

Bhavan's Vivekananda College

of Science, Humanities & Commerce Accredited with 'A' Grade by NAAC Autonomous College - Affiliated to Osmania University Sainikpuri, Secunderabad – 500094

Bachelor of Business Administration

Program Objectives

PO1 Apply knowledge of management theories and practices to solve business problems.

PO2 Problem Analysis: Foster Analytical and critical thinking abilities for data-based decision making.

P03: Develop: Ability to design and develop solutions to solve business problems.

PO4 Global Exposure and Cross-Cultural Understanding: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

P05 Communication: Communicate effectively on problems, issues and solutions with community and with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.

P06 Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms in research and the functional areas.

P07 Individual and team work: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

PO8 Self-directed and Life-long Learning: Acquire the ability to engage in independent and life-long learning in the broadest context of socio, economic and technological changes.

Program Specific Objectives

PS01 Able to understand the various functional areas of an organization namely, finance, marketing, human resources, general management and social responsibilities.

PSO2 Able to demonstrate their competencies across business disciplines in analyzing, interpreting and evaluating problems and arrive at solutions both individually and as a team

PSO3 To analyze the impact of global business issues on specific management situations and relate current global events to emerging business opportunities

Course Outcomes

Name of the Course		Principles of Management	
Course Cod	le	BBA 181	
CO1	Identify the key c	Identify the key concepts of management	
CO2	Explain the evolu	Explain the evolution of Management thought	
CO3	Classify the differ	Classify the different types of plans and decision making process	
CO4	Analyze the diffe	Analyze the different organization structures in the organization	
CO5	Evaluate the effe	Evaluate the effectiveness of coordination and control techniques of the organization	

Name of the Course		Business Mathematics I
Course Code	•	BBA 182
CO1	Solve Problems of Progression and set Theory	
CO2	Solve Business Problems using the concept matrices and determinants	
CO3	Solve Problems in the areas of business calculus	
CO4	Explain basic concepts of business statistics.	
CO5	Solve business statistical problems of measures of central tendency and dispersion	

Name of the Course		Financial Accounting I	
Course Cod	le	BBA 183	
CO1	Discuss fundamer	Discuss fundamental accounting principles, functions, uses and accounting cycle	
CO2	-	Present journal entries using double entry bookkeeping and post in ledger accounts and Prepare Trial balance	
CO3	Estimate the balances of two column, three column, petty cash book and other subsidiary books.		
CO4	Perform the steps in the preparation of final accounts (sole proprietorship)		
CO5	Find value of an asset using SLM, WDV methods of depreciation		

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Name of the Course		Business economics	
Course Cod	e	BBA 184	
CO1	Define basic conc	epts of business economics.	
CO2		Describe the theories and laws of business economics and demonstrate when an individual consumer attains a state of equilibrium.	
CO3	Illustrate the concept of elasticity and in take decisions with respect to pricing, and setting budgets for product promotion. The course shall help students in discovering the reasons for success or failure of a product in the market by studying the product elasticities.		
CO4	Inspect the relationship between the output and the cost in the short run and the long run period of operation.		
CO5	Describe the characteristics of the major types of market structures such as monopoly, oligopoly, perfect competition and monopolistic competition. Students will also be able to enumerate and elaborate on different pricing methods and pricing strategies.		

Name of the Course		Organisation Behaviour
Course Code	•	BBA 281
CO1	Identify the discip	lines and factors contributing for the effectiveness of OB
CO2	Analyze the components of Individual and Interpersonal behaviours in organizational context.	
CO3	Demonstrate different leadership styles and skills required in working groups and teams.	
CO4	Evaluate different approaches of change and types of culture.	
CO5	Explain the concepts of conflict, negotiation and power tactics used in the organization.	

Name of the Course		Business Environment
Course Code		BBA 282
CO1	Develop an understanding of business environment ,economic growth and economic	
	development	
CO2	Summarize the general environment of business environment of India	
CO3	Discuss and analyze the phases of industrialisation and Industrial policies of India	
CO4	Familiarise with the various policies in the current scenario	
CO5	Determine and estimate the calculation of national income.	

Name of the Course		Financial Accounting II
Course Code		BBA 283
CO1	Demonstrate meaning, types of a company and also able to compare different	
	sources of capital.(equity, preference. Debentures)	
CO2	Present financial statements of a company in accordance with accounting standards (

	income statement and balance sheet)
CO3	Distinguish causes / differences in balances of cash book and pass book and prepare
	bank reconciliation statement
CO4	Estimate the value of inventory using LIFO, FIFO, AVERAGE METHODS
CO5	Outline specific accounting standards, GAAP, IFRS.

Name of the Course		Introduction to Information Technology
Course Code	•	BBA 284
CO1	Identify the components of computers and analyze the basic concepts of operating systems.	
CO2	Interpret the basic concepts of Information Systems.	
CO3	Extract the knowledge of Multimedia concepts.	
CO4	Execute online transactions through Internet.	
CO5	Analyze office management applications.	

Name of the Course		Human Resource Management I
Course Code	1	BBA 381
C01	Identify the importance of human resources and their effective management in organizations.	
CO2	Compare and Contrast different tools used in forecasting and planning human resource needs.	
CO3	Summarizing the appropriate use of Job analysis and Job design Processes.	
CO4	Demonstrate the ability to prepare the Recruitment and selection strategies for a specific job.	
CO5	Develop the different Post Selection processes followed in the Organization.	

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CO5	Develop the different Post Selection processes followed in the Organization.	

Name of the Course		Business Statistics	
Course Cod	e	BBA 382	
CO1	Define Basic conc	epts of statistics in business and their applications	
CO2	Describe about sk applications.	ewness and curtosis and become capable in understanding their	
CO3	Practically use reg	ression analysis in research and business situations	
CO4	To generate an ur	To generate an understanding of Index numbers and their applications.	
CO5	To provide applica	ation capabilities of Time series analysis in business situations.	

