



स्वामी राम हिमालयन विश्वविद्यालय
Swami Rama Himalayan University

Criterion 1 - Curricular Aspects

1.1.1 Outcome Analysis of POs, COs

Master of Business Administration (MBA)
(2021-2023)

Himalayan School of Management Studies

Swami Rama Nagar, Jolly Grant, Dehradun 248016, Uttarakhand, India

A. Program Outcomes

After successful completion of the program, graduating students/graduates will able to:

PO1	Knowledge: Apply theories & practices of management in a global business context.
PO2	Critical Thinking: Foster critical thinking for solving business problems.
PO3	Communication: Effectively communicate by the use of appropriate mode(s) of communication for the intended audience.
PO4	Teamwork: Participate collaboratively in teams to achieve the desired outcomes.
PO5	Responsible Business: Appraise and integrate ethical, environmental, and sustainability considerations in decision-making & practice.
PO6	Leadership: Understand the needs of organizations and provide effective leadership for the attainment of goals.



B. Course-wise CO-PO Mapping

Mapping factor or Correlational level between Course Outcome (CO) and Program Outcomes (PO) indicates to what extent the teaching and assessment method of CO correlates/contributes the PO at the level defined below:

Correlation Level	Particulars
3	Substantial/high contribution of CO towards PO
2	Moderate contribution of CO towards PO
1	Slight/low contribution of CO towards PO

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA101	Management Concepts and Organizational Behaviour						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA101.01	Explain the various concepts and applications of management and organizational behaviour.	3					
MBA101.02	Apply the knowledge of Individual behaviour and Group Behaviour and analyse its influence on achieving organizational objectives.	2	1		1		
MBA101.03	Analyse the Leadership skills, Power and politics impact to the growth of the organization.	2	3				
MBA101.04	Describe the Organizational dynamics in the perspective of organization culture and organizational change.	3					
MBA101.05	Demonstrate the ability to work effectively in diverse teams.			2	3		
MBA101.06	Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate your own position on such issues.		2			3	2
Course-wise Average of POs		1.667	1.000	0.333	0.667	0.500	0.333

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1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA102	Statistics for Managers						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 102.01	Describe the role of statistical analysis in the business.	3					
MBA 102.02	Build expertise in describing & processing data and hypothesis testing.	3	2				
MBA 102.03	Analyse business situations and 'think analytically'.		3				
MBA 102.04	Develop statistical models that suit business applications.			1	1	2	
MBA 102.05	Construct data based reports which are logical and professional.		2	2			2
Course-wise Average of POs		1.200	1.400	0.600	0.200	0.400	0.400

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA103	Financial Accounting & Reporting						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 103.01	Read, understand, interpret and analyse general purpose financial reports.	3	2				
MBA 103.02	Describe differing accounting policies and their impact on financial statements.	3	2	1			
MBA 103.03	Evaluate different types of performance measurement systems in accounting and commonly used financial control systems;		2	1			
MBA 103.04	Demonstrate knowledge of management accounting concepts and techniques; and		3	2	1		
MBA 103.05	Make sound financial decisions in real world settings.		2		1	2	1
Course-wise Average of POs		1.200	2.200	0.800	0.400	0.400	0.200



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA104	Economics for Business Decisions						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 104.01	Apply the concepts of managerial economics in business.	3	2				
MBA 104.02	Suggest economic decisions to be made by managers in an internal and external environment.		3			2	1
MBA 104.03	Design competition strategies according to the market structure and environment.		2	3	1	1	1
MBA 104.04	Analyze real-world business problems with a systematic theoretical framework.		2			1	
Course-wise Average of POs		0.750	2.250	0.750	0.250	1.000	0.500

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA105	Computer Applications for Managers						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 105.01	Describe the fundamentals of Information Technology infrastructure components: hardware, software, and data communications systems.	3	2				
MBA 105.02	Identify categories of system software, programs and applications software.	2	2				
MBA 105.03	Evaluate the performance of Operating systems and distinguish the various operating systems.		3			2	
MBA 105.04	Analyze the computers networks and databases.	2	3				
MBA 105.05	Explain the guiding principles of professional behavior in computing.	2		1	1	3	2
MBA 105.06	Demonstrate the Applications of Microsoft Office	2	3				
Course-wise Average of POs		1.833	2.167	0.167	0.167	0.833	0.333



