

**Course curriculum scheme for MBA (MS) 5 yrs UG (I – VI Semester)**

<b>Code</b>	<b>Subject</b>	<b>Code</b>	<b>Subject</b>
<b>Semester 1</b>		<b>Semester 2</b>	
IM-101	Principles & Practices of Management	IM-203	Cost Accounting
IM-102	Financial Accounting	IM-204A	Business Mathematics-II
IM-102B	Interpersonal & Organization Behavior	IM-210B	Programming Using C++
IM-103	Business Mathematics I	IM-214	Business Law
IM-104B	Fundamentals of Computer and Web Technology	IM-216A	Business Statistics-I
IM-106D	Language Proficiency I- (English)	IM-219	Business Communication
<b>Semester 3</b>		<b>Semester 4</b>	
IM-301C	Marketing Management	IM-406B	Macro Economics
IM-302	Management Accounting	IM-411	Income Tax
IM-310B	Language Proficiency-II (French)	IM-415	Quantitative Techniques
IM-314	Managerial Economics	IM-417	Human Resource Management
IM-315	Business Statistics II	IM-420	Purchase & Materials Management
IM-316	RDBMS	IM-421	E- Business Fundamentals
<b>Semester 5</b>		<b>Semester 6</b>	
IM-501A	Financial Management I	IM-601D	Fundamentals of Machine Learning and Artificial Intelligence
IM-503B	Operation Research	IM-602A	Entrepreneurship
IM-506	Marketing Strategies	IM-603A	Forecasting Techniques
IM-511	Econometrics	IM-604A	Financial Management II
IM-514	Indirect Taxes	IM-613	Business Environment
IM-515	Project Management	IM-614	Production and Operation Management
		IM -615	Lab- Data Visualisation

**Course curriculum scheme for MBA (MS) 5 yrs PG VII Sem**

	<b>Code</b>	<b>Subject Name</b>	<b>Credit</b>
Core	IM – 703B	Research Methodology	4
Core	IM – 719	Statistical Data Analysis	2
MKT A (DUAL)	IM – 712MA	Integrated Marketing Communication	4
	IM – 707MA	Sales & Distribution Management	4
	IM – 711MA	Consumer Behavior	4
MKT B (SINGLE)	IM – 706MB	Rural & Retail Marketing	4
	IM – 707MB	Global Marketing	4
	IM – 705MB	Digital Marketing	4
FIN A (DUAL)	IM – 714FA	Security Analysis and Portfolio Management	4
	IM – 715FA	Financial Market and Financial Services	4
	IM – 716FA	Insurance and Banking	4
FIN B (SINGLE)	IM – 717FB	Financial Planning and Wealth Management	4
	IM – 715FB	Corporate Financial Analysis	4
	IM – 718FB	Financial Engineering and Risk Management	4
HR A (DUAL)	IM – 712HA	Managing People	4
	IM – 709HA	Human Resource Development	4
	IM – 711HA	Training and Development	4
HR B (SINGLE)	IM – 714HB	Strategic Human Resource Management	4
	IM – 715HB	Human Resource Planning and Audit	4
	IM – 716HB	Compensation & Reward Mgt.	4
Credits		7 subjects * 4 valid credits each + 1 Subject * 2 valid credit + CV of 4 virtual credit Total= 34 credits (30 valid + 4 virtual)	
Dual Specialization	2 Core ;6 from two streams of Group A : TOTAL SUBJECTS (excluding CV): 8 in VII		
Single Specialization	2 Core ; 3 from any one stream of Group A and 3 from same stream of Group B ; TOTAL SUBJECTS (excluding CV): 8 in VII		

**Course curriculum scheme for MBA (MS) 5 yrs PG VIII Sem**

	<b>Code</b>	<b>Subject Name</b>	<b>Credit</b>
Core	IM-801B	Quality Management	3
Elective	IM – 813D	Dissertation	3
	IM – 802D	Decision Making Skills	3
MKT A (DUAL)	IM – 815MA	Product & Brand Mgt.	4
	IM – 816MA	Strategies & Modeling in Marketing	4
	IM – 817MA	Service Mktg	4
MKT B (SINGLE)	IM – 817MB	Industrial Marketing	4
	IM – 815MB	Logistics and Supply Chain Mgt.	4
	IM-818MB	Data Analytics	4
FIN A (DUAL)	IM – 815FA	International Finance	4
	IM – 818FA	Corporate Tax	4
	IM – 816FA	Project Finance	4
FIN B (SINGLE)	IM – 818FB	Data Analytics	4
	IM – 816FB	Bank Management	4
	IM – 819FB	Strategic Financial Management	4
HR A (DUAL)	IM – 816HA	Performance Planning & Appraisal	4
	IM – 817HA	IR and Labour Laws	4
	IM – 815HA	Org. Development	4
HR B (SINGLE)	IM – 815HB	International Human Resource Mgt.	4
	IM – 818HB	Data Analytics	4
	IM – 817HB	HR Based BPT	4
Credits		6 subjects (spcl) * 4 valid credits each + 2 Subjects (1 of core, 1 of elective) * 3 valid credit + CV of 4 virtual credit Total= 34 credits (30 valid + 4 virtual)	
Dual Specialization	1 Core ; 1 Elective (either Dissertation or DMS) and 6 from two streams of Group A TOTAL SUBJECTS (excluding CV): 8 in VIII		
Single Specialization	1 Core ; 1 Elective (either Dissertation or DMS) and 3 from any one stream of Group A and 3 from same stream of Group B TOTAL SUBJECTS (excluding CV): 8 in VIII		