Name of the Course		Fundamentals of Marketing I
Course Code	9	BBA 383
CO1	Expressing the Marketing as an important function and make students know about	
	the basic concept	s of Marketing
CO2	Develop an idea o	f marketing environment and its components
CO3	Familiarise the stu	Idents with Marketing Information Systems and its contents
CO4	Identifying insight	s about Demand Analysis in Marketing Context
CO5	Explaining studen	ts about the process of Segmentation, Targeting

Name of the Course		Financial Statement Analysis	
Course Cod	e	BBA 384	
CO1	Explain various to	ols for analysing financial statements.	
CO2	Analyse financial	Analyse financial statements and Apply comparative and common size techniques.	
CO3	•	Analyse financial statements and apply various ratios and Interpret company's financial performance	
CO4	Present Funds Flow Statement.		
CO5	Present Cash Flow	v Statement as per AS-3.	

Name of the Course		Human Resource Management II
Course Code		BBA 481
CO1	To explain the importance Human Resource Development and identify the different	
	techniques of training.	
CO2	To identify the career planning and development concepts and apply performance	
	appraisal techniques in the organisation.	
CO3	Able to evaluate the factors of compensation in organisational settings.	
CO4	Apply the learnt concepts in maintaining effective employee relations	
CO5	Enhances the kno	wledge relating to contemporary practices of HR

Name of th	e Course	Quantitative Techniques
Course Code	;	BBA 482
CO1	To Know the basic	concept of probability
CO2	To Know the appli	cations of Probability Distributions
CO3	To develop an ide	a about sampling procedures and apply them in practice
CO4	To know about hy	pothesis testing using one sample and two sample tests.
CO5	To Know the appli	cations of Anova and Chisquare

Name of the Course		Fundamentals of Marketing II
Course Code		BBA 483
CO1		oncepts related to products, describe the steps in new product borate on the types and stages of a product life cycle and describe g methods.
CO2	Describe the various types and levels of distribution channels, elaborate on the channel design decisions, and describe the various tools of the promotion mix.	
CO3	Define the online consumer, enumerate the advantages and disadvantages and challenges of online marketing, define web forums, web communities, webcasting and narrowcasting, and describe online marketing strategies.	
CO4		bus steps in strategic planning at the business level, designing a aborate on the various methods of marketing control.
CO5	services and the a	concept and the goods-services continuum, elaborate on the 4Is of ssociated challenges, describe the tools of the services marketing the measurement of service quality through the service gaps model

Name of the Course		Elements of Financial Management	
Course Code		BBA 484	
CO1	Demonstrate fund	ctions of financial management in business corporations, Knowledge	
	of the value of mo	of the value of money overtime.	
CO2	Calculate the various capital budgeting techniques for taking investment decisions		
CO3	Distinguish between equity, debt and preference capital. Calculate specific cost of		
	capital and weighted average cost of capital.		
CO4	Demonstrate the	concept of working capital Determine working capital estimation.	
CO5	Calculate value of	the firm using Walter's Model, Gordon's Model dividend theories .	

Name of the Course		Management Accounting
Course Cod	e	BBA 581
CO1	Compare betwee	n different branches of accounting and classify the cost
CO2	Construct the bre	ak-even charts and determine the break-even point.
CO3	Analyze business	decisions using cost-volume-profit analysis.
CO4	Classify the budgets develop the various functional budgets.	
CO5	Develop and appl	y standards and budgets for planning and controlling purposes.

Name of the Course		International Business
Course Code	1	BBA 582
CO1	Develop a clear pe	erspective on environmental factors both the domestic and global
	business	
CO2	To Know the basis knowledge on global integration	
CO3	To be able to identify opportunities and challenges in designing strategies and to deal	
	with them effectively.	
CO4	To identify e-enabler of business	
CO5	To identify functional resources useful for international business	

Name of th	e Course	Research Methodology
Course Code		BBA 583
C01	•	ing and importance of research, explain the types of research, the and a hypothesis, and explain the types of research designs.
CO2	Explain the methods of data collection for research, enumerate the contact methods, describe the research instruments for data collection, explain the importance of census and sample survey explain the steps and methods of sampling, determining the sample size.	
CO3		bus levels of measurement and the types of measurement scales, y and reliability of a scale.
CO4		st a hypothesis using parametric and non-parametric tests such as re, McNemar, Wilcoxen matched pairs test, Mann Whitney U test,
CO5	Explain the methor plagiarism while	odology and precautions while writing reports, and explain what is writing a report.

Name of the Course		Investment Management
Course Code		BBA 584.1
CO1	Discuss the variou and real assets.	s investment avenues and differentiate between financial assets
CO2	Discuss the relation	onship between economy, industry and company.
CO3	Interpret the char analysis.	t patterns and construct the various charts used in technical

CO4	Calculate the risk and return and determine the intrinsic value of equity and bonds.
CO5	Construct the two and three security portfolio using Markowitz model. Rank the portfolios using sharpe's, Tryenor's and Jensens Model.

Name of the Course		Financial services	
Course Cod	e	BBA 584.2	
CO1	To Categorize the	To Categorize the classification of financial services and Define new financial services.	
CO2	To Relate the met functions.	To Relate the methods of primary market and Express the secondary market functions.	
CO3	To summarize the various services and responsibilities of Merchant banking.		
CO4	To Comment on the various Credit Rating functions and Factoring.		
CO5	To Relate the concepts - leasing, hire purchasing and venture capital.		

Name of the Course		Leadership and Change Management
Course Code	e	BBA 585.1
C01	To identify key the	eoretical concepts of Leaderships
CO2	To develop an understanding of basic attributes, behaviours and styles of Leadership	
CO3	To learn how to design and develop leadership in decision making teams and groups	
CO4	To develop insights and acquire a sound knowledge regarding the role and concepts	
	of organisational change	
CO5	To identify the pr	ocess of effective planned change

Name of the Course		Talent Management	
Course Cod	le	BBA 585.2	
CO1	Explain the variou	Explain the various elements of Talent Value Chain	
CO2	Analyse the variou	Analyse the various elements of talent friendly organizations and Explain the Talent	
	Measurement Sys	Measurement System.	
CO3	Explain the eleme	Explain the elements of Talent Management System	
CO4	Explain the metho	Explain the methods of planning the talents	
CO5	Summarize the re	Summarize the return of talent measurement techniques.	

