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[OBE DESIGN- MANAGEMENT SCIENCE DEPARTMENT]

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PREFACE

Outcome Based Education (OBE) is the educational approach which focuses on student centric education in the context of development of personal, social, professional and knowledge (KSA) requirements in one's career and life. It is the decade ago curriculum development methodology. The educational triangle of *LEARNING-ASSESSMENT-TEACHING* is the unique nature of the OBE approach. The curriculum practices such as Competency Based Curriculum, Taylor's Model of Curriculum Development, Spadys' Curriculum principles, Blooms taxonomy and further use of assessment methodologies like, Norm-reference testing and Criterion reference testing, etc is being practiced since decades. It is also interesting to know that, globally, different countries and universities adopts the curriculum development models/approaches such as, CDIO (Conceive-Design-Implement-Operate), Evidenced Based Education, Systems' Approach, etc as the scientific and systematic approaches in curriculum design.

The authorities of Dr. Babasaheb Ambedkar Marathwada University, Aurangabad (M.S.) in-lieu of accreditation standards of National Assessment and Accreditation Council, decided to opt for Outcomes Based Education (OBE). As the part of the decision, different meetings, workshops and presentations were held at the campus of university.

This document is the outcome of different meetings and workshops held at university level and department level. The detailed document is designed and the existing curriculum of the department is transformed in to the framework of OBE. This is the first step towards the implementation of OBE in the department. The document will serve all stakeholders in the effective implementation of the curriculum. The OBE is continuous process for quality enhancement and it will go a long way in order to enhance the competencies and employability of the graduates/Post-graduates of the university department.

Head of Department

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OUTCOME BASED EDUCATION

Faculty of Commerce & Management

Department of Management Science

1. Mission:

Mission Statement

To make dedicated efforts to forge a holistic growth by introducing innovative teaching and learning models. With a strong base of scientific methods at all levels through organization of research festival, as well as strong and mature balance between modernization and traditional values by sensitizing teachers and students towards a more human approach through the inculcation of ethical and moral values and offering a robust support system, to inspire the youth for strengthening democracy.

2. Vision:

Vision Statement

- Department aims to enhance the numerical graph of higher education for the youth of the region.
- Enrich the quality and standard of teaching and learning through Modern Technology and scientific Innovative Ideas.
- Establishment of business research laboratory.
- Develop globally competent human resources by international accreditation.
- Stimulate pro-poor community activities and in doing so strengthen all round regional progress and development.

The mission and vision of the organization help in preparation of strategic plan.

3. Title of the Program (s):

a. **Master of Business Administration**
b. **Master of Computer Application**

4. Program Educational Objectives:

The program educational objectives (PEO) are the statement that describes the career and professional achievement after the program of studies (graduation/ post-graduation). The PEO s are driven form question no. (ii) of the Mission statement (What is the purpose of organization). The PEOs can be minimum three and maximum five.

PEO1: The advance knowledge of Management Science/Computer application in the management and administration of organization.

PEO2: To work as professional in private and public sector through respective competitive examination/interviews.

PEO3: To establish own professional activity in the domain of Management science such as Human Resources Development, Marketing, etc.

PEO4: To be a researcher and a life-long learner.

PEO5: To be a values based and ethical leader in the professional and social life.

5. Program Outcomes:

The program outcomes (PO) are the statement of competencies/ abilities. POs are the statement that describes the knowledge and the abilities the graduate/ post-graduate will have by the end of program studies.

PROGRAM OUTCOMES

MBA

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

MCA

1. Computational Knowledge:
   Apply knowledge of computing fundamentals, computing specialisation, mathematics, and domain knowledge appropriate for the computing specialisation to the abstraction and conceptualisation of computing models from defined problems and requirements.
2. Problem Analysis:
   Identify, formulate, research literature, and solve complex computing problems reaching substantiated conclusions using fundamental principles of mathematics, computing sciences, and relevant domain disciplines.
3. Design /Development of Solutions:
   Design and evaluate solutions for complex computing problems, and design and evaluate systems, components, or processes that meet specified needs with appropriate

consideration for public health and safety, cultural, societal, and environmental considerations.

