

Attainment of Program Outcomes

Describe the assessment tools and processes used to gather the data upon which the Evaluation of Program Outcome is based

Establish the correlation between courses and program outcomes

Programme outcome ensures attainment of certain graduate attribute by the learner post completion of the programme. The management education emphasizes on 5 domain specific programme outcomes. These five different programme outcome is to be attained through the various courses imparted to the students through the concept of outcome based education. Upon successful completion of the program (MMS) the graduates will be able to:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision-making.
PO 3	Ability to develop Value based Leadership ability.
PO 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of the business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO attainment tools and processes ensures that the evaluation process is able to measure the attainment by every learner. The assessment process comprises of Formative and Summative approach. The tools of assessing attainment of PO is done through:- Direct Assessment Tools and Indirect Assessment Tools. Both the formative and summative assessment adds towards quantitative attainment of Programme outcome, which happens twice in a Semester. While the Indirect attainment is obtained through 4 different types of feedback

- Student feedback conducted as exit survey
- Alumni feedback taken during alumni meets
- Corporate Feedback taken from our employer
- Parent feedback taken during final degree distribution.

All these enables to understand the gap if any in terms of what was expected by these stakeholders and what have been actually done.

Outcome based education believes that every learner would learn by the end of the programme, only the pace may not remain same. Hence the formative evaluation includes different

component to address all different types of learner. It ensures emphasizing on monitoring the student development on a continuous basis.

Hence all the components included are like-

Flip class room presentations so that over a period of time they develop the domain independent specific PO's like team work, communication, presentation skills, ethics a quest to know and the desire for life-long learning.

The Quiz ensures effective class participation as well as ensuring of knowledge attained. As the feedback is provided justifying the correct response that enables validation of the concept learning.

Project presentation allows to further develop domain independent PO's like team work, communication, presentation skills, ethics a quest to know and the desire for life-long learning.

Mid-term as well as end term exams helps in observing the attainment of domain dependent POs. The mid-term exam paper is provided to the learners with feedback. All these helps in evaluating the targeted attainment of the Programme outcome through the course outcome.

Post evaluation the subject faculties along with the HOD discusses the attainment to design and develop pedagogy for the forthcoming batch for the same course. If the target set matches with the attained then the faculty tries to raise the attainment bar, if there is scope. Else the subject expert tries to include more options to engage and bring innovation and engagement for the course.

The course goal and outcomes designed understanding the scope of the subject, enables the journey of learning attainment based on Blooms taxonomy.

The assessment and measuring of PO attainment start from mapping of courses outcomes with the program outcomes. Further, each course has a set of course outcomes which are designed carefully to align with selected program outcomes. While planning assessment of course outcomes, the following points are checked:

- The entire assessment task should be mapped with course learning outcomes.
- The assessment methods adequately assess the desired course outcomes
- Whether all the learning outcomes have been tested

In order to set, attainment level of course outcome, students' scores are calculated for each assessment task submitted by them. Performance of the students are adjudged on the basis of previous three years class performance, which acts as the benchmark marks to evaluate class attainment for that course..

Each faculty includes Course Outcomes and assessment criteria in their course outline. The course outline is designed in such a way that it is capable to map the CO with the PO and arrive at the attainment level. The faculties use MS Excel for calculating CO-PO attainment after the relevant semester is over. The Program Head evaluates the Program Outcomes at the end of each Semester. The evaluation of each Program Outcome is carried out once a year at the end of that particular year. The Course Outcome for each Course is measured for the attainment of the respective Program Outcome on a scale of 3 where:

- a) High Correlation (H) = 3
- b) Medium Correlation (M) = 2
- c) Low Correlation (L) = 1

Sample of CO-PO correlation matrix is provided as a specimen of our CO-PO mapping process.

