



Dr. D. Y. PATIL EDUCATIONAL FEDERATION
Dr. D. Y. Patil Institute of Management and Entrepreneur Development
Approved by AICTE, Affiliated to SPPU Pune

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Founder Dr. D Y Patil Group

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Director

CRITERION II

Student Performance and Learning Outcome

2.6.1: Programme Outcomes (POs) and Course Outcomes (COs) for all Programmes offered by the institution are stated and displayed on website

Sr.no	Content
1.	Syllabus Introduction and Programme Outcomes of MBA
2.	Syllabus Introduction and Programme Outcomes of MCA
3.	CO's of All courses of MBA & MCA



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Master of Business Administration (MBA) –Syllabus 2019 Pattern (revised)

2 year, 4 Semester Full time Programme Choice Based Credit System (CBCS) and Grading System Outcome Based Education Pattern

MBA I effective from AY 2022-23

MBA II effective from AY 2022-23

1.0 Preamble: The revised MBA Curriculum 2022 finetunes the MBA 2019 Pattern which was built upon the Choice Based Credit System (CBCS) and Grading System and the Outcome Based Education. The MBA Curriculum 2022 also incorporates several aspects of NEP.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- There must be a performer – the student (learner), not only the teacher
- There must be something performable (thus demonstrable or assessable) to perform
- The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of **broad future-focused student performance outcomes** that explicitly identify what students will be **able to do with what they have learned**, and **what they will be like** after they leave school and are **living full and productive lives**. Thus PEOs are what the programme is preparing graduates for in their **career and professional life** (to attain within a **few years** after graduation¹).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the **qualities, knowledge and capabilities** that students are encouraged to take responsibility for developing throughout their studies and are the **defining characteristics** of the students passing out of the MBA program. These attributes include, but go **beyond, the disciplinary expertise or technical knowledge**.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of the programme** are expected to know and be able to perform or attain **by the time of graduation**.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of a particular specialization of the programme** are expected to know and be able to perform or attain **by the time of graduation**. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a **specific task** that he/she is able to perform at a **given level of competence under a certain situation**. The three broad types of learning outcomes are:

- Disciplinary knowledge and skills
- Generic skills
- Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the **complex performances** a student should be capable of as a result of **learning experiences within a course**.

2.1.8 Teaching and Learning Activities (TLAs): The set of **pedagogical tools and techniques** or the teaching and learning activities that aim to **help students to attain** the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Assessment: It is the process of collecting, recording, scoring, describing and interpreting information about learning

2.1.10 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What **evidence of student learning** is most **relevant for each learning outcome** and **what standard or criteria** will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.1.11 Rubric (Assessment Rubric): A rubric for assessment, also called a scoring guide, is a tool used to interpret and grade students on any kind of work against criteria and standards.

2.2 Academic credit: An academic credit is a unit by which the course work (theory/ practical/ training) is measured. Each course may be allotted credits in proportion to the time expected to be devoted by the student for that course. Thus, it determines the number of hours of instructions required per week

¹ Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA, BE, etc.

2.2.1 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

- a) *every ONE hour session per week of L amounts to 1 credit per semester*
- b) *every TWO hour tutorial per week of L amounts to 1 credit per semester*
- c) *a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

2.2.2 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.2.3 Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.2.4 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

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

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

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

3.3 Programme Specific Outcomes (PSOs): It is expected that Institutes define the PSOs for each specialization / major-minor combination. PSOs shall also vary based upon the customized combination of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

4.0 MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Formative Assessment (FA) Marks	Summative Evaluation (SE) Marks	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
ADDITIONAL COURSE TYPES						

Savitribai Phule Pune University, Pune

Faculty of Commerce and Management

Master of Computer Applications (MCA)

Programme Curriculum (Sem. I & II) (2020-2022)

Preamble:

1. The name of the programme shall be Masters of Computer Applications (M.C.A)
2. The revised MCA Curriculum 2020 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System initiated in the AY 2015. The curriculum takes the MCA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.
3. The Institutes should organize placement programme for M.C.A. students by interacting with Industries and software consultancy.
4. At the end of each semester, appearing for various certifications is possible for each student enabling them to make their resume rich.
5. With the rapidly changing scenario industry and academia should identify possible areas of collaboration and work together. Institute's placement cell should focus on identifying industrial expectations and institutional preparation for meeting industrial needs.

Introduction:

1. Definition: Outcome Based Education:

1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- 1.1.1** There must be a performer – the student (learner), not only the teacher
- 1.1.2** There must be something performable (thus demonstrable or assessable) to perform
- 1.1.3** The focus is on the performance, not the activity or task to be performed

1.2 Programme Educational Objectives (PEOs): Programme educational objectives are broad statements that describe the career and professional accomplishments that the programme is preparing graduates to achieve. Programme Educational Objectives are a set of broad future focused learner's performance outcomes that explicitly identify what learners will be able to do with what they have learned, and what they will be like after they leave institution and are living full and productive lives. Thus, PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation).

- 1.3 Programme Outcomes (POs):** Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.
- 1.4 Course Outcomes (COs):** Course Outcomes are narrower statements that describe what students are expected to know and be able to do at the end of each course. These relate to the skills, knowledge, and behavior that students acquire in their matriculation through the course.
- 1.5 Learning Outcomes:** A learning outcome is what a student CAN DO because of a learning experience. It describes a specific task that he/she can perform at a given level of competence under a certain situation. The three broad types of learning outcomes are: a) Disciplinary knowledge and skills b) Generic skills c) Attitudes and values
- 1.6 Teaching and Learning Activities (TLAs):** The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.
- 1.7 Assessment and Evaluation:** Assessment is one or more processes, carried out by the institution, that identify, collect, and prepare data to evaluate the achievement of programme educational objectives and programme outcomes. Evaluation is one or more processes, done by the evaluation team, for interpreting the data and evidence accumulated through assessment practices. Evaluation
- 1.8** determines the extent to which programme educational objectives or programme outcomes are being achieved, and results in decisions and actions to improve the programme.

2. MCA Programme Focus:

The basic objective of the Master of Computer Applications (MCA) is to provide a steady stream of necessary knowledge, skills and foundation for acquiring a wide range of rewarding careers into rapidly expanding world of Information Technology

2.1 Programme Educational Objectives: PEOs are defined by institution. Following are the guidelines for defining PEOs

- 2.1.1** PEOs should be assessable and realistic within the context of the committed resources.
- 2.1.2** The PEOs should be consistent with the mission of the institution.
- 2.1.3** All the stakeholders should participate in the process of framing PEOs.
- 2.1.4** The number of PEOs should be manageable.
- 2.1.5** It should be based on the needs of the stakeholders.
- 2.1.6** It should be achievable by the programme.
- 2.1.7** It should be specific to the programme and not too broad.
- 2.1.8** It should not be too narrow and similar to the POs.

2.2 MCA Programme Outcomes (POs): At the end of the MCA programme the learner will possess the following Program Outcome:

PO1: Apply knowledge of computing fundamentals, computing specialization, mathematics, and domain knowledge appropriate for the computing specialization to the abstraction and conceptualization of computing models from defined problems and requirements.

PO2: Identify, formulate, research literature, and solve *complex* Computing problems reaching substantiated conclusions using fundamental principles of Mathematics, Computing sciences, and relevant domain disciplines.

PO3: Design and evaluate solutions for complex computing problems, and design and evaluate systems, components, or processes that meet specified needs with appropriate consideration for public health and safety, cultural, societal, and environmental considerations.

PO4: Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of information to provide valid conclusions.

PO5: Create, select, adapt and apply appropriate techniques, resources, and modern computing tools to complex computing activities, with an understanding of the limitations.

PO6: Understand and commit to professional ethics and cyber regulations, responsibilities, and norms of professional computing practice.

PO7: Recognize the need, and have the ability, to engage in independent learning for continual development as a Computing professional.

PO8: Demonstrate knowledge and understanding of computing and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

PO9: Communicate effectively with the computing community, and with society at large, about complex computing activities by being able to comprehend and write effective reports, design documentation, make effective presentations, and give and understand clear instructions.

PO10: Understand and assess societal, environmental, health, safety, legal, and cultural issues within local and global contexts, and the consequential responsibilities relevant to professional computing practice.

PO11: Function effectively as an individual and as a member or leader in diverse teams and in multidisciplinary environments.

PO12: Identify a timely opportunity and using innovation to pursue that opportunity to create value and wealth for the betterment of the individual and society at large.

3. Admission Details:

3.1 Eligibility for Admission: The eligibility criteria for admission for the MCA course will be as decided by the All Indian Council of Technical Education (AICTE), New Delhi and Directorate of Technical Education (DTE), Government of Maharashtra. It will be published on their respective websites time to time.

3.2 Reservation of Seat: The percentage of seat reserved for candidates belonging to backward classes only from Maharashtra State in all the Government Aided, Un-aided Institutions/Colleges and University Departments is as per the norms given by Government of Maharashtra, time to time.



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Programme : - MCA

Programme Outcomes (POs): - MCA

At the end of the MCA programme the learner will possess the

PO 1	Apply knowledge of computing fundamentals, computing specialization, mathematics, and domain knowledge appropriate for the computing specialization to the abstraction and conceptualization of computing models from defined problems and requirements.
PO 2	Identify, formulate, research literature, and solve complex Computing problems reaching substantiated conclusions using fundamental principles of Mathematics, Computing sciences, and relevant domain disciplines.
PO 3	Design and evaluate solutions for complex computing problems, and design and evaluate systems, components, or processes that meet specified needs with appropriate consideration for public health and safety, cultural, societal, and environmental considerations.
PO 4	Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of information to provide valid conclusions
PO 5	Create, select, adapt and apply appropriate techniques, resources, and modern computing tools to complex computing activities, with an understanding of the limitations.
PO 6	Understand and commit to professional ethics and cyber regulations, responsibilities, and norms of professional computing practice.
PO 7	Recognize the need, and have the ability, to engage in independent learning for continual development as a Computing professional.
PO 8	Demonstrate knowledge and understanding of computing and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.
PO 9	Communicate effectively with the computing community, and with society at large, about complex computing activities by being able to comprehend and write effective reports, design documentation, make effective presentations, and give and understand clear instructions
PO 10	Understand and assess societal, environmental, health, safety, legal, and cultural issues within local and global contexts, and the consequential responsibilities relevant to professional computing practice.
PO 11	Function effectively as an individual and as a member or leader in diverse teams and in multidisciplinary environments.
PO 12	Identify a timely opportunity and using innovation to pursue that opportunity to create value and wealth for the betterment of the individual and society at large.



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MCA Course Outcomes as per subjects (CO)

Semester-I

IT-11 :Java Programming

CO1	Understand Basic Concepts of OOPs, Java, Inheritance, Package. (Understand)
CO2	Understand Exception handling, arrays and Strings and multi-threading in Java (Understand.)
CO3	Understand collection framework (Understand)
CO4	Develop GUI using Abstract Windows Toolkit (AWT) and event handling (Apply)
CO5	Develop Web application using JSP and Servlet, JDBC (Apply)

IT-12: Data Structure and Algorithms

CO1	Demonstrate linear data structures linked list, stack and queue (apply)
CO2	Implement tree, graph, hash table and heap data structures (apply)
CO3	Apply brute force and backtracking techniques (apply)
CO4	Demonstrate greedy and divide-conquer approaches (apply)
CO5	Implement dynamic programming technique (apply)

IT-13:Object Oriented Software Engineering

CO1	Distinguish different process model for a software development. (Understand)
CO2	Design software requirements specification solution for a given problem definitions of a software system. (Analyze)
CO3	Apply software engineering analysis/design knowledge to suggest solutions for simulated problems (Analyze)
CO4	Design user interface layout for different types of applications (Apply)
CO5	Recognize and describe current trends in software engineering (Understand)

IT-14:Operating Systems Concepts

CO1	Understand structure of OS, process management and synchronization. (Understand)
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CO2	Understand multicore and multiprocessing OS. (Understand)
CO3	Explain Realtime and embedded OS (Understand)
CO4	Understand Windows and Linux OS fundamentals and administration. (Understand)
CO5	solve shell scripting problems (Apply)

IT-15 :Network Technologies

CO1	Understand the basic concepts of Computer Network, and principle of layering (Understand)
CO2	Apply the error detection and correction techniques used in data transmission (Apply)
CO3	Apply IP addressing schemes and sub netting (Apply)
CO4	Understand the concept of routing protocols, Application layer protocols and Network Security (Understand)
CO5	Apply the socket programming basics to create a simple chat application (Apply)