4. Conduct Investigations of Complex C o m p u t i n g Problems:
   Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of t h e information to provide valid conclusions.
5. Modern Tool Usage:
   Create, select, adapt and apply appropriate techniques, resources, and modern computing tools to complex computing activities, with an understanding of the limitations.
6. Professional Ethics:
   Understand and commit to professional ethics and cyber regulations, responsibilities, and norms of professional computing practice.
7. Life-long Learning:
   Recognise the need, and have the ability, to engage in independent learning for continual development as a computing professional.
8. Project Management and finance:
   Demonstrate knowledge and understanding of the computing and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.
9. Communication Efficacy:
   Communicate effectively with the computing community, and with society at large, about complex computing activities by being able to comprehend and write effective reports, design documentation, make effective presentations, and give and understand clear instructions.
10. Societal and Environmental Concern:
    Understand and assess societal, environmental, health, safety, legal, and cultural issues within local and global contexts, and the consequential responsibilities relevant to professional computing practice.
11. Individual and Team Work:
    Function effectively as an individual and as a member or leader in diverse teams and in multidisciplinary environments.
12. Innovation and Entrepreneurship
    Identify a timely opportunity and using innovation to pursue that opportunity to create value and wealth for the betterment of the individual and society at large.

6. Course- Program outcome Matrix:

The Program Outcomes are developed through the curriculum (curricular/co-curricular-extra-curricular activities). The program outcomes are attained through the course implementation. As an educator, one must know, ***"to which POs his/her course in contributing?"***. So that one can design the learning experiences, select teaching method and design the tool for assessment. Hence, establishing the Corse-PO matrix is essential

step in the OBE. The course-program outcomes matrix indicates the co-relation between the courses and program outcomes. The CO-PO matrix is the map of list of courses contributing to the development of respective POs.

The **CO-PO Matrix** is provided in the below table.

MASTER OF COMPUTER APPLICATION

Title of Course	P01	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
Computer Organization and Architecture	*	*	*	*	*							
C programming	*	*	*	*	*							
Discrete Mathematics	*	*	*	*	*							
Information System Analysis and Design Methods	*	*	*	*	*							
DSS and MIS	*	*	*	*	*							
Basic of Web technology	*	*	*	*	*							
Practical Based on MANC401					*	*	*	*	*			
Practical Based on MANC402					*	*	*	*	*			
Practical Based on MANC406					*	*	*	*	*			
Operating System	*	*	*	*	*							
Database Management System	*	*	*	*	*							
Data Structure using C	*	*	*	*	*							
Software engineering	*	*	*	*	*							

Probability and Combinatory	*	*	*	*	*							
Visual Programming	*	*	*	*	*							
Practical Based on MANC408					*	*	*	*	*	*		
Practical Based on MANC409					*	*	*	*	*	*		
Practical Based on MANC412					*	*	*	*	*	*		
Data Communication and Networks		*	*	*	*	*						
OOPs using C++		*	*	*	*	*						
Soft Skill		*	*	*	*	*						
JAVA		*	*	*	*	*						
Introduction to Linux OS		*	*	*	*	*						
Advanced Web technology Using ASP.net		*	*	*	*	*						
Artificial Intelligence		*	*	*	*	*						
Practical Based on MANC502					*	*	*	*	*			
Practical Based on MANC504					*	*	*	*	*			
Practical Based on MANC522					*	*	*	*	*			
Practical Based on MANC523					*	*	*	*	*			
Design and Analysis of Algorithms		*	*	*	*	*	*					