CO PO Correlation Matrix									
Sr. no.	Course Name	Code	CO	Course Outcome	PO1	PO2	PO3	PO4	PO5
1	MANAGERIAL ECONOMICS	C105	CO1	To define the importance of micro and macro-economics, gaining knowledge to recognize its fundamental concepts, to be linked with various streams of management.	2	N	N	N	N
2			CO2	To enable students to explain the different cost concept involved in the business to design the cost optimization procedure of a firm, thus comprehend the firm to facilitate in optimizing profitability.	2	2	N	N	N
3			CO3	Students should be able to draw the state of equilibrium of the market through interaction of demand and supply through numerical approach for better application in different business situation, and adoption of effective decision in cross functional areas of business.	N	N	2	2	N
4			CO4	Analyze the various market competition and apply the concept of pricing to find some unique solutions to the business problem in order to evaluate its competitive advantage in different business situation	N	2	N	2	3

5			CO5	Formulate the procedure of project evaluation through risk analysis to lead to correct business decision synthesizing the micro and the macro business environment of the organization.	N	2	2	N	2
6			CO6	Evaluate the business scenario and choose the right measure in cross functional areas of Business.	2	N	2	N	3
7	HUMAN RESOURCE MANAGEMENT	C205	CO1	Students should be able to explain and describe human resource management, its scope and relations in the organizations	3	N	N	1	1
8			CO2	Students should be able to identify personnel functions and policies and translate them to executing proper policies	1	2	2	1	2
9			CO3	Students should be able to assess manpower needs and decide selection methods	1	3	N	N	N
10			CO4	Students should be able to measure motivation and decide suitable motivation measures in the organisation	1	2	2	3	N
11			CO5	Students should be able to assess performance management systems, organizational development, training needs and apply HR strategies in the organizations	2	2	3	1	1
12			CO6	Students should be able to demonstrate and articulate presenting skills and Human Resource Management	N	N	N	N	N
13	Derivatives and Risk Management	F308	CO1	Students will be able to list the different types of risk and their inherent features which an organization can face and describe the various risk management approaches by attending different risk management perspectives to mitigate those risks and ensure the survival of the organisation.	3	N	N	N	N
14			CO2	Students will be able to explain different risk management process through appraisal of the theoretical framework with special reference to derivative environment in India and world	2	3	N	N	N

15			CO3	Student will be able to estimate the value of different derivative products with the help of traditional and emerging models and their essential mathematics to make the risk management process of the organisation smoother and better.	N	3	N	N	N
16			CO4	Student will be able to formulate different derivative strategies in creative and innovative manner for the purpose of trading and hedging by creating risk neutral portfolios so that investor can make more return in a risk neutral environment.	N	3	N	N	N
17			CO5	Student will evaluate the risk quantification and use different derivative instruments and tool to chalk out the best risk management policy of an organization for its long term sustainability in business	N	3	N	2	N
18	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	F306	CO1	Student will be able to identify the essence of different investment avenues and processes within the framework of different modern portfolio theories by understanding their fundamental concepts, to be linked with various streams of management of the organization	3	N	N	N	N
19			CO2	Student will be able to distinguish between the different category of investors by analyzing their investment needs and economic environment in general and derive the different portfolios through innovative and creative ways as per the needs of the investor	3	N	N	N	N
20			CO3	Students will be able to calculate the risk and return of different assets and their combinations and compose different portfolios in a given situation of risk return framework for different investors	N	3	N	N	N
21			CO4	Student will be able to formulate different investment plans as different business cases through different asset allocation process in such proportion so	N	3	N	N	N

				that optimization of return is possible at minimum risk.					
22			CO5	Students will be able to compare and evaluate the performance of the different assets and portfolios to facilitate the further revision and rebalancing of the portfolios for generating better return in subsequent periods.	2	3	N	N	N
23	COMMERCIAL BANKING	F405	CO1	Student should be able to describe the concepts, fundamentals and various components of the Indian Commercial Banking.	3	3	1	N	N
24			CO2	Student should be able to review the working of various commercial banks and risks involved in banking operations.	3	2	1	N	N
25			CO3	Student should be able to demonstrate good knowledge of the various special services rendered across India keeping in mind the banking regulations.	3	2	1	N	N
26			CO4	Student should be able to analyze the regulatory processes and acts applicable to Commercial Banking in India.	N	2	1	2	N
27			CO5	Student should be able to evaluate a bank's performance; thereby assemble the factors affecting a bank's profitability.	1	2	N	2	1

Direct attainment of a PO is determined by taking average across all CO's in that Course corresponding with that PO. Fractional numbers indicate attainment level between the two lower and upper range values. For example, In the Course Operations Research, if CO1 attainment level for PO 2 is 3 and CO2 attainment for PO2 is 1 then the average attainment level of PO2 through the course Operations Research is 2.

