

MBA Syllabus (Semester II)

New Course Curriculum Applicable to the Batch of 2023-25 onwards

MBR2010T: Indian Economy & policy, (4 credits) (semester 2), Nature of the Course: [Core Course]

Course Outcomes (CO)

At the end of this course, students will be able to

1. Access the development process in India after independence, identify and analyse current issues.
2. Classify basic macro-economic indicators of growth.
3. Demonstrate the problems and measures in their contextual perspective.
4. Differentiate the growth path followed by a capital endowed and labour endowed countries.

Course Content

Module No	Module Name	Topic	Description	No of hours	Marks allotted	Credit of each module	Associated Course Outcome
Module 1	National Income Accounting	Introduction to National Income Accounting	Major macro-economic indicator and its application	10	20%	1	CO1 & CO2
		GDP, GNP, NNP, NI, PI, DP I					
		Some important identities, Cramer's Rule and GDP					
		Inflation, unemployment and Okun's law					
		India's performance in terms of GDP & Unemployment,					
Module 2	Growth & Accumulation	Classical versus Neo Classical growth Model	Experiences of economic growth	10	25%	1	CO4
		Solow Model					
		Fei-Ranis Model					
		Structural Change & Transformation of Indian Economy and empirical analysis					
	Aggregate Demand &	Concept of Aggregate Demand & Aggregate Supply	Macro-economic concepts of	5	20%	1	CO2, CO3

Module 3	Aggregate Supply	Short Run Versus Long Run	demand and supply				
		Inflation, Unemployment and Phillips Curve					
		An Empirical analysis persistence of Phillips curve in India.					
Module 4	IS-LM	Impact of fiscal and monetary policy on the macro economy	Major Macro Economic Policies	5	20%	1	C02, C03
Module 5	BOP	Different forms of exchange rate	Open economy macroeconomic s	10	15%	1	C02, C03
		Impact of fluctuation of exchange rate					
		Impossible trinity					
		India's experience with exchange rate					
		India's experience with exchange rate					

□ CO-PO mapping

CO/PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO1	H	H		H		L	H	M
CO2	H	H		H		L	H	M
CO3	L	M	M	H	M	L	H	M
CO4	H	H		H		L	H	M

*** H means High relevance, M means Medium relevance, L means Low relevance

MBR2020T: [Financial Management], [4 credits], [Semester II], [Nature of the Course: Core Course]

□ Course Outcomes (CO)

At the end of this course, students will be able to

CO1. Demonstrate the applicability of the concept of Financial Management, money value to understand the managerial Decisions and Corporate Capital Structure

CO2. Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate

CO3. Analyse the complexities associated with management of cost of funds in the capital Structure CO4.

Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems pertaining to corporate Sector

CO5. Foster the knowledge of working capital and its utility and implications & risk associated

□ Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Introduction to Finance	Role of Finance Function	Introduction	2	5%	0.2	CO 1
		Principles of Financial Management					
		Scope					
		Rationale & Techniques					
II	Time Value of Money	Meaning	Value of money	4	10%	0.4	CO1
		Practical Applications of Compounding and Present Value Techniques					
		Annuity & Due					
		Perpetuity					
III	Cost of Capital	Concept, Explicit and Implicit Costs,	Cost of fund estimation	6	15%	0.6	CO3
		Cost of Debt – Redeemable and Perpetual,					
		Cost of Preference Shares – Redeemable and non redeemable, Cost of Retained Earnings & Equity					
		Overall Cost of Capital (WACC) – Assignment of Weights (Historical and Market)					
IV	Capital Budgeting	Major Capital Budgeting Decisions – Concepts of Cash Flows and Cash Flow Patterns	Major CAPEX Decision making process	8	20%	0.8	CO 4
		Capital Budgeting Techniques & Limitations					
		Traditional (ARR, Payback Period) and modern (NPV IRR, DPB and Profitability Index, NBCR, Real Option, APV, MIRR					