Name of the Course		Personal Selling
Course Code		BBA 586.1
C01	personal selling si	ution of the sales department, buyer-seller dyads and diversity of tuations, elaborate on the theories of selling, sales forecasting s related marketing policies.
CO2	Describe the process of recruiting, selecting, training, motivating, compensating, supervising, controlling, and evaluating the sales personnel, elaborate on the personal selling process and the personal selling strategy.	

CO3	Describe the sales organization, elaborate on the coordination of the sales department with other departments, explain the role of personal selling in the IMC program, and elaborate on sales budgets, quotas and sales territories.
CO4	Defining a sales information system(SIS), explain the features of an SIS and information structures, demonstrate on how to update in an SIS, elaborate on the factors that influence updation of an SIS, and define SRIS.
CO5	Explain the opportunities and challenges in electronic commerce, elaborate on the types and benefits of e-marketplaces, describe the benefits of online shopping, and elaborate on inside sales, online auctions and sales apps.

Name of the Course		Customer Relationship Management
Course Code		BBA 586.2
CO1	Develop an understanding of CRM as an important marketing function and observe	
	the advantage of having and maintaining CRM in organization	
CO2	Know the basic concepts applicable in CRM function	
CO3	Design and develop CRM programmes and strategies for organizations	
CO4	Analyse the application and development of CRM function in organizations.	
CO5	Summarize the problems and issues in CRM implementation and be able to handle	
	and control them	

Name of the Course		Business and Corporate Law
Course Code	•	BBA 681
CO1	To Identify essent	ial elements of contract act 1872.
CO2	To Define concepts of sale of goods act and to Distinguish sale and agreement to sale.	
CO3	To Summarize various types and characteristics of negotiable instruments under Negotiable Instruments ac 1881.	
CO4	To Summarize the formation, MOA, AOA along with Highlights of	
	Companies act 2013.	
CO5	To Explain Consur	ner protection Act and outline concepts of IPR.

Name of the Course		Operations Management
Course Code		BBA 682
CO1	To develop an understanding of operations management as important function of	
	business organizations and know about process technologies	
CO2	To learn how to plan and design production processes .	
CO3	To Know the basic concepts about plant location and materials management	
CO4	To learn the basics of Total quality Management and Six sigma concepts	
CO5	To Analyse the Quality control process in Production process	

Name of the Course		Strategic Management	
Course Code	;	BBA 683	
C01	To develop an uno	To develop an understanding of strategic management as important concept for	
	business organizations functioning		
CO2	To learn how to analyse environment		
CO3	To Know the basic concepts to design strategies		
CO4	To learn the alternatives available in strategic functioning of organizations		
CO5	To Know the bases for implementation and execution of strategies		

Name of the Course		Fundamentals of Financial Derivatives
Course Code	;	BBA 684.1
CO1	Discuss the uses of financial derivatives in managing the risk.	
CO2	Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk and credit risk.	
CO3	Calculate the option pricing using BOPM and BSOPM models	
CO4	Analyze the various factors affecting option pricing	
CO5	Differentiate between different derivative instruments (Forwards, Futures and	
	options)	

Name of the Course		Banking & Insurance
Course Code	:	BBA 684.2
CO1	To Present the functions of banks and to Identify the various types (classification) of	
	banks.	
CO2	To compare various types of loans offered by Banks and Comment on Non-	
	Performing Assets.	
CO3	To Define various Trends and Innovations in Banking.	
CO4	To Appraise principles of insurance and Summarize the functions of Insurers.	
CO5	To Categorize insurance Intermediaries and to compare Life insurance and General	
	insurance.	

Name of the Course		Performance Management	
Course Cod	le	BBA 685.1	
CO1	Explain performar	Explain performance management components.	
CO2	Examine Performa	Examine Performance planning, performance appraisal and performance review.	
CO3		Examine the elements of Performance Management System and Strategic performance Management System	
CO4	Identify the eleme	Identify the elements of competency-based performance management system	
CO5	Categorize the types of decisions based on performance based on compensation.		

Name of th	ne Course	Industrial Relations in India
Course Code	•	BBA 685.2
CO1	To develop an und	derstanding of Industrial Relations - concept and approaches
CO2	To learn about pro	oblems and determinants of Industrial relations
CO3	To Know about dy	namics of trade unions
CO4	•	ess, challenges and application of collective bargaining and workers
	participation in m	anagement
CO5	To Analyse the pro	ocess of legislative framework of settlement of Industrial dispute

Name of th	ne Course	Advertising and Sales Promotion							
Course Code	•	BBA 686.1							
CO1	Describe the mark	keting communication mix, IMC, communication models, elucidate							
	the role of advert	ising in marketing communication, design an advertising plan and an							
	advertising progra	am using the 5 Ms of advertising, describe the methods for setting							
	the advertising bu	idget, and describe the functions of advertising agencies.							
CO2	Develop a creative	e strategy using the steps in creative strategy development, explain							
	the various styles	of advertising executions, creative tactics, appeals, layouts, describe							
	the elements of a	media strategy, explain the implementation of media strategy with							
	IMC perspective, and enumerate emerging media options.								
CO3	Describe the meth	nods for testing advertising effectiveness, explain the methods used							
	in advertising rese	earch, explain the Social, Economic, Cultural and Ethical aspects of							
	advertising, enum	erate the functions of ASCI and types of advertising awards.							
CO4	Define sales prom	otion and its purpose, explain the major decisions in sales							
	promotions, diffe	rentiate between consumer and trade promotion tools, coordinate							
	sales promotion v	vith advertising, define Online consumer and explain the							
	advantages, disad	vantages and challenges of Online marketing,							
CO5	dia and the digital consumer, explain digital marketing methods,								
	social media mark	seting and platforms, and enumerate methods for Online reputation							
	management.								