The attainment obtained from this direct evaluation contributes 80% of PO attainment and 20% comes from indirect assessment.

POs attainment levels

Academic Year : 2020-21 Program : MMS SEMESTER : I Batch : 2020 - 2022							
Sr. No	Courses	PO Attainment					
		PO1	PO2	PO3	PO4	PO5	Average PO's
1	Perspective Management	2.23	2.25	2.30	2.24	NA	2.25
2	Financial Accounting	2.38	2.38	2.39	2.37	2.39	2.38
3	Business Statistics	1.87	2.00	NA	NA	NA	1.94
4	Operations Management	2.37	2.37	2.35	2.36	2.35	2.36
5	Managerial Economics	2.38	2.38	2.37	2.38	2.37	2.37
6	Business Ethics	1.99	2.11	2.13	2.08	2.10	2.08
7	Organizational Behaviour	2.22	2.21	2.20	NA	NA	2.21
8	Negotiation & Selling Skills	2.38	1.41	1.57	1.57	1.37	1.66

Academic Year : 2020-21 Program : MMS SEMESTER : II Batch : 2020 - 2022							
Sr. No	Courses	PO Attainment					
		PO1	PO2	PO3	PO4	PO5	Average PO's
1	Marketing Management	2.40	2.40	2.40	2.40	2.40	2.40
2	Financial Management	2.31	2.32	NA	NA	NA	2.32
3	Operations Research	2.21	2.08	1.84	0.00	0.00	1.23
4	Business Research Methods	2.07	2.05	2.23	2.11	NA	2.12
5	Human Resource Management	1.72	2.29	2.30	2.31	2.22	2.17
6	Legal Aspects of Business & Taxation	2.22	2.21	2.20	NA	NA	2.21
7	Cost and Management Accounting	2.35	2.35	NA	2.37	2.37	2.36
8	Management Information System	2.12	2.12	2.18	2.01	2.15	2.12

Academic Year : 2020-21 Program : MMS SEMESTER : III Batch : 2020 - 2022							
Sr. No	Courses	PO Attainment					
		PO1	PO2	PO3	PO4	PO5	Average PO's
1	International Business	2.01	2.09	2.15	2.05	2.14	2.09
	Finance						
1	Financial Markets & Institutions	2.36	2.33	2.34	2.35	2.36	2.35
2	Security Analysis & Portfolio Mgt	2.36	2.39	N.A.	N.A.	N.A.	2.38
3	Corporate Valuation & Merger & Acquisition	2.37	2.36	N.A.	2.35	2.36	2.36
4	Financial Regulations	2.39	2.39	0.00	2.39	2.38	1.91
5	Derivatives & Risk Mgt	2.31	2.31	N.A.	2.30	N.A.	2.31
6	Financial Modelling	1.69	1.69	1.58	1.69	1.69	1.67
	Human Resource						
1	Training & Development	2.37	1.89	0.00	2.40	1.63	1.66
2	Compentency Based HRM & Performance Mgt	1.71	1.74	0.00	1.60	1.62	1.33
3	Labour Laws & Implications on Industrial Relations	1.81	2.30	2.30	N.A	N.A	2.14
4	HR Planning & Application of Technology in HR	2.40	2.40	2.40	0.00	2.40	1.92
5	Compensation & Benefits	1.88	2.30	2.33	0.00	0.00	1.30
6	HR Analytics	2.12	1.93	1.93	0.00	2.21	1.64
	Marketing						
1	Product & Brand Mgt	2.40	2.40	2.40	2.40	2.40	2.40
2	Sales Mgt	2.40	2.40	2.40	2.40	0.00	2.00
3	Consumer Behaviour	2.40	2.39	2.38	2.40	2.38	2.39
4	Services Marketing	2.40	2.40	2.40	N.A	2.40	2.40
5	Marketing Strategy	2.40	2.40	2.40	2.40	2.40	2.40
6	Digital Marketing	2.32	2.32	2.32	2.32	N.A	2.31
	Operation						