		NPV Vs PI & NPV vs IRR Comparison					
V	Financing Decision	Operating , Financial and combined Leverage – Algebraic and Graphic Approach , EBIT – EPS theories of relevance and irrelevance	Capital Structure & Funding Process	8	20%	0.8	CO2, CO 4
		(Indifference Curve) Analysis , Capital Structure – Concept,					
		Net Income/Net Operating Income Approach, Modigliani – Millar Hypothesis , Traditional Approach					
		Optimum Capital Structure – factors and determinants					
VI	Management Of Profits	Concept ,Forms & Determinants of Dividend	Dividend Decision	4	10%	0.4	CO 4
		Dividend policy Theories, Relevance & Limitations					
		Walter & Gordon Model					
		Miller-Modigliani Theory					
VII	Introduction to Working Capital and Domain Industry Finance	Concept, Need, Types,determinants	Working capital & It's Finance	8	20%	0.8	CO 5
		Estimation					
		Operating cycle					
		Financing					

Suggested Readings:

TEXT BOOKS 1.Pandey , I.M,(2015), “Financial Management”, 11th Edition,Vikas Publication, New Delhi.

REFERENCE BOOKS

1. Chandra, Prasanna, (2011),”Financial Management Theory and Practice”, 8th Edition, TMH, New Delhi.
2. Vanhorne, J, (2015),” Financial Management & Policy”, 13th Edition, Pearson Education, Delhi.
3. Brealey and Myers, (2017),” Principles of Corporate Finance”, 10th Edition , McGraw Hill, India.

□ **CO-PO Mapping**

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H							
CO 2		M					H	
CO 3		H					L	L
CO 4		H				H	H	H
CO 5		M				H	M	

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MBR2030T: [Marketing Management], [4 credits], [Semester II], [Nature of the Course: Core Course]

□ **Course Outcomes (CO)**

At the end of this course, students will be able to

- CO1. Describe the basic concepts related to marketing management
- CO2. Explain the ideas related to marketing environment and marketing trends
- CO3. Apply the theories of consumer behaviour to design marketing strategies and concepts of Segmentation, Targeting and Positioning to formulate business decisions
- CO4. Employ the knowledge of marketing mix to formulate marketing strategies
- CO5. Analyze the marketing situations and solve the marketing problems

Sl. No.	Topic	Sub-Topic	Description	Number of Hours	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
1	Introduction	Introduction to Marketing; Fundamental Concepts; Evolution of marketing concepts (orientations);	Overview of Marketing Management	3 hrs	5%	0.3	CO1

		Types of Demand; Marketing Mix – 4Ps and their sub-elements					
2	Marketing Environment	Major components of Marketing Environment; Microenvironment and Macro-environment;	Marketing Environment and their impact	3 hrs	5%	0.3	CO1, CO2
3	Consumer Behavior	Consumer decision making process, Framework; Factors influencing consumer behavior; Types of Consumers	Understanding fundamentals of Consumer Behaviour	10 hrs	20%	1.0	CO1, CO3, CO5
4	Market Segmentation, Targeting, Positioning	Concepts of Market segmentation and targeting; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies	Segmentation, Targeting and Positioning Strategies	7 hrs	15%	0.7	CO3, CO5
5	Product	Product Classification; Service – characteristics and expanded service mix elements; Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development	Fundamental Concepts of Product	5 hrs	15%	0.5	CO4, CO5

6	Price	Procedure for setting price; Pricing objectives; Cost and demand consideration; Pricing methods; Promotional pricing, Discriminatory pricing, New product pricing, Product mix pricing; Modifying the price	Fundamental Framework of Pricing Concepts and different pricing strategies	3 hrs	10%	0.3	CO4, CO5
7	Marketing Channels	Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions; Network Marketing	Understanding Marketing Channels for developing channel strategies	3hrs	10%	0.3	CO4, CO5
8	Promotion	Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their relative strengths and weaknesses; Concept of Integrated Marketing Communications; Designing Communication Strategies	Understanding the basics of different promotional tools and their applications	4 hrs	10%	0.4	CO4, CO5
9	Marketing Trends	Service Marketing; Retailing; E- marketing; Global Marketing;	Fundamental Concept about different	2 hrs	10%	0.2	CO1

		Rural Marketing	types of Marketing				
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Suggested Readings:

Text Book:

1. Kotler, P., Keller, Marketing Management; Pearson

Reference Books

1. Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing; TMH
2. Grewal, D. & Levy, M. - Marketing ; TMH
3. Lamb, Hair, Sharma & McDaniel - Marketing , Cengage
4. Panda, Marketing Management, Excel
5. Ramaswamy & Namakumari - Marketing Management; McMillan