IT-11L:Practicals

CO1	Demonstrate Collection framework (Apply)
CO2	Develop GUI using awt and swing (Apply)
CO3	Develop Web application using JSP and Servlet, JDBC (Apply)
CO4	Apply Data Structure to solve problems using JavaScript (Apply)

ITC11:Mini Project

CO1	Create working project using tools and techniques learnt in this semester (Create)
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Semester-II

IT-21:Python Programming

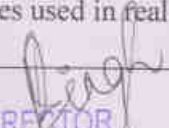
CO1	Understand Demonstrate the concepts of python and modular programming. (Understand)
CO2	Apply the concepts of concurrency control in python (Apply)
CO3	Solve the real-life problems using object-oriented concepts and python libraries (Apply)



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CO4	Demonstrate the concept of IO, Exception Handling, database (Apply)
CO5	Analyze the given dataset and apply the data analysis concepts and data visualization. (Analyze)
IT-22:Software Project Management	
CO1	Understand the process of Software Project Management Framework and Apply estimation techniques. (Apply)
CO2	Learn the philosophy, principles and lifecycle of an agile project. (Understand)
CO3	Demonstrate Agile Teams and Tools and Apply agile project constraints and trade-offs for estimating project size and schedule (Apply)
CO4	Explain Project Tracking and Interpretation of Progress Report (Understand)
CO5	Analyze Problem statement and evaluate User Stories (Analyze)
MT-21: Optimization Techniques	
CO1	Understand the role and principles of optimization techniques in business world (Understand)
CO2	Demonstrate specific optimization technique for effective decision making (Apply)
CO3	Apply the optimization techniques in business environments (Apply)
CO4	Illustrate and infer for the business scenario (Analyze)
CO5	Analyze the optimization techniques in strategic planning for optimal gain. (Analyze)
IT-23 :Advanced Internet Technologies	
CO1	Outline the basic concepts of Advance Internet Technologies (Understand)
CO2	Design appropriate user interfaces and implements webpage based on given problem Statement (Apply)
CO3	Implement concepts and methods of NodeJS (Apply)
CO4	Implement concepts and methods of Angular (Apply)
CO5	Build Dynamic web pages using server-side PHP programming with Database Connectivity (Apply)
IT-24: Advanced DBMS	
CO1	Describe the core concepts of DBMS and various databases used in real applications (Understand)




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CO2	Design relational database using E-R model and normalization (Apply)
CO3	Demonstrate XML database and nonprocedural structural query languages for data access (Apply)
CO4	Explain concepts of Parallel, Distributed and Object-Oriented Databases and their applications (Understand)
CO5	Apply transaction management, recovery management, backup and security – privacy concepts for database applications (Apply)

IT-21L: Practicals

CO1	implement python programming concepts for solving real life problems. (Apply)
CO2	Implement Advanced Internet Technologies (Apply)

ITC21: Mini Project

CO1	Create working project using tools and techniques learnt in this semester (Create)
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MCA- Semester-III

IT-31: Mobile Application Development

CO1	Understand Various Mobile Application Architectures. (Understand)
CO2	Apply different types of widgets and Layouts. (Apply)
CO3	Describe Web Services and Web Views in mobile applications. (Understand)
CO4	Implement data storing and retrieval methods in android. (Apply)
CO5	Demonstrate Hybrid Mobile App Framework. (Apply)

IT-32: Data Warehousing and Data Mining

CO1	Understand Data warehouse concepts, architecture and models (Understand)
CO2	Learn and understand techniques of preprocessing on various kinds of data (Understand)
CO3	Apply association Mining and Classification Techniques on Data Sets (Apply)
CO4	Apply Clustering Techniques and Web Mining on Data Sets (Apply)
CO5	Understand other approaches of Data mining (Understand)



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IT-33: Software Testing and Quality Assurance

CO1	Understand the role of software quality assurance in contributing to the efficient delivery of software solutions. (Understand)
CO2	Demonstrate specific software tests with well-defined objectives and targets. (Apply)
CO3	Apply the software testing techniques in commercial environments. (Apply)
CO4	Construct test strategies and plans for software testing. (Analyze)
CO5	Demonstrate the usage of software testing tools for test effectiveness, efficiency and coverage (Apply)

IT-34: Knowledge Representation and Artificial Intelligence: ML, DL

CO1	Understand basic building block of Artificial Intelligence and Knowledge Representation. (Understand)
CO2	Apply Propositional Logic for knowledge representation. (Apply)
CO3	Design various models based on Machine Learning methodology (Apply)
CO4	Design various models based on Deep Learning methodology (Apply)
CO5	Understand various hardware and software aspect used for AI and its application. (Understand)

IT-35: Cloud Computing

CO1	Describe the concepts of Cloud Computing and its Service Models & Deployment Models. (Understand)
CO2	Classify the types of Virtualization. (Understand)
CO3	Describe the Cloud Management and relate Cloud to SOA. (Understand)
CO4	Interpret Architecture and Phasrell Programing of Cloud Computing. (Apply)
CO5	Demonstrate practical implementation of Cloud computing. (Apply)

IT-31L: Practicals

CO1	Develop mobile application. (Apply)
CO2	Develop ML, DL models using Python (Apply)

ITC31: Mini Project

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CO1	Create working project using tools and techniques learnt in this semester (Create)
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MCA - Semester-IV

IT-41: DevOps

CO1	Describe the evolution of technology & timeline (Understand)
CO2	Explain Introduction to various Devops platforms (Remember)
CO3	Demonstrate the building components / blocks of Devops and gain an insight of the Devops Architecture. (Understand)
CO4	Apply the knowledge gain about Devops approach across various domains (Apply)
CO5	Build DevOps application (Apply)

BM-41: PPM and OB

CO1	Describe and analyze the interactions between multiple aspects of management. (Understand)
CO2	Analyze the role of planning and decision making in Organization (Analyze)
CO3	Justify the role of leadership qualities, Motivation and Team Building. (Analyze)
CO4	Analyze stress management and conflict management (Analyze)
CO5	Describe Personality and Individual Behavior (Understand)

ITC41 : Project

CO1	Create working project using tools and techniques learnt in the programme (Create)
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Programme : - MBA

Programme Outcomes (POs): - MBA

At the end of the MBA programme the learner will possess the

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




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COURSE OUTCOMES as per subject

101 – Managerial Accounting

CO101.1	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO101.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO101.3	PERFORM all the necessary calculations through the relevant numerical problems
CO101.4	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO101.5	EVALUATE the financial impact of the decision.

102 - Organizational Behaviour

CO102.1	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior
CO102.2	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	MAKE USE OF the Theories, Models, Principles and Frameworks of 'organizational behavior in specific organizational settings.
CO102.4	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO102.5	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals
CO102.6	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

103 – Economic Analysis for Business Decisions

CO103.1	DEFINE the key terms in micro-economics.
CO103.2	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO103.3	IDENTIFY the various issues in an economics context and demonstrate their significance from the perspective of business decision making.
CO103.4	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO103.6	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business.




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104 - Business Research Methods

CO104.1	DEFINE various concepts & terms associated with scientific business research.
CO104.2	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO104.3	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO104.4	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO104.5	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO104.6	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

105 – Basics of Marketing

CO105.1	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO105.2	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO105.3	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO105.4	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
CO105.5	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO105.6	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).

106 – Digital Business

CO106.1	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
CO106.2	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
CO106.3	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.



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CO106.5	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
CO106.6	DISCUSS the various applications of Digital Business in the present day world.

107 – Management Fundamentals

CO107.1	ENUMERATE various managerial competencies and approaches to management.
CO107.2	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO107.3	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO107.4	COMPARE and CONTRAST various organizational structures of variety of business
CO107.5	BUILD a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and EVALUATE and EXPLAIN the same.
CO107.6	FORMULATE and DISCUSS a basic controlling model in a real life business, startup and not-for-profit organizational context.

109 – Entrepreneurship Development

CO109.1	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up light of requirements of a business plan.
CO109.5	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

111 - Legal Aspects of Business

CO111.1	DESCRIBE the key terms involved in each Act.
CO111.2	SUMMARIZE the key legal provisions of each Act.
CO111.3	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.



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CO111.5

DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

113 - Verbal Communication Lab

CO113.1

RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.

CO113.2

EXPRESS themselves effectively in routine and special real world business interactions.

CO113.3

DEMONSTRATE appropriate use of body language.

CO113.4

TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.

CO113.5

APPRAISE the pros and cons of sample recorded verbal communications in a business context.

CO113.6

CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

114 - Enterprise Analysis - Desk Research

CO114.1

DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.

CO114.2

SUMMARIZE the regional, national and global footprint of a real world business organization.

CO114.3

DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization.

CO114.4

ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.

CO114.5

COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.

CO114.6

IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years)

115 - Selling & Negotiations Skills Lab

CO115.1

DESCRIBE the various selling situations and selling types.

CO115.2

OUTLINE the pre-sales work to be carried out by a professional salesperson.

CO115.3

IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.

CO115.4

FORMULATE a sales script for a real world sales call for a product/ service / eproduct / e-service.

CO115.5

DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.



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CO115.6	DEVELOP a sales proposal for a real world product/ service / e-product / ervice and for a real world selling situation.
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116 - MS Excel

CO116.1	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO116.2	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.
CO116.3	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
CO116.4	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO116.5	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO116.6	CREATE standard Excel Templates for routine business data management and analysis activities.

119 - Foreign Language I

CO119.1	RECALL and SPELL simple words in the foreign language
CO119.2	TRANSLATE simple sentences from English to the foreign language and viceversa.
CO119.3	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.
CO119.4	TAKE PART IN an interaction in a non-business setting using the foreign language.
CO119.5	INTERPRET a short write up written in the foreign language.

SEMESTER - II

201 – Marketing Management

CO201.1	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO201.2	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.3	DEMONSTRATE an understanding of various channel options for a real world marketing offering (commodities, goods, services, e-products/ ervices.)
CO201.4	EXAMINE the product line of a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.5	EXPLAIN the role of various communication mix elements for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO201.6	DESIGN a marketing plan for a real world marketing offering (commodities, goods, services, e-products/ e-services.)



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202 – Financial Management

CO202.1	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO202.2	XPLAIN in detail all theoretical concepts throughout the syllabus
CO202.3	PERFORM all the required calculations through relevant numerical problems.
CO202.4	ANALYZE the situation and comment on financial position of the firm. Estimate working capital required evaluate various project proposals
CO202.5	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

203 – Human Resource Management

CO203.1	DESCRIBE the role of Human Resource Function in an Organization.
CO203.2	ENUMERATE the emerging trends and practices in HRM.
CO203.3	ILLUSTRATE the different methods of HR Acquisition and retention.
CO203.3	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO203.5	OUTLINE the compensation strategies of an organization
CO203.6	INTERPRET the sample job descriptions and job specifications for contemporary

204 – Operations & Supply Chain Management

CO204.1	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO204.2	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO204.3	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting
CO204.4	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO204.5	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real world context.
CO204.6	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

207 – Contemporary Frameworks in Management



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CO207.1	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO207.2	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO207.3	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO207.4	EXAMINE the fundamental causes of organizational politics and team failure.
CO207.5	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

209 - Start Up and New Venture Management

CO209.1	DESCRIBE the strategic decisions involved in establishing a startup.
CO209.2	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.
CO209.3	IDENTIFY the issues in developing a team to establish and grow a startup
CO209.4	FORMULATE a go to market strategy for a startup.
CO209.5	DESIGN a workable funding model for a proposed startup.
CO209.6	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders

210 - Qualitative Research Methods

CO210.1	ENUMERATE the key terms associated with Qualitative research approach.
CO210.2	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
CO210.3	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
CO210.5	EVALUATE the quality of Qualitative Research work
CO210.6	COMBINE Qualitative and Quantitative research approaches in a real world research project

214 - Industry Analysis - Desk Research

CO214.1	DESCRIBE the key characteristics of the players in an industry.
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CO214.2	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO214.3	DEMONSTRATE an understanding of the regulatory forces acting on the
CO214.4	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO214.5	ASSESS the impact of recent developments on the industry and its key players.
CO214.6	PREDICT the future trajectory of the evolution of the industry in the immediate

205-MKT-205MKT: Marketing Research

CO205MKT.1	IDENTIFY and DESCRIBE the key steps involved in the marketing research process.
CO205MKT.2	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
CO205MKT.3	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
CO205MKT.4	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
CO205MKT.5	DESIGN a market research proposal for a real life marketing research problem and EVALUATE a market research proposal.
CO205MKT.6	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue

206MKT: Consumer Behavior

CO206MKT.1	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
CO206MKT.2	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
CO206MKT.3	APPLY consumer behavior concepts to real world strategic marketing management decision making.
CO206MKT.4	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO206MKT.5	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).