1	Supply Chain Management	2.25	2.40	2.40	2.20	0.00	1.85
2	Materials Management	1.98	2.05	N.A	2.15	N.A	2.06
3	Operations Analytics	2.30	2.31	N.A	N.A	2.34	2.32
4	Manufacturing Resource Planning & Control	2.40	2.40	2.40	0.00	0.00	1.44
5	Service Operations Mgt	2.25	2.40	2.40	2.20	0.00	1.85
6	Business Process Re-Engineering & Benchmarking	2.16	1.95	1.95	2.14	N.A	2.05
7	Productivity Management	1.60	1.60	1.60	1.60	1.60	1.60

Academic Year : 2020-21 Program : MMS SEMESTER : IV Batch : 2020 - 2022							
Sr. No	Courses	PO Attainment					Average PO's
	PO1	PO2	PO3	PO4	PO5		
	Finance						
1	Commercial Banking	2.09	2.09	2.09	2.11	2.12	2.10
2	Business Analytics	2.31	2.26	2.38	2.28	2.38	2.32
	Human Resource						
1	OD and Change Management	2.32	2.16	0.00	0.00	2.02	1.30
2	Strategic HRM	2.13	1.60	0.00	1.60	1.60	1.39
	Marketing						
1	Integrated Marketing Communication	2.40	2.40	2.40	2.40	2.40	2.40
2	Business to Business Marketing	2.15	2.14	2.22	2.22	0.00	1.74
	Operation						
1	Operations Applications & Cases	2.38	2.38	NA	NA	NA	2.25

Final Attainment: All the attainment PO-wise are averaged for all the courses which is the final figure for direct attainment. 80% of direct attainment and 20% of indirect attainment are then considered for final attainment.

Sr. No	Final PO Attainment						Average PO's
		PO1	PO2	PO3	PO4	PO5	
1	Direct Attainment	2.20	2.19	1.94	1.85	1.74	2.04
2	Indirect Attainment	2.35	2.43	2.23	2.43	2.40	2.37
	Final Attainment	2.23	2.24	2.00	1.96	1.87	2.07

Course Outcomes

Describe the assessment tools and processes used to gather the data upon which the Evaluation of Course Outcome is based

Program Outcomes are defined at the beginning of the Program by the Program Head and the Head of the Institution. Course Outcomes leads to Program Outcomes. The course outcome is prepared based on Bloom's Taxonomy. The faculty members are well trained to frame the course outcome keeping in mind, inclusion of all the three components- Performance, Condition and Criterion. Being a professional course the HEI emphasises on constructing the COs mostly on higher cognitive skills, depending on the scope of the subject. These are designed by all the faculty members who takes that subject, at the beginning of the program in consultation amongst themselves. Once completed they share with their Department Head for review, which once confirmed is sent to Dean Academics and also included in the google classroom for reference of all students. As the concept of Outcome based Education is followed, the system ensures there is no element of ambiguity prevalent among the learners. Attainment of Course Outcomes are evaluated at the end of the Semester when the Course is completed. The Course Outcomes are measured through Continuous Internal Evaluation and End Term Evaluation.