CO-PO mapping

CO / PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	M			M		L		M
CO 2	M			M			L	M
CO 3	H	H				M	M	H
CO 4	H	H				M	M	H
CO 5	M			L		L		M

MBR2040T: [Human Resource Management], [4 credits], [Semester II], [Nature of the Course: Core Course]

Course Outcomes (CO)

At the end of this course, students will be able to

1. Understand the evolution & current trends of HRM in national & global perspective
2. Elaborate the process of human resource planning
3. Evaluate the importance of job design and job evaluation and interpret fairness of pay structure
4. Examine the recruitment, selection and training processes of different jobs and organizations
5. Understand the concepts and ethical dimension of industrial relations

□ **Course Content**

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Nature and Scope of Human Resource Management	Nature of HRM	Introduction	4	10%	0.4	CO 1
		Functions of HRM					
		Objectives of HRM					
		Models of HRM					
II	Human Resource Planning	Meaning of HRP	Concepts and process of HRP	6	15%	0.6	CO2
		Importance of HRP					
		Factors affecting HRP					
		Process of HRP					
III	Job Design and Job Evaluation	Meaning of Job Analysis & Job Design	Methods and Significance	7	17.5%	0.7	CO3
		Factors Affecting Job Design					
		Scope of Job Evaluation					
		Job Evaluation Process					
IV	Recruitment and Selection	Meaning and Process of Recruitment	Process and Application	4	10%	0.4	CO 4
		Meaning and Process of Selection					
V	Training and Performance Appraisal	Process of Training	Training Models	5	12.5%	0.5	CO 4
		Types of Training					
		Appraisals – Meaning					
		Objectives and Process					
VI	Compensation Management and Incentives	Components of Compensation	Theories and Practices	5	12.5%	0.5	CO 3
		Theories of Compensation					
		Importance of Ideal Compensation					
		Factors influencing Employee Compensation					
VII	Industrial Relations, Disputes and	Importance & Approaches of IR	Concepts and Overview	5	12.5%	0.5	CO 5
		Parties to IR					

	Trade Unions	Nature of Disputes Settlement of Disputes					
		Trade Unions – Meaning and Purpose					
VIII	HR Audit and Human Resource Information System	Meaning, Nature and Approach	Concepts and Trends	4	10%	0.4	CO 1

Suggested Readings

1. VSP Rao, Human Resource Management, 2nd edition, 2020, Taxmann Publications Pvt. Ltd, India

□ CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	H			H				
CO 2	H							
CO 3	H		M					
CO 4	H	M						
CO 5	H	M	M					

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**MBR2050T: [Production & Operations Management], [4 credits], [Semester II],
[Nature of the Course: Core Course]**

Course Outcomes (CO)

At the end of this course, students will be able to

CO1. Identify the elements of production operations and material management and various transformation processes to enhance productivity and competitiveness.

CO2. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments

CO3. Plan and implement suitable materials handling principles and practices in the operations.

CO4. Plan and implement suitable quality control measures in Quality Circles to TQM.

CO5. Justify and make gradation of above mentioned tools for business decision and determine the right approach to solve multidisciplinary management problems.

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome(CO)
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I	Basics of Production, Operation and Material management	<p>History of <u>Production and Operations Management</u>; Definitions of Production Management; Production Process; Integrated Production Management,</p> <p>Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Scope of Operations Management: Planning, Organizing, Controlling, Manufacturing and Non-Manufacturing Operations and their Classifications, Operations Planning and Control, Elements of Operations Strategy; Operations Strategy in Services</p> <p>Overview of Materials Management: Importance and Functions of Materials Management, Concept of Purchase Management: The Objectives and Functions of a Purchase Department, The Methods of Purchasing, Types of Contracts and tenders, Seasonal Purchasing, Subcontract Purchasing, Central Purchase Organization, Purchasing Procedure; Concept of Stores Management: The Functions of Stores Management, Types of Stores; Inventory Management and Coding; Inventory models (static, dynamic, probabilistic & stochastic); Material Requirement</p>	Basic idea	12	30%	1.2	CO 1,CO2 CO3
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		Planning (MRP) and Just-in-time (JIT)					
II	Process Planning and Control	<p>Product Selection; Product Design and Development: Modifying the Existing Products, Sources of Product Innovation, Characteristics of a Good Design, Reverse Engineering, Concurrent Engineering; Process Design, Framework for Process Design, Process Planning Procedure, Relationship between Process Planning and other POM Activities, Type of Process Designs.</p> <p>Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Master Production Schedule (MPS); Types of Production Planning and Control Systems: Production Control; Product Scheduling: Factors Affecting Scheduling; Scheduling Procedure and Techniques</p>		8	20%	0.8	CO3,CO5