Name of th	e Course	Product Management						
Course Code		BBA 686.2						
CO1	Enumerate in	dividual product decisions, develop an						
	understandin	g of the dimensions of the product mix and product						
	line decisions							
CO2	Develop an u	nderstanding of the steps in new product						
	development,	and apply the techniques for idea generation.						
CO3	Enumerateth	e stages in the product life cycle and suggest						
	strategies in e	each stage.						
CO4	Develop an u	nderstanding of branding strategies, brand						
	positioning ar	nd brand equity.						
CO5	Demonstrate	uses of the Ansoff's matrix, BCG matrix and GE						
	grid for closin	g the strategic planning gap.						

Course Matrix

	Name of the Course: Principles of Management								Corse Code: BBA 181 Year:1					
Semester: 1	Semester: 1													
Academic Year:2017-18							Batch:	2017-20	020					
	Pr				gram Spe Outcomes									
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3			
CO1	3	1	1	1	1	1	1	1	3	1	1			
CO2	3	1	1	1	1	1	1	1	3	1	1			
CO3	3	1	1	1	1	1	1	1	3	2	1			
CO4	3	2	1	1	1	1	1	1	3	1	1			
CO5	3	2	2	1	1	1	1	1	3	1	1			
	3	1.4	1.2	1	1	1	1	1	3	1.2	1			

Name of the 0	Course: E	Business	Mathe	matics I			Corse	Code: B	BA 182		
Semester: 1							Year:1				
Academic Yea	nr:2017-1	.8					Batch	2017-20	020		
									Pro	gram Spe	cific
			Pi	ogram	Outcom	es				Outcome	5
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	1	1	1	1	2	2	1
CO2	3	2	2	1	1	1	1	1	2	2	1
CO3	3	2	2	1	1	1	1	1	2	2	1
CO4	3	2	2	1	1	1	1	1	2	2	1
CO5	3	2	2	1	1	1	1	1	2	2	1
	3	2	2	1	1	1	1	1	2	2	1

Name of the Co	ourse: Fi	nancial	Account	ting I			Corse Code: BBA 183						
Semester: 1							Year:1	Year:1					
Academic Year:2017-18								2017-20	20				
			Р	rogram	Outcom	es			Program	Specific C	Outcomes		
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3		
CO1	3	3	3	1	1	1	1	1	3	3	1		
CO2	3	3	3	1	1	1	1	1	3	2	1		
CO3	3	3	3	1	1	1	1	1	3	3	1		
CO4	3	3	3	1	1	1	1	1	3	3	1		
CO5	3	3	3	1	1	1	1	1	3	2	1		
	3	3	3	1	1	1	1	1	3	2.6	1		

Name of the Co	urse: Bu	siness Ec	conomics	S			Corse Code: BBA 184				
Semester: 1	Semester: 1										
Academic Year:	Academic Year:2017-18										
			Р	rogram	Outcome	Program Specific Outcomes				utcomes	
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3			3	3	3	3	3	3	
CO2	3	3	3		3	3	3	3	3	3	
CO3	3	3	3		3	3	3	3	3	3	
CO4	3	3	3		3	3	3	3	3	3	

CO5	3	3	3	3	3	3	3	3	3	3	3
	3	3	2.4	0.6	3	3	3	3	3	3	0.6

Name of the C	ourse: C	Organisa	tion Bel	naviour			Corse Code: BBA 281					
Semester: II							Year:1					
Academic Year	Academic Year:2017-18											
									Pro	gram Spe	cific	
			Pr	ogram	Outcom	es				Outcomes	5	
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	
CO1	3	1	1	1	1	1	1	1	3	1	1	
CO2	3	2	1	1	1	1	1	1	3	1	1	
CO3	3	2	2	1	1	1	3	1	3	1	1	
CO4	3	2	2	1	1	1	1	1	3	1	1	
CO5	3	1	1	1	1	1	1	1	3	1	1	
	3	1.6	1.4	1	1	1	1.4	1	3	1	1	

Name of the Co	ourse: Bu	usiness I	Environr	nent			Corse Code: BBA 282					
Semester: II							Year:1					
Academic Year:2017-18								2017-20	20			
	Pr				ogram Speo Outcomes							
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	
CO1	2	2	3	2	1	1	1	2	2	1	2	
CO2	2	2	1	1	1	2	1	2	2	1	2	
CO3	2	3	1	1	1	1	1	1	2	1	3	
CO4	3	1	2	1	1	1	1	1	3	1	2	
CO5	2	1	3	1	1	1	1	1	2	1	1	
	2.2	1.8	2	1.2	1	1.2	1	1.4	2.2	1	2	

Name of the Cours	Name of the Course: Financial Accounting II									Corse Code: BBA 283			
Semester: II	Year:1												
Academic Year:201	L7-18						Batch	2017-2	020				
							Program Specific						
			Pro	ogram (Outccol	mes	Outcomes				s		
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3		
CO1	3	3	3	1	1	1	1	1	3	3	1		

CO2	3	3	3	1	1	1	1	1	3	2	1
CO3	3	3	3	1	1	1	3	1	3	3	1
CO4	3	3	3	1	1	1	1	1	3	3	1
CO5	3	3	3	1	1	1	1	1	3	2	1
	3	3	3	1	1	1	1.4	1	3	2.6	1

Name of the C	ame of the Course: Introduction to Information echnology							Corse Code: BBA 284 Year:1 Batch:2017-2020 Program Specific Outcomes			
Technology							Corse	Code: B	BA 284		
Semester: II							Year:1				
Academic Year	r:2017-1	8			Batch:2017-2020						
	Academic Year:2017-18 Program Outcomes										
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	1	1	1	1	1	1	1	1	1	1
CO2	2	1	1	1	1	1	1	1	2	1	1
CO3	2	1	1	1	1	1	1	1	2	1	1
CO4	2	1	1	1	1	1	1	1	2	1	1
CO5	2	1	1	1	1	1	1	1	2	1	1
	2	1	1	1	1	1	1	1	1.8	1	1