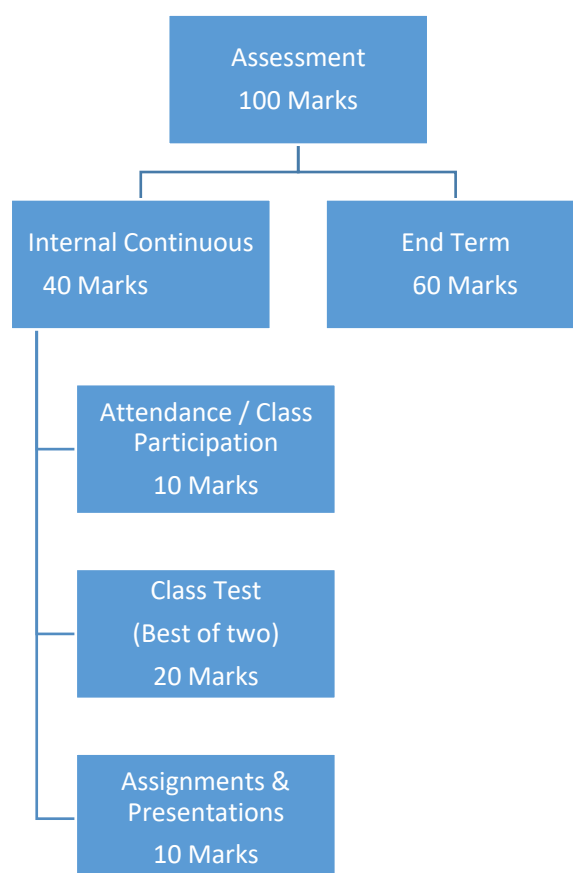
Assessment Tools

The course outcomes are evaluated based on the performance of students in continuous assessment tests, internal assessment and end-term examination.

Assessment Tool Title	Tool Description
Internal Assessment (IA)	Faculty members assess the student's performance from time to time by conducting some quizzes mapped and also by giving some assignments to the students. This helps to critically evaluate the strength of students on continuous mode and give scope to monitor the students' performance. One internal mid-term test of 20 marks is also conducted.
End Term Exam (ETE)	This tool examines the overall performance of the students covering all course outcomes. This assessment is done at all cognitive levels, the ability and understanding of the students with respect to the Blooms Taxonomy Level.

Calculation of CO attainment for All courses	
Assessment Tools	Weightage
IA(Internal assessment)	40%
ETE(End term Evaluation)	60%
Total	100%

Assessment Tools



Attendance & Class Participation

Class presence and participation points are given to encourage the active class participation and discussion by the students. Students will be rewarded with a perfect score as long as they maintain the required attendance percentage and actively contribute to the class discussions during the lectures.

Presence: Attendance will be marked by the faculty at the end of the class.

Participation: The institute follows flipped classroom pedagogy wherein a group of students come prepared to the class for the given topic and present it to the whole class. The depth of preparation and presentation of topics are used to give class participation marks. The Case Studies discussions in the class gives ample scope for the students to contribute their ideas. This is also used by the concerned faculty to mark class participation. This concept is to ensure an enriched course attainment which would result in of attaining POs.

Class Test

Class Test is organized as a mechanism of Internal Continuous Assessment in the form of written examination or Computer Based Multiple Choice Questions. The performance in the class test is added to the final result of the student. It is a rigorous exercise set in all seriousness by the concerned faculty and administered by the examination department.

Guidelines for conducting the Class Test

The date and venue for the tests are announced at the beginning of the semester in the academic calendar.

The Question Paper set by the faculty should reach the examination department seven days before the due date.

Services of external invigilators to be used to ensure neutrality.

One invigilator for 30 students to be employed for the test with provision for invigilator breaks.

At no stage should any student sitting a class test be left unsupervised.

The faculty member who set the paper should be available (either in person or via telephone) to answer any queries on the examination paper.

Any amendments or clarifications to the paper must be announced to all students taking the class test.

Class Test is very rigorous examination taken by Examination Department and Conducted just like the Final/End Term examination. This ensures that the test taken very seriously and the process is robust. Post evaluation the course attainment is analysed to check the attainment of the graduate attribute that was expected to happen.

Assignments

A management course is not complete without completion of extensive assignments through research or primary sources. Students of VESIM, does variety of assignments in all the subjects and then present their findings by the way of report or class presentation. Faculties assign grades to the students based on the content of the report and presentation skills.

Assignments are designed to encourage the students develop the habit of continuous study of the subject throughout the Semester. Assignments are awarded/evaluated by respective faculty.

Students must submit assignment in each subject to their respective faculty for evaluation on or before dates given by faculty. The dates for the submission of the assignments will be decided by the faculty.