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA106	Communication for Managers						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 106.01	Critically analyze an organization's marketing strategies.	2	3				
MBA 106.02	Evaluate marketing implementation strategies.	3	2				
MBA 106.03	Formulate and assess operational and tactical marketing decisions, with holistic and ethical viewpoints.	1	2	3		3	
MBA 106.04	Analyse the marketing strategy of an organization and communicate its results.		2	3			
MBA 106.05	Demonstrate the skills to work cohesively as a team member and manager.				3		2
Course-wise Average of POs		1.200	1.800	1.200	0.600	0.600	0.400

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA107	Management Science						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 107.01	Demonstrate the relevance and pre-requisites of business communication.	1		3		1	2
MBA 107.02	Select appropriate communication channels used in developing and presenting business messages.			1		2	3
MBA 107.03	Apply business communication strategies and principles to become an effective communicator			1		2	3
MBA 107.04	Participate effectively in team activities that lead to the development of collaborative work skills.		2		3		1
MBA 107.05	Compose and revise accurate business documents using computer technology.		2	1		3	
MBA 107.06	Communicate via electronic mail, Internet, and other technologies.		2	3		1	
MBA 107.07	Deliver an effective oral business presentation.			3		1	2
Course-wise Average of POs		0.143	0.857	1.714	0.429	1.429	1.571



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA108	Organizational Behaviour						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 108-01	Explain the application of various models such as linear programming, transportation, assignment, and decision-making.	3	2				
MBA 108-02	Conduct and interpret sensitivity analysis of an optimal solution.	3	2	2			1
MBA 108-03	Apply CPM and PERT to manage projects.		3				
MBA 108-04	Analyze a business scenario with limiting constraints and depict it in a model form.	2	2	1	2	1	1
MBA 108-05	Develop simulation models for decision making	2	2	1		1	1
MBA 108-06	Solve mathematical models manually and also, using Windows Excel or similar software.	2	3				
Course-wise Average of POs		2.000	2.333	0.667	0.333	0.333	0.500

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA109	Spreadsheet Modelling						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 109-01	Demonstrate the use of spreadsheet formulas and functions	2	3				
MBA 109-02	Understand the application of macros and data validation.	3					
MBA 109-03	Design spreadsheet models for business problems.	2	3	2	1	2	
MBA 109-04	Understand the basic concept of power Business Intelligence.	2	1			2	
MBA 109-05	Apply power BI in various business situations	2	3	2	1	2	1
Course-wise Average of POs		2.200	2.000	0.800	0.400	1.200	0.200



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA110	Career Advancement Course for Managers -I						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 110-01	Demonstrate effective communication skills for successful placement.		2	3		1	
MBA 110-02	Be Self-motivated and Work in teams confidently and produce results.	1	2		3	1	2
MBA 110-03	Apply soft skills in managerial for professional success.	1	1	3		2	3
Course-wise Average of POs		0.667	1.667	2.000	1.000	1.333	1.667

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA201	Business Research						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 201-01	Explain steps used in conducting a research.	3					
MBA 201-02	Construct a research design for a given problem.	2	3				
MBA 201-03	Apply appropriate data analysis techniques on a set of data and interpret the same.	2	3				
MBA 201-04	Discuss limitations and potential contribution to theory and practice.			2	1		
MBA 201-05	Identify ethical considerations in the research context.					3	
MBA 201-06	Communicate findings and ideas clearly.			3		1	1
Course-wise Average of POs		1.167	1.000	0.833	0.167	0.667	0.167

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1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA202	Management Information System						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 202-01	Demonstrate the major steps in the design and implementation phases of the system development life cycle (SDLC).	2	3				
MBA 202-02	Apply the various tools i.e. Entity relationship diagram, data flow diagram, and table structure to construct the information system for the organization.	3	2	2			
MBA 202-03	Illustrate how current technologies and decision-support tools can be utilized to the advantage of business operations.	2	3			2	
MBA 202-04	Express ethical awareness and moral reasoning applied to a MIS problem, issue or case study.	2		2	1	3	2
MBA 202-05	Describe the usage and implementation of ERP in business organizations.	2	2	1	1	2	1
Course-wise Average of POs		2.200	2.000	1.000	0.400	1.400	0.600