Name of the C	ourse: H	luman F	lesource	e Manag	gement-	·I	Corse	Code: B	BA 381				
Semester: III							Year:2						
Academic Year	9		Batch:	2017-20	020								
						Pro	gram Spe	cific					
		Pro	ies				Outcomes	5					
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3		
CO1	3	1	1	1	1	1	1	1	3	3 1 1			
CO2	3	2	2	1	1	1	1	1	3	2	1		
CO3	3	1	2	1	1	1	1	1	3	2	1		
CO4	3	2	2	1	1	1	1	1	3	2	1		
CO5 3 1 2 1 1 1								1	3	1	1		
	3	1.4	1.8	1	1	1	1	1	3	1.6	1		

Name of the C	ourse: E	Business	Statisti	CS			Corse	Code: B	BA 382		
Semester: III	Semester: III										
Academic Year	:2018-1	.9					Batch:	2017-20	020		
									Pro	gram Spe	cific
			Pro	ogram C	Outccom	nes				Outcomes	5
COs/POs PO1 PO2 PO3 PO4 PO5 PO							PO7 PO8 PSO1 PSO2 PSO3			PSO3	

CO1	-	3	2	2	1	1	1	1	1	2	2	1
CO2	2	3	2	2	1	1	1	1	1	2	2	1
CO3	5	3	2	2	1	1	1	1	1	2	2	1
CO4	Ļ	3	2	2	1	1	1	1	1	2	2	1
COS	5	3	2	2	1	1	1	1	1	2	2	1
		3	2	2	1	1	1	1	1	2	2	1

Name of the Co	ourse: Fu	Indamer	ntals of I	Marketir	ng -I		Corse	Code: Bl	3A 383				
Semester: III							Year:1						
Academic Year:)		Batch:2017-2020										
		Pr	es			Program	Specific C	outcomes					
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3		
CO1	2	1	1	2	2	1	1	2	2				
CO2	2	1	3	2	1	1	2	1	1	1	1		
CO3	2	1	2	1	1	1	1	1	2	1	1		
CO4	2	2	2	1	1	1	2	2	1	1	1		
CO5	1	2	1	1	1	2	2	1					
	2	1.2	2	1.4	1.2	1	1.4	1.4	1.6	1.4	1		

Name of the 0	Course: Fi	nancial S	Stateme	nt Analy	rsis		Corse	Code: Bl	3A 384				
Semester: III							Year:2						
Academic Yea	r:2018-19)		Batch:	2017-20	20							
			Pr	Program Specific Outcomes									
COs/POs	PO1	PO2	PO3	PO6	PO7	PO8	PSO1	PSO2	PSO3				
CO1	3	3	1	1	2	1	1	1	3				
CO2	2	3	1	1	2	1	1	1	3	2	1		
CO3	2	3	1	1	2	1	1	1	3	3	1		
CO4	3	1	3	1	2	1	1	1	3	3	1		
CO5 2 1 3 1 2 1								1	3	3	1		
	2.4	2.2	1.8	1	2	1	1	1	3	2.8	1		

Name of the Course: Human Resource Management-II	Corse Code: BBA 481
Semester: IV	Year:2
Academic Year:2018-19	Batch:2017-2020

			Pi	rogram (Dutccom	es			Program	Specific O	utcomes
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2 2 1 1 1 1 3 2									
CO2	3	1	3	1	1						
CO3	3	2	2	1	1	1	1	1	3	2	1
CO4	3	1	1	1	1	1	1	1	3	1	1
CO5	3	1	1	2	1	1	1	1	3	1	2
	3	1.4	1.6	1.2	1	1	1	1	3	1.4	1.2

Name of the Co	ourse: Q	uantitat	ive Tecl	nniques			Corse	Code: B	BA 482			
Semester: IV							Year:2					
Academic Year	:2018-1	9					Batch:	2017-20	20			
		Pı				gram Speo Outcomes						
COs/POs	PO1	PO2	PO3	PO4	PO5	P06	PO7	PO8	PSO1	PSO2	PSO3	
CO1	3	2	2	1	1	1	1	1	2 2 1			
CO2	3	2	2	1	1	1	1	1	2	2	1	
CO3	3	2	2	1	1	1	1	1	2	2	1	
CO4	3	2	2	1	1	1	1	1	2	2	1	
CO5 3 2 2 1 1 1								1	2	2	1	
	3	2	2	1	1	1	1	1	2	2	1	

Name of the Co	ourse: Fi	undame	ntals of	Marketi	ng-II		Corse	Code: Bl	3A 483	Outcomes PSO2 PSO3				
Semester: IV							Year:2							
Academic Year	:2018-19)			Batch:	2017-20	20							
			Program Specific					cific						
			Pi	rogram (Outcom	es				Outcomes	5			
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3			
CO1	3	3	3		3	3	3	3	3					
CO2	3	3	3	2	3	3	3	3	3	3	2			
CO3	3	3	3	3	3	3	3	3	3	3	3			
CO4	3	3	3	3	3	3	3	3	3	3	3			
CO5 3 3 3 2 3 3								3	3	3	2			
	3	3	3	3	3	2								