Object Oriented Analysis and Design		*	*	*	*	*	*					
Research Methodology								*	*	*	*	*
Software Testing and Quality Assurance		*	*	*	*	*	*					
Advanced JAVA		*	*	*	*	*	*					
C Sharp		*	*	*	*	*	*					
Multimedia Technology		*	*	*	*	*	*					
Advances in Linux Administration		*	*	*	*	*	*					
Practical Based on MANC508					*	*	*	*	*			
Practical Based on MANC527					*	*	*	*	*			
Practical Based on MANC528					*	*	*	*	*			
Practical Based on MANC530					*	*	*	*	*			
Practical Based on MANC531					*	*	*	*	*			
Human Computer Interface		*	*	*	*	*	*					
Advanced Internet technology		*	*	*	*	*	*					
Advances in Algorithms		*	*	*	*	*	*					
Software Project Management		*	*	*	*	*	*					
Linux Bash Scripting		*	*	*	*	*	*					

JSP		*	*	*	*	*	*					
Mobile Computing		*	*	*	*	*	*					
Practical Based on MANC722			*	*	*	*	*	*	*			
Practical Based on MANC723			*	*	*	*	*	*	*			
Major Project			*	*	*	*	*	*	*	*	*	*

7. Course Outcomes (for all courses):

The course outcomes are the statement that describes the knowledge & abilities developed in the student by the end of course (subject) teaching. The focus is on development of abilities rather than mere content. There can be 5 to 7 course outcomes of any course. These are to be written in the specific terms and not in general. The list of Course Outcomes is the part of ***Annexure-C*** attached herewith.

8. Set Target levels for Attainment of Course Outcomes:

The course outcome attainment is assessed in order to track the graduates' performance w.r.t target level of performance. The CO-PO attainment is the tool used for continuous improvement in the graduates' abilities through appropriate learning & teaching strategies. In order to assess students' performance with respect to abilities (at the end of course teaching/by the end of program) the course outcome attainment are measured/calculated. In order to calculate the program outcome attainment, the course outcome attainment is calculated. Prior to that, the course-program outcome mapping is done.

9. Set Target level for Attainment of Program Outcomes:

The program outcome attainment is assessed in order to track the graduates' performance w.r.t target level of performance. The CO-PO attainment is the tool used for continuous improvement in the graduates' abilities through appropriate learning & teaching strategies. In order to assess students' performance with respect to abilities (at the end of course teaching/by the end of program) the course outcome attainment and program outcome attainment is measured/calculated. The program outcome attainment is governed by curricular, co-curricular and extra-curricular activities including the stakeholders' participation. The direct method and indirect method is adopted to calculate the PO attainment. The direct method implies the attainment by course outcomes contributing to respective program outcomes. And indirect method is the satisfaction/feed-back survey of stakeholders. In order to calculate the program outcome attainment, the course outcome attainment is calculated. Prior to that, the course-program outcome mapping is done.

The set target level is the set benchmark to ensure the continuous improvements in the learners/ graduates' performance.

10. Course Attainment Levels:

a. CO attainment is defined/set at three levels;
b. The CO attainment is based on end term examination assessment and internal assessment;
c. The Co attainment is defined at three levels for MCA programme in ascending order-
    i. e.g. For end term and internal examination;
    ii. Level-1: 30% students scored more than class average
    iii. Level-2: 40% students score more than class average;
    iv. Level-3: 0% students score more than class average.
d. The target level is set (e.g. Level-2). It indicates that, the current target is level-2; 50% students score more than class average. The CO attainment is measured and the results are obtained. Based on the results of attainment, the corrective measures/remedial action are taken.
e. CO Attainment= 80% (Attainment level in end term examination) + 20% (Attainment level in internal examination).
f. <u>The example of calculating CO attainment is provided in Point No. 12. The CO attainment is calculated for one course from Master of Application.</u>