III	Project Analysis and TQM	<p>PERT/CPM: Definition of Project and Project Management: Characteristics of a Project, Life Cycle of a Project, Types of Projects, Scope of Project Management, Project Planning Process; Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project, Limitations of CPM and PERT</p>		12	30%	1.2	CO4,CO 5
		<p>Introduction, Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM)</p>					
		<p>Credit risk analytics, fraud risk analytics, financial Services marketing analytics. Big data and Hadoop and concept, application, cloud computing, generators of big-data.</p>					

IV	<p style="text-align: center;">Supply Chain and Contemporary Manufacturing system</p>	<p>Evolution, Concept and Relevance of SCM, Functions and Contributions of Supply Chain Management, Value Chain: Supply Alliances, Purchasing, Logistics, Warehousing; Information Technology in Supply Chain: E-Commerce, Electronic Data Interchange (EDI), Data Warehousing (DW), Radio Frequency Identification (RFID)</p>		8	20%	.8	CO2,CO3, CO5
<p>Importance of Operations Technology: Types of Operations Technology; Manufacturing Systems or Production Systems: Continuous Production System (CPS), Characteristics of Continuous Production System, Intermittent Production System; Automation: Meaning, Importance and Elements: Computer-Aided Design (CAD), Computer-Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer-Integrated Manufacturing System (CIMS), Automatic Identification Systems (AIS); Enterprise Resource Planning</p>							

		(ERP): Need for Enterprise Resource Planning						
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Suggested Readings:

TEXT BOOKS 1. James R Evans & David A Collier – Operations Management: Thomson Press Pub.

REFERENCE BOOKS

- 2. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, & Nitin K Agarwal – Operations Management for Competitive Advantage; Tata McGraw-Hill (12th Edition).
- 3. Richard B. Chase, Ravi Shankar and F. Robert Jacobs (2014); Operations & Supply Chain Management; McGraw-Hill - 2014 (14th Edition).
- 4. Chary S. N. Theory and Problems in Production & Operations Mgt.; Tata McGraw Hill (14th Edition).

CO-POmapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	L							
CO 2	M	M						
CO 3	M	H	L			M		L
CO 4	M	H	L			M		L
CO 5		M				M	M	M

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MBR2060T: [Research Methodology], [2 credits], [Semester II], [Nature of the Course: Core Course]

Course Outcomes (CO)

At the end of this course, students will be able to

1. Identify and discuss the issues and concepts salient to the research process.
2. Identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.
3. Describe the appropriate statistical methods required for particular research design
4. Identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.
5. Develop an appropriate framework for research studies.

Course Content

I	Introduction to Research:	Meaning of research; Types of research- Exploratory research, Conclusive research; Applications of Research in business; Features of a Good research study; The process of research and steps	Concepts, Applications, Holistic approach	2	10 %	0.2	CO1
II	Research Problem and Formulation of Research Hypotheses:	: Defining Research problem; Process of Research Problem identification; Formulating research hypothesis	Critical thinking & Problem Solving Skills	2	10 %	0.2	CO1, CO2
III	Research Design:	Nature and Classification of Research Designs; Components of research Design; Research Approaches; Research Instruments and methods; Data Sources; Sampling Plan; Errors affecting Research Design	Research Design	5	20 %	0.4	CO2, CO3
IV	Data collection:	Classification of Data; Primary and Secondary Data; Primary Data Collection: Exploratory Research approaches - Observation method, Focus Group Discussion, In-depth Interview, Case Study method; Descriptive Research Designs: Survey - Cross-sectional studies and Longitudinal studies; Experimental Designs, Secondary Data: Uses, Advantages, Disadvantages, Types and sources	Data collection, Ethical orientation and consideration	4	20 %	0.4	CO1, CO2, CO3
V	Measurement and Scaling:	Types of Measurement Scales; Attitude; Classification of Scales;	Measurement and Scaling	3	20 %	0.4	CO3, CO4