Specialization: Finance Management (Second Semester)

205FIN: Financial Markets and Banking Operations

CO205FIN.1	RECALL the structure and components of Indian financial system through banking operations & financial Markets.
CO205FIN.2	UNDERSTAND the concepts of financial markets, their working and importance.



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CO205FIN.3	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy
CO205FIN.4	ANALYZE the linkages in the Financial Markets.
CO205 FIN.5	EXPLAIN the various banking and accounting transactions.
CO205FIN.6	DEVELOP necessary competencies expected of a finance professional.

206FIN: Personal Financial Planning

CO206FIN.1	UNDERSTAND the need and aspects of personal financial planning
CO206FIN.2	Describe the investment options available to an individual
CO206FIN.3	IDENTIFY types of risk and means of managing it
CO206FIN.4	DETERMINE the ways of personal tax planning
CO206FIN.5	EXPLAIN retirement and estate planning for an individual and design a financial plan.
CO206FIN.6	CREATE a financial plan for a variety of individuals.

217FIN: Securities Analysis & Portfolio Management

CO217FIN.1	REMEMBER various concepts taught in the syllabus.
CO217FIN.2	EXPLAIN various theories of Investment Analysis and Portfolio Management.
CO217FIN.3	CALCULATE risk and return on investment using various concepts covered in the syllabus.
CO217FIN.4	ANALYZE and DISCOVER intrinsic value of a security.
CO217FIN.5	DESIGN/ CREATE optimal portfolio.

219 FIN: Direct Taxation

CO219FIN.1	UNDERSTAND various basic concepts/ terminologies related Direct Taxation
CO219FIN.2	EXPLAIN how tax planning can be done
CO219FIN.3	ILLUSTRATE how online filling of various forms and returns can be done.
CO219FIN.4	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee.



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CO219FIN.5	ANALYZE and DISCOVER intrinsic value of a security.
CO219FIN.6	DESIGN/ DEVELOP / CREATE tax saving plan

221 FIN: Securities Analysis & Portfolio Management

CO221FIN.1	Remember and describe the key concepts covered in the syllabus.
CO221FIN.2	Explain in detail the Retail Credit Evaluation, Lending and Recovery Process as well as other relevant concepts covered in the syllabus
CO221FIN.3	Calculate the loan eligibility of the retail borrower and the amount to be classified as NPA.
CO221FIN.4	Determine the key elements of retail lending and recovery process and documentation therein.
CO221FIN.5	Design the Retail Lending and Recovery Process for a Bank & NBFC

Specialization: Human Resource Management

205 HRM: Competency Based Human Resource Management System

CO205HRM.1	DEFINE the key terms related to performance management and competency development.
CO205HRM.2	EXPLAIN various models of competency development.
CO205HRM.3	PRACTICE competency mapping.
CO205HRM.4	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations.
CO205HRM.5	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO205HRM.6	DEVELOP a customized competency model in accordance with the corporate requirements

206 HRM: Employee Relations and Labour Legislations

CO206HRM.1	SHOW awareness of important and critical issues in Employee Relations
CO206HRM.2	INTERPRET and relate legislations governing employee relations.
CO206HRM.3	DEMONSTRATE an understanding of legislations relating to working environment.
CO206HRM.4	OUTLINE the role of government, society and trade union in ER.
CO206HRM.5	EXPLAIN aspects of collective bargaining and grievance handling.



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CO206HRM.6	DISCUSS the relevant provisions of various Labour Legislations.
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217 HRM: Labour Welfare

CO217HRM.1	ENUMERATE the key concepts of the subject matter.
CO217HRM.2	DESCRIBE the key aspects of the labour policy regulation in the country
CO217HRM.3	IDENTIFY the applicability of various legislations to variety of real world organizations.
CO217HRM.4	EXAMINE the traditional concept of labour welfare in the industry.
CO217HRM.5	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
CO217HRM.6	ELABORATE upon the perspective of labour problems and remedial measures in the country.

Specialization: Operations & Supply Chain Management

205OSCM: Service Operations Management – I

CO205OSCM.1	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
CO205OSCM .2	DESCRIBE the service design elements of variety of services.
CO205OSCM .3	USE service blueprinting for mapping variety of real life service processes.
CO205OSCM .4	ANALYSE alternative locations and sites for variety of service facilities.
CO205OSCM .5	JUDGE and EXPLAIN the service orientation at variety of service facilities / organizations.
CO205OSCM .6	CREATE flow process layouts for variety of services.

206OSCM: Supply Chain Management

CO206OSCM.1	DESCRIBE the key concepts of Supply Chain Management and the driving forces in contemporary Supply Chain Management.
CO206OSCM.2	EXPLAIN the structure of modern day supply chains.
CO206OSCM.3	IDENTIFY the various flows in real world supply chains.
CO206OSCM.4	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO206OSCM.5	EXPLAIN the key Operational Aspects in Supply Chain Management.



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CO206OSCM.6	DISCUSS the relationship between Customer Value and Supply Chain Management
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217OSCM: Planning & Control of Operations

CO217OSCM.1	DESCRIBE the building blocks of Planning & Control of Operations.
CO217OSCM.2	EXPLAIN the need for aggregate planning and the steps in aggregate planning.
CO217OSCM.3	MAKE USE OF the various forecasting approaches in the context of operations planning process.
CO217OSCM.4	ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.
CO217OSCM.5	EXPLAIN the importance of scheduling in operations management.
CO217OSCM.6	CREATE a Bill of Materials.

218 OSCM: Productivity Management

CO218OSCM.1	DEFINE various types of productivity and measures of productivity.
CO218OSCM.2	DEMONSTRATE the linkages between various measures of productivity.
CO218OSCM.3	APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.
CO218OSCM.4	APPLY various types of charts and diagrams to carry out work study and method study
CO218OSCM.5	DETERMINE the Standard Time using Techniques of Work Measurement.
CO218OSCM.6	ELABORATE upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing.

219 OSCM: Inventory Management

CO219OSCM.1	DEFINE the key terms associated with Inventory Management.
CO219OSCM.2	CLASSIFY various types of inventory, and inventory costs.
CO219OSCM.3	CALCULATE Economic Order Quantity and stock levels under various conditions.
CO219OSCM.4	COMPARE and CONTRAST various methods of inventory control.
CO219OSCM.5	ASSESS various factors influencing Make or Buy decisions.
CO219OSCM.6	SOLVE problems based on ABC classification of inventory.



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Specialization: Business Analytics - Second Semester

205BA: Basic Business Analytics using R

CO205BA.1	IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence.
CO205BA.2	EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.
CO205BA.3	DEVELOP a thought process to think like a data scientist/business analyst.
CO205BA.4	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.
CO205BA.5	SELECT the right functions of R for the given analytics task.
CO205BA.6	COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

206BA: Data Mining

CO206BA.1	DEFINE the key terms associated with Data Mining
CO206BA.2	EXPLAIN the various aspects of Data
CO206BA.3	APPLY classification models
CO206BA.4	ANALYSE using clustering models
CO206BA.5	SELECT appropriate association analysis and anomaly detection tools.
CO206BA.6	COMBINE various data mining tools and use them in live analytical projects in business scenarios

MBA - SEMESTER III

301- Strategic Management

CO301.1	DESCRIBE the basic terms and concepts in Strategic Management.
CO301.2	EXPLAIN the various facets of Strategic Management in a real world context.
CO301.3	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO301.4	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO301.5	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.



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CO301.6	DEVELOP the capability to view the firm in its totality in the context of its environment.
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302– Decision Science

CO302.1	DESCRIBE the concepts and models associated with Decision Science.
CO302.2	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
CO302.3	APPLY appropriate decision-making approach and tools to be used in business environment.
CO302.4	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO302.5	EVALUATE the various facets of a business problem and develop problem solving ability
CO302.6	DISCUSS & propose the various applications of decision tools in the present business scenario.

306 – International Business Economics

CO 306 .1	RECALL and DEFINE the economic aspects of international business.
CO 306 .2	DEMONSTRATE the outcomes of globalising and liberalising trade environment, trade policy frameworks and macroeconomic linkages of the open economy.
CO 306 .3	IDENTIFY the mechanisms and working of the foreign exchange markets.
CO 306 .4	EXAMINE how a trade policy improves or diminishes the prospects of survival / growth of business.
CO 306 .5	MEASURE the implications of International Financial Crisis and its repercussions on International Trade
CO306.6	COMPOSE a matrix of various economic aspects of international business and their linkages with Indian Economy

307– International Business Environment

CO 307 .1	Recall and Describe the key concepts of international Business Environment
CO 307 .2	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 307 .3	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 307 .4	Analyze the issues related to Labor, Environmental and Global Value chain
CO 307 .5	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

308 – Project Management




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CO 308 .1	DEFINE the key terms and concepts in project management.
CO 308 .2	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle
CO 308 .3	ILLUSTRATE the importance of PM in most industries and businesses
CO 308 .4	EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions
CO 308 .5	DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management
309 – Knowledge Management	
CO 309 .1	DEFINE the key terms and concepts in Knowledge Management.
CO 309 .2	DESCRIBE the Knowledge Management cycle
CO 309 .3	DISCUSS the types of Knowledge and its implications
CO 309 .4	OUTLINE the importance of capturing knowledge elements and its structures application as a competitive advantage to business
CO 309 .5	EXPLAIN the human and business aspects of knowledge management
310– Corporate Governance	
CO310.1	ENUMERATE the global contemporary developments in Corporate Governance
CO310.2	EXPLAIN the importance of regulation, markets and information in corporate governance and CATEGORIZE the role of Board of Directors and Committees for good Corporate Governance.
CO310.3	EXAMINE the provision of Corporate Governance for listed and unlisted firms.
CO310.4	ANALYSE the enterprise risk for formulating the Internal control policies.
CO310.5	Evaluate the legal framework and global perspective of Corporate Governance.
CO310.6	DISCUSS Cases related to Corporate Governance.
311–Management of Non-profit organizations	
CO311.1	DESCRIBE the basic concepts and frameworks in the field of Non-Profit Sector & Non-Profit Organization.
CO311.2	EXPLAIN the characteristics of Non-Profit organizations, summarizing the factors affecting development of Non-Profit organization
CO311.3	MAKE use of theoretical concepts, frameworks while registration process of Non-Profit Organization.




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CO311.4	EXAMINE the role of any public policies which helps NPO in decision making.
CO311.5	EVALUATE the performance of Non- Profit organizations, the critical financial considerations of the Non - Profit organization.
304 MKT: Services Marketing	
CO304 MKT.1	RECALL the key concepts in services marketing
CO304 MKT.2	Describe the role of Extended Marketing Mix in Services in managing consumer behavior and in improving service quality.
CO304 MKT.3	Identify concepts related to service experience in the context of real world offering
CO304 MKT.4	Examine the elements of services marketing and service quality in contemporary context.
CO304 MKT.5	EVALUATE Segmentation, Targeting & Positioning of Services and assess its importance and challenges in the dynamic marketing environment
CO304 MKT.6	DEVELOP marketing mix, service blueprint and servicescapes for various services offering
305MKT: Sales & Distribution Management	
CO305MKT.1	DESCRIBE the theoretical concepts related to Sales and Distribution Management Domain.
CO305MKT.2	UNDERSTAND the role, concepts, importance, techniques and approaches required for effective designing and implementation of various aspects in the Sales and Distribution Management.
CO305MKT.3	APPLY various concepts related to Sales and Distribution Management
CO305MKT.4	ANALYZE the real-life issues related to design and implementation of Sales and Distribution Management Strategy.
CO305MKT.5	EVALUATE suitability of alternative Sales and Distribution Management strategies of an organization.
CO305MKT.6	DESIGN and implement Sales and Distribution Management Strategies for an organization
312 MKT: Business to Business Marketing	
CO312 MKT.1	DEFINE the terms and concepts related to Business to Business marketing
CO312MKT.2	EXPLAIN the terms and concepts used in business to business marketing
CO312 MKT.3	IDENTIFY challenges and opportunities in Business-to-Business Marketing
CO312 MKT.4	FORMULATE segmentation, targeting and positioning, consumer buying behavior and marketing mix in the context of Business to Business marketing
CO312MKT.5	DESIGN marketing mix elements considering business-to-business sales and service situations.