11.Program attainment Level:

a. PO attainment is defined at five levels in ascending order;
b. The PO attainment is based on the average attainment level of corresponding courses (Direct Method) and feed-back survey (Indirect method);
c. The PO attainment levels are defined / set as stated below;
    i. Level-1: Greater than 0.5 and less than 1.0 (0.5>1)- Poor
    ii. Level-2: 1.0>1.5-Average
    iii. Level-3: 1.5>2.0-Good
    iv. Level-4: 2.0>2.5-Very Good
    v. Level-5: 2.5>3.0 -Excellent
d. The PO attainment target level is set/defined (say, Level-3 for MCA). It implies that, the department is aiming at minimum level-3 (good) in the performance of abilities by the graduates. Based upon the results of attainment, the remedial measures are taken;
e. PO Attainment= 80% (Average attainment level by direct method) + 20% (Average attainment level by indirect method).
f. <u>The example of calculating CO attainment is provided in Point No. 12. The CO attainment is calculated for one course from Master of Application.</u>

12. The Results of CO Attainment:

The Results of CO attainment are provided in Annexure-B

FOR EXAMPLE:

COURSE CODE/TITLE: MANC-402

e.g. For end term and internal examination;

i. Level-1: 30% students scored more than class average
ii. Level-2: 40% students score more than class average;
iii. Level-3: 50% students score more than class average

Average Marks in External examination 15.00

% Students score more than 15 is 47% i.e. Levl-2

Average Marks in Internal examination IS 13.10 = i.e.13.00

% Students score more than 13 is 40%, i.e. Level-2

A (CO) MANC-402= 80% (2) +20(2)

=1.6+0.4

= 2.0

Hence, the attainment level is Level-2 and the set target level is Level-2 and therefore the CO is fully attained.

Table No. 1.0: CO Attainment Level

MASTER OF COMPUTER APPLICATION

Title of Course	CO Attainment Value	Target Attainment Level	Fully Attained/ Not Attained	Remedial Measures
Computer Organization and Architecture	2.2	2	**Fully Attained**	
C programming	2	2	**Fully Attained**	
Discrete Mathematics	1.2	2	**Not Attained**	Assignments, Exercise, Tutorials

				and remedial coaching.
Information System Analysis and Design Methods	3	2	**Fully Attained**	
DSS and MIS	2.2	2	**Fully Attained**	
Basic of Web technology	2	2	**Fully Attained**	
Practical Based on MANC401	3	2	**Fully Attained**	
Practical Based on MANC402	2	2	**Fully Attained**	
Practical Based on MANC406	3	2	**Fully Attained**	
Operating System	3	2	**Fully Attained**	
Database Management System	3	2	**Fully Attained**	
Data Structure using C	1.8	2	**Not Attained**	Assignments, Exercise, Tutorials and remedial coaching.
Software engineering	3	2	**Fully Attained**	
Probability and Combinatory	2	2	**Fully Attained**	
Visual Programming	2.6	2	**Fully Attained**	
Practical Based on MANC408	3	2	**Fully Attained**	
Practical Based on MANC409	2	2	**Fully Attained**	
Practical Based on MANC412	2	2	**Fully Attained**	

Data Communication and Networks	3	2	**Fully Attained**	
OOPs using C++	2	2	**Fully Attained**	
Soft Skill	2.8	2	**Fully Attained**	
JAVA	1.8	2	**Not Attained**	Assignments, Exercise, Tutorials and remedial coaching.
Introduction to Linux OS	0	2	**Not Attained**	
Advanced Web technology Using ASP.net	1	2	**Not Attained**	Assignments, Exercise, Tutorials and remedial coaching.
Artificial Intelligence	3	2	**Fully Attained**	
Practical Based on MANC502	1	2	**Not Attained**	Assignments, Exercise, Tutorials and remedial coaching.
Practical Based on MANC504	1	2	**Not Attained**	
Practical Based on MANC522	0	2	**Not Attained**	
Practical Based on MANC523	0	2	**Not Attained**	
Design and Analysis of Algorithms	2	2	**Fully Attained**	
Object Oriented Analysis and Design	2.8	2	**Fully Attained**	
Research Methodology	2	2	**Fully Attained**	
Software Testing and Quality Assurance	3	2	**Fully Attained**	3
Advanced JAVA	0	2	**Not Attained**	Assignments, Exercise, Tutorials