Name of the Co	Program Outcomes Program Outcomes OS/POs PO1 PO2 PO3 PO4 PO5 PO6 O1 3 1 1 2 1 2 1 2 1 2 1 2 1 2 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 2 1 1 1 2 1 1 1 2 1							Code: Bl	BA 484			
Semester: IV							Year:2					
Academic Year	:2018-19	Э					Batch:	2017-20	20			
		Pr				gram Speo Outcomes						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	
CO1	3	1	1	1	2	1	1	1	3 3			
CO2	3	3	1	1	2	1	1	1	3	2	1	
CO3	2	2	1	1	1	1	1	1	3	2	1	
CO4	2	2	2	1	2	1	1	1	3	3	1	
CO5	3	2	1	1	1	1	1	1	3	3	1	
	2.6	2	1.2	1	1.6	1	1	1	3	2.6	1	

	me of the Course: Management Accounting												
Name of the C	ourse: l	Manage	ment A	ccountir	ng		Corse	Code: B	BA 581				
Semester: V							Year:3						
Academic Year	Academic Year:2019-20												
		Pr				gram Spe Outcomes							
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3		
CO1	3	1	1	1	1	1	1	1	3	3 1 1			
CO2	3	2	3	1	2	1	1	2	3	2	1		
CO3	3	3	1	1	1	1	1	1	3	3	1		
CO4	3	1	3	2	1	1	1	2	3	1	1		
CO5	3	1	3	2	1	1	2	3	1	1			
	3	1.6	2.2	1.4	1.2	1	1	1.6	3	1.6	1		

Name of the Co	ourse: Ir	ternatio	nal Busi	ness			Corse	Code: Bl	3A 582		
Semester: V											
Academic Year:2019-20								Batch:2017-2020			
	Program Outccomes								Program	Specific C	outcomes
COs/POs	PO1							PO8	PSO1	PSO2	PSO3
CO1	2	2	1	2	2	1	1	2	3	3	2

CO2	2	2	2	2	1	2	1	2	2	3	3
CO3	3	3	3	3	2	2	2	2	3	3	3
CO4	3	3	2	3	2	2	2	2	3	3	3
CO5	2	2	2	3	3	3	2	2	3	3	3
	2.4	2.4	2	2.6	2	2	1.6	2	2.8	3	2.8

Name of the C	ourse: I	Research	n Metho	dology			Corse	Code: B	BA 583		
Semester: V							Year:3				
Academic Year	r:2019-2	0					Batch:2017-2020				
			Pr	es				gram Spe Outcomes			
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3	3		3	3	3	3	3	3	
CO2	3	3	3		3	3	3	3	3	3	
CO3	3	3	3		3	3	3	3	3	3	
CO4	3	3 3 3 3						3	3	3	
CO5	3	1	3		3	3	3	3	3	1	
	3	2.6	3	0	3	3	3	3	3	2.6	0

Name of the Co	ourse: Ir	nvestme	nt Mana	gement	t		Corse	Code: Bl	BA 584.1		
Semester: V							Year:3				
Academic Year	:2019-20)					Batch:	2017-20	20		
			Р	es				gram Speo Outcomes			
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	2	2	1	1	1	1	1	3	3	1
CO2	3	1	3	2	1	1	1	2	3	3	1
CO3	3	2	2	2	1	1	1	2	3	3	1
CO4	2	3	1	1	1	1	1	3	3	1	
CO5	2	2 3 3 1 1						1	3	3	1
	2.6	2.2	2.6	1.4	1	1	1	1.4	3	3	1

Name of the Cou	urse: Lea	adership	and Cha	nge Mar	nagemen	nt	Corse (Code: BB	A 585.1		
Semester: V	Semester: V							Year:3			
Academic Year:2	2019-20	20					Batch:2017-2020				
			Р	rogram (Outcome	es			Program	Specific O	utcomes
COs/POs	PO1	PO2	PO2 PO3 PO4 PO5 PO6 PO7 PO8 PSO1 PSO2 PSO				PSO3				

CO1	2	2	2	2	2	3	3	3	3	3	3
CO2	1	1	1	2	2	3	3	2	2	2	2
CO3	2	3	3	3	2	2	2	2	3	3	3
CO4	3	3	3	3	3	2	2	2	3	3	3
CO5	2	2	2	1	1	1	2	2	2	2	2
	2	2.2	2.2	2.2	2	2.2	2.4	2.2	2.6	2.6	2.6

Name of the Co	ourse: Ta	alent Ma	nageme	ent			Corse	Code: BE	3A 585.2		
Semester: V							Year:3				
Academic Year:	2019-20)					Batch:2017-2020				
			Р	es	Program Specific Outcomes				outcomes		
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	1	1	1	3	1	1
CO2	3	1	1	1	1	1	1	1	3	1	1
CO3	3	1	1	1	1	1	1	1	3	1	1
CO4	3	1	1	1	1	1	1	1	3	1	1
CO5	3	1	1	1	1	1	1	1	3	1	1
	3	1	1	1	1	1	1	1	3	1	1

Name of the	e Cours	e: Bus	iness a	nd Cor	porate	Law		Corse Code: B	BA 681		
Semester: V	1							Year:3			
Academic Ye	ear:201	.9-20						Batch:2017-20	020		
				Pro		Program Specific Outcomes					
							/				
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	3	1	1	1	1	2	1	2	3	3	1
CO2	3	1	1	1	1	1	1	2	3	2	1
CO3	3	1	1	1	1	1	1	2	3	3	1
CO4	3	1	1 1 1 2 1 1 3 3 1							1	
CO5	3	1	1	1	1	1	1	1	3	2	1
	3	1	1	1	1	1.4	1	1.6	3	2.6	1

Name of t	he Course	e: Operati	ons M	anagemei	nt		Corse C	Code: BB/	A 682		
Semester:	VI						Year:3				
Academic	Year:201	9-20					Batch:2	2017-202	0		
						Pro	gram Spe	cific			
			F				(Outcome	S		
			РО			PO					
COs/POs	PO1	PO2	3	PO4	PO5	6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	1	1	3	2	1	1	1	2	2	2
CO2	3	3	2	2	2	2	3	1	2	2	2
CO3	3	2	2	2	2	2	2	1	2	2	2
CO4	3	2	2	2	2	2	3	1	2	2	2
CO5	CO5 3 3 3 2 2 2							1	2	2	2
	2.8	2.2	2	2.2	1.8	2.4	1	2	2	2	