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CO312MKT.6	DEVELOP marketing plan for business-to-business Marketing situations.
313MKT:International Marketing	
CO313MKT.1	DESCRIBE various terms and key concepts associated with international marketing
CO313MKT.2	EXPLAIN various key concepts used in all aspects of international marketing.
CO313MKT.3	ILLUSTRATE all stages in international marketing management process.
CO313MKT.4	EXAMINE various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
CO313MKT.5	JUDGE suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on assessment of international marketing environment.
CO313MKT.6	DESIGN appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for global business organizations.
314 MKT: Digital Marketing II	
CO 314MKT.1	DEFINE the key terms and concepts related with digital marketing
CO 314MKT.2	EXPLAIN the role of Facebook, Google Ad words, Youtube, Email marketing and other related tools in digital marketing.
CO 314MKT.3	MAKE USE OF Facebook, Google Ad words, Youtube and Email marketing and other related tools for carrying out digital marketing for given situation.
CO 314MKT.4	ILLUSTRATE the use of Facebook, Google Ad words, Youtube and Email marketing and other related tools in given situation
CO 314MKT.5	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube and Email marketing and other related tools.
CO 314MKT.6	CREATE appropriate content for a digital marketing campaign
315 MKT: Marketing of Financial Services - II	
CO315MKT.1	REMEMBERING -RECALL the key terminology of Financial Services, Mutual fund, Insurance products and other alternative investment products.
CO315MKT.2	UNDERSTANDING: Compare the characteristics of different types of financial products and services.
CO315MKT.3	APPLYING: IDENTIFY characteristics, risks and returns associated with financial products and services offered in Indian Market from an investment advisor's perspective.
CO315MKT.4	ANALYSING - Compare the different financial products available in Indian financial market



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CO315MKT.5	EVALUATING - EVALUATE the financial products and services from an investment perspective for various kinds of investors.
CO315MKT.6	CREATING: Design Financial Product Portfolio for Indian Investor

316MKT: Marketing Analytics

CO316MKT.1	DEFINE various key concepts in Marketing Analytics
CO316MKT.2	DESCRIBE various key concepts in Marketing Analytics
CO316MKT.3	IDENTIFY what customers' value in a product/service, and assess what they are willing to pay for it.
CO316MKT.4	EXPLAIN the use of various models and frameworks to solve marketing problems using marketing data
CO316MKT.5	MEASURE the effectiveness of marketing efforts and key outcomes in multiple areas of Marketing.
CO316MKT.6	DESIGN a study that incorporates the key tools and techniques of Marketing Analytics

317MKT: Marketing of High Technology Products

CO317.1	DESCRIBE the characteristics of High Technology Products and key concepts associated with Marketing of High-Tech Products.
CO317.2	EXPLAIN key concepts associated with Marketing of HighTech Products.
CO317.3	APPLY marketing plans and decisions in specific situations in High-Tech Markets.
CO317.4	EXAMINE the suitability of Marketing Mix Strategies/Plans in the light of marketing environment for high Tech products.
CO317.5	EVALUATE alternative Marketing Mix Strategies/Plans for High-Tech Products.
CO317.6	DEVELOP Marketing Mix Strategies/Plans for High-Tech Products.

304 FIN- Advanced Financial Management


CO 304.1	DESCRIBE the basic concepts in financing, investing and profit distribution in a firm
CO 304.2	EXPLAIN theoretical concepts related to raising and use of funds and value of firm
CO 304 .3	CALCULATE values for making capital structure, investment, liquidity and dividend decisions in the financial management of a firm
CO 304.4	ANALYZE the Leverage and PBIT EPS Analysis associate with Financial Data in the corporate
CO 304.5	Evaluate the key strategic financial issues that must be considered in an acquisition or merger



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CO304.6	DESIGN an appropriate financial strategy using any one or multiple concepts/ techniques learned in this course.
305 FIN – International Finance	
CO305FIN.1	RECALL the basic concepts associated with international finance.
CO305FIN.2	EXPLAIN the various the concepts related to Foreign Exchange Markets, transactions on the international foreign exchange market, Taxation Systems, International Receivables and cash management.
CO305FIN.3	USE International Monetary Fund, World Bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, International Receivables and cash management in International financial market.
CO305FIN.4	ANALYZE the role of exchange rate and credit rating agencies, foreign exchange transactions, taxation system, Receivables and cash management in International financial market.
CO305FIN.5	EVALUATE the International Monetary Fund, World Bank, credit rating agencies, foreign exchange, foreign exchange transactions, taxation system, Receivables and cash management in International finance.
CO305FIN.6	CREATE the investment/ business plan by adopting various international finance concepts
312 FIN – Behavioural Finance	
CO312FIN.1	Enumerate the concepts and assumptions associated with traditional and behavioral finance.
CO312FIN.2	Illustrate the various important theories, heuristics & biases associated with financial decision making
CO312FIN.3	Identify behavioural factors that influence financial decision making at individual & corporate level.
CO312FIN.4	Analyze the implications of human psychology on financial decision makers and financial markets.
CO312FIN.5	Interpret various investment strategies based on theories of personal & corporate behavioural finance.
CO312FIN.6	Plan the systematic approach for efficient financial decisions taking into account behavioural factors.
313 FIN: Technical Analysis of Financial Markets	
CO313FIN.1	Remember the concepts, terminologies, frameworks, tools, techniques and theories of technical analysis taught in the syllabus.
CO313FIN.2	UNDERSTAND the applications of technical analysis and the various types of charts and the psychology behind a pattern and its formation
CO313FIN.3	MAKE PRACTICAL USE of the Theories, Models, Principles and Frameworks of technical analysis for estimating market prices of different securities
CO313FIN.4	ANALYSE AND FORECAST the market prices of securities in order to take and execute investment decisions




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CO313FIN.5	EVALUATE opportunities for Buy & Sale on the basis of technical analysis
CO313FIN.6	FORMULATE an ideal portfolio of investments with a combination of wide number of securities

315 FIN – Indirect Taxation

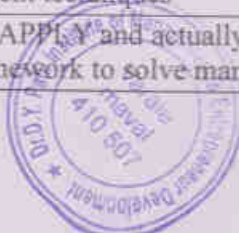
CO315FIN.1	Remembering the key concepts of Indirect Taxes in India Identifying and enumerating the various terms associated with GST and other indirect taxes
CO315FIN.2	Explain how GST works as an Uniform Tax Structure, Illustrate the GST framework of India, & describe the important concepts such as supply, dual taxation method, registration process, etc.
CO315FIN.3	Apply the theories and Principles and perform all calculation through numerical problems on valuation and calculation of taxes. Identify the time value of supply; determine the taxable person and tax levied on goods and services.
CO315FIN.4	Illustrate the e filling process of GST Categorize the Goods and Services under GST and amount of tax to be paid using Dual tax concept.
CO315FIN.5	Evaluate Input Tax Credit Process, reversal, late filing and New Amendments; appraise various indirect taxes; Interpret the GST framework in India & verify the tax levied on Goods and Services.
CO315FIN.6	Elaborate all Provisions of GST and can correlate with filing of returns; virtual e filling can be done Estimate the GST, TDS, anticipate goods, services, tax payable person for the business.

316 FIN – Corporate Financial Restructuring

CO316FIN.1	DESCRIBE the basic concepts related corporate restructuring, Mergers & Acquisitions, Valuation Aspects of Corporate Restructuring and Corporate Governance Aspects of Restructuring.
CO316FIN.2	EXPLAIN the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.
CO316FIN.3	PERFORM all the required calculations through relevant numerical problems.
CO316FIN.4	ANALYZE the situation by calculations of exchange ratio, financial returns, valuations and others.
CO316FIN.5	EVALUATE impact of corporate financial restructuring on all stakeholders
CO316FIN.6	CREATE an interface and model on various dimensions of corporate finance and restructuring process.

317 FIN: Financial Modeling

CO317.1	Remember the concepts, terminologies, frameworks, tools and techniques of Financial modeling
CO317.2	UNDERSTAND the applications and use of MS Excel in financial modeling and its different techniques
CO317.3	DEVELOP, APPLY and actually use core functionality of MS Excel in decision framework to solve managerial problems



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CO317.4	ANALYSE different financial models in order to eliminate substantial risk of poor spreadsheet coding
CO317.5	FORMULATE an idea and acceptable solutions to solve different problems in the area of financial management
CO317.6	BUILD financial models by making appropriate assumptions on financial factors relevant to the situation
318 Fin-Digital Banking	
CO318 FIN 1	Remember various concepts and products in Digital Banking
CO318 FIN.2	Explain and understand the significance and development of Digital Banking
CO318 FIN 3	Compare and contrast the Branchless Banking and Traditional Banking
CO318 FIN.4	Analyze the payment system of digital banking from consumer's point of view
CO318 FIN.5	Evaluate Role of digital banking and emerging technologies in economic development
CO318 FIN.6	Create a holistic digital transformation strategy for a bank
319 FIN – Treasury Management	
CO319FIN.1	REMEMBER the key concepts of Treasury Management
CO319FIN.2	UNDERSTAND the role of Treasury Management in Business world
CO319FIN.3	APPLY the acquired knowledge to real-life treasury management problems
CO319FIN.4	ANALYSE the techniques used to identify and manage exposure to cash-flow and liquidity risk
CO319FIN.5	Evaluate the risk management framework required for corporate, banking and government entities in areas such as foreign exchange, interest rates, liquidity, credit and commodity price risk management;
CO319FIN.6	Identify and develop key strategies for treasury management
320 FIN - Project Finance and Trade Finance	
CO320.1	REMEMBER the concepts of Project Finance and Trade Finance.
CO320.2	SUMMARIZE the key aspects in context with Project Finance and Trade Finance.
CO320.3	IDENTIFY the applicability of Project Finance and Trade Finance in modern business era
CO320.4	EXAMINE the risks involved in Project Finance and Trade Finance.



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CO320.5	EVALUATE the proposal of securing finance by considering the capital structure and documentation involved.
CO320FIN.6	CREATE proposal for trade finance and project finance
321 FIN Insurance Laws and Regulation	
CO321FIN.1	RELATE to terminologies used in Insurance Law
CO321 FIN.2	EXPLAIN the role of insurance law in overall development of the country through risk management and insurance coverage.
CO321 FIN.3	IDENTIFY risk management plans , strategies and techniques in Life and General Insurance
CO321 FIN.4	APPRAISE Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies.
CO321 FIN.5	ASSESS the insurance policies in the light of risk valuation.
CO321 FIN.6	DESIGN the Insurance Policy (Life/General) on a hypothetical situation & calculating the annuity for a specified life insurance product
322FIN – Marine Insurance	
CO322FIN.1	Enumerate the key terms associate with Marine Insurance, Documentation and Reinsurance.
CO322FIN.2	Understand various statutes applicable, necessary arrangements and documentation required for Marine Insurance.
CO322FIN.3	Determine the insurance cover and policy type considering the risk involved
CO322FIN.4	Detect the insurable interest, probable losses and the profitability element.
CO322FIN.5	Evaluate the risk involved and need for reinsurance
CO322FIN.6	DESIGN the Marine Insurance Policy on a hypothetical situation
323FIN: Fire Insurance	
CO323.1	UNDERSTAND the major concepts and terms in fire insurance
CO323.2	EXPLAIN the procedure of underwriting, claims and settlement
CO323.3	IDENTIFY the types of Fire Hazards and the suitable policies
CO323.4	ANALYSE the Inspection and Survey Reports
CO323.5	DETERMINE the Claim Amount in the Fire Insurance Claim



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CO323.6	DESIGN the Fire Insurance Policy on a hypothetical situation
411 FIN – Risk Management	
CO411FIN.1	Describe various concept associated with risk management and financial risk management.
CO411FIN.2	Exemplify the financial risk management processes, frameworks.
CO411FIN.3	Determine the various building blocks of risk management system and strategies.
CO411FIN.4	Classify various risks associated with enterprise, banks, insurance etc
CO411FIN.5	Formulate the strategies to overcome with currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc
CO411FIN.6	Formulate the strategies to manage currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.
414 FIN: Reinsurance	
CO414FIN.1	Remember the key Reinsurance terms and concepts
CO414FIN.2	Understand the purpose of reinsurance, its types, parties involved in, legal framework and risk management.
CO414FIN.3	Apply the principles and practices of reinsurance to property, casualty, marine and aviation business.
CO414FIN.4	Analyse different reinsurance methods applied to property, casualty, marine and aviation reinsurance.
CO414FIN.5	Evaluate the different bases of cover including risks attaching, losses occurring, claims made and losses discovered.
CO414FIN.6	Create or come up with the ability to think independently, identify and analyze reinsurance relations and take management decisions
304HRM- Strategic Human Resource Management	
CO304HRM.1	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO304HRM.2	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO304HRM.3	Ability to ANALYZE HR as an investment to the company.
CO304HRM.4	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO304HRM.5	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.
305HRM : HR Operations	



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CO305HRM.1	Describe the functioning of personnel department
CO305HRM.2	Understand the communication of HR & Personnel department
CO305HRM.3	Apply the knowledge of various provisions under laws related to social Security and Labour welfare
CO305HRM.4	Examine various compensation structure and disciplinary policies
CO305HRM.5	Evaluate applicability of provisions of laws related to social security and labour welfare across various sectors
CO305HRM.6	Design a salary structure incorporating all components of payroll system

312HRM: Talent Management

CO.312.1	DEFINE Talent Management and its significance
CO.312.2	UNDERSTANDING performance excellence through Talent Management
CO.312.3	APPLY Talent Management concepts in Human Resource Management
CO.312.4	ANALYSING Talent Management practices in employee development and career enhancement
CO.312.5	FORMULATE the Talent Management Strategies for any organisation.

