	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
		CO401.4	Analyse the key financial & non-financial attributes to evaluate enterprise performance.
		CO401.5	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.
402	Indian Ethos & Business Ethics	CO402.1	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
		CO402.2	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
		CO402.3	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
		CO402.4	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
		CO402.5	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.

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		CO402.6	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.
<b>Generic Elective – University Level Sem IV</b>			
405	Global Strategic Management	CO405.1	Define the concept and key terms associated with the global strategic management.
		CO405.2	Describe in detail global strategic alliance, merger and acquisitions.
		CO405.3	Demonstrate various global organisation models in global strategic management context.
		CO405.4	Examine various entry and business-level strategies from global strategic management prospective.
		CO405.5	Explain globalization, innovation, and sustainability and challenges to strategic management.
		CO405.6	Design global strategies and understand their relative merits and demerits.
408	Corporate Social Responsibility & Sustainability	CO408.1	DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013, when was CSR Initiated, Evolution, How CSR matters, Aims, objectives, Importance, Benefits of CSR, CSR in India ,CSR In global Context, Implementation .
		CO408.2	EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
		CO408.3	MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
		CO408.4	DECONSTRUCT The Role of Companies towards the society and its impact on the community.
		CO408.5	FORMULATE The companies how they are practicing CSR activities, Auditing the committees & Board of Committees, CSR Annual Reports.
		CO408.6	ELABORATE UPON the challenges of the Companies in shaping organizational culture and Development of the society.
<b>Subject Core (SC) and Subject Elective Courses - Semester IV</b>			

  
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403 MKT	Marketing 4.0	CO403MKT.1	DESCRIBE the various concepts associated with Marketing 4.0
		CO403MKT.2	EXPLAIN the importance of 5A's in Marketing 4.0.
		CO403MKT.3	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
		CO403MKT.4	DISTINGUISH between traditional and digital marketing practices in given real world context to be the effective marketers.
		CO403MKT.5	ASSESS how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
		CO403MKT.6	DEVELOP strategies to create WOW! Moments with customer engagement
409 MKT	Customer Relationship Management	CO 409MKT.1	DEFINE and DESCRIBE basic concepts and theories related to CRM.
		CO 409MKT.2	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM.
		CO 409MKT.3	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
		CO 409MKT.4	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
		CO 409MKT.5	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
		CO 409MKT.6	DEVELOP CRM strategies/plans for various B2B and B2C markets.
412 MKT	Retail Marketing	CO 412 MKT.1	DEFINE various concepts associated with retail marketing
		CO412 MKT.2	EXPLAIN the terms and concepts used in Retail Marketing
		CO412 MKT.3	ILLUSTRATE value creation & competitive advantage in Retail Marketing.
		CO412 MKT.4	ANALYSE the contemporary issues affecting Retail marketing decisions
		CO412 MKT.5	EVALUATE the effectiveness of Retail marketing

  
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			mix used by different Retail formats
		CO412 MKT.6	FORMULATE effective retail marketing strategy
404 FIN	Current Trends & Cases in Finance	CO404FIN.1	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
		CO404FIN.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
		CO404FIN.3	APPLY the various theories and models of financial management in the case.
		CO404FIN.4	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
		CO404FIN.5	EVALUATE the financial impact of the alternative on the given case.
411 FIN	Risk Management	CO411FIN.1	Describe various concept associated with risk management and financial risk management.
		CO411FIN.2	Exemplify the financial risk management processes, frameworks.
		CO411FIN.3	Determine the various building blocks of risk management system and strategies.
		CO411FIN.4	Classify various risks associated with enterprise, banks, insurance etc.
		CO411FIN.5	Formulate the strategies to overcome with currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.
412 FIN	Strategic Cost Management	CO412FIN.1	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
		CO412FIN.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
		CO412FIN.3	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment.
		CO412FIN.4	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
		CO412FIN.5	FORMULATE new models and techniques for managing the cost strategically in any business