**Course curriculum scheme for MBA (MS) 5 yrs PG IX Sem**

	<b>Code</b>	<b>Subject Name</b>	<b>Credit</b>
Core	IM – 901C	Strategic Management	4
	IM – 903C	Business Ethics and Corporate governance	4
MKT A (DUAL)	IM – 919MA	Mktg. Decisions	4
	IM – 920MA	Marketing research	4
MKT B (SINGLE)	IM – 919MB	Direct Marketing and Event Mgt.	4
	IM – 921MB	CRM	4
FIN A (DUAL)	IM – 919FA	Multinational Financial Management	4
	IM – 920FA	Investment Mgt.	4
FIN B (SINGLE)	IM – 921FB	Financial Research	4
	IM – 920FB	Corporate Restructuring	4
HR A (DUAL)	IM – 919HA	HR for business excellence	4
	IM – 920HA	Latest Trends in HRM	4
HR B (SINGLE)	IM – 919HB	HR Skills	4
	IM – 920HB	Advanced Industrial Psychology	4
Credits		6 subjects * 4 valid credits + CV of 4 virtual credit Total= 28 credits (24 valid + 4 virtual)	
Dual Specialization	2 Core ; and 4subjects from two streams of Group A TOTAL SUBJECTS (excluding CV): 6 in IX Sem.		
Single Specialization	2 Core ; and 2 subjects from any one stream of Group A and 2 subjects from same stream of Group B TOTAL SUBJECTS (excluding CV): 6 in IX		

**Course curriculum scheme for MBA (MS) 5 yrs PG X Sem**

	<b>Code</b>	<b>Subject Name</b>	<b>Credit</b>
<b>Core</b>	IM – 1001B	Industrial Project\ Dissertation	12
<b>Credits</b>	1 subjects * 12 valid credits = total 12 credits		
<b>Dual Specialization</b>	Industrial Project\ Dissertation of 12 valid credit		
<b>Single Specialization</b>	Industrial Project\ Dissertation of 12 valid credit		

**Programme Scheme of MBA (MS) 5 yrs PG**

<b>Total Credits</b>	<p><b>Sem VII:</b> 7 subjects * 4 valid credits each + 1 Subject * 2 valid credit + CV of 4 virtual credit Total= 34 credits (30 valid + 4 virtual)</p> <p><b>Sem VIII:</b> 6 subjects (spcl) * 4 valid credits each + 2 Subjects (1 of core, 1 of elective) * 3 valid credit + CV of 4 virtual credit Total= 34 credits (30 valid + 4 virtual)</p> <p><b>Sem IX:</b> 6 subjects * 4 valid credits + CV of 4 virtual credit Total= 28 credits (24 valid + 4 virtual)</p> <p><b>Sem X:</b> Industrial Project\ Dissertation of 12 valid credit</p> <p><b>Total Valid Credit : 96</b></p> <p><b>Total Virtual Credit : 12</b></p> <p><b>Grand Total : 108</b></p>
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## **MBA MS (5YRS) SEMESTER - I**

### **IM-101: Principles and Practices of Management**

#### **Course Outcomes:**

- CO1: Gain an understanding of the functions and responsibilities of the manager, and providing them with necessary tools and techniques to be used in the performance of managerial job.
- CO2: Examine the management theory with corresponding opportunities for application of these ideas in real world situations.
- CO3: Understanding the managerial functions of Assessing, Planning, Organizing, and Controlling. Both traditional and cutting-edge approaches are introduced and applied.
- CO4: Understanding implications of managerial action and inaction.

### **IM-102 Financial Accounting**

#### **Course Outcomes:**

- CO1: Acquaint students with concepts of accounting and help them to acquire the ability to develop and use the accounting and system as an aid to decision making.
- CO2: Develop an insight about the meaning of basic accounting terms related to accounting, business management and finance.
- CO3: Identify how accounting serves as a basis for careers, and the tasks associated with various accounting occupations.
- CO4: Master the ability to apply the accounting cycle for different types of businesses.

### **IM-102B Interpersonal & Organisational Behaviour**

#### **Course Outcomes:**

- CO1: Understand Evolution of Organisation Behaviour in terms of cognitive, behavioristic and social cognitive aspects.
- CO2: Understanding and application of factors affecting motivation with its theories beneficial for today's competitive environment today.
- CO3: Understand factors affecting Organisational behaviour shaping Personality, Perception and Learning processes of employees.
- CO4: Understand Interpersonal Processes and Behaviors, Team Development, Foundations of Group Behavior and Group Dynamics, Developing Work Teams, Team Effectiveness & Team Building for Organisational benefit.
- CO5: Knowhow of Organisational systems and Organisational change process, factors affecting change and its coping mechanism.
- CO6: Understanding and application of Contemporary theories of leadership, Johari Window, Transactional Analysis and Success stories of today's Global and Indian leaders.

### **IM-103 Business Mathematics- I**

#### **Course Outcomes:**

- CO-1: Understanding types of sets and different applications.
- CO-2: Solve the problems related to simple interest, Compound interest and depreciation.
- CO-3: Understanding the concept of determinates and solves the problem using cramer's method and finds the value of different variable.
- CO-4: Demonstrate knowledge of types of matrix and solve the probe the business applications using inverse method.

CO-5: Solve the different types of problems using differentiation

CO-6: Analysis the profit function, cost function, revenue function using maxima minima and application of derivatives.

### **IM-104B Fundamentals of Computer and Web Technology**

#### **Course Outcomes:**

CO1: Demonstrate knowledge of generation of computer and input output devices with the block diagram of computer.

CO2: Understanding the types of memories and operating system.

CO3: Understanding the function of MS-Word by using different functions.

CO4: Performing working with MS-Excel.

CO5: Working with MS-PowerPoint including multimedia, graphics and special effect.

CO6: Demonstrate knowledge of internet and service used in internet.

### **IM-106D Language Proficiency I- (English)**

#### **Course Outcomes:**

CO1: Develop their ability to communicate in written mode with correct usage of English grammar.

CO2: Enhance their vocabulary and grammatical forms of English to use in specific communicative contexts.

CO3: Develop the speaking ability in English- in terms of both fluency and comprehensibility.

CO4: Develop competence in the four modes: writing, speaking, reading and listening.

CO5: Gain an understanding of script writing, various motivational, leadership and problem solving stories for application of these ideas in real world situations.

## **MBA MS (5YRS) SEMESTER – II**

### **IM-203: Cost Accounting**

#### **Course Outcomes:**

CO1: Understand the term cost, types of cost.

CO2: Students will learn the elements of cost and how to value them.

CO3: Students will acquire knowledge of the cost procedure for different industries

CO4: Students will be able to identify possible inefficiencies or areas necessary for improvement

CO5: They will also have knowledge on preparing of cost sheets.

CO6: Students skills on cost reduction and cost control will be enhanced

CO7: Students will be able to do cost audit

### **IM-204A: Business Mathematics - II**

#### **Course Outcomes:**

CO1: Understanding the Arithmetic progression and geometric progression and solve the problems.

CO2: Introduction of need and classification of different types of models.

CO3: Solve the different types of problems using integration.

CO4: Solve the different types of Business Applications using integration.

CO5: Solve the problems related to linear and homogenous equation.

CO6: Solve the problems related to first order second order and nth order.

### **IM-210B: Programming Using C++**

#### **Course Outcomes:**

- CO1: Demonstrate knowledge of generation of C & C++ Variables and constant.
- CO2: Demonstrate knowledge of generation of C programming And C++ programming.
- CO3: Understanding the types of operators used in programming.
- CO4: Construct the program related to the Arrays.
- CO5: Understanding the concept of class program and used in the programming.
- CO6: Understanding the pointer declaration and different types of operation with pointer

### **IM-214: Business Law**

#### **Course Outcomes:**

- CO1: The learners/Students would gather the knowledge about the applicability of Law to Individual, business.
- CO2: Gain command over basic fundamental principles of Contract.
- CO3: They will more vigilant towards the laws in banking, SEBI and other legal matters.
- CO4: More developed approach towards various kinds of business forms.
- CO5: Enhancement in problem solving approach towards litigations.

### **IM-216A: Business Statistics - I**

#### **Course Outcomes:**

- CO1: Understand the Importance of Statistics in decision-making process.
- CO2: Develop, present and interpret the graphical data and making business reports.
- CO3: How to calculate and apply measures of central tendencies (Mean, median, mode) and measures of dispersion (standard deviation and mean deviation) for grouped and ungrouped data analysis.
- CO4: How to apply discrete and continuous probability distributions to various business problems.
- CO5: Compute and interpret the results of Simple and Bivariate Correlation Analysis and finding the intensity of bonding between two or more than two variables.

### **IM-219: Business Communication**

#### **Course Outcomes:**

- CO1: Nurture students into well-balanced and positive thinking human beings. Developing students into professionals, who are capable of facing new challenges and becoming the winners in Life.
- CO2: Enhancing Communication skills by practicing functions, processes and models.
- CO3: Understanding of Effective Communication, Barriers to Effective Communication, order, advice, suggestions, motivation, persuasion, warning, education, raising morale, conflicts and negotiation, group decision making.
- CO4: Practicing of various activities using dimensions of Communication- Upward, Downward, Lateral/Horizontal, Diagonal, grapevine, consensus, Channels of Communication- Formal, Informal; Patterns of Communication; Media of Communication-Verbal, Nonverbal.



CO5: Understanding the importance and usage of Listening skills by various interactive session developing students into a perfect personality in Interpersonal Communication like Transactional Analysis, Johari Window.

CO6: Understanding and practicing complete knowhow of Business Correspondence its Layout, planning, inquiries and replies, complaints, follow up, circulars, notices, goodwill letters, applications for employment, Report Writing, Public Speaking: Speeches and presentations, Interviews, Professional use of the telephone.

## **MBA MS (5YRS) SEMESTER - III**

### **IM-301C: Marketing Management**

#### **Course Outcomes:**

CO1: Understand the importance and concept of core marketing orientation, understanding Customers and market place.

CO2: Description and detailed understanding of the environmental forces that affect the Company and customers.

CO3: Develop an understanding of the concept of Consumer Behaviour.

CO4: Understand the major bases for Segmentation, Targeting and Positioning concepts

CO5: Implications of the concept of Product Life Cycle and its strategies.

CO6: Integrate the theoretical concepts of 4Ps, i.e.Product, Pricing, Place and Promotion and its Application in case understanding

CO7: Introduction to the new concepts of Marketing.

### **IM-302: Management Accounting**

#### **Course Outcomes:**

CO1:Understanding of the principles of Management accounting

CO2: Significance of Management Accounting in the planning and control functions of management.

CO3: Understanding use of Financial ratios in financial decision making.

CO4: Financial Statement analysis and its use.

CO5:Preparation of budgets

CO6: Understanding the concept and use of Fund flow and Cash flow statements.

CO7:Understanding the concept and use of Standard Costing and Variance Analysis.

CO8: Impart knowledge of recent trends in management accounting.

### **IM-310B: Language Proficiency- II (French)**

#### **Course Outcomes:**

CO1: Linguistic Skills-Students will learn basic French grammar and vocabulary

CO2: Communication Skills- Students will be able to introduce oneself and converse spontaneously in given social settings.

CO3: Civilization Skills – Students will get familiarize to some aspects of France, its people and culture.

### **IM-314: Managerial Economics**

#### **Course Outcomes:**

CO1: Understands what Economics is all about

- CO2: Know about demand & supply and how is the equilibrium obtained
- CO3: Finding out most efficient production and Cost level in both short and long run
- CO4: Finding out profit maximizing level of price, output in different forms of markets
- CO5: Understand the modern day Outcomes of the firms

### **IM-315: Business Statistics - II**

#### **Course Outcomes:**

- CO1: Can apply, analyze and interpret the data in the Research and can predict the behavior the population based on the sample study.
- CO2: Are able to analyze the market behavior using price and quantity index numbers
- CO3: Students are able to interpret, analyze and forecast the increase and decrease of demand and supply and of any other variable using time series concept.
- CO4: Students are able to find out missing values and are able to forecast the future value using interpolation and Extrapolation.
- CO5: Compute and interpret the results of Simple and Bivariate Regression Analysis for Business- forecasting.
- CO6: Perform Test of Hypothesis as well as calculate confidence interval for a population parameter for single sample and two sample cases. Understand the concept of p-values in the SPSS.
- CO7: Learn parametric (t-test and z-test and perform ANOVA and F-test) and non-parametric test such as the Chi-Square, kruskalwallis test for Independence as well as Goodness of Fit.

### **IM-316: RDBMS**

#### **Course Outcomes:**

- CO1: Provide basic knowledge of relational database management systems.
- CO2. Acquaint students to database design, develop database models.
- CO3. Understand structured query language as a tool to retrieve data from databases like Oracle, SYBASE, and MYSQL etc.
- CO4: Student must understand advance tools of Data Mining and Warehousing.

## **MBA MS (5YRS) SEMESTER - IV**

### **IM-406B: Macro Economics**

#### **Course Outcomes:**

- CO1: Understand the dynamics of macro-economic environment
- CO2: Develop the skill of not only calculating the national income but also be able to interpret the data
- CO3: Understand the concept of money and types of money supply
- CO4: Know about inflation and its measurements

### **IM-411: Income Tax**

#### **Course Outcomes:**

- CO1: Understand the practical awareness of direct tax
- CO2: Understand the mechanism of taxation
- CO3: Acquire the knowledge of tax planning
- CO4: Helps in developing investment Decisions

CO5: Understand the legal compliance's towards income tax

### **IM-415: Quantitative Techniques**

#### **Course Outcomes:**

- CO1: Understand the practical application of Statistics and Operations Research concept in business and management.
- CO2: Identify situations in which linear programming technique can be applied.
- CO3: Understanding the conceptual meaning of Simplex and logic of using Simplex and Big M method.
- CO4: Identify and formulate a transportation problem involving a large number of shipping routes.
- CO5: Understand the features of assignment problems and transportation problems.
- CO6: Making distinction between linear programming and dynamic programming approaches for solving a problem.
- CO7: Understand the method of assigning different ranks and weights to unequal multiple goals.

### **IM-417: Human Resource Management**

#### **Course Outcomes:**

- CO1: Develop an understanding of the dimensions of the management of Human Resources with reference to HRM policies and practices in India.
- CO2: Understand acquisition of Human Resources by Human Resource planning in evolving small and Entrepreneurial Organisation.
- CO3: Identify formulation and essentials of sound HR Policies, Role and Responsibilities of the human resource Managers, process of recruitment and selection along with Administrative, operational and strategic role of HR.
- CO4: Understand development of Human Resources through Learning, training and Development and performance Appraisal and application of career and succession planning.
- CO5: Understand Maintenance of HR by Job Evaluation, Designing and administering the wage and salary structure, compensation, grievance-handling procedure.
- CO6: Identify merging Trends and Challenges in HRM, expanding human capital, Ethics and HRM, HR management competencies and careers – Knowledge of Business organizations.

### **IM-420: Purchase and Materials Management**

#### **Course Outcomes:**

- CO1: Understanding of purchasing and materials management and apply it for making relevant decisions.
- CO2: Analyze the Purchasing Activities, Indent Status, Chasing And Follow Up, Transportation, Incoming Inspection, Bill Settlement, Documentation, Right -Price, Time, Method, Mode, Quality, Source And Buyers Sellers Relations
- CO3: Need For Vendor Evaluation, Goals Of Vendor Rating, Advantages Of Vendor Rating, Parameters Of Vendor Rating. Settlement of Bill, Accounting, Audit in Materials Management.

### **IM-421: E-Business Fundamentals**

#### **Course Outcomes:**

- CO1: Identify the basic understanding of electronic commerce and electronic business.
- CO2: Understand the use of Internet Technology in day to day commercial transactions.
- CO3: Differentiate between Traditional Marketing and online Marketing.
- CO4: Understand the business models used in online electronic business environment.
- CO5: Develop basic understanding of various modes of electronic payment and its infrastructure.
- CO6: Know the various security threats and its technological solutions in electronic commerce and electronic business environment.

## **MBA MS (5YRS) SEMESTER - V**

### **IM-501A: Financial Management- I**

#### **Course Outcomes:**

- CO1: Understand importance of financial management.
- CO2: Importance of time value of money in financial decision-making.
- CO3: Measure risk, return, and explain the trade-off between risk and return.
- CO4: List the primary sources of capital and incorporate their cost when making investment decisions.
- CO5: Understand the working capital management and factors affecting to it.
- CO6: Cash management, receivable, inventory management.
- CO7: Apply the concepts of financial management to contemporary financial events.
- CO8: Concepts of cost of capital and its importance in decision making, WACC understanding etc.

### **IM-503: Operation Research**

#### **Course Outcomes:**

- CO1: Understand the practical application of Statistics and Operations Research concept in business and management.
- CO2: Importance of Operations Research in decision-making.
- CO3: Replacement policy for equipment, which deteriorates with gradually, replacement of items that fail suddenly.
- CO4: Types of Decision Making Environment (risk, certainty, uncertainty) Concept of Decision Tree.
- CO5: Analyze the General structure of queuing system, Queuing Models.
- CO6: Inventory Management system, Economic Order Quantity, Models and its application, selective control of inventory.
- CO7: Taking decisions in business with the help of Game Theory.
- CO8: Concepts of Simulation, Monte Carlo Simulation, Simulation and its applications.

### **IM-506: Marketing Strategies**

#### **Course Outcomes:**

- CO1: Understand the concepts of Strategy and Marketing Strategy
- CO2: Explain the Resources Allocation to SBUs and consequently their strategy designing.

- CO3: Develop an understanding of the concept of Strategy formulation and its implementation for the 4Ps, i.e. Product Strategy, Pricing Policies & Strategies, Place Strategy and Promotion Mix Strategy.
- CO4: Understand the Competitor Analysis and apply concepts to Competitive Marketing Strategies
- CO5: Integrate the theoretical concepts of SWOT Analysis with its application in Case analysis.

### **IM-511: Econometrics**

#### **Course Outcomes:**

- CO1: Understand the basics of modelling
- CO2: Get familiar with the stochastic term
- CO3: Learn about various types of models
- CO4: Develop the skills to identify the problems related to various models and able to transform the models.
- CO5: Know about the Lag relationships and Time series modelling

### **IM-514: Indirect Taxes**

#### **Course Outcomes:**

- CO1: Helps to understand basic GST model
- CO2: Useful to understand the indirect taxation system
- CO3: Helps to understand the impact of GST on Indian economy
- CO4: Differentiations between direct and indirect taxation
- CO5: Understand the scope of indirect tax and its application
- CO6: Understand the taxation system in case of import & export

### **IM-515: Project Management**

#### **Course Outcomes:**

- CO1: Develop skills on project planning, analysis implementation and control
- CO2: Build up the concepts of networks, line estimation and determination of critical path (for both PERT and CPM models)
- CO3: Need for reviews, initial review, performance evaluation, abandonment analysis, evaluating the capital budgeting systems.

## **MBA MS (5YRS) SEMESTER – VI**

### **IM-601D: Fundamentals of Machine Learning and Artificial Intelligence**

#### **Course Outcome**

- CO1: Introduction of techniques for representing knowledge required to build intelligent machines capable of taking decision like human beings.
- CO2: Familiarize with techniques of solving problems that need human intelligence.
- CO3: Enable students to formulate Artificial Intelligence problems
- CO4: Brief understanding of tools used in machine learning and neural networks

### **IM-602A: Entrepreneurship**

#### **Course Outcomes:**

- CO1: With the increase in demand of conferences and exhibitions, a need for trained professionals for this field has been recognized.
- CO2: This subject aims at preparing students to successfully plan and execute Entrepreneurship Skills in the market.

**IM-603A: Forecasting Techniques**

**Course Outcomes:**

- CO1: Understanding of the concepts of forecasting and various forecasting techniques with special reference to business.
- CO2: understanding (the variance as a measure of risk, marginal analysis, elasticity, costing, seasonal & cyclic considerations, simulation & sensitivity analysis
- CO3: Evaluation of ME, MAD, MSE, RMSE (SDE), PE, MPE, MAPE. Theil's U-statistics.

**IM-613: Business Environment**

**Course Outcomes:**

- CO1: Acquainted with the practical application of the factors that affect business.
- CO2: Nature & Structure of Economy, Anatomy of Indian Economy, Economic Reforms, Economic Policies.
- CO3: Acquainted with technological development and its impact on various stakeholders of society.

**IM- 614: Production and Operations Management**

**Course Outcomes:**

- CO1: Provide an opportunity for the participants to understand the basic method of production management techniques and eventually to develop skills in problem-solving and decision-making.
- CO2: Acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management.
- CO3: Reinforce the concepts of Production Management through various operational aspects of Production Management. Various important Production Management techniques will be covered with different problem-solving methodologies.

**IM-615: Lab- Data Visualisation**

**Course Outcomes:**

- CO1: Provide hands on experience to students in presentation of data in table, pictorial or graphical format.
- CO2: Learn to design data visuals with different visual encodings, create different type of charts and maps in Excel / Tableau

**MBA MS (5YRS) SEMESTER – VII**

**IM-703B: Research Methodology**

**Course Outcomes:**

- CO1: Understand basic concepts of research, its methodologies and Identify appropriate research topics.

- CO2: Select and define appropriate research problem and parameters.
- CO3: Prepare a project proposal (to undertake a project)
- CO4: Organize and conduct research (advanced project) in a more appropriate manner
- CO5: Identify, explain, compare, and prepare the key elements of a research proposal/report/dissertation/ industrial report.
- CO6: Demonstrate knowledge of research processes (reading, evaluating, and developing);
- CO7: Perform literature reviews using print and online databases;
- CO8: Employ American Psychological Association (APA) formats for citations of print and electronic materials;
- CO9: Compare and contrast quantitative and qualitative research paradigms.
- CO10: Describe sampling methods, measurement scales and instruments and appropriate uses of each;
- CO11: Explain the rationale for research ethics.

### **IM-712MA: Integrated Marketing Communication**

#### **Course Outcomes**

- CO 1: Understand the concept of Integrated Marketing Communication and its role in Marketing
- CO 2: Discuss various components of IMC campaign
- CO 3: Understand role of advertising and Public Relations in IMC
- CO 4: Discuss role, tools and importance of sales promotion in today's era as IMC component
- CO 5: Discuss role and tools of Direct Marketing in IMC
- CO 6: Understanding influence of Personal Selling on customer and its importance in IMC
- CO 7: Understand the role of unconventional media and tools in communication
- CO 8: Understand the issues affecting International marketing Communications

### **IM-707MA: Sales & Distribution Management**

#### **Course Outcomes**

#### **COURSE OUTCOMES:**

- CO1: Achieving organizational goals and Outcomes by focusing on the aim and planning a strategy regarding achievement of the goal within a timeframe.
- CO2: Gain familiarity of sales team monitoring the customer preference, government policy, competitor situation, etc., to make the required changes accordingly and manage sales and distribution network.
- CO3: Monitoring the customer preference, the salesperson develops a positive relationship with the customer, which helps to retain the customer for a long period of time.-

### **IM-711MA: Consumer Behaviour**

#### **Course outcomes:**

- CO1: Understand what consumer behavior is and the different types of consumers
- CO2: Understand the relationship between consumer behavior and the marketing concept, the societal marketing concept, as well as segmentation, targeting and positioning
- CO3: Understand the relationship between consumer behavior and customer value, satisfaction, trust and retention

CO4: Understand how new technologies are enabling marketers to better satisfy the needs and wants of the consumers

**IM-706MB: Rural & Retail Marketing**

**Course Outcomes:**

- CO1: Develop an insight into rural marketing regarding different concepts and basic practices in this area.
- CO2: Understand the challenges and opportunities in the field of rural marketing.
- CO3: Significance of the rural markets.
- CO4: Nature and characteristics of rural markets and factors contributing to the change in the rural market
- CO5: Problems in Rural Marketing

**IM-707MB: Global Marketing**

**Course Outcomes:**

- CO1: Understand and assess the challenges of turbulent business environments
- CO-2: Able to evaluate and design sustainable strategies in such environments both in marketing and global business
- CO-3: Understand to apply relevant business skills
- CO-4: Acquire and develop relevant additional knowledge and skills to support subject-based Expertise and global readiness.
- CO-5: Enable to utilize strong analytical skills and apply tools required for professional practices

**IM-705MB: Digital Marketing**

**Course Outcomes:**

- CO1: Identify the basic understanding of digital marketing
- CO2: Differentiate between Traditional Marketing and Digital Marketing.
- CO3: Understand the strategies used in digital marketing environment.
- CO4: Understand difference between Inorganic and Organic Content.
- CO5: Develop basic understanding of Search Engine Optimisation.
- CO6: Know the various Advertisement formats used in digital marketing.

**IM-714FA: Security Analysis and Portfolio Mgt.**

**COURSE OUTCOMES**

- CO1: Develop in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services
- CO2: Understand the importance of equity research.
- CO3: Understand how excel can be leveraged for better analysis of a company
- CO4: Enable to give recommendation based on fundamental and technical analysis

**IM-715FA: Financial Market and Financial Services**

**COURSE OUTCOMES**

- CO1: Understand the various financial services and products in the liberalized Indian economy.
- CO2: Know in-depth perspective of the equity and bond markets.



CO3: Enlighten the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution, and Financial Services.

**IM-716FA: Insurance & Banking**

**Course Outcomes:**

- CO1: Enhance understanding of fundamentals of risk in Insurance and Banking.
- CO2: Understand banking system in India, retail and corporate products of banks in India.
- CO3: Understand payment and settlement systems in India.
- CO4: Know the functions of RBI.
- CO5: Understand legal environment for Insurance and banking.
- CO6: Understand basic principal and practices of Insurance in India.

**IM-717FB: Financial Planning & Wealth Mgt.**

**COURSE OUTCOMES**

- CO1: Understand the investment techniques as applied to various forms of securities and acquaint with the functioning of mutual funds, investment strategies and portfolio management services
- CO2: Understand the importance of equity research.
- CO3: Understand how excel can be leveraged for better analysis of a company
- CO4: Recommendation based on fundamental and technical analysis

**IM-715FB: Corporate Financial Analysis**

**COURSE OUTCOMES**

- CO1: Conceptual background for corporate financial analysis from the point of corporate value creation.
- CO2: Develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment.
- CO3: Basic models of corporate capital valuation, including pricing models for primary financial assets, real assets valuation and investment projects analysis, capital structure, derivative assets and contingent claims on assets.
- CO4: Developing skills in analyzing corporate behavior in capital markets and the relationship of agent and principal in raising funds, allocating capital, distributing returns.
- CO5: Gain knowledge in evaluating different management decisions and their influence on corporate performance and value.

**IM-718FB: Financial Engg. & Risk Mgt.**

**Course Outcomes:**

- CO1: Ability to apply knowledge of mathematics, science, economics, in finance.
- CO2: Ability to design financial instruments and risk management strategies.
- CO3: Ability to identify, formulate, and solve financial problem.
- CO4: Ability to communicate effectively the financial issues and the strategies to solve them;
- CO5: The broad education necessary to understand the impact of financial engineering and risk management solutions in a global, economic, environmental, and societal Context;
- CO6: Ability to use the data analysis and modeling tools necessary for financial engineering and risk management; and

CO7: Ability to design, develop, implement, and improve integrated financial system

### **IM-712HA: Managing People**

#### **Course Outcomes:**

- CO1: Develop insight into the managerial skills required to effectively manage people in an organization and in order to achieve corporate goals successfully.
- CO2: Develop understanding of functions of Human Resource Management for better management of firm's human resources.
- CO3: Understand and observe trends enhancing the importance of HRM, challenges before the HR managers, HRD at macro and micro levels.
- CO4: Understand the application of Human Resource Planning, recruitment, selection for getting right person at right job with right quality and in right quantity at right time for attaining organizational Outcomes.
- CO5: Understand implications of work place changes for individuals and organizations and importance of understanding career development.
- CO6: Understand forms of participation, govt. policies and participation, Work committees, joint management councils, empowerment, delegation and empowerment Quality of Work Life.

### **IM-709HA: Human Resource Development**

#### **Course Outcomes:**

- CO1: Develop capabilities of all individuals working in an organization in relation to their present role
- CO2: Develop capabilities of all such individuals in relation to their future role
- CO3: Develop coordination among different units of an organization
- CO4: Develop organizational health by continuous renewal of individual capabilities & keeping pace with the technological changes

### **IM-711HA: Training & Development**

#### **COURSE OUTCOMES:**

- CO1: Induce new employees: Induce employee is the main aim of training and this is the most essential for a company.
- CO2: Gain knowledge on a new method: Training and development help to gain knowledge on a new method.
- CO3: Obtain knowledge of company policy: Employee should have sufficient knowledge about company policy for best performance. Training and development help employee to obtain knowledge of company policy.
- CO4: Earn knowledge on customer relations: Gather information about customer relations is the major Outcomes of training and development.

## **MBA MS (5YRS) SEMESTER - VIII**

### **IM – 801B: Quality Management**

#### **Course Outcome:**

- CO1: Understand the concepts of Total Quality Management.
- CO2: Outline characteristics of Total Quality Management.

- CO3: Explain the basic philosophy of Total Quality Management.
- CO4: Identify concepts/tools/techniques of TQM such as Kaizen, Six Sigma, Benchmarking, pareto analysis, quality circles, fish bone diagram etc.
- CO5: Keep abreast of changes in, and practical applications of, the field of systems and process improvement.
- CO6: Understand the value of the process of learning and discovery.

### **IM-813D - Dissertation**

#### **Course outcomes**

- CO1: Considerably more in-depth knowledge of the major subject/field of study, including deeper insight into current research and development work.
- CO2: A capability to contribute to research and development work.
- CO3: The capability to use a holistic view to critically, independently and creatively identify, formulate and deal with complex issues.
- CO4: The capability to plan and use adequate methods to conduct qualified tasks in given frameworks.
- CO5: The capability to critically and systematically integrate knowledge to understand and solve management issues .
- CO6: The capability to clearly present and discuss the conclusions as well as the knowledge and arguments that form the basis for these findings in written form.
- CO7: The capability to identify the issues that must be addressed within the framework of the specific thesis in order to take into consideration all relevant dimensions of sustainable development.
- CO8: A consciousness of the ethical aspects of research and development work.

### **IM - 802C Decision Making Skills**

#### **Course Outcomes**

- CO-1: Explain the implications of recent cognitive research into human decision making for individual and group decision making
- CO-2: Analyze organizational systems to identify opportunities to improve decision quality
- CO-3: Apply tools, techniques and frameworks to solve a range of decision situations that managers commonly confront
- CO-4: Apply an understanding of personal decision style to maximize effectiveness of individual and organizational decision making

### **IM – 815MA Product & Brand Management**

#### **Course Outcomes**

- CO1: Understand various concepts involved in learning Product and Brand Management for the success of any concern.
- CO2: Understand how the product manager implements business strategy in the marketplace and to acquaint the students with the process and strategies of new product management.
- CO3: The course also explores the methodology for managing the cohesive development and marketing of new products from idea inception to product discontinuation.
- CO3: Able to apply these principles at the consumer level that will improve managerial decision-making with respect to brands.

## **IM – 816MA Strategic & Modeling in Marketing**

### **Course Outcomes**

CO1: Review concepts and techniques in marketing.

CO2: Acquaint with the duties of a marketing manager.

CO3: Exposed to the development, evaluation, and implementation of marketing management in a variety of business environments.

CO4: Learn strategic and managerial focus and to perform the role of a marketing manager.

## **IM – 817MA Service marketing**

### **Course Outcomes**

CO-1: Understand the importance of the service industry which is going through a period of revolutionary change.

CO-2: Acquire core competencies & skill sets to make a successful career in the service sector.

CO-3: Inculcates a service culture among students interested in a career in service sector.

## **IM – 817MB Industrial Marketing**

### **COURSE OUTCOMES**

CO-1: Understand industrial markets and relevant industrial marketing strategies.

CO-2: Market structures and demand in business markets.

CO-3: Understand the nature and role of industrial markets

CO-4: Explain the characteristics of industrial markets and buying situations

CO-5: Understand how to develop and implement relevant industrial marketing strategies.

## **IM – 815MB: Logistic & SCM**

### **Course Outcomes**

CO-1: Developed advance quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

CO-2: Understand Supply Chain Management and its relevance to today's business decision making.

CO-3: Gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

## **IM 818MB: DATA ANALYTICS**

CO1: Understand the importance and basics of data analytics in the field of management.

CO2: Obtain, clean/process and transform data.

CO3: Analyze and interpret data using an ethically responsible approach.

CO4: Use appropriate models of analysis, assess the quality of input, derive insight from results, and investigate potential issues.

CO5: Formulate and use appropriate models of data analysis to solve hidden solutions to business-related challenges.

CO6: Interpret data findings effectively to any audience, orally, visually and in written formats.

## **IM – 815FA: International Finance**

### **Course Outcomes**

CO-1: Gain knowledge of international finance issues, international financing/ investing activities and international financial markets.

CO-2: Understand the knowledge capability and skills necessary for making sound financial decisions for a multinational firm.

### **IM – 818FA Corporate Tax**

#### **Course Outcomes**

**CO1:** Enable to understand the tax provisions related to individual and companies and compute the tax liability. Level of knowledge expected from the students after completion of course is working knowledge.

### **IM – 816FA Project Finance**

#### **Course Outcomes**

CO-1: Understand what project finance is, its necessary elements, why it is used, how it is used, its advantages and its disadvantages.

CO-2: Able to identify projects that meet the essential criteria for a project financing and know how to create the structure for a basic project financing.

CO-3: Understand the necessary elements critical to project financing to include product markets, technology, sponsors, operators, off takers, environment, consultants, taxes and financial sources.

CO-4: Apply the fundamental risk allocation principle of assigning risks and tasks to the party most capable of handling them. Various sources of financing will be discussed including commercial banks, equity sources, the bond markets and leasing.

CO-5: Financial modeling will be used as an important tool in understanding the economics, risks and sensitivities of a project.

### **IM – 816FB Bank Management**

#### **Course Outcomes**

CO-1: Understand essence of commercial banking business;

CO-2: Examine latest trends and regulations in commercial banking arena;

### **IM 818FB: DATA ANALYTICS**

#### **COURSE OUTCOMES:**

CO1: Understand the importance and basics of data analytics in the field of management.

CO2: Obtain, clean/process and transform data.

CO3: Analyze and interpret data using an ethically responsible approach.

CO4: Use appropriate models of analysis, assess the quality of input, derive insight from results, and investigate potential issues.

CO5: Formulate and use appropriate models of data analysis to solve hidden solutions to business-related challenges.

CO6: Interpret data findings effectively to any audience, orally, visually and in written formats.

### **IM-819FB: Strategic Financial Management**

**Course Outcomes:**

- CO1: Understand recent trends and practices in strategic Finance and to understand role and responsibility of chief financial officer.
- CO2: Understand the project financing, inflow and outflow of cash and various methods of capital budgeting which helps in selection of projects.
- CO3: Understand the dividend decisions and their impacts on financial requirements of the Company. To introduce them with income tax and Companies Act provisions related to dividend distribution.
- CO4: Evaluate the sources of short term finance, introduction to Start up Financing and its challenges.
- CO5: Understand working capital requirements for different forms of businesses, sources of working capital finance, introduction of alternate sources of working capital.
- CO6: Understand practical approaches for business valuation.
- CO7: Choosing suitable financial strategies after evaluation of various options available to restructure the corporate firms.

**IM – 816HA Performance Planning & Appraisal****Course Outcomes**

- CO-1: Implement and manage performance management system in support of the strategic goals of the organization.
- CO-2: Comprehend what is meant in an organization performance and how its planning is important in an organization with respect to attaining and maintaining a contented work force for the larger objective of having a competitive edge in the industry.

**IM – 817HA: IR & Labour Laws****Course Outcomes**

- CO-1: Acquainted with various rights and benefits available to the workmen under the legislations.
- CO-2: Learn the importance of the maintenance of Industrial Peace and efforts to reduce the incidence of strikes and lockout and industrial strike are to be emphasized.
- CO-3: Understand the multidimensional complexities of industrial relations to enable him to develop the right perspective of this delicate responsibility to deal with union constructively.

**IM – 815HA Organization Development****Course Outcomes**

- CO-1: Understand importance of Organization Development, and to offer insights into design, development and delivery of OD programmes.
- CO-2: Acquire knowledge and skills in solving organizational problems in order to bring improvement in performance in organization.
- CO-3: Capability to see organizational issues from a number of perspectives with many possible solutions.

**IM – 815HB INTERNATIONAL HRM****COURSE OUTCOMES:**

CO1: Understand knowledge and competencies needed for these professionals to deal effectively with the challenges of an ageing workforce.

CO2: Disseminate best practice methodologies for Human Resource Management.

CO3: Understand the role of Human Resources management (HRM) in international contexts.

### **IM 818HB: DATA ANALYTICS**

#### **COURSE OUTCOMES:**

- CO1: Understand the importance and basics of data analytics in the field of management.
- CO2: Obtain, clean/process and transform data.
- CO3: Analyze and interpret data using an ethically responsible approach.
- CO4: Use appropriate models of analysis, assess the quality of input, derive insight from results, and investigate potential issues.
- CO5: Formulate and use appropriate models of data analysis to solve hidden solutions to business-related challenges.
- CO6: Interpret data findings effectively to any audience, orally, visually and in written formats.

### **IM – 817HB: HR BASED BUSINESS PROCESS AND TRANSFORMATION**

#### **Course Outcomes:**

CO1: Create fit for purpose people functions by aligning HR and business strategy.

CO2: Understand the appropriate structure, capabilities, and systems in place that enables HR scholars to deliver real value to the business outside.

CO3: Successfully build HR capabilities that drive scalable and sustainable business value.

## **MBA MS (5YRS) SEMESTER – IX**

### **IM-901C: STRATEGIC MANAGEMENT (CORE)**

#### **COURSE OUTCOMES**

- CO1: Describe the practical and integrative model of strategic management process that defines basic activities in strategic management.
- CO2: Demonstrate the knowledge and abilities in formulating strategies and strategic plans.
- CO3: Analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement.
- CO4: Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

### **IM-903C: Business Ethics and Corporate Governance**

#### **Course Outcomes:**

CO1: Understand business ethics and problems related to unethical practices in management.

CO2: Understand the applicability of ethics in various parts of an organisation.

CO3: Understand the code of ethics on the basis of effective ethical program development techniques.

CO4: Learn the art of ethical decision making and thereby developing an outlook towards morality and value based living.

- CO5: Understand the mechanism of corporate governance on the basis of worldwide practices and frameworks.
- CO6: Understand the environment in which business operates and impact and role of culture and technology in business.

### **IM-919FA: Multinational Financial Management**

#### **Course Outcomes:**

- CO1: Understand financial decision making in the international global market
- CO2: Prepare the students to identify the different financing mechanisms available in the global market.
- CO3: Practical application of relevant modern finance techniques and concepts in global settings.
- CO4: Understand Multinational Corporate Financial System
- CO5: Understand financing and investment decisions of Multinational Corporations.
- CO6: Understand working capital financing decisions of Multinational Corporations
- CO7: Understand Special Issues concerning Multinational Corporations such as Transfer Pricing, Transnational Alliances, etc.

### **IM-920FA: Investment management**

#### **Course Outcomes:**

- C01: Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior.
- C02: Construct optimal portfolios and illustrate the theory and empirical applications of asset-pricing models.
- C03: Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis.
- C04: Analyze bond prices and yields and fixed-income portfolios.
- C05. Explain what options and futures are and their use as hedging instruments.
- C06. Characterize the implications of the market efficiency evidence on active portfolio management
- C07: Develop the skills to set up own financial consultancy.

### **IM – 921 FB: Financial Research**

#### **Course Outcomes:**

- CO1: Apply the concept of research to solve problem related to behavioural finance, time series analysis corporate finance, stock market and other upcoming issues.
- CO2: Select and define appropriate financial research problem and parameters.
- CO3: understand financial modeling and its application in real time world.
- CO4: Understand project appraisal valuation using financial modeling.

### **IM – 920 FB: Corporate Restructuring**

#### **Course Outcomes:**

- CO1: Understand basic concepts of corporate restructuring, its modes and Identify latest and emerging modes in corporate restructuring.
- CO2: Select and define appropriate strategic planning and alternative approaches to competitive strategy.



- CO3: Meaning of mergers and its legal approach according to Companies Act 2013
- CO4: Financial considerations in Merger
- CO5: Various other modes of Corporate Restructuring
- CO6: Modes of Capital restructuring and its practical problems and buy back of shares.
- CO7: Post merger impact of mergers and practical aspects of leverage and its types.
- CO8: International mergers and various case studies

#### **IM-919HA: HR for Business Excellence**

##### **Course Outcomes:**

- CO1: Acquainted with the importance of HR role in business excellence and to offer insights into various modes of business excellence.
- CO2: Steps in Organizational Structure, benefits of a good organization, Determinants of Organization structure.

#### **IM-920HA: Latest Trends in HRM**

##### **Course Outcomes:**

- CO1: Identify each of the major HRM functions and processes of strategic HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal.
- CO2: Define strategic HR planning and the HRM process to the organization's strategic management and decision-making process.
- CO3: Recall the wide range of sources for attracting and recruiting talent and appropriate practices for job placement.
- CO 4: Recognize emerging trends, opportunities and challenges in performance appraisal.
- CO 5: List training and development processes as well as future trends for HRM globalization.

#### **IM – 919HB: HR Skills**

##### **Course outcomes**

- CO1: Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- CO2: Develop, implement, and evaluate employee orientation, training, and development programs.
- CO3: Research and support the development and communication of the organization's plan.
- CO4: Research and analyze information needs and apply current and emerging information technologies to support the human resources function.
- CO5: Develop, implement, and evaluate organizational development strategies aimed at promoting organizational effectiveness.
- CO6: Present and evaluate communication messages and processes related to the human resources function of the organization.
- CO7: Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.
- CO8: Facilitate and communicate the human resources component of the organization's business plan.

#### **IM – 920HB: Advanced Industrial Psychology**

**Course outcomes**

- CO1: Understand the major areas of organizational and industrial psychology, including human resources; leadership development; employee training, motivation, and satisfaction; group dynamics, organizational climate; and team-building.
- CO2: Increase understanding of underlying theories and their application in organizations.
- CO3: Apply organizational theory to specific organizational situations.
- CO4: Acquire skill in collaborative teamwork, time management, self-motivation, and project planning.

**MBA MS (5YRS) SEMESTER – X****IM-1001B - Industrial Project\ Dissertation****Course outcomes**

- CO9: Considerably more in-depth knowledge of the major subject/field of study, including deeper insight into current research and development work.
- CO10: A capability to contribute to research and development work.
- CO11: The capability to use a holistic view to critically, independently and creatively identify, formulate and deal with complex issues.
- CO12: The capability to plan and use adequate methods to conduct qualified tasks in given frameworks.
- CO13: The capability to critically and systematically integrate knowledge to understand and solve management issues .
- CO14: The capability to clearly present and discuss the conclusions as well as the knowledge and arguments that form the basis for these findings in written form.
- CO15: The capability to identify the issues that must be addressed within the framework of the specific thesis in order to take into consideration all relevant dimensions of sustainable development.
- CO16: A consciousness of the ethical aspects of research and development work.

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