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA203	Cost & Management Accounting						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 203-01	Describe with cost records/statements and principles underlying them and to develop their skills in understanding and appreciating cost information.	3	1				
MBA 203-02	Discuss the cost and management accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.	3	2				
MBA 203-03	Explain the utility of cost information as a vital input for management information and decision making process.	1	2		1	2	
MBA 203-04	Interpret the impact of the selected costs method.		3	2	1		
MBA 203-05	Prepare various types of budgets and understand their implications on business.		3	2	1		1
Course-wise Average of POs		1.400	2.200	0.800	0.600	0.400	0.200



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA204	Financial Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 204-01	Discuss basic concepts of financial management, like time value concept, cost of capital and relationship between EBIT & EPS.	3	3				
MBA 204-02	Be adept in the art of balancing conflicting goals like-risk-return trade off, profitability, liquidity and uncertainty etc.	2	3		1		
MBA 204-03	Make independent appraisal of projects by applying different techniques of capital budgeting.		3		1	2	
MBA 204-04	Decide on capital structure plans.		3		1	2	
MBA 204-05	Make working capital plans and policies, negotiating with banks/financial institutions for making working capital arrangements.		3	2			2
Course-wise Average of POs		1.000	3.000	0.400	0.600	0.800	0.400

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA205	Marketing Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 205-01	Explain consumer behaviour and consumer decision making with the help of various models.	3		1			
MBA 205-02	Apply consumer research to practice customer centricity.	3				1	
MBA 205-03	Review the role of individual and organizational factors in consumer buying behaviour.	2	3				
MBA 205-04	Design marketing strategy in keeping up with regional, national and global cultures, values and beliefs.				1	3	2
MBA 205-05	Communicate marketing strategy across organisation for effective implementation.			2	3		
Course-wise Average of POs		1.600	0.6	0.6	0.8	0.8	0.4



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA206	Human Resource Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 206-01	Describe the concept of human resource management and its relevance in organizations.	3					
MBA 206-02	Design and formulate various HRM processes related to acquisition, development, motivation and maintenance of HR.			3			
MBA 206-03	Evaluate HRM related social, cultural, ethical and environmental responsibilities and issues in a global context.		2			3	2
MBA 206-04	Exhibit the knowledge and skills required to effectively manage a diverse workforce.	1			3		
MBA 206-05	Analyze a business situation from an HR perspective.		3				
Course-wise Average of POs		0.800	1.000	0.600	0.600	0.600	0.400

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA207	Operations Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 207-01	Identify operations role in organizations competitiveness.	1	3				
MBA 207-02	Explain key concepts and issues on operations management related to product, process, facility, quality, and scheduling.	3					
MBA 207-03	Apply the decision-making models to various production and operations problems and issues		3	2		1	1
MBA 207-04	Evaluate the quality issues in operations and apply tools to improve the performance		2	2	2	3	1
MBA 207-05	Describe concepts of MRP and ERP.	1	2		2		
MBA 207-06	Reflect on your responsibilities towards the organization's performance as an operations manager.		3				2
Course-wise Average of POs		0.833	2.167	0.667	0.667	0.667	0.667



I.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA208	International Business						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 208-01	Define the concepts of international business and globalization driving forces.	3					
MBA 208-02	Determine the implications of various international business theories	2	2				
MBA 208-03	Demonstrate the understanding of influencing factors of international business environments i.e. Demographic, social-cultural, political etc.	1	3			2	
MBA 208-04	Describe international business approaches and entry modes in international business.	3	1				2
MBA 208-05	Explain the role of trade blocks in international business.	3				2	
MBA 208-06	Describe the role of international financial institutions in the promotion of international business.	2				2	
Course-wise Average of POs		2.333	1.000	0.000	0.000	1.000	0.333

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA209	Statistical Analysis for Data Analytics						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 209-01	Develop an aptitude for conducting statistical analysis using SPSS.	3					
MBA 209-02	Apply SPSS for choosing charts to highlight and interpret their research results.	3		1			
MBA 209-03	Ability to perform descriptive analysis and analyse results.	2	3				
MBA 209-04	Ability to carry out inferential analysis using SPSS and interpret results.		2	2			
MBA 209-05	Creating models by integrating information.		2	2	1		1
MBA 209-06	Use SPSS output to produce scientifically sound research reports.			2		2	
Course-wise Average of POs		1.333	1.167	1.167	0.167	0.333	0.167