Name of th	ne Course:	Strategio	Mana	gement			Corse C	ode: BBA	683		
Semester:	VI						Year:3				
Academic	Year:2019	-20					Batch:2	017-2020)		
			F				-	gram Spe Outcome:			
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	1	1	3	2	1	1	1	1	2	2
CO2	3	3	3	2	2	2	3	1	1	2	2
CO3	3	3	3	2	2	2	2	2	1	2	2
CO4	3	3 3 3 2 2 3 1 1 2							2		
CO5	3	3	3	2	2	2	3	2	1	2	2
	2.8	2.6	2.6	2.2	2	1.8	2.4	1.4	1	2	2

Name of the Co	urse: Fu	ndament	als of Fi	nancial D	erivative	es	Corse	Corse Code: BBA 684.1			
Semester: VI											
Academic Year:	Academic Year:2019-20							2017-202	20		
	Program Outcomes								Program	n Specific O	utcomes
COs/POs	PO1						PO7	PO8	PSO1	PSO2	PSO3
CO1	3	3 2 1 1 1 1 1 1 3 2						2			

CO2	3	3	3	1	1	1	1	2	3	2	1
CO3	3	3	3	1	1	1	1	2	3	2	1
CO4	3	1	1	1	1	1	1	1	3	2	1
CO5	3	3	3	1	1	1	1	1	3	3	1
	3	2.4	2.2	1	1	1	1	1.4	3	2.2	1.2

Name of the Co	Name of the Course: Banking and Insurance														
Semester: VI							Year:3								
Academic Year:	2019-20	1					Batch:	2017-20	20						
			Pr	ogram C	Outccom	es			Program	Program Specific Outcome					
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3				
CO1	3	1	1	2	1	2	2	2	3	2	3				
CO2	3	1	1	1	1	1	1	2	3	3	2				
CO3	3	1	1	1	1	1	1	1	3	3	2				
CO4	3	1	1	1	1	1	1	1	3	2	2				
CO5	3	1	1	1	1	1	1	1	3 2						
	3	1	1	1.2	1	1.2	1.2	1.4	3 2.4 2						

Name of the Co	ourse: P	erforma	nce Mar	e Management Corse Code: BBA 685.1									
Semester: VI				Year:3									
Academic Year	demic Year:2019-20						Batch:2017-2020						
			Р	rogram	Outcom	es			Program	Specific C	Outcomes		
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3		
CO1	3	1	1	1	1	1	1	1	3	1	1		
CO2	3	2	1	1	1	1	1	1	3	2	1		
CO3	3	2	1	1	1	1	1	1	3	2	1		
CO4	3	2	1	1	1	1	1	1	3	2	1		
CO5	3	2	1	1	1	1	1	1	3 2 1				
	3	1.8	1	1	1	1	1	1	3 1.8 1				

Name of th	e Course: I	ndustrial R	elation	s in India			Corse Co	de: BBA 6	85.2					
Semester: \	/I						Year:3							
Academic Y	ear:2019-2	0					Batch:20	17-2020						
			Program O	utcomes					gram Speo Outcomes					
COs/POs	PO1	PO2	PO3	PO4	PO5	P06	PO7	PO8	PSO1	PSO3				
CO1	2	2	2	1	1	2	2	1	1	2	2			
CO2	3	3	2	2	2	2	3	1	2	2	2			
CO3	2	2	2	2	2	2	3	2	3	3	2			
CO4	2	2	1	1	1	2	2	1	3 3 3					
CO5	3	3 2 1 1					1	2	3	3	3			
	2.4	2.4	1.8	1.4	1.4	1.8	2.2	1.4	2.4	2.6	2.4			

Programme Matrix

Name of the Program: BBA												
Batch : 2017-20	Program Outccomes									Program Specific Outcomes		
Course/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO	
English	0	0	0	0	2.4	2	2.4	2.4	2.4	2.4	0	
Second Language	0	0	0	1.5	3	2.5	3	3	3	1.5	1.25	
Principles of Management	3	1.4	1.2	1	1	1	1	1	3	1.2	1	
Business Mathematics I	3	2	2	1	1	1	1	1	2	2	1	
Financial Accounting I	3	3	3	1	1	1	1	1	3	2.6	1	

Business Economics	3	3	2.4	0.6	3	3	3	3	3	3	0.6
English	0.75	1.5	0.75	3	3	2.75	3	3	3	3	0
Second Language	0	0	0	1.5	3	1.5	3	3	2.75	1.25	1.5
Organisational Behaviour	3	1.6	1.4	1	1	1	1.4	1	3	1	1
Business Environment	2.2	1.8	2	1.2	1	1.2	1	1.4	2.2	1	2
Financial Accounting II	3	3	3	1	1	1	1.4	1	3	2.6	1
Introduction to Information Technology	2	1	1	1	1	1	1	1	1.8	1	1
English	0.4	0.6	0.6	1.4	3	2.4	3	3	0.6	0.4	0
Second Language	0	0	0	0	3	1.5	3	3	2.75	1.25	1.5
Human Resource Management I	3	1.4	1.8	1	1	1	1	1	3	1.6	1
Business Statistics	3	2	2	1	1	1	1	1	2	2	1
Fundamentals of Marketing I	2	1.2	2	1.4	1.2	1	1.4	1.4	1.6	1.4	1
Financial Statement Analysis	2.4	2.2	1.8	1	2	1	1	1	3	2.8	1
English	0	0.6	0	1.2	3	2.2	3	3	0	0	0
Second Language	0	0	0	0	3	2.4	3	3	1.6	0	0
Human Resource Management II	3	1.4	1.6	1.2	1	1	1	1	3	1.4	1.2
Quantitative Techniques	3	2	2	1	1	1	1	1	2	2	1
Fundamentals of Marketing II	3	3	3	2	3	3	3	3	3	3	2
Elements of Financial Management	2.6	2	1.2	1	1.6	1	1	1	3	2.6	1
Management Accounting	3	1.6	2.2	1.4	1.2	1	1	1.6	3	1.6	1
International Business	2.4	2.4	2	2.6	2	2	1.6	2	2.8	3	2.8
Research Methodology	3	2.6	3	0	3	3	3	3	3	2.6	0