The assignments must be handwritten and Spiral bound. Student should ensure that they answer all questions according to the marks allotted and as per the instructions from the faculty.

Content of the assignment that has been directly copied from the Internet or assignments that have been copied and shared among Students will be automatically rejected without intimation.

Presentations:

Presentation skills are the skills you need in delivering effective and engaging presentations to a variety of audiences. These skills cover a variety of areas such as the structure of your presentation, the design of your slides, the tone of your voice and the body language you convey.

The committee uses evaluation forms developed with criteria that best reviews originality, creativity, knowledge, and overall image of the student's presentation, whether oral or poster

Oral presentations are judged for originality and creativity, organization of content, oral presentation, knowledge of material, clarity of artwork (charts, graphs, slides), and overall presentation. Students are given 15 minutes for their presentation including questions from the faculty. Faculty will evaluate the oral presentation based on the student presenter's explanation of the research, the content, dialogue with the presenter, and delivery of the presentation during the student's 15-minute time allotment.

Posters presentations are judged for organization and creativity, organization of content, technical procedures employed (when applicable), oral delivery, knowledge of material, clarity of artwork (charts, graphs, images), appearance of poster, and overall presentation.

For poster presentations, faculty evaluate each poster presentation based on the student's explanation of the research, their ability to answer questions about the research, and the content and appearance of the poster.

End Term Exam and Mapping the Assessment Questions

The End Term exam is administered using 60 marks of question paper where the students respond using paper and pen. The respective faculty submits two sets of question papers to the examination department. Questions in the paper are set keeping in mind the Course Objectives of the Course. The faculty tries to ensure that assessment is done for all Course Objective set in the beginning of the course. PO attainment can be measured effectively using the CO attainment from the question paper.

All components of the direct attainment are linked with different CO's and calculated during evaluation attainment.

The average marks of previous 3 years is considered as the benchmark, to assess the attainment level of Cos, and accordingly the High =3, medium=2 and low=1 is calculated. If 80% of the class is able to attain more than the historical average then the CO attainment is considered to be 3. Accordingly other two ranges are decided based on the subject performance in the past.

Data Collection for Assessment

Data of internal and end-term evaluation is entered in excel sheet and attainment is measured.

Record the attainment of Course Outcomes of all courses with respect to set attainment levels

Academic Year : 2020-21 Program : MMS SEMESTER : I Batch : 2020 - 2022								
Sr. No	Courses							
		CO1	CO2	CO3	CO4	CO5	CO6	Average CO's
1	Perspective Management	2.15	2.24	2.34	2.31	NA	NA	2.26
2	Financial Accounting	2.39	2.38	2.37	2.38	2.38	NA	2.38
3	Business Statistics	2.25	1.89	2.06	2.06	1.70	NA	1.99
4	Operations Management	2.38	2.39	2.35	2.35	NA	NA	2.37
5	Managerial Economics	2.38	2.38	2.38	2.38	2.35	2.37	2.37
6	Business Ethics	1.76	2.29	1.83	2.25	2.30	NA	2.09
7	Organizational Behaviour	2.21	2.22	2.18	2.21	2.23	NA	2.21
8	Negotiation & Selling Skills	2.36	2.40	1.57	1.57	0.78	NA	1.74

Academic Year : 2020-21 Program : MMS SEMESTER : II Batch : 2020 - 2022								
Sr. No	Courses	CO Summary						
		CO1	CO2	CO3	CO4	CO5	CO6	Average CO's
1	Marketing Management	2.40	2.40	2.40	2.40	2.40	NA	2.40
2	Financial Management	2.31	2.13	2.37	2.39	2.36	NA	2.31
3	Operations Research	2.21	1.68	2.08	2.01	NA	NA	1.99
4	Business Research Methods	2.11	2.35	1.68	2.23	2.29	1.09	1.96
5	Human Resource Management	2.40	2.40	2.40	2.40	2.40	NA	2.40
6	Legal Aspects of Business & Taxation	2.21	2.22	2.18	2.21	2.22	NA	2.21
7	Cost and Management Accounting	2.31	2.37	2.37	2.37	2.37	NA	2.36
8	Management Information System	2.09	2.29	2.27	2.08	1.97	NA	2.14