313HRM : Psychometric testing and Assessment

CO313.1	KNOW various tools of psychometry designed to measure traits of individuals
CO313.2	UNDERSTAND & Conduct the group simulated exercises for organizational purpose
CO313.3	IDENTIFY AND ADMINISTER psychometric tools to respondents
CO313.4	INTERPRET results and counsel the respondent based on the results
CO313.5	CREATE Psychometric Tests for the specific traits as required by the organization

314 HRM : HR Perspectives in Mergers & Acquisitions

CO314HRM.1	LIST conceptual framework of Mergers & Acquisitions and organization integration
CO314HRM.2	UNDERSTAND HR's role and due diligence process in Mergers & Acquisitions
CO314HRM.3	MANAGE/ SOLVE HR issues arising out during Mergers & Acquisitions



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CO314HRM.4	ORGANIZE HR due diligence before M & A
CO314HRM.5	SUPPORT process of change management in M & A
CO314HRM.6	FORMULATE HR processes for restructuring compensation and benefits in Mergers & Acquisitions
315HRM : International HR	
CO315HRM.1	IDENTIFY key perspectives of global workforce management
CO315HRM.2	UNDERSTAND cultural aspects of International HRM
CO315HRM.3	PREPARE HR planning for long term global staffing
CO315HRM.4	ILLUSTRATE steps involved in global selection of human resource
CO315HRM.5	FORMULATE Training and development policy for expatriate employees of an organization
CO315HRM.6	ANALYZE / COMPARE important points that needs to be included while drafting global workforce performance & development management system of an organization
316 HRM: Mentoring and Coaching	
CO316HRM.1	ENUMERATE various concepts of Mentoring and Coaching.
CO316HRM.2	UNDERSTAND techniques of Mentoring and Coaching
CO316HRM.3	APPLY models of Mentoring and Coaching to real world scenarios
CO316HRM.4	ANALYSE issues in Mentoring and Coaching
CO316HRM.5	DEVELOP skills needed to become Mentor, Coach
317 HRM : Compensation and Reward Management	
CO317HRM.1	DESCRIBE concept of compensation and cost
CO317HRM.2	UNDERSTAND compensation and reward management process
CO317HRM.3	COMPARE issues related to compensation and survey of wages & salary administration in various industries
CO317HRM.4	EXPERIMENT to calculate various types of monetary and profit sharing incentives
CO317HRM.5	CALCULATE income tax as per the current slabs for the employees under different salary brackets



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CO317HRM.6	FORMULATE salary structure incorporating tax saving components
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318 HRM : Performance Management System

CO318 HRM.1	DESCRIBE key components and applicability of theories of Performance Management System
CO318 HRM.2	DEMONSTRATE the communication skills required when managing achievement and underachievement.
CO318 HRM.3	IDENTIFY factors affecting Performance Measurement
CO318 HRM.4	ANALYZE various tools for performance assessment
CO318 HRM.5	COMPARE various organizational performance management systems and best practices.
CO318 HRM.6	DESIGN a performance management process for an organization

HRM: e-HRM

CO316HRM.1	ENUMERATE fundamental concept of HRIS
CO316HRM.2	UNDERSTAND various technology driven features that can be adapted for HRM functions
CO316HRM.3	DETERMINE impact of technology on HRM functions.
CO316HRM.4	ANALYSE issues regarding technology in HRM functions.
CO316HRM.5	DEVELOP competencies needed to adapt technology in HRM functions

304 OSCM- Services Operations Management – II

CO304OSCM .1	DEFINE the key concepts in Services Operations Management.
CO304OSCM .2	DIFFERENTIATE between various service strategies, service quality dimensions, and customer relationships based on life time value.
CO304OSCM .3	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
CO304OSCM .4	CATEGORIZE a service firm according to its stage of competitiveness
CO304OSCM .5	MODIFY the Service strategies of an organization for achieving the strategic service vision
CO304OSCM .6	SOLVE the relevant numerical in the scope of the subject

305 OSCM - Logistics Management




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CO305OSCM.1	DEFINE basic terms and concepts related to Logistics management
CO305OSCM.2	EXPLAIN the infrastructure of logistics, its linkage with various types of communication modes
CO305OSCM.3	DESCRIBE the various dimensions of logistics management and transport, their inter-linkages with different types of freights.
CO305OSCM.4	CALCULATE logistic costs and various classification methods of reducing the cost. Involving the information technology and its impacts.
CO305OSCM.5	OUTLINE a typical logistic framework and services. ILLUSTRATE the linkages with its dynamic storage system / Customer Issues, Logistic and Business Issues in a real world context.
CO305OSCM.6	DISCUSS modern real world logistical systems using the various concepts in the syllabus.
312 OSCM- Manufacturing Resource Planning	
CO312OSCM.1	DEFINE basic terms and concepts related to MRP II.
CO312OSCM.2	DESCRIBE the integrated planning structure and functions incorporated within MRP.
CO312OSCM.3	ILLUSRATE the importance of MRP as a top-management planning tool
CO312OSCM.4	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
CO312OSCM.5	EXPLAIN how what-if simulation, modeling, and analysis are used to produce feasible plans.
CO312OSCM.6	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.
313 OSCM- Sustainable Supply Chains	
CO313OSCM.1	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
CO313OSCM.2	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.
CO313OSCM.3	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
CO313OSCM.4	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
CO313OSCM.5	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.
CO313OSCM.6	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.
314 OSCM- Business Excellence	
CO314OSCM.1	REPRODUCE the essential facets of Business Excellence in organizations with special emphasis on Operations Excellence



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CO314OSCM.2	EXPLAIN the basic principles of various models of Business Excellence.
CO314OSCM.3	MAKE USE OF the concepts, tools and techniques of Business Excellence in the various areas of Operations, Supply Chain and Services
	ILLUSTRATE the various facets of development, implementation and assessment of business excellence
CO314OSCM.5	FORMULATE a managerial perspective and DEVELOP an informed decisionmaking ability for driving Business Excellence in the various areas of Operations, Supply Chain and Services
CO314OSCM.6	DISCUSS what makes some organizations best-in-class organizations.
315 OSCM- Toyota Production System	
CO315OSCM.1	DESCRIBE 14 principles of the Toyota Way.
CO315OSCM.2	RELATE the TPS with other business situations.
CO315OSCM.3	IMPLEMENT TPS principles to a real-life situation.
CO315OSCM.4	EXAMINE the application of TPS principles in a service or manufacturing unit/ organization
CO315OSCM.5	DESIGN a process for executing Improvement Initiatives at workplace.
CO315OSCM.6	BUILD an organization culture to foster continuous improvement.
316OSCM- Operations & Service Strategy	
CO316OSCM.1	ENUMERATE the key components of operations strategy.
CO316OSCM.2	EXPLAIN the linkages between operations strategy and competitive advantage as the basis of competitive position through superior product development, cost, quality, features
CO316OSCM.3	ILLUSTRATE the broader context of business strategy & fit between manufacturing and operations capabilities and the business strategy
CO316OSCM.4	EXAMINE the concepts of competitive leverage using manufacturing and operations, the fit of the various elements of manufacturing and operations, the impact of the competitive environment, and the structure of the value chain.
CO316OSCM.5	DESIGN the operations and service strategy
CO316OSCM.6	FORMULATE an operations strategy (long-term plan) and link with operational decisions.
317 OSCM- Six Sigma for Operations	
CO317OSCM.1	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma



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CO317OSCM.2	SUMMARIZE the six-sigma philosophy along with understanding of 7 QC Tools
CO317OSCM.3	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings
CO317OSCM.4	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures
CO317OSCM.5	DECIDE control chart to use for given set of data and ROSS (Return on Six Sigma)
CO317OSCM.6	CREATING a Case for Business Models in Different Industries/Proposing a Strategy by Studying the cases of Successful Six Sigma Implementation

304 BA- Advanced Statistical Methods using R

CO304BA .1	RECALL all basic statistical concepts and associated values, formulae.
CO304BA .2	EXPLAIN the statistical tools and DESCRIBE their applications in multiple business domains and scenarios
CO304BA .3	APPLY time series analysis in prediction of various trends.
CO304BA .4	DISCRIMINATE between various types of probability and probability distributions.
CO304BA .5	FORMULATE and TEST hypothesis using tools of R.
CO304BA .6	COMPILE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.

305 BA - Machine Learning & Cognitive intelligence using Python

CO305BA.1	DEFINE the key terms in Python, Machine Learning and Cognitive Intelligence
CO305BA.2	EXPLAIN the applications of Machine Learning in multiple business domains and scenarios
CO305BA.3	DEVELOP a thought process to think like data scientist/business Analysts
CO305BA.4	ANALYSE data using supervised and unsupervised Learning Techniques
CO305BA.5	SELECT the right functions, arrays of Python for Machine Learning algorithms.
CO305BA.6	COMBINE various tools and functions of Python language in developing Machine Learning algorithms and use them in live analytical projects in multiple business domain and scenarios.