C Sharp	0	2	**Not Attained**	and remedial coaching.
Multimedia Technology	0	2	**Not Attained**	
Advances in Linux Administration	0	2	**Not Attained**	
Practical Based on MANC508	2	2	**Fully Attained**	
Practical Based on MANC527	2	2	**Fully Attained**	
Practical Based on MANC528	2	2	**Fully Attained**	
Practical Based on MANC530	2	2	**Fully Attained**	
Practical Based on MANC531	2	2	**Fully Attained**	
Human Computer Interface	1	2	**Not Attained**	Assignments, Exercise, Tutorials and remedial coaching.
Advanced Internet technology	3	2	**Fully Attained**	3
Advances in Algorithms	2	2	**Fully Attained**	2
Software Project Management	1	2	**Not Attained**	Assignments, Exercise, Tutorials and remedial coaching.
Linux Bash Scripting	1	2	**Not Attained**	
JSP	1	2	**Not Attained**	
Mobile Computing	1	2	**Not Attained**	
Practical Based on MANC722	1	2	**Not Attained**	
Practical Based on MANC723	2	2	**Fully Attained**	2
Major Project	3	2	**Fully Attained**	3

13.The Results of PO Attainment:

The Results of PO attainment are provided in Annexure-B

FOR EXAMPLE:

PO NO.: PO9

(Note: Refer point No. 11 above which describes the attainment level and set target attainment level)

PO Attainment= 80% (Average attainment level by direct method) + 20% (Average attainment level by indirect method).

A (PO) 9 = 80% (3+2+ 3+3+2+2+1+1+0+0+2+2+2+2+2+2+1+2+3)/19 +20% (1.84)

=80% (1.84) + 20% (1.84)

= 1.84 i.e. Level-3. The Target Level is Level-3.

Hence, PO is attained.

Table No. 2.0 PO Attainment Level

PO/PSO number	PO Attainment Value	Target Attainment level	Fully attained/ Not Attained	Remedial Measures
a	2.33	3	Fully attained	Not Applicable
b	1.8	3	Fully attained	
c	1.82	3	Fully attained	
d	1.82	3	Fully attained	
e	1.81	3	Fully attained	
f	1.65	3	Fully attained	
g	1.59	3	Fully attained	
h	1.84	3	Fully attained	
i	1.84	3	Fully attained	
j	2.4	3	Fully attained	
k	2.5	3	Fully attained	
l	2.5	3	Fully attained	

14. Planned Actions for Course Attainment:

The courses having CO attainment level less than Level-2 shall be addressed by remedial measures such as assignments, tutorials, exercise and remedial coaching.

15. Planned Actions for Program Outcome Attainment:

Not Applicable.

ANNEXURE-B

RESULTS OF CO-PO ATTAINMNENT

Title of Course	P01	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
Computer Organization and Architecture	2.2	2.2	2.2	2.2	2.2							
C programming	2	2	2	2	2							
Discrete Mathematics	1.2	1.2	1.2	1.2	1.2							
Information System Analysis and Design Methods	3	3	3	3	3							
DSS and MIS	2.2	2.2	2.2	2.2	2.2							
Basic of Web technology	2	2	2	2	2							
Practical Based on MANC401					3	3	3	3	3			
Practical Based on MANC402					2	2	2	2	2			
Practical Based on MANC406					3	3	3	3	3			
Operating System	3	3	3	3	3							
Database Management System	3	3	3	3	3							
Data Structure using C	1.8	1.8	1.8	1.8	1.8							
Software engineering	3	3	3	3	3							
Probability and Combinatory	2	2	2	2	2							