  
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			organization.
403 HR	Organizational Diagnosis & Development	CO404.1	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
		CO404.2	UNDERSTAND concept of OD and 'intervention'.
		CO404.3	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
		CO404.4	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
		CO404.5	IDENTIFY AND MAP an intervention to organisational need
		CO404.6	DESIGN the role of the consultant for an organisational issue
413 HR	Employee Engagement and Ownership	CO413.1	IDENTIFY the basic concepts of Employee Engagement and Employee Ownership.
		CO413.2	UNDERSTANDING the various factors, models and metrics involved in Employee engagement.
		CO413.3	DETERMINATION of various Employee Engagement Activities and types of Employee Ownership practiced in all scales of companies at various sectors.
		CO413.4	IMPLEMENTATION of Engagement strategies and BUILDING Engagement Culture in companies.
		CO413.5	EVALUATION of Employee engagement and Employee Ownership and its impact on the performance of businesses
		CO413.6	APPLICATION of Employee engagement practices and Employee Ownership at various sectors of industry.
414 HR	Leadership and Succession Planning	CO.414HRM.1	IDENTIFY the basic concepts of leadership and succession planning.
		CO.414HRM.2	UNDERSTANDING the modern theories and styles of leadership.
		CO.414HRM.3	IMPLEMENTING the appropriate succession plan through leadership development
		CO.414HRM.4	ANALYSING and EVALUATING the existing human capital.
		CO.414HRM.5	BUILDING appropriate Succession Plan required in an organization.

  
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403 OSCM	E Supply Chains & Logistics	CO403OSCM .1	DESCRIBE the structure of modern days Logistics.
		CO403OSCM .2	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
		CO403OSCM .3	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
		CO403OSCM .4	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
		CO403OSCM .5	EXPLAIN the key Operational Aspects of E Procurement.
		CO403OSCM .6	DEVELOP a framework for e-logistics
411 OSCM	Supply Chain Strategy	CO411OSCM.1	DEFINE basic terms and concepts related to Strategy, Supply Chain
		CO411OSCM.2	EXPLAIN the SC Components and Processes
		CO411OSCM.3	ILLUSTRATE the importance of SC strategies on competitive advantage.
		CO411OSCM.4	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages of strategies with real time issues using Information Technology.
		CO411OSCM.5	EVALUATE and EXPLAIN impact of strategic decisions on SC
		CO411 OSCM.6	FORMULATE and DISCUSS a model for SCM strategies
415 OSCM	Strategic Supply Chain Management	CO415OSCM.1	DEFINE Key configuration components of Strategic Supply Chain Management.
		CO415OSCM.2	EXPLORE Process Architecture and Toolkits of in Strategic Supply Chain Management
		CO415OSCM.3	ILLUSTRATE the Design Organization for Performance and Organizational Change
		CO415OSCM.4	EXAMINE the Right Collaborative Model and Drivers of collaboration of Strategic Supply Chain Management
		CO415OSCM.5	ILLUSTRATE Use of Metrics to Drive Business Success and Roadmap to change
		CO415 OSCM.6	DEVELOP the architecture of a supply chain.
403 BA	Economics of Network	CO403BA .1	APPRECIATE the differences in the nature of information goods as

  
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	Industries		opposed to traditional goods and services.
		CO403BA .2	DESCRIBE the characteristics of the markets for network products.
		CO403BA .3	ILLUSRTRATE 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
		CO403BA .4	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
		CO403BA .5	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
		CO403BA .6	DISCUSS the economics of Internet advertising, and the business model of zero pricing.
409 BA	E Commerce Analytics - II	CO409BA.1	DESCRIBE the key concepts in e-commerce analytics.
		CO409 BA.2	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
		CO409 BA.3	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
		CO409 BA.4	DISCOVER high-value insights via dashboards and visualization.
		CO409 BA.5	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.
		CO409 BA.6	FORMULATE the right analytics driven strategy for ecommerce businesses.
412 BA	Scala and Spark	CO412BA.1	DESCRIBE the ecosystem associated with SCALA and SPARK.
		CO412BA.2	ILLUSTRATE the use of SPARK and SCALA.
		CO412BA.3	USE the core RDD and Data Frame APIs to perform analytics on datasets with Scala.
		CO412BA.4	EXAMINE how and when it differs from familiar programming models
		CO412BA.5	READ data from persistent storage and load it into