312 BA- Social Media, Web & Text Analytics

CO312BA.1	DEFINE the key terms in Social Media Analytics, Web Analytics and Text Analytics
CO312BA.2	EXPLAIN the applications of Social Media Analytics, Web Analytics and Text Analytics in multiple business domains and scenarios



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CO312BA.3	DEVELOP a thought process to harness the power of social media analytics to improve website or business
CO312BA.4	ANALYSE Social Media Analytics and Web Analytics Tools
CO312BA.5	SELECT the right metrics for Social Media Analytics and Web Analytics
CO312BA.6	COMBINE various tools and metrics in building high impact dashboard in multiple business domains and scenarios

313 BA- Industrial Internet of Things

CO313BA.1	ENUMERATE the key concepts of industry 4.0, data science in manufacturing, operations analytics and IIOT
CO313BA.2	DISCUSS the value added by analytics in the operations function
CO313BA.3	DEMONSTRATE the practical applications of data analytics and data science in manufacturing operations
CO313BA.4	EXAMINE the Industrial Internet of things (IIoT) and the role of Big Data Analytics
CO313BA.5	EXPLAIN the applications of analytics in operations.
CO313BA.6	COMPILE the issues pertaining to the adoption of technologies that will shape industry

314BA: Supply Chain Analytics

CO314BA.1	DESCRIBE the importance of the basics of Supply Chain Analytics and Optimization
CO314BA.2	EXPLAIN the role and applications of Descriptive, Predictive & Prescriptive Analytics in a Supply Chain
CO314BA.3	ILLUSTRATE the basics of Modeling through R Language.
CO314BA.4	EXAMINE the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.
CO314BA.5	DETERMINE the right tools for addressing various issues in Supply Chain Analytics.
CO314BA.6	COMBINE the various approaches to Supply Chain Analytics for improvements in the supply chain system

315 BA- Cognos

CO315BA.1	TELL how and when to use visualization
CO315BA.2	ILLUSTRATE uses of crosstabs and SQL queries
CO315BA.3	BUILD stunning Dashboards with Cognos Analytics




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CO315BA.4	ILLUSTRATE the full-fledged Report Authoring tool
CO315BA.5	EXPLAIN how a dashboard is different from a report, and when to use both
CO315BA.6	DEVELOP the advanced reporting solutions which allow users to perform complex analysis tasks and interact with information
316BA- Predictive Modelling using SPSS Modeler	
CO316BA.1	DESCRIBE what Predictive Modeling is all about and know why you would want to use it
CO316BA.2	EXPLAIN the CRISP-DM methodology and the IBM SPSS Modeler Workbench
CO316BA.3	Explore, Prepare, Model and Evaluate your data using IBM SPSS Modeler
CO316BA.4	ILLUSTRATE how to use modeling skills to make decisions
CO316BA.5	FORMULATE models based on trained data, test the model with historical data, and use qualifying models on live data or other historical untested data.
CO316BA.6	SOLVE real world problems using predictive modeling techniques on a realworld data set
317 BA- E Commerce Analytics - I	
CO317BA.1	DESCRIBE the key concepts in e-commerce analytics
CO317BA.2	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle
CO317BA.3	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO317BA.4	DISCOVER high-value insights via dashboards and visualization.
CO317BA.5	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO317BA.6	FORMULATE the right analytics driven strategy for ecommerce businesses.
409 BA- E Commerce Analytics - II	
CO409BA.1	DESCRIBE the key concepts in e-commerce analytics.
CO409 BA.2	DEMONSTRATE the use of analytics to drive profitability throughout the organization, and across the entire customer experience and lifecycle.
CO409 BA.3	SOLVE the unique problems in e-commerce, and transform data into better decisions and customer experiences.
CO409 BA.4	DISCOVER high-value insights via dashboards and visualization.



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CO409 BA.5	DEVELOP analytical approaches to improve ecommerce marketing and advertising, understand customer behavior, increase conversion rates, strengthen loyalty, optimize merchandising and product mix, streamline transactions, optimize product mix, and accurately attribute sales.
CO409 BA.6	FORMULATE the right analytics driven strategy for ecommerce businesses.

RABM – 01 Agriculture and Indian Economy

RABM01.1	DEFINE the key terms in Indian Agriculture/Land Reforms/ economic holding
RABM01.2	EXPLAIN the key terms in The place of agriculture in the national economy/ The present position of Indian Agriculture with an advanced management perspective.
RABM01.3	IDENTIFY the various issues in the Agriculture Industry in India, DEMONSTRATE their significance from the perspective of Indian farmer & Indian Economy & business decision making.
RABM01.4	EXAMINE the inter-relationships between various facets of Agriculture & economy from the perspective of a farmer, Labour, firm, industry, market, competition and business cycles.
RABM01.5	DEVELOP critical thinking based on changing pattern of ownership and operational holdings in India, Farms size, Productivity/ Profitability and farm efficiency
RABM01.6	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

SE – RABM – 03 Rural Credit and Finance

RABM03.1	RECALL the Role of Credit in Agriculture & Role of Agriculture in Economic Development
RABM03.2	UNDERSTAND the concept and special features of co-operative banking, Structure of the co-operative credit system in India
RABM03.3	Apply the theories of Agricultural finance with concept of credit
RABM03.4	ANALYZE Players and Approaches in Microfinance & Rural Finance.
RABM03.5	EXPLAIN the triangle of microfinance and the role of BDS in rural finance
RABM03.6	Develop a plan to create awareness about different rural finance schemes

SC-PHCM- 01 Fundamental of Pharma and Healthcare Management

PHCM01.1	DESCRIBE concept of Pharma and healthcare management and FIND out the different role and responsibilities of managers.
PHCM01.2	UNDERSTAND the different managerial functions of managers
PHCM01.3	IDENTIFY right the motivation for right stakeholder in the healthcare sector for effective delivery of service



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PHCM01.4	ANALYZE modern Pharma and Healthcare models
PHCM01.5	EXPLAIN government initiatives to provide healthcare facilities in each part of country
PHCM01.6	CONSTRUCT model to provide effective service in healthcare management

SE-PHCM- 03 Strategic Planning & Healthcare Management

PHCM03.1	DEFINE strategy and DESCRIBE various types of Strategic planning
PHCM03.2	EXPLAIN why Vision Mission needs to consider for strategy formulation
PHCM03.3	USE strategic planning to solve the management problem in healthcare management
PHCM03.4	ANALYZE various management problem where it is required to take strategic actions.
PHCM03.5	COMPARE various strategic formulations and the select right strategy
PHCM03.6	Understand the problem and DEVELOP strategy to solve it.

SE-PHCM- 04 Information Technology in Pharma and Healthcare

PHCM04.1	IDENTIFY the different types of information required in Pharma and Healthcare system
PHCM04.2	DESCRIBE the different types of Networks and structure require to establish computerize system in daily operations
PHCM04.3	Identify the different Integrated Health information Systems used by different Pharma and Healthcare companies
PHCM04.4	SIMPLIFY the process to maintain an electronic record, its analysis, and Presentation for decision making
PHCM04.5	DETERMINE the various components require to develop Hospital Information Systems (HIS)
PHCM04.6	DEVELOP architecture for routine business activities in pharma and healthcare sector

304 IB: Import Export Documentation and Procedures

CO304IB.1	Describe the process of import and export in the context of business
CO304IB.2	Explain the import and export transactions, classification and various payment terms
CO304IB.3	Identify various types of documents required for the procedures involved in import and export
CO304IB.4	Examine various documentation formats for the import and export processes




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CO304IB.5	Explain pre and post activities of import and export process
CO304IB.6	Discuss on various aspects of trades, documentation and procedures for import and export

312 IB: Cross Cultural Management and Global Leadership

CO312IB.1	Describe the concept of culture and significance of cross-cultural management
CO312IB.2	Outline the cultural values and differences with dimensions of cultural norms and behaviors
CO312IB.3	Identify various factors affecting culture and decision-making models across cultures
CO312IB.4	Examine theories of leadership with leadership across cultures
CO312IB.5	Explain culturally intelligent leadership in international trade
CO312IB.6	Discuss on leading and managing multicultural teams in international context

313 IB: International Business and Employment Laws

CO313IB.1	Describe the international business contract in the legal framework of international business
CO313IB.2	Explain international business laws pertaining to competition, compliances, arbitration, and customs
CO313IB.3	Identify various aspects of international trade laws for business
CO313IB.4	Examine international legal trade terms for the applicability and significance in international business
CO313IB.5	Explain legal aspects involved in the import export and international business
CO313IB.6	Discuss on various aspects of international employment laws and issues

MBA - SEMESTER IV

401 GC – 14 Enterprise Performance Management

CO401.1	Enumerate the different parameters & facets of management control of an enterprise.
CO401.2	Illustrate the various techniques of enterprise performance management for varied sectors.
CO401.3	Determine the applicability of various tools and metrics as a performance evaluation & management tools.
CO401.4	Analyse the key financial & non-financial attributes to evaluate enterprise performance



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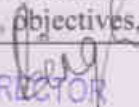
CO401.5	Formulate the various parameters to evaluate enterprise performance effectively through implementation of strategy.
402 – Indian Ethos & Business Ethics	
CO402.1	Recall and spell the human universal values of Indian Ethos and its applications in Business ethics
CO402.2	Recognize and Demonstrate the relevance of Indian Ethos by taking the rationale and ethical business decision derived from Indian Heritage Scriptures.
CO402.3	Apply the concepts of Indian Ethos, Values, and Ethics with moral reasoning to develop sustainable solutions to solve complex business issues
CO402.4	Analyze and make inferences to contemporary business practices in relation to Indian Ethos & Business Ethics
CO402.5	Appraising the importance of business decisions on the basis of ethics and thus create a value driven management.
CO402.6	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to Ethical decision making.
403MKT- Marketing 4.0	
CO403.1	DESCRIBE the various concepts associated with Marketing 4.0.
CO403.2	EXPLAIN the importance of various concepts in Marketing 4.0. like prompted Advocacy, 5A's, Four Major Industry Archetypes, and content marketing leading to Brand Affinity.
CO403.3	APPLY the concepts of digital marketing by Using Digital Anthropology to connected customers, which will drive up the productivity, by Integrating the Best of Online and Offline Channels in the digital world
CO403.4	ANALYSE the online and offline interactions between the companies and customers to be the effective marketers.
CO403.5	EVALUATE how Technology & connectivity has changed human life and business in the context of real-world commodities, products & services.
CO403.6	CREATING WOW! Moments with customer engagement by using Marketing 4.0.
404MKT: Marketing Strategy	
CO404MKT.1	DESCRIBE various concepts of marketing strategies.
CO404MKT.2	EXPLAIN various marketing strategies to handle marketing circumstances
CO404MKT.3	APPLY the concepts of marketing strategy to solve real-life business problems.
CO404MKT.4	DISCOVER the suitable competitive advantage useful to design market specific and organization specific marketing strategies.
CO404MKT.5	ESTIMATE the attractiveness of segment to decide targeting strategy and MONITOR marketing performance using marketing matrices.



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CO404MKT.6	DESIGN marketing strategies to lead the organization towards sustainable growth.
405 – Global Strategic Management	
CO405.1	Define the concept and key terms associated with the global strategic management.
CO405.2	Describe in detail global strategic alliance, merger and acquisitions.
CO405.3	Demonstrate various global organisation models in global strategic management context.
CO405.4	Examine various entry and business-level strategies from global strategic management prospective.
CO405.5	Explain globalization, innovation, and sustainability and challenges to strategic management.
CO405.6	Design global strategies and understand their relative merits and demerits.
406 – Technology Competition and Strategy	
CO408.1	DEFINE the key terms and concepts.
CO408.2	EXPLAIN how technology affects strategic interactions among firms and consumers
CO408.3	DETERMINE the linkages Technology & Business Strategies
CO408.4	EXAMINE the technology environment of a firm.
CO408.5	APPRAISE the risks pertaining to technology and competition.
407 - Cyber Laws	
CO407.1	DEFINE the key terms and concepts pertaining to cyber laws.
CO407.2	DESCRIBE the relevant legal provisions in detail.
CO407.3	DETERMINE the applicability of the legal provisions in a specific scenario.
CO407.4	OUTLINE the course of action in case of violation of the legal provisions.
CO407.5	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space
408 – Corporate Social Responsibility & Sustainability	
CO408.1	DESCRIBE What is CSR, Scope & Complexity, Companies Act 2013, when was CSR Initiated, Evolution, How CSR matters, Aims, objectives,




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	Importance, Benefits of CSR, CSR in India ,CSR In global Context, Implementation .
CO408.2	EXPLAIN the implications of CSR from the perspectives of employees, managers, leaders, organization and the Community.
CO408.3	MAKE USE OF the Theories and Principles and Frameworks of CSR in specific organizational settings.
CO408.4	DECONSTRUCT The Role of Companies towards the society and its impact on the community.
CO408.5	FORMULATE The companies how they are practicing CSR activities, Auditing the committees & Board of Committees, CSR Annual Reports.
CO408.6	ELABORATE UPON the challenges of the Companies in shaping organizational culture and Development of the society.

409MKT: Customer Relationship Management

CO 409MKT.1	Define concepts and components of B2B, B2C CRM, customer acquisition & retention and CRM mechanics
CO 409MKT.2	EXPLAIN key concepts and theories associated with CRM.
CO 409MKT.3	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets.
CO 409MKT.4	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO 409MKT.5	EVALUATE suitability and effectiveness of CRM strategies in marketing situations of products, services & e-products/ services across various industries.
CO 409MKT.6	DEVELOP CRM strategies/plans for various B2B and B2C markets.

410MKT: Rural and Agriculture Marketing

CO410MKT.1	DEFINE various concepts related to Rural and Agricultural Marketing
CO410MKT.2	UNDERSTAND the rural consumer buying Behavior, Rural Marketing Mix, Industrial and Agriculture Market, Difference between Rural and Urban market on different terms and Environment,
CO410MKT.3	APPLY Rural Marketing research for Segmentation, Positioning with data collection methods for current rural market in India.
CO410MKT.4	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
CO410MKT.5	ASSESS the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.
CO410MKT.6	FORMULATE a model for Marketing of Agricultural products by using marketing mix tools.