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA210	Career Advancement Course for Managers–II						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 210-01	Demonstrate effective communication skills for successful placement.		2	3		1	
MBA 210-02	Be Self-motivated and Work in teams confidently and produce results.	1	2		3	1	2
MBA 210-03	Apply soft skills in managerial for professional success.	1	1	3		2	3
Course-wise Average of POs		0.667	1.667	2.000	1.000	1.333	1.667

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA301	Strategic Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 301-01	Identify and apply key strategic management concepts, models, frameworks and tools.	3					
MBA 301-02	Analyse forces in an organization's internal and external strategic environment.		3				
MBA 301-03	Develop and critically evaluate a range of appropriate strategic options for the growth and stability of the organization.		3	2			
MBA 301-04	Outline techniques for identifying and acknowledging the key stakeholders to the organization's strategy and how to communicate to them.			3	2		
MBA 301-05	Create a strategic plan and identify the key actions and processes to implement and manage an appropriate strategic option.					2	1
MBA 301-06	Identify ethical, social and cultural aspects or dimensions and their influence on an organization's strategic situation, and the implications for strategic management practice.				2	3	
Course-wise Average of POs		0.500	1.000	0.833	0.667	0.833	0.167



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA302	Business Ethics & Values						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 302-01	Describe the importance of human values and skills for sustained happiness.	3					2
MBA 302-02	Explain the balance between profession and personal happiness/ goals.	2	3			2	
MBA 302-03	Evaluate situations involving ethical dilemmas and suggest value based solutions.	1	2	1	2		3
MBA 302-04	Demonstrate ethical conduct and contribute towards a sustainable organization.	1				3	2
Course-wise Average of POs		1.750	1.250	0.250	0.500	1.250	1.750

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA303	Legal Aspects of Business						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 303-01	Define relevant legal terms in business.	2					
MBA 303-02	Describe sources of law and main provisions of business law.	1				2	
MBA 303-03	Demonstrate an understanding of the legal environment of business.	3	2	1		1	
MBA 303-04	Apply basic legal knowledge to business transactions and disputes.		3		1	3	2
Course-wise Average of POs		1.500	1.250	0.250	0.250	1.500	0.500

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1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA304	Project Management & Entrepreneurship						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 304-01	Explain the purpose and principles of project management.	3					
MBA 304-02	Analyse projects based on their feasibility.	2	3	1	1	2	
MBA 304-03	Apply the knowledge of project implementation in business situations	3	2			1	2
MBA 304-04	Identify opportunities in the field of entrepreneurship	2	3				
MBA 304-05	Discuss the contribution of Small Scale Industries in the growth and development of individuals and the nation	3					
MBA 304-06	Analyse the sources of project financing.	1	3			1	
Course-wise Average of POs		2.333	1.833	0.167	0.167	0.667	0.333

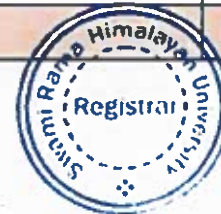
Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA306	Career Advancement Course for Managers -III						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 306-01	Demonstrate effective communication skills for successful placement.	2	2	3		1	
MBA 306-02	Exhibit the skills to work in teams confidently and produce results.	2	2	2			
MBA 306-03	Prepare for the personal interview through mock interviews		2	2	2		
MBA 306-04	Possess knowledge about different leadership Styles	1	2		3	1	2
MBA 306-05	Acquire skills to manage stress and conflict at workplace	1	1	3		2	3
Course-wise Average of POs		1.200	1.800	2.000	1.000	0.800	1.000



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA314	Service Marketing						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 314-01	Describe the key concepts and principles of services marketing.	3					
MBA 314-02	Explain how service products impact design and execution of marketing strategies.	3	2				
MBA 314-03	Describe problems faced and tools and models employed by marketing professionals to manage customers' perceptions of satisfaction, service quality and value.	3	2	1		1	2
MBA 314-04	Explain how different elements of services marketing mix can be used to manage services	3	2				
MBA 314-05	Distinguish between different types of services and draw implications for marketing strategy deployment		2		3		1
MBA 314-06	Develop & lead service strategies to meet marketing challenges.		3				
Course-wise Average of POs		2.000	1.833	0.167	0.500	0.167	0.500