Investment Management	2.6	2.2	2.6	1.4	1	1	1	1.4	3	3	1
	2.0	2.2	2.0	1.7	-	-	-	1.7	5	5	-
Financial services	3	1	1.6	1	1	1	1.4	1	3	2.6	1
Leadership and Change Management	2	2.2	2.2	2.2	2	2.2	2.4	2.2	2.6	2.6	2.6
Talent Management	3	1	1	1	1	1	1	1	3	1	1
Business and Corporate Law	3	1	1	1	1	1.4	1	1.6	3	2.6	1
Operations Management	2.8	2.2	2	2.2	2	1.8	2.4	1	2	2	2
Strategic Management	2.8	2.6	2.6	2.2	2	1.8	2.4	1.4	1	2	2
Fundamentals of Financial Derivatives	3	2.4	2.2	1	1	1	1	1.4	3	2.2	1.2
Banking & Insurance	3	1	1	1.2	1	1.2	1.2	1.4	3	2.4	2.2
Performance Management	3	1.8	1	1	1	1	1	1	3	1.8	1
-											
Industrial Relations in India	2.4	2.4	1.8	1.4	1.4	1.8	2.2	1.4	2.4	2.6	2.4
Programme Targets	2.22	1.61	1.55	1.20	1.73	1.54	1.77	1.73	2.51	1.92	1.14

Programme Attainment

Name of the Program: BBA											
Batch : 2017-20											
		I	Pro	gram C	Outccor	nes	I	I		ram Spe Outcome	
Course/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
English	0	0	0	0	2.4	2	2.4	2.4	2.4	2.4	0
Second Language	0	0	0	1.5	3	2.5	3	3	3	1.5	1.25
Principles of Management	3	1.4	1.2	1	1	1	1	1	3	1.2	1
Business Mathematics I	3	2	2	1	1	1	1	1	2	2	1
Financial Accounting I	3	3	3	1	1	1	1	1	3	2.6	1

Business Economics	3	3	2.4	0.6	3	3	3	3	3	3	0.6
English	0.75	1.5	0.75	3	3	2.75	3	3	3	3	0
Second Language	0	0	0	1.5	3	1.5	3	3	2.75	1.25	1.5
Organisational Behaviour	3	1.6	1.4	1	1	1	1.4	1	3	1	1
Business Environment	2.2	1.8	2	1.2	1	1.2	1	1.4	2.2	1	2
Financial Accounting II	3	3	3	1	1	1	1.4	1	3	2.6	1
Introduction to Information Technology	2	1	1	1	1	1	1	1	1.8	1	1
English	0.4	0.6	0.6	1.4	3	2.4	3	3	0.6	0.4	0
Second Language	0	0	0	0	3	1.5	3	3	2.75	1.25	1.5
Human Resource Management I	3	1.4	1.8	1	1	1	1	1	3	1.6	1
Business Statistics	3	2	2	1	1	1	1	1	2	2	1
Fundamentals of Marketing I	2	1.2	2	1.4	1.2	1	1.4	1.4	1.6	1.4	1
Financial Statement Analysis	2.4	2.2	1.8	1	2	1	1	1	3	2.8	1
English	0	0.6	0	1.2	3	2.2	3	3	0	0	0
Second Language	0	0	0	0	3	2.4	3	3	1.6	0	0
Human Resource Management II	3	1.4	1.6	1.2	1	1	1	1	3	1.4	1.2
Quantitative Techniques	2	1.3	1.3	0.7	0.7	0.7	0.7	0.7	1.3	1.3	0.7
Fundamentals of Marketing II	2	2	2	1.3	2.0	2.0	2.0	2.0	2.0	2.0	1.3
Elements of Financial Management	2.6	2	1.2	1	1.6	1	1	1	3	2.6	1
Management Accounting	3	1.6	2.2	1.4	1.2	1	1	1.6	3	1.6	1
International Business	2.4	2.4	2	2.6	2	2	1.6	2	2.8	3	2.8
Research Methodology	3	2.6	3	0	3	3	3	3	3	2.6	0
Investment Management	2.6	2.2	2.6	1.4	1	1	1	1.4	3	3	1
Financial services	3	1	1.6	1	1	1	1.4	1	3	2.6	1
Leadership and Change Management	2	2.2	2.2	2.2	2	2.2	2.4	2.2	2.6	2.6	2.6
Talent Management	3	1	1	1	1	1	1	1	3	1	1
Business and Corporate Law	3	1	1	1	1	1.4	1	1.6	3	2.6	1
Operations Management	2.8	2.2	2	2.2	2	1.8	2.4	1	2	2	2
Strategic Management	2.8	2.6	2.6	2.2	2	1.8	2.4	1.4	1	2	2

Fundamentals of Financial Derivatives	3	2.4	2.2	1	1	1	1	1.4	3	2.2	1.2
Banking & Insurance	3	1	1	1.2	1	1.2	1.2	1.4	3	2.4	2.2
Performance Management	3	1.8	1	1	1	1	1	1	3	1.8	1
Industrial Relations in India	2.4	2.4	1.8	1.4	1.4	1.8	2.2	1.4	2.4	2.6	2.4
Programme Attainments	2.2	1.6	1.5	1.2	1.7	1.5	1.7	1.7	2.5	1.9	1.1

GAP

				Program (Dutcomes				Program Specific Outcomes				
Course/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3		
Programme Targets	2.22	1.61	1.55	1.20	1.73	1.54	1.77	1.73	2.51	1.92	1.14		
Programme													
Attainments	2.17	1.56	1.51	1.17	1.70	1.51	1.73	1.69	2.47	1.88	1.11		
GAP	0.05	0.05 0.04 0.04 0.03 0.04 0.04 0.04 0.04								0.04	0.03		