Visual Programming	2.6	2.6	2.6	2.6	2.6							
Practical Based on MANC408					3	3	3	3	3	3		
Practical Based on MANC409					2	2	2	2	2	2		
Practical Based on MANC412					2	2	2	2	2	2		
Data Communication and Networks		3	3	3	3	3						
OOPs using C++		2	2	2	2	2						
Soft Skill		2.8	2.8	2.8	2.8	2.8						
JAVA		1.8	1.8	1.8	1.8	1.8						
Introduction to Linux OS		0	0	0	0	0						
Advanced Web technology Using ASP.net		1	1	1	1	1						
Artificial Intelligence		3	3	3	3	3						
Practical Based on MANC502					1	1	1	1	1			
Practical Based on MANC504					1	1	1	1	1			
Practical Based on MANC522					0	0	0	0	0			
Practical Based on MANC523					0	0	0	0	0			
Design and Analysis of Algorithms		2	2	2	2	2	2					
Object Oriented Analysis and Design		2.8	2.8	2.8	2.8	2.8	2.8					
Research Methodology								2	2	2	2	2

Software Testing and Quality Assurance		3	3	3	3	3	3					
Advanced JAVA		0	0	0	0	0	0					
C Sharp		0	0	0	0	0	0					
Multimedia Technology		0	0	0	0	0	0					
Advances in Linux Administration		0	0	0	0	0	0					
Practical Based on MANC508					2	2	2	2	2			
Practical Based on MANC527					2	2	2	2	2			
Practical Based on MANC528					2	2	2	2	2			
Practical Based on MANC530					2	2	2	2	2			
Practical Based on MANC531					2	2	2	2	2			
Human Computer Interface		1	1	1	1	1	1					
Advanced Internet technology		3	3	3	3	3	3					
Advances in Algorithms		2	2	2	2	2	2					
Software Project Management		1	1	1	1	1	1					
Linux Bash Scripting		1	1	1	1	1	1					
JSP		1	1	1	1	1	1					
Mobile Computing		1	1	1	1	1	1					
Practical Based on MANC722			1	1	1	1	1	1	1			

Practical Based on MANC723			2	2	2	2	2	2	2			
Major Project			3	3	3	3	3	3	3	3	3	3
	2.33	1.8	1.82	1.82	1.81	1.65	1.59	1.84	1.84	2.4	2.5	2.5

ANNEXURE-C
COURSE OUTCOMES

Management Practice and Organization Behaviour

- Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.
- Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
- Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
- Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.
- Explain how organizational change and culture affect working relationships within organizations.

Managerial Economics

- Apply economic principles to management decisions.
- Explain the basic forces governing the operation of competitive markets.
- Analyze the implications of various elasticities of consumer demand for pricing and location decisions.
- Characterize consumer and worker preferences and constraints. Analyze implications for employee compensation packages.
- Quantify the determinants of consumer demand.
- Distinguish relevant from irrelevant costs for economic decision-making.
- Determine how a firm with pricing power should exercise it.
- Determine if and how a firm can engage in price discrimination or implement two-part pricing.
- Analyze the factors that determine the supply and demand for productive inputs.

Accounting for Managers

- Describe and develop the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in fundamental accounting principles)
- Ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company;
- Apply course concepts to analyse common business management Equity) ;
- Develop the accounting process and decisions such as pricing and outsourcing decisions from a financial perspective;

- Describe the role of budgets in organisations, their limitations and the behavioural issues to consider when developing and using budgets for planning and control;

Environment Management

- To analyze environmental management in relation to the major principles of sustainable development, defined broadly as: Biodiversity conservation; The Precautionary Principle; Economic sustainability; Intergenerational equity; and Intergenerational equity.
- To translate generic concepts and methods into critical reviews of contemporary, real-world environmental management practices.
- To critically assess theoretical and conceptual issues relating to environmental management.