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA321	Security Analyses and Portfolio Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 321-01	Explain the various alternatives available for investment.	2	3			1	
MBA 321-02	Measure risk and return.		3				
MBA 321-03	Mathematically establish a relationship between risk and return.		3	2		1	
MBA 321-04	Value the equities and bonds.	2	3				
MBA 321-05	Apply knowledge of the various strategies followed by investment practitioners.		3	1	2		1
Course-wise Average of POs		0.800	3.000	0.600	0.400	0.400	0.200



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA322	Financial Institutes & Markets						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 322-01	Explain the concepts, processes and participants of financial markets and institutions.	3				2	
MBA 322-02	Identify and analyse the needs and requirements of markets.	3	2	1	1		
MBA 322-03	Discuss various kinds of alternative systems in financial institutions and markets and their suitability in given conditions.	3		2			1
MBA 322-04	Analyse the various aspects of the institution-market interface and suggest methods to improve on it.		1	3		2	
Course-wise Average of POs		2.250	0.750	1.500	0.250	1.000	0.250

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA325	Working Capital Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 325-01	Identify the critical variables required for optimum working capital management.	3					
MBA 325-02	Describe various parameters of the financial processes.	3		1			
MBA 325-03	Evaluate the various solutions and apply them to the problems presented.		2	1			
MBA 325-04	Create dashboards to track the implementation of solutions.		2	1	1		1
MBA 325-05	Create evaluation matrices for processes and practices		3	2	1	1	
Course-wise Average of POs		1.200	1.400	1.000	0.400	0.200	0.200

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1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA331	Training & Development						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 331-01	Explain the relationship between learning & training.	3					
MBA 331-02	Apply learning principles while developing a training plan.	3		2			
MBA 331-03	Assess the training needs of an organization and demonstrate the development of a training program.		3	2			
MBA 331-04	Develop a job description inventory and apply relevant training methodology.	2		3			
MBA 331-05	Apply the principles of training while working with a diverse team				3		1
MBA 331-06	Evaluate training plans to ensure ROI for business sustainability.		3			2	2
Course-wise Average of POs		1.333	1.000	1.167	0.500	0.333	0.500

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA334	Counselling Skills for Managers						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 334-01	Describe the concept and role of managerial counselling at the workplace.	3					
MBA 334-02	Demonstrate the ability to use group counselling sessions for problem subordinates.			2	3		
MBA 334-03	Evaluate the various ways to improve the relationship and minimize the stress to enhance the individual's performance.	1	3				
MBA 334-04	Describe the importance of professional ethics for a counsellor.	2				3	
MBA 334-05	Exhibit counselling skills to lead the organization effectively.			3			2
Course-wise Average of POs		1.200	0.600	1.000	0.600	0.600	0.400



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA335	Labour Law						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 335-01	Explain the various labor Legislations and their applicability.	3					
MBA 335-02	Apply labor laws in establishments to prevent non-compliance	2		3			
MBA 335-03	Demonstrate the skills and competencies to maintain healthy industrial relations to promote a healthy and sustainable business environment.			2		3	
MBA 335-04	Analyze the intricacies associated with application of labor laws in business organizations		3				
MBA 335-05	Integrate the role of three parties i.e. Employer, employee and government in order to achieve industrial harmony.				2		3
Course-wise Average of POs		1.000	0.600	1.000	0.400	0.600	0.600

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA411	Retail Marketing						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 411-01	Explain basic theories, principles, and practice in Indian and global retailing scenarios.	3				1	
MBA 411-02	Explain & analyze retail strategies and their benchmarks.	1	3				
MBA 411-03	Develop a proper location and it's information system for customer relationships			3			
MBA 411-04	Evaluate merchandise programs and design a suitable merchandise plan.	1		3			1
MBA 411-05	Design store layout, merchandising and staffing strategy to achieve retail targets.			3	2		
Course-wise Average of POs		1.000	0.600	1.800	0.400	0.200	0.200