		Single item vs Multiple Item techniques scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement					
VI	Questionnaire Design:	Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method	Questionnaire Design	2	10 %	0.2	CO3
VII	Sampling: Concepts of Sampling	Difference between Sample and Census; Sampling error and Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size, Sample size for estimating population mean, Determination of sample size for estimating the population proportion	Sampling methods & techniques	2	10 %	0.2	CO5

Suggested Readings:

1. **TEXT BOOKS** 1. Gupta, P. K., &Hira, D. S. Problems in Operations Research. S Chand & Co.
2. Dr. Ranjit Kumar (2016): Research Methodology: A Step-by-Step Guide for Beginners

REFERENCE BOOKS

3. Kapoor, V. K. Operations Research. Sultan Chand and Sons.
4. Taha, H. Operation Research. Prentice Hall.
5. Kothari C.R. (2014) Research Methodology Methods & Techniques, New age international publisher.
6. Statistical Methods- SP Gupta, S Chand Publications
7. Dr. ShajahanS.(2006) Research Methods for Management, JAICO publishing house.
8. Sachdeva J.K. (2017) Business Research Methodology, HimalyaPulishing.

CO-POmapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communication Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneurship Skills	PO7 Sustainability Perspective	PO8 Lifelong learning & Research Skills
CO 1	M	M	L					M
CO 2	M	H	M					M
CO	L	M	M				M	M

3								
CO 4	M	M	M			L	M	M
CO 5	M	M	H			L		M

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MBR2070T: [Business Analytics], [4 credits], [Semester II], [Nature of the Course: Core Course]

Course Outcomes (CO)

CO1: To define the basics of Business Analytics

CO2: To classify the usage of Business Analytics tools in management decisions

CO3: To apply different techniques commonly used in business decision for prediction

CO4: To validate statistical tools or techniques for taking optimal decision in business

CO5: To create sustainable model to make management decisions for future growth

Course Content

Module No	Module Name	Topic(s)	Description	No of Hours allotted	Marks allotted	Credit of each Module	Associated Course Outcome (CO)
I	Statistics for Business Analytics using software	Importance of statistics in business decision-making, Role of statistics in identifying patterns and trends, Introduction to statistical software: R/SPSS	Introduction to the Statistics for Business Analytics	8	20	20%	CO1, CO2
II	Data Visualization and Descriptive analytics	Types of charts and graphs, Outlier detection, Importance of Data Visualization for business, Measures of central tendency; Measures of dispersion; Parametric and non parametric tests using R/ SPSS	Understanding the tools and techniques of Descriptive Studies and Application	12	30	30%	CO2, CO3
III	Predictive analytics and forecasting	Multiple Regression, Logistic Regression, Time Series Forecasting, Classification of data, Supervised and Unsupervised machine learning using R/ SPSS	Understanding Predictive Research Techniques	15	35	35%	CO4, CO5
IV	Spreadsheet Techniques	Pivot tables, use Solver, Scenario, and Goal Seek for data analysis, what if analysis , Lookup function	Techniques of data analysis using spreadsheet applications	5	15	15%	CO4

Suggested Readings:

TEXT BOOKS :

1. Laursen &Thorlund, Business analytics for managers
2. Thomas W Miller, Modelling techniques in predictive analytics

REFERENCE BOOKS:

1. Lander,R for everyone: Advanced Analytics and graphics
2. R N Prasad and Seema Acharya , Fundamentals of business analytics

CO-PO mapping

CO/ PO	PO1 Knowledge of Business	PO2 Critical & Problem Solving Skills	PO3 Ethical orientation	PO4 Global perspective & Communica tion Skills	PO5 Leadership & Team Building Skills	PO6 Entrepreneur ship Skills	PO7 Sustainabilit y Perspective	PO8 Lifelong learning & Research Skills
CO1	M							
CO2	M	M						
CO3		M						
CO4		H						
CO5	M	H				M	M	M

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