411 MKT: Tourism & Hospitality Marketing



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CO 411 MKT.1	DEFINE core concepts, components of Tourism and Hospitality industry like marketing mix, STP, CRM & legal aspects.
CO411 MKT.2	DISCUSS and EXPLAIN aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
CO411 MKT.3	DEMONSTRATE the concepts of marketing mix, Segmentation, targeting & positioning in the contemporary real world scenarios of tourism & hospitality industry
CO411 MKT.4	EXAMINE & LIST the critical tourism & hospitality marketing issues concerning segmenting, targeting, positioning, customer relationship management, marketing mix, and changing trends.
CO411 MKT.5	Evaluate the Marketing Mix, CRM & STP strategies of players of the hospitality and tourism industry.
CO411 MKT.6	FORMULATE Marketing Mix, CRM & STP strategies for hospitality and tourism industry players / companies and PROPOSE a blend of legal and customer based strategies to meet customer relationship marketing and face the challenges.

412 MKT – Retail Marketing

CO 412 MKT.1	DEFINE and RECALL concepts associated with retail marketing
CO412 MKT.2	UNDERSTAND the various retail Formats, merchandise management and recent trends
CO412 MKT.3	APPLY the best practices for retail store management along with USE of social media in retailing
CO412 MKT.4	ANALYSE and COMPARE the contemporary issues in Retailing and E-tailing
CO412 MKT.5	EVALUATE the store location based on the determinants and effectiveness of Retail marketing mix
CO412 MKT.6	DESIGN effective CRM programs suitable for each retail format

413 MKT: Retailing Analytics

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



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

CO414MKT.1	RECALL Concepts, characteristics, strategies, size and composition of emerging Markets and BOP markets.
CO414MKT.2	SUMMERISE challenges and opportunities of BOP & Emerging markets and effect of different business environments on BOP & Emerging markets.
CO414MKT.3	IDENTIFY Marketing Implications in terms of strategy, policy & practice of marketing for BOP and Emerging markets.
CO414MKT.4	COMPARE BRICKS, Next 11 and countries in emerging markets, developed markets and BOP markets.
CO414MKT.5	ASSESS Demographic & economic scenario and Comparative Advantage of emerging market countries for a given scenario.
CO414MKT.6	Develop marketing strategies for BOP and emerging market in context of real world marketing offerings.

403 FIN: Financial Laws

CO403FIN .1	Define and Describe the basic concepts related to Financial Laws
CO403 FIN. 2	Illustrate the implications of various laws, Explain concepts and details of various financial laws.
CO403 FIN. 3	Make use of contextual financial laws applicable to organisations.
CO403 FIN. 4	Infer the application of financial laws to organisations
CO403 FIN. 5	Appraise and perceive the benefits of applicable laws to the organisations.
CO403 FIN.6	CREATE debt restructuring portfolio/ proposal.

404 FIN Current Trends & Cases in Finance

CO404FIN.1	DESCRIBE the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics
CO404FIN.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus
CO404FIN.3	APPLY the various theories and models of financial management in the case.
CO404FIN.4	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO404FIN.5	EVALUATE the financial impact of the alternative on the given case.
CO404FIN.6	CREATE financial models based on theories and concepts studied




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409 FIN- Fixed Income Securities

CO409FIN.1	Describing the basic concepts of Fixed Income Securities.
CO409FIN.2	Understanding the various types of securities traded in the fixed income market.
CO409FIN.3	Applying the knowledge of fixed income securities for diversifying the portfolio of investments.
CO409FIN.4	Predictive analysis of the economic outlook through yield curve analysis.
CO409FIN.5	Evaluate the risk and returns of different Fixed income securities.
CO409FIN.6	Devise the various investment strategies based on portfolio returns.

410 FIN – Business Valuation

CO410.1	RECALL concepts of value and valuation
CO410.2	EXPLAIN valuation process of business firms
CO410.3	CALCULATE business value using different techniques
CO410.4	EXAMINE special factors to be considered in business valuation
CO410.5	ASSESS the value of the firm in the light of business environment and regulatory aspects
CO410.6	DESIGN a structured business valuation model for business.

411 FIN – Risk Management

CO411FIN.1	Describe various concept associated with risk management and financial risk management.
CO411FIN.2	Exemplify the financial risk management processes, frameworks.
CO411FIN.3	Determine the various building blocks of risk management system and strategies.
CO411FIN.4	Classify various risks associated with enterprise, banks, insurance etc.
CO411FIN.5	Formulate the strategies to overcome with currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.
CO411FIN.6	Formulate the strategies to manage currency risk, credit risk, interest rate risk, legal risk, asset liability risk, liquidity risk etc.

412 FIN–Strategic Cost Management

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CO412FIN.1	Remember the basic concepts, tools and techniques of cost management in the contemporary business environment and how it has influenced cost management
CO412FIN.2	EXPLAIN in detail, all the theoretical concepts taught through the syllabus; differentiate between various costing techniques.
CO412FIN.3	ILLUSTRATE contemporary management techniques and how they are used in cost management to respond to the contemporary business environment
CO412FIN.4	ANALYSE the situation and decide the key cost factors / elements involved in the decision making
CO412FIN.5	FORMULATE new models and techniques for managing the cost strategically in any business organization.
CO412FIN.6	FORMULATE new models for managing the cost strategically for business organization.
413FIN -Rural and Micro Finance	
CO413FIN.1	DEFINE the key concepts of Microfinance and other terms associated with rural and micro finance.
CO413FIN.2	EXPLAIN the relevance of Microfinance and how its work towards rural development
CO413FIN.3	USE of micro finance, microfinance models and their contribution towards, Economic growth, poverty elimination, women empowerment and gender equality
CO413FIN.4	ANALYZE the linkage between MFIs and Rural development
CO413FIN.5	EVALUATE the significance of the microfinance institutions & Self-Help Group for rural development
CO413FIN.6	CREATE/DEVELOP models, cases and plans related to micro finance.
414 FIN: Reinsurance	
CO414FIN.1	Remember the key Reinsurance terms and concepts.
CO414FIN.2	Understand the purpose of reinsurance, its types, parties involved in, legal framework and risk management.
CO414FIN.3	Apply the principles and practices of reinsurance to property, casualty, marine and aviation business.
CO414FIN.4	Analyse different reinsurance methods applied to property, casualty, marine and aviation reinsurance.
CO414FIN.5	Evaluate the different bases of cover including risks attaching, losses occurring, claims made and losses discovered.
CO414FIN.6	Create or come up with the ability to think independently, identify and analyze reinsurance relations and take management decisions
415 FIN: Agricultural Insurance	
CO415FIN.1	RECALL the different terms related to agriculture Insurance, crop insurance, livestock insurance, government schemes related to insurance.



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CO415FIN.2	EXPLAIN the importance of agriculture insurance, crop insurance, livestock insurance and government schemes on agriculture.
CO415FIN.3	USE of the agricultural insurance in agricultural development.
CO415FIN.4	ANALYSE the role of different regulatory mechanisms and government schemes in agricultural insurance
CO415FIN.5	EVALUATE the different types of risks involved, in agriculture insurance in India and other countries
CO415FIN.6	CREATE the business plan/model/proposal related agricultural insurance.

403 HRM - Organizational Diagnosis & Development

CO404.1	DESCRIBE the major theories, concepts, terms, models tools and frameworks in the field of Organizational Diagnosis & Development.
CO404.2	UNDERSTAND concept of OD and 'intervention'.
CO404.3	MAKE USE of the Theories, Models, Principles and Frameworks of Organizational Diagnosis & Development in specific organizational settings.
CO404.4	ANALYZE the external and internal environment with right tool of diagnosis and review the role of consultant in OD.
CO404.5	IDENTIFY AND MAP an intervention to organisational need
CO404.6	DESIGN the role of the consultant for an organisational issue

404 HRM: Current Trends & Cases in Human Resource Management

CO404HRM.1	DESCRIBE the conceptual framework of Digital Disruptions and its impact on the current HR Trends.
CO404HRM.2	SUMMARIZE the impact of Current HR trends on HR Functions
CO404HRM.3	ILLUSTRATE value creation & competitive advantage of Technology on current HR Trends
CO404HRM.4	EXAMINE the changing role of HR Priorities
CO404HRM.5	ELABORATE upon the various types of current HR Trends
CO404HRM.6	APPLY the existing Tech tools to real time HRM Challenges and offer Solutions.

409 HRM: Labour Legislation

CO1	AWARENESS about foundation of labor legislation.
CO2	UNDERSTAND the legislation related to various labor and social laws.




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CO3	APPLY formulas of specific laws and calculate.
CO4	STUDY labor legislation and effective implementation of them through case laws.
CO5	REVIEW AND UNDERSTAND different labor legislations and its amendments.

410HRM : Designing HR Policies

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

411: Labour Economics and Costing

CO411.1	IDENTIFY the basic concepts of Labour Economics, Wage Determination, Labour Productivity and Costing.
CO411.2	UNDERSTANDING the Labour Markets in India with reference to demand and supply of Labour and Social Security Problems associated to it.
CO411.3	DETERMINATION of various Wage and Non-Wage Factors applicable in various sectors of businesses.
CO411.4	IMPLEMENTATION of various theories of wage determination in various business sectors
CO411.5	EVALUATION of Labour Cost Benefit Analysis of important HR functions.
CO411.6	APPLICATION of social security of labours in various sectors.

412HRM : Best Practices In HRM

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




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413: Employee Engagement and Ownership	
CO413.1	IDENTIFY the basic concepts of Employee Engagement and Employee Ownership
CO413.2	UNDERSTANDING the various factors, models and metrics involved in Employee engagement
CO413.3	DETERMINATION of various Employee Engagement Activities and types of Employee Ownership practiced in all scales of companies at various sectors.
CO413.4	IMPLEMENTATION of Engagement strategies and BUILDING Engagement Culture in companies.
CO413.5	EVALUATION of Employee engagement and Employee Ownership and its impact on the performance of businesses
CO413.6	APPLICATION of Employee engagement practices and Employee Ownership at various sectors of industry.
414HRM : Leadership and Succession Planning	
CO.414HRM.1	IDENTIFY the basic concepts of leadership and succession planning.
CO.414HRM.2	UNDERSTANDING the modern theories and styles of leadership.
CO.414HRM.3	IMPLEMENTING the appropriate succession plan through leadership development
CO.414HRM.4	ANALYSING and EVALUATING the existing human capital.
CO.414HRM.5	BUILDING appropriate Succession Plan required in an organization.
HRM: e-HRM	
CO316HRM.1	ENUMERATE fundamental concept of HRIS
CO316HRM.2	UNDERSTAND various technology driven features that can be adapted for HRM functions
CO316HRM.3	DETERMINE impact of technology on HRM functions.
CO316HRM.4	ANALYSE issues regarding technology in HRM functions.
CO316HRM.5	DEVELOP competencies needed to adapt technology in HRM functions
403 OSCM- E Supply Chains and Logistics	
CO403OSCM .1	DESCRIBE the structure of modern days Logistics.
CO403OSCM .2	EXPLAIN the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.



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CO403OSCM .3	IDENTIFY the various flows in real world supply chains and Logistics. IDSCRIBE the importance of documentations.
CO403OSCM .4	COMPARE and CONTRAST push and pull strategies in Supply Chain Management. ANALYSE the impact of tracking system linkage in Logistics.
CO403OSCM .5	EXPLAIN the key Operational Aspects of E Procurement.
CO403OSCM .6	DEVELOP a framework for e-logistics
404 OSCM- Industry 4.0	
CO404OSCM .1	DEFINE industrial revolutions and its different aspects.
CO404OSCM .2	EXPLAIN the role of technology pillars of Industry 4.0.
CO404OSCM .3	DEMONSTRATE the use of data in effective decision making.
CO404OSCM .4	ILLUSTRATE the need of cyber physical system for sustainable competitive advantage.
CO404OSCM .5	EXPLAIN the challenges faced by various industries in full fledge implementation of Industry 4.0
CO404OSCM .6	DEVELOP a framework for any organization using base of Smart Industry Readiness Index Proposed by Singapore EDB
410 OSCM- World Class Manufacturing	
CO410OSCM.1	DEFINE the basic terms associated with Manufacturing Excellence and World Class Manufacturing
CO410OSCM.2	SUMMARIZE the features of various frameworks used for World Class Manufacturing
CO410OSCM.3	IDENTIFY the challenges to manufacturing industry in the information age
CO410OSCM.4	ANALYZE the usage of Information management tools, Material processing and handling tools.
CO410OSCM.5	EVALUATE the country's preparedness for World Class Manufacturing
CO410OSCM.6	ESTIMATE the performance of manufacturing firms with the measurement system to determine the readiness for World Class Manufacturing
411 OSCM- Supply Chain Strategy	
CO411OSCM.1	DEFINE basic terms and concepts related to Strategy, Supply Chain
CO411OSCM.2	EXPLAIN the SC Components and Processes
CO411OSCM.3	ILLUSTRATE the importance of SC strategies on competitive advantage.