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA421	Derivatives & Risk Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 421-01	Analyze and minimize risk with help of price diversification strategies.	2	3			1	
MBA 421-02	Demonstrate critical thinking and analytical & problem solving skills in pricing and hedging practices.		2	1	1		1
MBA 421-03	Explain the binomial model and its application in risk management.	1	2	1			
Course-wise Average of POs		1.000	2.333	0.667	0.333	0.333	0.333

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA422	Financial Services						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 422-01	Describe various financial institutions and their functions.	3				2	
MBA 422-02	Explain the types of nbfc's and how they impact the financial scene.	3	2	1			
MBA 422-03	Learn about such regulatory and promotional institutions like RBI & SEBI.	3		2			
MBA 422-04	Analyse the basis upon which they can develop into a financial practitioner.		1	3		2	
MBA 422-05	Analyze, compare, and suggest improvements in processes of credit ratings, securitization and Special Purpose Vehicles.		2	1	1		1
Course-wise Average of POs		1.800	1.000	1.400	0.200	0.800	0.200

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1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA441	Performance Management						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 441-01	Demonstrate a clear understanding of the concepts related to performance management	3					
MBA 441-02	Apply their conceptual understanding to solving issues pertaining to managing performance in the real world business situations.	3			1		
MBA 441-03	Design the performance management system			3			
MBA 441-04	Analyze the key issues in designing and implementing a performance management system.		3				
MBA 441-05	Integrate their knowledge of performance management with the domain knowledge in developing managerial decisions and solutions.	2					3
MBA 441-06	Explain the importance of creating a performance based pay structure leading to ethical and responsible behaviour of employees	2				3	
Course-wise Average of POs		1.667	0.500	0.500	0.167	0.500	0.500

Course Code	Course Title	CO-PO Mapping (Articulation Matrix)					
MBA432	Human Resource Planning and Development						
CO#	At the end of the course the students will be able to:	PO1	PO2	PO3	PO4	PO5	PO6
MBA 432-01	Describe the importance of Human Resource function in planning and staffing organizational manpower requirements.	3					
MBA 432-02	Explain fundamental concepts, principles, techniques and judgment in supply-demand forecasting and supply programs in determining HR planning.	3					
MBA 432-03	Apply strategies to integrate human resources planning with the strategic initiatives of senior management to achieve overall business objectives.	2		3			2
MBA 432-04	Evaluate the impact of HR planning on HR functions such as training and development, compensation and benefits programs, payroll, performance management and health & safety at the workplace.	1	3				



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

MBA 432-05	Demonstrate the ability to work in teams.			2	3		
MBA 432-06	Analyze global issues and how these affect HR planning thereby ensuring sustainable business.		2			3	1
Course-wise Average of POs		1.500	0.833	0.833	0.500	0.500	0.500

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C. Program Outcome Reference Values:

Following table calculates the overall average of all POs of the Courses and is referred as Course-wise Average of POs Reference values.

SR. No.	Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6
1	MBA101	Management Concepts and Organizational Behaviour	1.667	1.000	0.333	0.667	0.500	0.333
2	MBA102	Statistics for Managers	1.200	1.400	0.600	0.200	0.400	0.400
3	MBA103	Financial Accounting & Reporting	1.200	2.200	0.800	0.400	0.400	0.200
4	MBA104	Economics for Business Decisions	0.750	2.250	0.750	0.250	1.000	0.500
5	MBA105	Computer Applications for Managers	1.833	2.167	0.167	0.167	0.833	0.333
6	MBA106	Communication for Managers	1.200	1.800	1.200	0.600	0.600	0.400
7	MBA107	Management Science	0.143	0.857	1.714	0.429	1.429	1.571
8	MBA108	Organizational Behaviour	2.000	2.333	0.667	0.333	0.333	0.500
9	MBA109	Spreadsheet Modelling	2.200	2.000	0.800	0.400	1.200	0.200
10	MBA110	Career Advancement Course for Managers -I	0.667	1.667	2.000	1.000	1.333	1.667
11	MBA201	Business Research	1.167	1.000	0.833	0.167	0.667	0.167
12	MBA202	Management Information System	2.200	2.000	1.000	0.400	1.400	0.600
13	MBA203	Cost & Management Accounting	1.400	2.200	0.800	0.600	0.400	0.200



