



FATIMA COLLEGE

(Autonomous)

Affiliated to Madurai Kamaraj University
Re-Accredited with 'A++' (CGPA 3.61) by NAAC (Cycle - IV)
Mary Land, