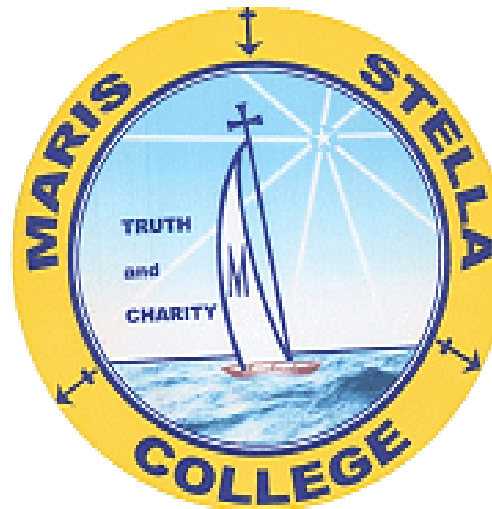


MARIS STELLA COLLEGE (AUTONOMOUS), VIJAYAWADA

A College with Potential for Excellence

NAAC Accredited & ISO 9001: 2015 Certified



PROGRAMME REGISTER

2021-2023

PG DEPARTMENT OF BUSINESS ADMINISTRATION

INDEX

S. No.	Contents	Page No.
1 .	Specializations Offered	3
2 .	Programme Outcomes (POs): 2020-22	4
3 .	Programme Specific Outcomes (PSOs) : 2020-22	5
4 .	Course Outcomes (COs) : 2020-22	7
5 .	Mapping of COs with PSOs & POs	18
6 .	Mapping of Courses with. PSOs	36
7 .	Mapping of courses with POs	42

PG DEPARTMENT OF BUSINESS ADMINISTRATION

S.No.	Programme	Specialisations offered	Programme Code
1	MBA	<ol style="list-style-type: none">1. Marketing Management,2. Human Resource Management3. Financial Management	1501

PROGRAMME OUTCOMES (POs)

At the end of the programme students will have:

PO1: Essential Knowledge:

Comprehensive discipline knowledge and understanding, the ability to engage with different schools of thought and to apply their knowledge in practice including in multidisciplinary or multi- professional contexts.

PO2: Creative and critical thinking and problem solving abilities:

Be effective problem solvers, able to apply critical and evidence-based thinking to conceive innovative responses to future challenges.

PO3: Teamwork and communication skills:

Be able to convey ideas and information effectively to a range of audiences for a variety of purposes and contribute in a positive and collaborative manner to achieving common goals.

PO4: Motivation and preparation in life-long learning:

Exhibit life-long skills; broad based multiple career oriented general skills; self and field based learning skills; digital skills; social responsibility and compassionate commitment; preparedness for living, learning and working in any environment

PO5: Professionalism and leadership readiness:

Be able to engage in professional behaviour and have the potential to be entrepreneurial and take leadership roles in their chosen occupations and communities.

PO6: Intercultural and ethical competency:

Be responsible and effective global citizens whose personal values and practices are consistent with their roles as responsible members of

society.

PO7: Self-awareness and emotional intelligence:

Be self-aware and reflective, flexible and resilient and act with integrity and take responsibility for their actions as empowered women.

PO8: Social responsibility:

Be sensitive to and demonstrate agency in matters of environment, gender and other social issues to promote an equitable society.

PROGRAMME SPECIFIC OUTCOMES (PSOs)

Programme Specific Outcomes: At the end of the programme the students will be able to

PSO1: Apply appropriate principles, theories and concepts to manage an organisation.

PSO2: Demonstrate leadership and team-building skills for coordinating organisational activities.

PSO3: Analyse complex business problems using managerial competencies.

PSO4: Develop proactive thinking to perform effectively in a dynamic business environment.

PSO5: Integrate tools and techniques from multiple functional areas of management in current business scenarios.

PSO6: Propose ethical considerations in making business decisions.

SEMESTER I				
S.No	Course Code	Course Title	Course Outcomes	
1	22MBA 101	Management Process and Organizational Behaviour	CO1	Define concepts functions and principles of management
			CO2	Apply decision-making process in business
			CO3	Support the organization with different interpersonal skills
			CO4	Design organizational structure of various firms
2	22MBA 102	Managerial Economics	CO1	Describe the fundamental tools and theories of managerial economics
			CO2	Identify the demand elasticity for a product
			CO3	Compare micro and macro-economic indicators
			CO4	Analyze recent budget, fiscal discipline and disinvestment proposals of the government of India.
3	22MBA 103	Business Environment	CO1	Demonstrate the concepts and dynamic factors of the business environment
			CO2	Implement different government policies in the organization
			CO3	Analyze the trends & Structure of the Indian Economy
			CO4	Integrate internal environment of business with the external environment
	22MBA 104	Financial Reporting and Analysis	CO1	Define fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.

4			CO2	Analyse the financial, Funds flow and cash flow statements of companies
			CO3	Identify the different cost concepts, cost management techniques and capital issues
			CO4	Analyze the audit reports through different audit techniques
5	22MBA 105	Business Analytics for Managerial decision making	CO1	Identify the Business problems for managerial decision making
			CO2	Develop strategies to improve day to day performance of organizations
			CO3	Explore data to find new patterns and relationships
			CO4	Prepare questionnaire and conduct the market survey
6	22MBA 106	Managerial Communication	CO1	Explain the differences in communication methods and the suitability according to different businesses.
			CO2	Prepare and deliver effective presentations and pitches to suit various business scenarios
			CO3	Identify common social media platforms used by businesses.
			CO4	Write different types of reports with the appropriate format, organization and language
7	22MBA 107	Personality Development	CO1	Identify their personality and achieve their highest goals of life
			CO2	Prepare Practice emotional self regulation
			CO3	Identify positive approach to work and duties
			CO3	Lead with versatile personality

8	22MBA 108	MS Excel and Accounting Tally	CO1	Develop to enter financial data in Tally, and how to interpret the financial results obtained from Tally
			CO2	Develop to enter financial data in Tally, and how to interpret the financial results obtained from Tally

SEMESTER II				
S.No	Course Code	Course Title	Course Outcomes	
9	22MBA 201	Marketing Management	CO1	Business organization Define the role of marketing in the success of busns
			CO2	Identify different marketing mix elements
			CO3	Analyze the needs and wants of customers
			CO4	Demonstrate effective and efficient channel management system and control the marketing plans
10	22MBA 202	Human Resources Management	CO1	Explain the Role of HRM department
			CO2	Prepare HR Plan, Recruitment and Selection process
			CO3	Explore Training & Development and Appraisal Practices
			CO4	Prepare and develop Compensation and Strategic HR Plans
11	22MBA 203	Financial Management	CO1	Demonstrate the basic functions, decisions and responsibilities of a financial manager
			CO2	Evaluate the techniques of investment proposals
			CO3	Analyze the capital structure of a firm.
			CO4	Apply the appropriate management strategy
12	22MBA 204	Entrepreneurship & Small Business Management	CO1	Demonstrate an understanding of start-ups and MSMEs in the Indian context.
			CO2	Develop successful business ideas for new entrepreneurial ventures
			CO3	Identify sources of finances for the start-ups.

			CO4	Explain the differences between institutions supporting entrepreneurs.
13	22MBA 205	Research Methodology & IPR	CO1	Define basic concepts of research and its methodologies.
			CO2	Identifying adequate knowledge on measurement & scaling techniques
			CO3	Analyse data analysis-and hypothesis testing
			CO4	Distinguish between Patents, Trademarks and Copyrights
14	22MBA 206	Operations Research	CO1	Explain the concepts of operations research
			CO2	Analyze the quantitative mathematical models for managerial decision making
			CO3	Develop plans for optimum use of various resources
			CO4	Formulate strategies for real business problems
15	22MBA 207(i)	Leadership and Change Management	CO1	Define knowledge and leadership skills to help organizations chart a successful course through change
			CO2	Apply how to Plan and implement organizational changes by applying effective methodologies
			CO3	Support the organization with effectively lead others through change
			CO4	Design organizational role leadership plays in anticipating and planning readiness and navigating organizational change.
16	22MBA 207(ii)	Consumer Behavior	CO1	Define key terms, concepts, and theories of consumer behavior
			CO2	Apply consumer behaviour concepts to real world marketing problems and develop better marketing programs and strategies to influence those behaviours

			CO3	Support the organization with Analyze the current trends in consumer behaviour; and apply them to the marketing of an actual product or service.
			CO4	Design organizational structure of various firms
17	22MBA 207(iii)	Cost & Management Accounting	CO1	Define concepts in the field of management accounting
			CO2	Apply various methods and techniques of management and cost accounting to optimize the utilization of the resources
			CO3	Support the organization with the utility of different methods in finding optimal solutions of the managerial problems.
			CO4	Evaluate the performance and suitability of different methods used for efficient utilization of the resources
18	22MBA 208	Selling & Negotiation Skills	CO1	Understand and appreciate the skills and competencies required to be an effective sales person
			CO2	Understand and appreciate what it takes to be a good negotiator
			CO3	Manage conflict in the negotiation process
			CO4	Understand the advantages and limitations of various negotiation strategies

SEMESTER III				
S.No	Course Code	Course Title	Course Outcomes	
17	MBA 301	Strategic Management	CO1	Explain the core concepts in strategic management and their application to current business scenarios
			CO2	Formulate strategies and strategic plans.
			CO3	Evaluate challenges faced by managers in implementing strategies.
			CO4	Analyze strategies of various corporate organizations.
18	MBA 302	Project Management	CO1	Demonstrate project planning & implementation in the changing environment.
			CO2	Explain the processes a practitioner undertakes to achieve project goals.
			CO3	Identify various software's in project management.
			CO4	Analyse and appreciate contemporary project management tools and methodologies.
19	MBA 304 MKT	Product and Brand Management	CO1	Demonstrate an understanding of the fundamental concepts of product and brand management
			CO2	Apply brand positioning framework to develop a brand
			CO3	Analyze strategies of competitors.
			CO4	Assess portfolio matrix and product lifecycle to manage firm's product mix
20	MBA 306 MKT	Services Marketing	CO1	Explain the unique challenges of services marketing
			CO2	Demonstrate service blueprinting.

			CO3	Examine services audit plan for services
			CO4	Formulate service marketing mix for new services
21	MBA303 HRM	Human Resource Planning	CO1	Determine the requirements of human resources in the organization
			CO2	Develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR Information
			CO3	Demonstrate an understanding of HR Accounting and HR audit
			CO4	Analyze HR Planning policies and practices of any three product and service organizations
22	MBA 304 HRM	Performance and Reward Management	CO1	Explain the process of performance appraisal & management in the organisations
			CO2	Analyse compensation case studies and practical experiences
			CO3	Prepare a comprehensive compensation plan and good reward system for the organisation
			CO4	Develop strategic HR plans
23	MBA 303 FIN	Financial Institutions and Markets	CO1	Examine the role of the Indian financial system in economic development.
			CO2	Demonstrate the constituents of the Indian Financial System
			CO3	Apply financial concepts for proper fund management in an organization
			CO4	Integrate the functions of organized financial markets at the domestic & international level

24	MBA 305 FIN	Security Analysis and Portfolio Management	CO1	Identify various investment avenues.
			CO2	Determine the price of equity and debt instruments.
			CO3	Construct bond and equity portfolio based on risk & return
			CO4	Evaluate the performance portfolio
GENERIC ELECTIVE				
25	MBA 309	Life skills for managers	CO1	Explain life, personal, social and occupational skills
			CO2	Demonstrate care and open-mindedness towards society
			CO3	Develop risk-taking ability
26	MBA 310	Creativity & Innovation	CO1	Understand building blocks of innovation
			CO2	Value teaming, communication and diversity
			CO3	Create and sustain high levels of innovation

27	MBA 303 MKT	Consumer Behaviour & Marketing Research	CO1	Understand the concept of consumer behaviour
			CO2	Determine the social and cultural dimensions of consumer behaviour.
			CO3	Explain the importance of research in consumer behaviour
			CO4	Develop critical thinking through research
28	MBA305 MKT	Integrated Marketing Communication s	CO1	Understand the essential concepts and techniques for developing IMC.
			CO2	Explain various tools of communication..
			CO3	Design various communication tools.
			CO4	Develop an effective marketing communication program.
29	MBA305 HRM	Training and Development	CO1	Understand concept and practice of training and development in modern organisation
			CO2	Explain the role of the training program in an MNC.
			CO3	Design the process of training program in an organisation
			CO4	Develop pedagogy of case discussions.
30	MBA306 HRM	Organisation Development and Change	CO1	Understand the concepts of change management.
			CO2	Analyse OD techniques.
			CO3	Design different approaches and techniques of OD
			CO4	Develop effective change management strategies.
			CO1	Understand the field of behavioural economics.

31	MBA304	Behavioural Finance	CO2	Understand why people make certain financial choices.
			CO3	Explain stock market anomalies.
			CO4	Develop effective ways of managing finances.
32	MBA306 FIN	Financial Engineering	CO1	Understand the field of financial engineering.
			CO2	Explain the financial risk.
			CO3	Understand financial instruments and strategies.
			CO4	Develop effective ways of managing finances.

IV SEMESTER				
S.No	Course Code	Course Title	Course Outcomes	
33	MBA 401	International Business	CO1	Explain Global Business Environment
			CO2	Determine the role of International monetary system
			CO3	Examine the implications of international trade & investment theories that hold for business practice.
			CO4	Interpret the basic decisions of entry into international business
34	MBA 402	E-Business	CO1	Demonstrate the concepts of e-Commerce and e-Business
			CO2	Explain E-Payments & ECRM
			CO3	Analyze case studies of successful e-business stories
			CO4	Design a new online business idea
35	MBA 403 MKT	Strategic Marketing	CO1	Explain key principles of strategic marketing
			CO2	Develop strategic marketing plans
			CO3	Evaluate an organization's strategic approach towards marketing
			CO4	Analyze situations and make strategic marketing decisions

36	MBA 405 MKT	Retail Management	CO1	Understand the contemporary retail management, issues, strategies and trends in Retailing
			CO2	Examine the role of retailing in the success of the modern business
			CO3	Acclimatize with the insights of retailing, key activities and relationships.
			CO4	Observe the merchandising planning in retail outlets and to make a small report.
37	MBA 403 HRM	Human Resource Development	CO1	Understand the concepts, techniques and practices of human resource development.
			CO2	Demonstrate Coaching, Counseling & Mentoring Skills
			CO3	Design Management Development Programmers
			CO4	Analyze HRD Audit
38	MBA 405 HRM	International HRM	CO1	Demonstrate the basic concepts of IHRM
			CO2	Examine specific issues in IHRM
			CO3	Identify the HR challenges faced by MNCs
			CO4	Analyse IHRM practices in selected countries
39	MBA 404 FIN	Financial Derivatives	CO1	Demonstrate different types of derivative instruments in India.
			CO2	Explain the mechanism of forwards & futures contracts
			CO3	Analyze the option pricing models

			CO4	Discuss different types of swaps
40	MBA 405 FIN	International Financial Management	CO1	Demonstrate the importance of international financial management
			CO2	Determine International monetary system and exposure management
			CO3	Evaluate the techniques of capital budgeting, capital structure and Working capital of an MNC
			CO4	Explain International accounting procedures and taxation policies
Generic Elective				
41	MBA 408	Employability Skills Lab	CO1	Demonstrate communication skills
			CO2	Analyze individual SWOT and Case studies
			CO3	Create self-introductory videos and prepare themselves for GDPI

42	MBA 404 MKT	Sales and Distribution Management	CO1	Demonstrate an understanding of concepts of sales and distribution management and their interrelationships
			CO2	Explain role and responsibility of sales personnel and essential selling skills.
			CO3	Understand the concept of sales organisation and sales effort.
			CO4	Explain the skills and methods required for sales force management.
43	MBA406M KT	Digital and Social Media Marketing	CO1	Demonstrate and understanding of social media marketing
			CO2	Explain role of social media marketing in the current scenario..
			CO3	Develop social media sites, forums and blogs to promote products.
			CO4	Create advertisements on social media.
44	MBA 404 HRM	Strategic HRM	CO1	Understand the concept of strategic HRM.
			CO2	Explain strategies for performance and development at global level.
			CO3	Develop HR systems with business strategy.
			CO4	Create strategies for a global organisation.
45	MBA406H	Stress Management	CO1	Understand the stress management techniques followed by the corporate organisations.

	RM		CO2	Explain the role of stressors on long term effects and illness.
			CO3	Develop strategies to overcome stress
			CO4	Apply stress management principles in order to achieve high levels of performance.
46	MBA403FIN	Financial Services and Risk Management	CO1	Understand the significance of financial services in the current scenario.
			CO2	Explain different types of financial services available in the Indian financial system.
			CO3	Develop knowledge on different types of financial risk in the corporate organisations.
			CO4	Apply risk management techniques to analyse the financial performance of an organisation.
47	MBA406FIN	Corporate Taxation	CO1	Understand the tax provisions of different types of businesses.
			CO2	Explain the significance and procedure of filing returns.
			CO3	Prepare E- filing of returns of any organisation.
			CO4	Compute taxable income, gross total income deductions and carry forward and set-off of losses.

Mapping of COs with POs and PSOs – 2020-22

SEMESTER I						
S. No	Course Code	Course Title	Course Outcomes		Programme Specific Outcomes	Programme Outcomes
1	22MBA 101	Management Process and Organizational Behaviour	CO1	Define concepts functions and principles of management	PSO1,PSO2,P SO3	PO1, PO2,PO3,PO5, PO8
			CO2	Apply decision-making process in business	PSO4,PSO5	PO2,PO3
			CO3	Support the organization with different interpersonal skills	PSO2,PSO3	PO1, PO3,PO4
			CO4	Design organizational structure of various firms	PSO4,PSO5	PO1, PO2,PO3,PO4
2	22MBA 102	Managerial Economics	CO1	Describe the fundamental tools and theories of managerial economics	PSO1,PSO3,P SO4	PO1,PO2, PO3,PO4
			CO2	Identify the demand elasticity for a product	PSO3,SO4,PS O5	PO2, PO3,PO4,PO5
			CO3	Compare micro and macro-economic indicators	PSO3,PSO4,P SO5	PO1, PO2,PO3,PO4
			CO4	Analyze recent budget, fiscal discipline and disinvestment proposals of the government of India.	PSO5,PSO6	PO1, PO2,PO3,PO4, PO6
	22MBA 103	Business Environment	CO1	Demonstrate the concepts and dynamic factors of the business environment	PSO1,PSO2	PO1,PO2,PO3, PO4

3			CO2	Implement different government policies in the organization	PSO1,PSO2,P SO3	PO1,PO3,PO4
			CO3	Analyze the trends & Structure of the Indian Economy	PSO3,PSO4,S O5	PO1, PO2,PO3,O4,P O5
			CO4	Integrate internal environment of business with the external environment	PSO3,PSO4	PO1,PO2,PO3, PO4
4	22MBA 104	Financial Reporting and Analysis	CO1	Define fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary.	PSO1,PSO2	PO1, PO2,PO3,
			CO2	Analyse the financial, Funds flow and cash flow statements of companies	PSO1,PSO2,P SO3,	PO3,PO5,PO6
			CO3	Identify the different cost concepts, cost management techniques and capital issues	PSO1,PSO2PS O3	PO1,PO2,PO3P O4
			CO4	Analyze the audit reports through different audit techniques	PSO1,PSO3,P SO4	PO1, PO2,PO3,PO4
5	22MBA 105	Business Analytics for Managerial decision making	CO1	Identify the Business problems for managerial decision making	PSO1,PSO2,P SO4	PO1,PO2,PO7
			CO2	Develop strategies to improve day to day performance of organizations	PSO1, PSO2,PSO3	PO4,PO5,PO6
			CO3	Explore data to find new patterns and relationships	PSO5, PSO6	PO6,PO7,PO8
			CO4	Prepare questionnaire and conduct the market survey	PSO3,PSO4,P SO5	PO2,PO5,PO6

6	22MBA 106	Managerial Communication	CO1	Explain the differences in communication methods and the suitability according to different businesses.	PSO1,PSO2,P SO4	PO1,PO2
			CO2	Prepare and deliver effective presentations and pitches to suit various business scenarios	PSO3,PSO4,P SO5	PO1,PO2,PO5
			CO3	Identify common social media platforms used by businesses.	PSO1,PSO2,P SO3	PO1,PO3,PO2
			CO4	Write different types of reports with the appropriate format, organization and language	PSO4, PSO5	PO4,PO5,PO6
7	22MBA 107	Personality Development	CO1	Identify their personality and achieve their highest goals of life	PSO1,PSO2	PO1,PO2,PO3
			CO2	Prepare Practice emotional self regulation	PSO1,PSO4,P SO5	PO1,PO2,PO6
			CO3	Identify positive approach to work and duties	PSO1,PSO3,P SO5	PO1,PO2,PO3, PO5
			CO3	Lead with versatile personality	PSO3,PSO4,P SO5	PO1,PO2,PO3, PO6
LAB/PRACTICAL/ PROJECTWORK						
8	22MBA 108	MS Excel and Accounting Tally	CO1	Develop to enter financial data in Tally, and how to interpret the financial results obtained from Tally	PSO1,PSO2	PO1,PO4,PO5, PO7
			CO2	Develop to enter financial data in Tally, and how to interpret the financial results obtained from Tally	PSO2, PSO4,PSO5	PO1,PO2,PO3, PO4,PO7

SEMESTER II						
S.No	Course Code	Course Title	Course Outcomes		Programme Specific Outcomes	Programme Outcomes
9	22MBA 201	Marketing Management	CO1	Business organization Define the role of marketing in the success of busns	PSO1,PSO2	PO1,PO2,PO3
			CO2	Identify different marketing mix elements	PSO1,PSO2	PO1,PO2,PO3
			CO3	Analyze the needs and wants of customers	PSO3,PSO4,PSO5	PO2,PO4,PO5
			CO4	Demonstrate effective and efficient channel management system and control the marketing plans	PSO1,PSO2,PSO5	PO1,PO2,PO3,PO4
10	22MBA 202	Human Resources Management	CO1	Explain the Role of HRM department	PSO1,PSO2	PO1,PO2,PO3
			CO2	Prepare HR Plan, Recruitment and Selection process	PSO3, PSO4,PSO5	PO1,PO2,PO3,PO5
			CO3	Explore Training & Development and Appraisal Practices	PSO3,PSO4,PSO5	PO1,PO3,PO5
			CO4	Prepare and develop Compensation and Strategic HR Plans	PSO1,PSO3,PSO4	PO1,PO3,PO4,PO7
11	22MBA 203	Financial Management	CO1	Demonstrate the basic functions, decisions and responsibilities of a financial manager	PSO1,PSO2,PSO3	PO1,PO2,PO3,PO6
			CO2	Evaluate the techniques of investment proposals	PSO3,PSO4,PSO5	PO1,PO2,PO3,PO5,PO6

			CO3	Analyze the capital structure of a firm.	PSO3,PSO4,PSO5,PSO6	PO1,PO2,PO3,PO4,PO5
			CO4	Apply the appropriate management strategy	PSO1,PSO3,PSO4,PSO5	PO1,PO2,PO3,PO4,PO5
12	22MBA 204	Entrepreneurship & Small Business Management	CO1	Demonstrate an understanding of start-ups and MSMEs in the Indian context.	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO2	Develop successful business ideas for new entrepreneurial ventures	PSO3,PSO4,PSO5	PO1,PO2,PO3,PO4,PO5
			CO3	Identify sources of finances for the start-ups.	PSO1,PSO2,PSO3,PSO4	PO1,PO3,PO4,PO8
			CO4	Explain the differences between institutions supporting entrepreneurs.	PSO3,PSO4,PSO5	PO1,PO2,PO3,PO6,PO8
13	22MBA 205	Research Methodology & IPR	CO1	Define concepts basic concepts of research and its methodologies.	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO2	Identifying adequate knowledge on measurement & scaling techniques	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4,PO5
			CO3	Analyse data analysis-and hypothesis testing	PSO1,PSO2	PO1,PO2,PO3,PO4
			CO4	Distinguish between Patents, Trademarks and Copy Rights	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4,PO6,PO8
14	22MBA 206	Operations Research	CO1	Explain the concepts of operations research	PSO1,PSO2,PSO3	PO1,PO2,PO3

			CO2	Analyze the quantitative mathematical models for managerial decision making	PSO1,PSO2,PSO3	PO1,PO2,PO3,PO5
			CO3	Develop plans for optimum use of various resources	PSO3,PSO4,PSO5	PO1,PO2,PO3,PO4
			CO4	Formulate strategies for real business problems	PSO2,PSO3,PSO4,PSO5	PO1,PO2,PO3,PO6
DOMAIN SPECIFIC ELECTIVE COURSES(CHOOSE ANY ONE)						
15	22MBA 207(i)	Leadership and Change Management	CO1	Define knowledge and leadership skills to help organizations chart a successful course through change	PSO1,PSO2,PSO3,PSO5	PO1,PO2,PO3,PO4
			CO2	Apply how to Plan and implement organizational changes by applying effective methodologies	PSO1,PSO2,PSO3,PSO4	PO1,PO3,PO4,PO8
			CO3	Support the organization with effectively lead others through change	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO4	Design organizational role leadership plays in anticipating and planning readiness and navigating organizational change.	PSO1,PSO2,PSO3,PSO4	PO1, PO2, PO3,PO4,PO5
16	22MBA 207(ii)	Consumer Behaviour	CO1	Define key terms, concepts, and theories of consumer behaviour	PSO1,PSO2,PSO3,PSO5	PO1,PO2,PO3,PO4
			CO2	Apply consumer behaviour concepts to real world marketing problems and develop better marketing programs and strategies to influence those behaviours	PSO1,PSO2,PSO3,PSO4	PO1,PO3,PO4,PO8

			CO3	Support the organization with Analyze the current trends in consumer behaviour; and apply them to the marketing of an actual product or service.	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO4	Design organizational structure of various firms	PSO1,PSO2,PSO3,PSO4	PO1, PO2, PO3,PO4,PO5
17	22MBA 207(iii)	Cost & Management Accounting	CO1	Define concepts in the field of management accounting	PSO1,PSO2,PSO3,PSO5	PO1,PO2,PO3,PO4
			CO2	Apply various methods and techniques of management and cost accounting to optimize the utilization of the resources	PSO1,PSO2,PSO3,PSO5	PO1,PO2,PO3,PO4
			CO3	Support the organization with the utility of different methods in finding optimal solutions of the managerial problems.	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO4	Evaluate the performance and suitability of different methods used for efficient utilization of the resources	PSO1,PSO2,PSO3,PSO4	PO1, PO2, PO3,PO4,PO5
LAB/PRACTICAL/PROJECTWORK						
18	22MBA 208	Selling & Negotiation Skills	CO1	Understand and appreciate the skills and competencies required to be an effective sales person	PSO1,PSO2,PSO3,PSO5	PO1,PO2,PO3,PO4
			CO2	Understand and appreciate what it takes to be a good negotiator	PSO1,PSO2,PSO3,PSO5	PO1,PO2,PO3,PO4
			CO3	Manage conflict in the negotiation process	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4

			CO4	Understand the advantages and limitations of various negotiation strategies	PSO1,PSO2,PSO3,PSO4	PO1, PO2, PO3,PO4,PO5
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SEMESTER III						
S.No	Course Code	Course Title	Course Outcomes		Programme Specific Outcomes	Programme Outcomes
17	MBA 301	Strategic Management	CO1	Explain the core concepts in strategic management and their application to current business scenarios	PSO1,PSO2 ,PSO3,PSO4	PO1,PO2,P O3,PO4
			CO2	Formulate strategies and strategic plans.	PSO1,PSO2 ,PSO4,PSO5	PO1,PO2,P O3,PO5
			CO3	Evaluate challenges faced by managers in implementing strategies.	PSO3,PSO4 ,PSO5	PO1,PO2,P O3,PO4,PO7
			CO4	Analyze strategies of various corporate organizations.	PSO3,PSO4 ,PSO5	PO1,PO2,P O3,PO5
18	MBA 302	Project Management	CO1	Demonstrate project planning & implementation in the changing environment.	PSO1,PSO2 ,PSO3,PSO4	PO1,PO2,P O3,PO4
			CO2	Explain the processes a practitioner undertakes to achieve project goals.	PSO1,PSO2 ,PSO3	PO1,PO2,P O3,PO5
			CO3	Identify various software's in project management.	PSO1,PSO2 , PSO3	PO1,PO2,P O3,PO5
			CO4	Analyse and appreciate contemporary project management tools and methodologies.	PSO2,PSO3 ,PSO5	PO1,PO2,P O3,PO4

19	MBA 304 MKT	Product and Brand Management	CO1	Demonstrate an understanding of the fundamental concepts of product and brand management.	PSO1,PSO2 ,PSO3	PO1,PO2,P O3
			CO2	Apply brand positioning framework to develop a brand.	PSO3,PSO4	PO1,PO2,P O3,PO4
			CO3	Describe the methods of effectively managing brands including how to build brand equity and establish brand identity.	PSO2,PSO3 ,PSO4	PO1,PO2,P O3,PO4
			CO4	Formulate effective brand strategies for consumers and businesses, goods and services.	PSO1,PSO2 ,PSO3, PSO5	PO1,PO2,P O3,PO4
20	MBA 306 MKT	Services Marketing	CO1	Explain the unique challenges of services marketing	PSO1,PSO2 ,PSO3	PO1,PO2,P O3
			CO2	Demonstrate service blue printing.	PSO1,PSO2 ,PSO3,PSO 4	PO1,PO2,P O3,PO4
			CO3	Examine services audit plan for services	PSO1,PSO2 ,PSO3,PSO 4	PO1,PO2,P O3,PO4
			CO4	Formulate service marketing mix for new services	PSO1,PSO2 , PSO3, PSO4	PO1,PO2,P O3,PO4
21	MBA30 3 HRM	Human Resource Planning	CO1	Determine the requirements of human resources in the organization	PSO1,PSO2 ,PSO3,PSO 4	PO1, PO2,PO3,P O4

			CO2	Develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR Information	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3, PO5
			CO3	Demonstrate an understanding of HR Accounting and HR audit	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO6
			CO4	Analyze HR Planning policies and practices of any three product and service organizations	PSO1,PSO2,PSO3,PSO5	PO1,PO2,PO3,PO4
22	MBA 304 HRM	Performance and Reward Management	CO1	Explain the process of performance appraisal & management in the organizations	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3
			CO2	Analyse compensation case studies and practical experiences	PSO1,PSO2,PSO3	PO1,PO2,PO3,
			CO3	Prepare a comprehensive compensation plan and good reward system for the organization	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO4	Develop strategic HR plans	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO5
	MBA 303 FIN	Financial Institutions and Markets	CO1	Examine the role of the Indian financial system in economic development.	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO5

23			CO2	Demonstrate the constituents of the Indian Financial System	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO5
			CO3	Apply financial concepts for proper fund management in an organization	PSO3,PSO4,PSO5	PO1,PO2,PO3,PO4
			CO4	Integrate the functions of organized financial markets at the domestic & international level	PSO1,PSO3,PSO5	PO1,PO2,PO3,PO4
24	MBA 305 FIN	Security Analysis and Portfolio Management	CO1	Identify various investment avenues.	PSO1,PSO2,PSO3	PO1,PO2,PO3,PO4
			CO2	Determine the price of equity and debt instruments.	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO5
			CO3	Construct bond and equity portfolio based on risk & return	PSO1,PSO2,PSO3,PSO5	PO1,PO2,PO3,PO4
			CO4	Evaluate the performance portfolio	PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4,PO5
GENERIC ELECTIVE						
25	MBA 309	Life skills for Managers	CO1	Explain life, personal, social and occupational skills	PSO1,PSO2,PSO3	PO1,PO5,PO7
			CO2	Demonstrate care and open mindedness towards society	PSO1,PSO2,PSO3	PO1,PO4,PO7

			CO3	Develop risk-taking ability	PSO1,PSO3,PSO4	PO1,PO2,PO3,PO4
26	MBA 310	Creativity & Innovation	CO1	Understand building blocks of innovation	PSO1,PSO2,PSO3	PO1,PO2,PO3,PO4
			CO2	Apply Value teaming, communication and diversity	PSO2,PSO3,PSO4,PSO5	PO1,PO2,PO3,PO4
			CO3	Create and sustain high levels of innovation	PSO1,PSO3,PSO4	PO1,PO2,PO3

27	MBA 303 MKT	Consumer Behaviour & Marketing Research	CO1	Understand the concept of consumer behaviour	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO2	Determine the social and cultural dimensions of consumer behaviour.	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO3	Explain the importance of research in consumer behaviour	PSO1,PSO3	PO1,PO2,P O3
			CO4	Develop critical thinking through research	PSO1,PSO2 PSO4,PSO5	PO1,PO2,P O3,PO4
28	MBA30 5MKT	Integrated Marketing Communica tions	CO1	Understand the essential concepts and techniques for developing IMC.	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO2	Explain various tools of communication used by corporate organisations	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO3	Design various communication tools to promote brands.	PSO3,PSO4, PSO5	PO1,PO2,P O3
			CO4	Develop an effective marketing communication program.	PSO3,PSO4, PSO5	PO1,PO3,P O4
29	MBA30 5HRM	Training and Developme nt	CO1	Understand concept and practice of training and development in modern organisation	PSO1,PSO2, PSO3	PO1.PO2,P O3
			CO2	Explain the role of the training program in an MNC.	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO3	Design the process of training program in an organisation	PSO2,PSO3, PSO4	PO1,PO2,P O3

			CO4	Develop pedagogy of case discussions.	PSO3,PSO4, PSO5	PO1,PO2,P O3,PO4
30	MBA306FIN	Financial Engineering	CO1	Analyse why people make certain financial choices.	PSO3,PSO4, PSO5	PO1,PO2,P O3,PO4
			CO2	Explain stock market anomalies.	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO3	Develop effective ways of managing finances.	PSO3,PSO4, PSO5	PO1,PO2,P O3,PO4
			CO4	Develop effective ways of managing finances.	PSO1,PSO2, PSO4	PO1,PO2,P O3
31	MBA306HRM	Organization Development and Change	CO1	Understand the concepts of change management.	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO2	Analyse OD techniques.	PSO1,PSO2, PSO4,PSO5	PO1,PO3,P O4,PO5
			CO3	Design different approaches and techniques of OD	PSO1,PSO2, PSO4,PSO5	PO1,PO3,P O4,PO5
			CO4	Develop effective change management strategies.	PSO4,PSO5	PO1, PO2,PO5
32	MBA304FIN	Behavioural Finance	CO1	Understand the field of behavioural economics.	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO2	Understand why people make certain financial choices.	PSO1,PSO2, PSO3	PO1,PO2,P O3

			CO3	Explain stock market anomalies.	PSO1,PSO2, PSO3	PO1,PO2,P O3
			CO4	Develop effective ways of managing finances.	PSO1,PSO3 PSO4	PO1, PO2,PO3,P O4

IV SEMESTER						
S.No	Course Code	Course Title	Course Outcomes		Programme Specific Outcomes	Programme Outcomes
33	MBA 401	International Business	CO1	Explain Global Business Environment	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO2	Determine the role of the International monetary system	PSO1,PSO2,PSO3	PO1,PO2,PO3,PO4
			CO3	Examine the implications of international trade & investment theories.	PSO3,PSO4,PSO5	PO1,PO2,PO4
			CO4	Interpret the basic decisions of entry into international business	PSO1,PSO2,PSO4	PO1,PO2,PO4
34	MBA 402	E-Business	CO1	Demonstrate the concepts of e-Commerce and e-Business	PSO1,PSO2,PSO4	PO1,PO2,PO3
			CO2	Explain E-Payments & ECRM	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO3	Analyze case studies of successful e-business stories	PSO3,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO4	Design a new online business idea	PSO4,PSO5	PO1,PO2,PO3,PO4
		Strategic Marketing	CO1	Explain key principles of strategic marketing	PSO1,PSO2,PSO3	PO1,PO2,PO3

35	MBA 403 MKT		CO2	Develop strategic marketing plans	PSO4,PSO5	PO1,PO2,PO3, PO4
			CO3	Evaluate an organization's strategic approach towards marketing	PSO2,PSO3,PS O4	PO1,PO2,PO4
			CO4	Analyze situations and make strategic marketing decisions	PSO4,PSO5	PO1,PO4,PO5
36	MBA 405 MKT	Retail Management	CO1	Define concepts and theories of retailing	PSO1,PSO2	PO1,PO2,PO3
			CO2	Identify and differentiate retail strategies according to types and location.	PSO1,PSO2,PS O4	PO1,PO2,PO3
			CO3	Demonstrate an understanding of nuances of retail management related to human resources and finances.	PSO1,PSO3,PS O4	PO1,PO2,PO3
			CO4	Examine the retail store management and CRM practices.	PSO4,PSO5,PS O6	PO1,PO2,PO3, PO5
37	MBA 403 HRM	Human Resource Development	CO1	Understand the concepts, techniques and practices of human resource development.	PSO1,PSO2,PS O3	PO1,PO2,PO3, PO4
			CO2	Demonstrate Coaching, Counselling & Mentoring Skills	PSO1,PSO2,PS O3	PO1,PO2,PO5
			CO3	Design Management Development Programmers	PSO4,PSO5,PS O6	PO4,PO5,PO6

			CO4	Analyze HRD Audit	PSO3,PSO4,PSO5	PO1,PO2,PO3
38	MBA 405 HRM	International HRM	CO1	Demonstrate the basic concepts of IHRM	PSO1,PSO2,PSO4	PO1,PO2,PO3
			CO2	Examine specific issues in IHRM	PSO3,PSO4,PSO5	PO1,PO2,PO3
			CO3	Identify the HR challenges faced by MNCs	PSO1,PSO2,PSO3	PO1,PO2,PO3,PO6
			CO4	Analyse IHRM practices in selected countries	PSO4,PSO5,PSO6	PO1, PO4,PO5,PO6
39	MBA 404 FIN	Financial Derivatives	CO1	Demonstrate different types of derivative instruments in India.	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO2	Explain the mechanism of forwards & futures contracts	PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO3	Analyze the option pricing models	PSO3,PSO4,PSO5	PO1,PO2,PO3,PO4
			CO4	Discuss different types of swaps	PSO1,PSO2,PSO3	PO1,PO2,PO3
40	MBA 405 FIN	International Financial Management	CO1	Demonstrate the importance of international financial management	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO2	Define International monetary system and exposure management	PSO1,PSO2,PSO3	PO1,PO2,PO3

			CO3	Evaluate the techniques of capital budgeting, capital structure and Working capital of an MNC	PSO3,PSO4,PSO5	PO1,PO2,PO3,PO4
			CO4	Explain International accounting procedures and taxation policies	PSO1,PSO2,PSO3	PO1,PO3,PO4,PO6
41	MBA 408	Employability Skills Lab	CO1	Demonstrate communication skills	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3
			CO2	Analyse individual SWOT and Case studies	PSO4,PSO5,PSO6	PO1,PO4,PO5,PO7
			CO3	Create self-introductory videos and prepare themselves for GDPI	PSO4,PSO5,PSO6	PO1,PO3,PO4,PO5

42	MBA 404 MKT	Sales and Distribution Management	CO1	Demonstrate an understanding of concepts of sales and distribution management and their interrelationships	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO2	Explain role and responsibility of sales personnel and essential selling skills.	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO3	Understand the concept of sales organisation and sales effort.	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO4	Explain the skills and methods required for sales force management.	PSO1,PSO2,PSO3	PO1,PO2,PO3
43	MBA406 MKT	Digital and Social Media Marketing	CO1	Demonstrate and understanding of social media marketing	PSO1,PSO2,PSO3	PO1,PO2,PO3,PO4
			CO2	Explain role of social media marketing in the current scenario..	PSO1,PSO3,PSO4	PO1,PO2,PO4
			CO3	Develop social media sites, forums and blogs to promote products.	PSO4,PSO5,PSO6	PO1,PO2,PO3,PO4,PO5
			CO4	Create advertisements on social media.	PSO5,PSO6	PO1,PO2,PO4,PO5
44	MBA 404 HRM	Strategic HRM	CO1	Understand the concept of strategic HRM.	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO2	Explain strategies for performance and development at global level.	PSO1,PSO3,PSO4	PO1,PO2,PO3,PO5

			CO3	Develop HR systems with business strategy.	PSO4,PSO5,PSO6	PO1, PO2,PO4,PO5
			CO4	Create strategies for a global organisation.	PSO5,PSO6	PO1, PO2,PO3,PO4
45	MBA406 HRM	Stress Management	CO1	Understand the stress management techniques followed by the corporate organisations.	PSO1,PSO2,PSO4	PO1,PO2,PO4
			CO2	Explain the role of stressors on long term effects and illness.	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO3	Develop strategies to overcome stress	PSO4,PSO5,PSO6	PO1, PO2,PO3,PO4
			CO4	Apply stress management principles in order to achieve high levels of performance.	PSO1,PSO2,PSO3	PO1, PO2,PO3,PO4
46	MBA403 FIN	Financial Services and Risk Management	CO1	Understand the significance of financial services in the current scenario.	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO2	Explain different types of financial services available in the Indian financial system.	PSO1,PSO2,PSO3,PSO4	PO1,PO2,PO3,PO5
			CO3	Develop knowledge on different types of financial risk in the corporate organisations.	PSO3,,PSO4	PO1,PO2,PO3,PO4
			CO4	Apply risk management techniques to analyse the financial performance of an organisation.	PSO1,PSO2,PSO3,PSO4	PO1,PO3,PO4,PO5

47	MBA406 FIN	Corporate Taxation	CO1	Understand the tax provisions of different types of businesses.	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO2	Explain the significance and procedure of filing returns.	PSO1,PSO2,PSO3	PO1,PO2,PO3
			CO3	Prepare E- filing of returns of any organisation.	PSO2,PSO3,PSO4	PO1,PO2,PO3,PO4
			CO4	Compute taxable income, gross total income deductions and carry forward and set-off of losses.	PSO2,PSO3,PSO4,PSO5	PO1,PO2,PO3,PO5

Mapping of Courses with PSOs

Course Title	PSO1	PSO2	PS O3	PSO4	PSO5	PSO6
Management Process and Organizational Behaviour	✓	✓	✓	✓	✓	
Managerial Economics	✓		✓	✓	✓	✓
Business Environment and Business Laws	✓	✓	✓	✓	✓	
Financial Reporting and Analysis	✓	✓	✓	✓		

Business Analytics for Managerial Decision Making	✓	✓	✓	✓	✓	✓
Managerial Communication	✓	✓	✓	✓	✓	
Personality Development through Life Enlightenment Skills	✓	✓	✓	✓	✓	
MS Excel and Accounting Tally	✓	✓		✓	✓	
Marketing Management	✓	✓	✓	✓	✓	

Human Resources Management	✓	✓	✓	✓	✓	
Financial Management	✓	✓	✓	✓	✓	✓
Entrepreneurship & Small Business Management	✓	✓	✓	✓	✓	
Research Methodology & IPR	✓	✓	✓	✓		
Operations Research	✓	✓	✓	✓	✓	

Leadership and Change Management	✓	✓	✓	✓	✓	
Consumer Behavior	✓	✓	✓	✓	✓	
Cost & Management Accounting	✓	✓	✓	✓	✓	
Selling & Negotiation Skills	✓	✓	✓	✓	✓	
Strategic Management	✓	✓	✓	✓	✓	
Project Management	✓	✓	✓		✓	
Human Resource Planning	✓	✓	✓		✓	

Performance and Reward Management	✓	✓	✓	✓		
Security Analysis and Portfolio Management	✓	✓	✓	✓		
Financial Institutions and Markets	✓	✓	✓	✓	✓	
Product and Brand Management	✓	✓	✓	✓	✓	
Services Marketing	✓	✓	✓	✓		
Consumer Behaviour and Marketing Research	✓	✓	✓	✓	✓	
Integrated Marketing Communications	✓	✓	✓	✓	✓	

Training & Development	✓	✓	✓	✓	✓	
Organisation Development and Change	✓	✓	✓	✓	✓	
Behavioural Finance	✓	✓	✓	✓		
Financial Engineering	✓	✓	✓	✓	✓	
Life Skills for Managers	✓	✓	✓	✓		
Creativity and Innovation	✓	✓	✓	✓		

International Business	✓	✓	✓	✓	✓	
E-Business	✓	✓	✓	✓	✓	
International Human Resource Management HRM	✓	✓	✓	✓	✓	✓
International Financial Management	✓	✓	✓	✓	v✓	
Financial Derivatives	✓	✓	✓	✓	✓	
Human Resource Development	✓	✓	✓	✓	✓	✓
Retail Management	✓	✓	✓	✓	✓	✓
Strategic Marketing	✓	✓	✓	✓	✓	

Sales and Distribution Management	✓	✓	✓	✓		
Digital and Social Media Marketing	✓	✓	✓	✓	✓	✓
Strategic HRM	✓	✓	✓	✓	✓	✓
Stress Management	✓	✓	✓	✓	✓	✓
Financial Services and Risk Management	✓	✓	✓	✓		
Corporate Taxation	✓	✓	✓	✓	✓	
Employability Skills	✓	✓	✓	✓	✓	✓

Mapping of Courses with POs

Course Title	PO1 Essential Knowledge	PO2 Creative and critical thinking and problem solving abilities	PO3 Teamwork and communication skills	PO4 Motivation and preparation in life-long learning	PO5 Professionalism and leadership readiness	PO6 Inter-cultural and ethical competency	PO7 Self-awareness and emotional intelligence	PO8 Social Responsibility
MPOB	✓	✓	✓	✓	✓			✓
ME	✓	✓	✓	✓	✓	✓		
BE&BL	✓	✓	✓	✓	✓			
FR&A	✓	✓	✓	✓	✓	✓		
BAMDM	✓	✓		✓	✓	✓	✓	✓
MC	✓	✓	✓	✓	✓	✓		

PD	✓	✓	✓		✓	✓		
MS EXCEL &AT	✓	✓	✓	✓	✓		✓	
MM	✓	✓	✓	✓	✓			✓
HRM	✓	✓	✓	✓	✓		✓	
FM	✓	✓	✓	✓	✓	✓		
E&SBM	✓	✓	✓	✓	✓	✓		✓
RM&IPR	✓	✓	✓	✓	✓	✓		✓
OR	✓	✓	✓	✓	✓	✓		

L&CM	✓	✓	✓	✓	✓			✓
CB	✓	✓	✓	✓	✓			
C&MA	✓	✓	✓	✓	✓			✓
S & N SKILLS	✓	✓	✓	✓	✓	✓		
SM	✓	✓	✓	✓	✓			
PM	✓	✓	✓	✓	✓			
HRP	✓	✓	✓	✓	✓	✓		
PRM	✓	✓	✓	✓	✓			

SAPM	✓	✓	✓	✓	✓			
FIM	✓	✓	✓	✓	✓			
BM	✓	✓	✓	✓				
SRM	✓	✓	✓	✓				
T& D	✓	✓	✓	✓				
OD & Change	✓	✓	✓	✓	✓			

CB & MR	✓	✓	✓	✓				
IMC	✓	✓	✓	✓				
BF	✓	✓	✓	✓				
FE	✓	✓	✓	✓				
LSM	✓	✓	✓	✓	✓		✓	
CRI	✓	✓	✓	✓				

IB	✓	✓	✓	✓				
EB	✓	✓	✓	✓			✓	
IHRM	✓	✓	✓	✓	✓	✓	✓	
IFM	✓	✓	✓	✓		✓		
FD	✓	✓	✓	✓				
HRD	✓	✓	✓	✓	✓	✓		
RM	✓	✓	✓		✓			
SM	✓	✓	✓	✓	✓			

ES	✓	✓	✓	✓	✓		✓	
SHRM	✓	✓	✓	✓	✓			
SM	✓	✓	✓	✓				
FS & RM	✓	✓	✓	✓	✓			
CT	✓	✓	✓	✓	✓			
S & DM	✓	✓	✓	✓				
D & SMM	✓	✓	✓	✓	✓			