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

14	MBA204	Financial Management	1.000	3.000	0.400	0.600	0.800	0.400
15	MBA205	Marketing Management	1.600	0.600	0.600	0.800	0.800	0.400
16	MBA206	Human Resource Management	0.800	1.000	0.600	0.600	0.600	0.400
17	MBA207	Operations Management	0.833	2.167	0.667	0.667	0.667	0.667
18	MBA208	International Business	2.333	1.000	-	-	1.000	0.333
19	MBA209	Statistical Analysis for Data Analytics	1.333	1.167	1.167	0.167	0.333	0.167
20	MBA210	Career Advancement Course for Managers–II	0.667	1.667	2.000	1.000	1.333	1.667
21	MBA301	Strategic Management	0.500	1.000	0.833	0.667	0.833	0.167
22	MBA302	Business Ethics & Values	1.750	1.250	0.250	0.500	1.250	1.750
23	MBA303	Legal Aspects of Business	1.500	1.250	0.250	0.250	1.500	0.500
24	MBA304	Project Management & Entrepreneurship	2.333	1.833	0.167	0.167	0.667	0.333
25	MBA306	Career Advancement Course for Managers -III	1.200	1.800	2.000	1.000	0.800	1.000
26	MBA314	Service Marketing	2.000	1.833	0.167	0.500	0.167	0.500
27	MBA321	Security Analyses and Portfolio Management	0.800	3.000	0.600	0.400	0.400	0.200
28	MBA322	Financial Institutes & Markets	2.250	0.750	1.500	0.250	1.000	0.250
29	MBA325	Working Capital Management	1.200	1.400	1.000	0.400	0.200	0.200



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

30	MBA331	Training & Development	1.333	1.000	1.167	0.500	0.333	0.500
31	MBA334	Counselling Skills for Managers	1.200	0.600	1.000	0.600	0.600	0.400
32	MBA335	Labour Law	1.000	0.600	1.000	0.400	0.600	0.600
33	MBA411	Retail Marketing	1.000	0.600	1.800	0.400	0.200	0.200
34	MBA421	Derivatives & Risk Management	1.000	2.333	0.667	0.333	0.333	0.333
35	MBA422	Financial Services	1.800	1.000	1.400	0.200	0.800	0.200
36	MBA441	Performance Management	1.667	0.500	0.500	0.167	0.500	0.500
37	MBA432	Human Resource Planning and Development	1.500	0.833	0.833	0.500	0.500	0.500
Combined Course-wise Average of POs Reference values			1.357	1.488	0.871	0.451	0.722	0.520



D. Assessment of CO and PO Attainment Value

The attainment of the course outcome is measured at the level of 3 as follows:

Attainment Levels	Criteria
3	If 80% of student achieves marks greater than threshold percentage of the total score of assessment
2	If 70% of student achieves marks greater than threshold percentage of the total score of assessment
1	If 60% of student achieves marks greater than threshold percentage of the total score of assessment
0	If 60% of student achieves marks less than threshold percentage of the total score of assessment

Attainment level of COs is measured through direct attainment of COs depending on the performance of the students in Internal Assessment (IA) and End Semester Examination (ESE) individually. For the MBA program the threshold percentage is set at 50% for ESE and 60% for IA. assessments. The weightage of attainments for IA and ESE is in proportion of 40:60.

SR. No.	Course Code	Course Title	Attainment of COs	Derived Attainment of POs Course-wise					
				PO1	PO2	PO3	PO4	PO5	PO6
1	MBA101	Management Concepts and Organizational Behaviour	3.000	1.667	1.000	0.333	0.667	0.500	0.333
2	MBA102	Statistics for Managers	2.600	1.040	1.213	0.520	0.173	0.347	0.347
3	MBA103	Financial Accounting & Reporting	2.600	1.040	1.907	0.693	0.347	0.347	0.173
4	MBA104	Economics for Business Decisions	2.600	0.650	1.950	0.650	0.217	0.867	0.433
5	MBA105	Computer Applications for Managers	3.000	1.833	2.167	0.167	0.167	0.833	0.333
6	MBA106	Communication for Managers	1.800	0.720	1.080	0.720	0.360	0.360	0.240
7	MBA107	Management Science	3.000	0.143	0.857	1.714	0.429	1.429	1.571
8	MBA108	Organizational Behaviour	3.000	2.000	2.333	0.667	0.333	0.333	0.500