  
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			Apache Spark.
		CO412BA.6	MANIPULATE data with Spark and Scala
SC – RABM – 02	ICT for Agriculture Management	RABM02.1	RECALL the basic terminologies related to ICT
		RABM02.2	UNDERSTAND the use of ICT with different aspects & various issues & challenges for ICT information services
		RABM02.3	Apply the GIS Applications in micro resource mapping
		RABM02.4	ANALYZE the different tools and techniques used under ICT in Agriculture Management
		RABM02.5	EVALUATE the common ICT platforms for information services
		RABM02.6	CHOOSE the right ICT as per the requirement of agriculture activity
SE – RABM – 06	Rural Marketing II	RABM06.1	DESCRIBE the key terms associated with the Strategies of marketing.
		RABM06.2	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering in both rural and urban markets
		RABM06.3	DEMONSTRATE an understanding of Framework of IMC
		RABM06.4	EXAMINE the various distribution Strategies of a real-world marketing offering
		RABM06.5	EXPLAIN the rising organized rural retailing, malls & Government initiatives
		RABM06.6	DESIGN the Promotion Strategy in rural marketing
SC – PHCM- 02	Pharma and healthcare regulatory environment in India	PHCM02.1	IDENTIFY various environmental factors affecting on Pharma and Healthcare industry
		PHCM02.2	UNDERSTAND various laws applicable to Pharma and Healthcare industry
		PHCM02.3	Understand the situation and identify right legal way to solve the problem.
		PHCM02.4	ANALYSE steps involved in Intellectual Property Rights registrations
		PHCM02.5	CHOOSE the right type of IPR as per the content and work available to protect.
		PHCM02.6	Elaborate the different laws developed by constitutions to support and protect Pharma and Healthcare sector
SE – PHCM- 06	Entrepreneurshi p in Pharma and Healthcare	PHCM06.1	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs feature and ENUMERATE the Factors influencing

  
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			Entrepreneurship Growth.
		PHCM06.2	DISCUSS the various theories of entrepreneurship.
		PHCM06.3	CONSTRUCT a framework for a typical EDP for the Pharma industry
		PHCM06.4	EXAMINE the role of Government and various support organizations in encouraging and supporting Entrepreneurship.
		PHCM06.5	COMPOSE an inventory of possible entrepreneurial opportunities in contemporary local, regional and national the context for Pharma and Healthcare sector.
		PHCM06.6	BUILD a business plan for an entrepreneurial pharma of healthcare venture.
SC – THM - 02	Tourism & Travel Management	THM02.1	DEFINE the various components of the Tourism Industry & Types of Tourism
		THM02.2	UNDERSTAND basic operations of a Travel Agency & tour conduction
		THM02.3	EXECUTE theoretical knowledge to design various tour packages & work on costing for the packages
		THM02.4	Analyze changing trends in Travel & Transport industry- Domestic & International
		THM02.5	INTERPRET the impacts of Tourism Industry globally & practicing of Eco- Tourism
		THM02.6	BUILD new concepts of Eco-Tourism according to customer requirements
SE – THM - 05	Strategic Hospitality Management	THM05.1	DEFINE Concept & process of Strategic thinking Major Players of Hospitality & Travel Industry
		THM05.2	DISCUSS Strategic management for various organizations factors influencing strategy formulations
		THM05.3	IMPLEMENT strategies for Hotels & Travel Agents with the help of structured designs & flow charts
		THM05.4	ANALYSE Suitable strategies for different Hospitality sectors with consideration to micro & macro environments
		THM05.5	EVALUATE Current market scenario & suggest strategies that can be utilized for the benefits of the company
		THM05.6	DEVELOP Strategies for standalone units, a chain of hotels, small and large travel agents International strategies for small & big players

  
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