Computer Applications

- Applying the fundamentals of information systems used in business,
- Demonstrates appropriate use of computers (hardware) and software applications (e.g. Microsoft Office Suite , Word processing, Cloud services, etc.) in a professional business environment.
- To organizes and communicates computer technology and technical concepts, processes, thoughts, ideas, and information effectively.
- The student is able to identify, repair, and upgrade computer technology systems.
- Apply problem solving skills using experience gained from research assignments, individual and group projects, and troubleshooting processes and practices.

Optimization Techniques

- Describe clearly a problem, identify its parts and analyze the individual functions.
- Feasibility study for solving an optimization problem
- Apply mathematical translation of the verbal formulation of an optimization problem.
- Design algorithms, the repetitive use of which will lead reliably to finding an approximate solution
- Evaluate and measure the performance of an algorithm.
- Discovery, study and solve optimization problems.

Human Resource Management

- Explain the importance of human resources and their effective management in organizations
- Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
- Describe the meanings of terminology and tools used in managing employees effectively
- Describe rules and regulations affecting employees and employers
- Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training

Financial Management

- Apply the theoretical and practical role of financial management in business corporations.
- Analyse the finances of individual corporations both in terms of their performance and capital requirements
- Evaluate the role and importance of shareholders within modern corporations
- Explain the importance of risk within the context of financial decision making
- Access financial information from a wide variety of sources and use this information to research and assess corporations

Marketing Management

- State the role and functions of marketing within a range of organisations.
- Describe key marketing concepts, theories and techniques for analysing a variety of marketing situations.
- Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
- Analyse the relevance of marketing concepts and theories in evaluating the impacts of environmental changes on marketing planning, strategies and practices.
- Demonstrate the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.

Production and Operation Management

- Explain the importance of quality control.
- Apply techniques to measure quality control.
- Demonstrate a basic understanding of the problems of waiting lines.
- Apply the quality tools such as the principles of just-in-time systems.

- Explain the importance of forecasting.
- Demonstrate the ability to apply some mathematical forecasting techniques.
- Solve the problems involved in inventory management.
- Apply the principles underlying materials requirements planning.
- Develop basic materials requirement schedules.
- Develop the concepts of operations scheduling.

Business Legislation

- Describe the national and international legal system and the legal environment of business.
- Describe the relationship of ethics and law in business.
- Define relevant legal terms in business.
- Explain basic principles of law that apply to business and business transactions.
- Describe business law in the global context.
- Describe current law, rules, and regulations related to settling business disputes

Corporate Governance

- Compare and analyse the corporate governance issues involved in business and the workplace.
- Compare and analyse the role of stakeholders and corporate managers' moral obligations in business decision making
- Apply regulatory requirements to develop appropriate board and committee functions and structures
- Analyse and explain economic, social and environmental sustainability issues relating to business practice

International Business Management

- Identify and evaluate the complexities of international business and globalization from home versus host-country, and regional, cultural perspectives.
- Analyze the relationships between international business and the political, economic, legal and social policies of countries, regions and international institutions.
- Analyze current conditions in developing emerging markets, and evaluate present and future opportunities and risks for international business activities.
- Develop a framework to support successful decision-making in all relevant functions and activities of any international business or international operations of a domestic business within the competitively international environment.

Ethics in Management

- Use contemporary and classical frameworks to analyze and suggest resolutions to ethical dilemmas.
- Identify and address common ethical issues that arise for individuals, managers, and organizations.
- Recognize individual differences and cognitive barriers that influence ethical judgment.
- Identify key organizational tools, policies, systems, and laws that apply to managing ethical conduct specifically in the business environment.
- Identify and prioritize personal values and apply those to making ethical decisions.
- Explain organizational and cultural variables that influence ethical conduct.

Creativity & Innovation

- To analyze and understand the conditions for developing creativity and innovation in various settings
- To explain different perspectives on creativity and innovation and discuss analytical implications
- To analyze activities and processes which lead to the development of creativity in others