1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

9	MBA109	Spreadsheet Modelling	3.000	2.200	2.000	0.800	0.400	1.200	0.200
10	MBA110	Career Advancement Course for Managers -I	1.800	0.400	1.000	1.200	0.600	0.800	1.000
11	MBA201	Business Research	3.000	1.167	1.000	0.833	0.167	0.667	0.167
12	MBA202	Management Information System	3.000	2.200	2.000	1.000	0.400	1.400	0.600
13	MBA203	Cost & Management Accounting	1.800	0.840	1.320	0.480	0.360	0.240	0.120
14	MBA204	Financial Management	1.800	0.600	1.800	0.240	0.360	0.480	0.240
15	MBA205	Marketing Management	2.600	1.387	0.520	0.520	0.693	0.693	0.347
16	MBA206	Human Resource Management	2.200	0.587	0.733	0.440	0.440	0.440	0.293
17	MBA207	Operations Management	3.000	0.833	2.167	0.667	0.667	0.667	0.667
18	MBA208	International Business	2.600	2.022	0.867	-	-	0.867	0.289
19	MBA209	Statistical Analysis for Data Analytics	3.000	1.333	1.167	1.167	0.167	0.333	0.167
20	MBA210	Career Advancement Course for Managers–II	3.000	0.667	1.667	2.000	1.000	1.333	1.667
21	MBA301	Strategic Management	3.000	0.500	1.000	0.833	0.667	0.833	0.167
22	MBA302	Business Ethics & Values	3.000	1.750	1.250	0.250	0.500	1.250	1.750
23	MBA303	Legal Aspects of Business	2.600	1.300	1.083	0.217	0.217	1.300	0.433
24	MBA304	Project Management & Entrepreneurship	3.000	2.333	1.833	0.167	0.167	0.667	0.333

1.1.1 Outcome Analysis of POs, COs – MBA (2021-2023)

25	MBA306	Career Advancement Course for Managers -III	3.000	1.200	1.800	2.000	1.000	0.800	1.000
26	MBA314	Service Marketing	3.000	2.000	1.833	0.167	0.500	0.167	0.500
27	MBA321	Security Analyses and Portfolio Management	0.600	0.160	0.600	0.120	0.080	0.080	0.040
28	MBA322	Financial Institutes & Markets	3.000	2.250	0.750	1.500	0.250	1.000	0.250
29	MBA325	Working Capital Management	3.000	1.200	1.400	1.000	0.400	0.200	0.200
30	MBA331	Training & Development	2.600	1.156	0.867	1.011	0.433	0.289	0.433
31	MBA334	Counselling Skills for Managers	2.600	1.040	0.520	0.867	0.520	0.520	0.347
32	MBA335	Labour Law	1.200	0.400	0.240	0.400	0.160	0.240	0.240
33	MBA411	Retail Marketing	3.000	1.000	0.600	1.800	0.400	0.200	0.200
34	MBA421	Derivatives & Risk Management	1.800	0.600	1.400	0.400	0.200	0.200	0.200
35	MBA422	Financial Services	3.000	1.800	1.000	1.400	0.200	0.800	0.200
36	MBA441	Performance Management	3.000	1.667	0.500	0.500	0.167	0.500	0.500
37	MBA432	Human Resource Planning and Development	2.600	1.300	0.722	0.722	0.433	0.433	0.433
Course-wise Average of POs Achievement Through Results				1.216	1.247	0.761	0.385	0.638	0.457
Course-wise Average of POs Reference values				1.357	1.488	0.871	0.451	0.722	0.520
Percentage Attainment of PO's				89.6%	83.8%	87.4%	85.4%	88.4%	87.9%

From the Attainment level of CO, the Derived PO's value for course is calculated as follows:

$$\text{Derived PO Value} = \frac{\text{CO attainment} \times \text{respective PO average}}{3}$$

Depending on derived PO values of the courses, calculate the Course-wise Average of POs achievement for each PO.

Calculate the percentage attainment of PO's as follows:

$$\text{Percentage attainment of PO's} = \frac{\text{Average PO Attainment through}}{\text{average PO reference value}} \times 100$$