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CO411OSCM.4	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages of strategies with real time issues using Information Technology.
CO411OSCM.5	EVALUATE and EXPLAIN impact of strategic decisions on SC
CO411 OSCM.6	FORMULATE and DISCUSS a model for SCM strategies
412 OSCM- Financial Perspectives in Operations Management	
CO412OSCM.1	REMEMBER basic concepts used in cost management, Budgeting and activity-based costing
CO412OSCM.2	UNDERSTAND the importance of cost management as key to profitability.
CO412OSCM.3	CALCULATE NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control with Microsoft Excel.
CO412OSCM.4	Outline capital budgeting techniques used in Operations
CO412OSCM.5	Explain the role of Financial Institutions in project financing
CO412OSCM.6	Solve the real time issues involved in Operations and Project Management using appropriate method in order to reduce the costs.
413 OSCM- Facilities Planning	
CO413OSCM.1	DESCRIBE the concepts and principles of Facilities Planning.
CO413OSCM.2	EXPLAIN the key considerations in Facilities Planning.
CO413OSCM.3	ILLUSTRATE the use of the concepts and principles of Facilities Planning.
CO413OSCM.4	EXAMINE the practical layouts in real world in light of the theoretical concepts and principles of Facilities Planning.
CO413OSCM.5	EVALUATE various approaches to Facilities Planning.
CO413 OSCM.6	REARRANGE existing layouts for enhanced outcomes.
414 OSCM- Purchasing and Supplier Relationship Management	
CO414OSCM.1	DESCRIBE the Purchasing Process and its importance in organizations.
CO414OSCM.2	Students will understand the impact of purchasing on competitive success and profitability of modern-day organizations.
CO414OSCM.3	MAKE USE OF the various Negotiation technique in the context of Purchasing process.
CO414OSCM.4	ILLUSTRATE how Supplier evaluation and selection is done in organizations and its relationship with corporate Strategy.



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CO414OSCM.5	EXPLAIN the importance of Performance Measurement & Evaluation in operations management.
CO414 OSCM.6	BUILD A purchasing strategy for a real world situation.

415 OSCM- Strategic Supply Chain Management

CO415OSCM.1	DEFINE Key configuration components of Strategic Supply Chain Management.
CO415OSCM.2	EXPLORE Process Architecture and Toolkits of in Strategic Supply Chain Management
CO415OSCM.3	ILLUSTRATE the Design Organization for Performance and Organizational Change
CO415OSCM.4	EXAMINE the Right Collaborative Model and Drivers of collaboration of Strategic Supply Chain Management
CO415OSCM.5	ILLUSTRATE Use of Metrics to Drive Business Success and Roadmap to change
CO415 OSCM.6	DEVELOP the architecture of a supply chain


403 BA- Economics of Network Industries

CO403BA .1	APPRECIATE the differences in the nature of information goods as opposed to traditional goods and services.
CO403BA .2	DESCRIBE the characteristics of the markets for network products.
CO403BA .3	ILLUSRTRATE the characteristics of the cost structure of information goods and its implications for pricing of information goods w.r.t. price discrimination, versioning of information goods, and bundling
CO403BA .4	COMPARE and CONTRAST the pros and cons of keeping products compatible, and strategic aspects of the decision regarding compatibility.
CO403BA .5	EVALUATE the role of complementary products, compatibility and standards, switching costs and lock-in in network industries.
CREATING	DISCUSS the economics of Internet advertising, and the business model of zero pricing.

404 BA- Artificial Intelligence in Business Applications

CO404BA .1	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem
CO404BA .2	NDERSTAND AI's fundamental concepts and methods.
CO404BA .3	APPLY various machine learning algorithms on structured data to develop machine learning models.
CO404BA .4	ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes.
CO404BA .5	SELECT logical and functional process to develop the model




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CO404BA.6	CREATE SOLUTIONS for various business problems using AI techniques.
410BA: Healthcare Analytics	
CO410BA.1	DESCRIBE the key terms in healthcare data analytics
CO410BA.2	EXPLAIN the fundamental concepts in Health Care Analytic
CO410BA.3	ILLUSTRATE the use of specific tools and techniques to design effective ways of handling, retrieving, analyzing, and making use of healthcare data
CO410BA.4	EXAMINE the issues associated with the applications of intelligent data acquisition, processing, and analysis of healthcare data
CO410BA.5	EXPLAIN the perspectives of healthcare related opportunities for developing new analytical approaches.
CO410BA.6	ADAPT healthcare data analytics for improving the health and well-being of people.
411 BA- Watson	
CO411BA.1	RECALL the key aspects of cognitive computing and Watson.
CO411BA.2	DESCRIBE & DISCUSS the conceptual components and practical aspects of a cognitive system.
CO411BA.3	MAKE USE OF Watson platform and its underlying technologies for natural language processing and question answering in particular.
CO411BA.4	ILLUSTRATE the various use cases of Watson.
CO411BA.5	EXPLAIN fundamentals of IBM Cloud and creating service instances.
CO411 BA.6	BUILD a Customer Complaints Analyzer using Watson Natural Language Understanding.
412 BA- Scala and Spark	
CO412BA.1	DESCRIBE the ecosystem associated with SCALA and SPARK.
CO412BA.2	ILLUSTRATE the use of SPARK and SCALA.
CO412BA.3	USE the core RDD and DataFrame APIs to perform analytics on datasets with Scala.
CO412BA.4	EXAMINE how and when it differs from familiar programming models
CO412BA.5	READ data from persistent storage and load it into Apache Spark.
CO412BA.6	MANIPULATE data with Spark and Scala




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SE – RABM – 02 ICT for Agriculture Management

RABM02.1	RECALL the basic terminologies related to ICT
RABM02.2	UNDERSTAND the use of ICT with different aspects & various issues & challenges for ICT information services
RABM02.3	Apply the GIS Applications in micro resource mapping
RABM02.4	ANALYZE the different tools and techniques used under ICT in Agriculture Management
RABM02.5	EVALUATE the common ICT platforms for information services
RABM02.6	CHOOSE the right ICT as per the requirement of agriculture activity

SC – RABM – 04 Rural Marketing – I

RABM04.1	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
RABM04.2	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
RABM04.3	APPLY the models of consumer behavior in the rural market
RABM04.4	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
RABM04.5	EVALUATE the challenges of Rural marketing research with different approaches and tools
RABM04.6	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences

SE – RABM – 05 Agri – Entrepreneurship

RABM05.1	DEFINE the term rural entrepreneurship and ENUMERATE factors that support women's participation in rural entrepreneurship
RABM05.2	UNDERSTAND the Process of entrepreneurship, aims, and barriers
RABM05.3	APPLY different ICT in Rural entrepreneurship development.
RABM05.4	Analyze the importance of IT in rural India and role of entrepreneur in rural development.
RABM05.5	EVALUATE the rural capabilities, Endowment of Skill sets and Natural resources in rural India
RABM05.6	Design the business plan, factors considering rural development & Rural BPO

SE – RABM – 06 Rural Marketing II


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RABM06.1	DESCRIBE the key terms associated with the Strategies of marketing.
RABM06.2	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering in both rural and urban markets
RABM06.3	DEMONSTRATE an understanding of Framework of IMC
RABM06.4	EXAMINE the various distribution Strategies of a real-world marketing offering
RABM06.5	EXPLAIN the rising organized rural retailing, malls & Government initiatives
RABM06.6	DESIGN the Promotion Strategy in rural marketing

SC-PHCM- 02 Pharma and Healthcare regulatory environment in India

PHCM02.1	IDENTIFY various environmental factors affecting on Pharma and Healthcare industry
PHCM02.2	UNDERSTAND various laws applicable to Pharma and Healthcare industry
PHCM02.3	Understand the situation and identify right legal way to solve the problem.
PHCM02.4	ANALYSE steps involved in Intellectual Property Rights registrations
PHCM02.5	CHOOSE the right type of IPR as per the content and work available to protect.
PHCM02.6	Elaborate the different laws developed by constitutions to support and protect Pharma and Healthcare sector

SE-PHCM- 05 Pharmaceutical Import and Export

PHCM05.1	DEFINE the various concepts related to import and export procedure
PHCM05.2	DISCUSS various steps involved in export procedures of pharmaceutical product
PHCM05.3	IDENTIFY the international market for pharmaceutical product
PHCM05.4	ANALYZE different payments methods used in international trade
PHCM05.5	DETERMINE various rules and regulations related to export procedures of pharmaceutical product
PHCM05.6	CHOOSE right product for the right international market

SE-PHCM- 06 Entrepreneurship in Pharma and Healthcare

PHCM06.1	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs feature and ENUMERATE the Factors influencing Entrepreneurship Growth.
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PHCM06.2	DISCUSS the various theories of entrepreneurship.
PHCM06.3	CONSTRUCT a framework for a typical EDP for the Pharma industry
PHCM06.4	EXAMINE the role of Government and various support organizations in encouraging and supporting Entrepreneurship.
PHCM06.5	COMPOSE an inventory of possible entrepreneurial opportunities in contemporary local, regional and national the context for Pharma and Healthcare sector.
PHCM06.6	BUILD a business plan for an entrepreneurial pharma of healthcare venture.

SC-THM-02 Tourism and Travel Management

THM02.1	DEFINE the various components of the Tourism Industry & Types of Tourism
THM02.2	UNDERSTAND basic operations of a Travel Agency & tour conduction
THM02.3	EXECUTE theoretical knowledge to design various tour packages & work on costing for the packages
THM02.4	Analyze changing trends in Travel & Transport industry- Domestic & International
THM02.5	INTERPRET the impacts of Tourism Industry globally & practicing of EcoTourism
THM02.6	BUILD new concepts of Eco-Tourism according to customer requirements

SE-THM-05 Strategic Hospitality Management

THM05.1	DEFINE Concept & process of Strategic thinking Major Players of Hospitality & Travel Industry
THM05.2	DISCUSS Strategic management for various organizations factors influencing strategy formulations
THM05.3	IMPLEMENT strategies for Hotels & Travel Agents with the help of structured designs & flow charts
THM05.4	ANALYSE Suitable strategies for different Hospitality sectors with consideration to micro & macro environments
THM05.5	EVALUATE Current market scenario & suggest strategies that can be utilized for the benefits of the company
THM05.6	DEVELOP Strategies for standalone units, a chain of hotels, small and large travel agents International strategies for small & big-players

404 IB: Global Trade and Logistics Management

CO404IB.1	Describe the economic significance of trade along with the logistics processes
CO404IB.2	Explain international trade theories and applications in business



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CO404IB.3	Identify various environmental factors associated with international business
CO404IB.4	Examine various modes and practices of international logistics
CO404IB.5	Explain the activities involved in entire logistics processes in international business
CO404IB.6	Develop the appropriate strategy of operations for global trade and logistics
409 IB: Global Competitiveness, Value Chains and Alliances	
CO409IB.1	Describe the concept of globalisation and global competitiveness in international business
CO409IB.2	Explain the efficacy of the foreign collaborations and joint ventures in international business
CO409IB.3	Identify various elements of value chain involved in import and export business
CO409IB.4	Examine various factors of international supply chain design and global procurement and distribution
CO409IB.5	Evaluate the global competitiveness index for international business
CO409IB.6	Discuss on role and significance of strategic alliances in international business context
410 IB: International Banking and Foreign Exchange Management	
CO410IB.1	Describe the characteristics and significance of international banking
CO410IB.2	Explain the relevance of money market and monetary policy in international banking
CO410IB.3	Identify various types of foreign exchange markets and transactions
CO410IB.4	Examine supply and demand view of exchange rates in international business
CO410IB.5	Explain the exchange rate risk and exposure in international markets
CO410IB.6	Discuss on linkages of international banking and foreign exchange with international business




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