Academic Year : 2020-21 Program : MMS SEMESTER : III Batch : 2020 - 2022								
Sr. No	Courses	CO Summary						
		CO1	CO2	CO3	CO4	CO5	CO6	Average CO's
1	International Business	2.040	2.328	2.026	1.968	2.056	N.A	2.084
	Finance							
1	Financial Markets & Institutions	2.39	2.38	2.33	2.34	2.34	2.34	2.35
2	Security Analysis & Portfolio Mgt	2.34	2.34	2.40	2.38	2.40	N.A	2.37
3	Corporate Valuation & Merger & Acquisition	2.37	2.36	2.37	2.35	2.36	2.35	2.36
4	Financial Regulations	2.38	2.39	2.38	2.39	2.37	N.A	2.38
5	Derivatives & Risk Mgt	2.30	2.33	2.31	2.29	2.30	N.A	2.31
6	Financial Modelling	1.69	1.69	1.58	1.69	1.69	1.69	1.67
	Human Resource							
1	Training & Development	2.05	1.63	1.63	2.40	2.40	N.A	2.02
2	Compentency Based HRM & Performance Mgt	2.40	2.40	2.40	2.40	2.40	2.40	2.40
3	Labour Laws & Implications on Industrial Relations	1.81	2.30	2.33	2.30	N.A	N.A	2.18
4	HR Planning & Application of Technology in HR	2.40	2.40	2.40	2.40	2.40	2.40	2.40
5	Compensation & Benefits	1.81	2.30	2.33	2.30	N.A	N.A	2.18
6	HR Analytics	2.12	1.93	1.93	2.21	N.A	N.A	2.05
	Marketing							
1	Product & Brand Mgt	2.40	2.40	2.40	2.40	2.40	N.A	2.40
2	Sales Mgt	2.40	2.40	2.40	2.40	2.40	N.A	2.40
3	Consumer Behaviour	2.40	2.40	2.40	2.38	2.38	2.38	2.39
4	Services Marketing	2.40	2.40	2.40	2.40	2.40	N.A	2.40
5	Marketing Strategy	2.40	2.40	2.40	2.40	2.40	N.A	2.40
6	Digital Marketing	2.32	2.34	2.17	2.30	N.A	N.A	2.28
	Operation							

1	Supply Chain Management	2.25	2.40	2.40	2.40	2.20	N.A	2.33
2	Materials Management	2.15	2.25	2.20	2.40	1.55	N.A	2.11
3	Operations Analytics	2.34	2.40	2.24	2.40	1.94	N.A	2.27
4	Manufacturing Resource Planning & Control	2.40	2.40	2.40	2.40	0.00	N.A	1.92
5	Service Operations Mgt	2.25	2.40	2.40	2.40	2.20	N.A	2.33
6	Business Process Re-Engineering & Benchmarking	2.14	1.95	2.14	2.22	N.A	N.A	2.11
7	Productivity Management	1.60	1.60	1.60	1.60	1.60	N.A	1.60

Academic Year : 2020-21 Program : MMS SEMESTER : IV Batch : 2020 – 2022								
Sr. No	Courses	CO Summary						
		CO1	CO2	CO3	CO4	CO5	CO6	Average CO's
	Finance							
1	Commercial Banking	2.10	2.19	1.95	2.10	2.12	0.00	1.74
2	Business Analytics	2.32	2.38	2.26	2.26	0.00	0.00	1.54
	Human Resource							
1	OD and Change Management	2.30	2.35	2.02	2.35	2.02	0.00	1.84
2	Strategic HRM	1.86	1.60	1.60	1.60	2.40	0.00	1.51
	Marketing							
1	Integrated Marketing Communication	2.40	2.40	2.40	2.40	2.40	2.40	2.40
2	Business to Business Marketing	2.02	2.19	2.35	2.26	0.00	0.00	1.47
	Operation							
1	Operations Applications & Cases	2.36	2.40	2.40	2.36	2.40	0.00	1.99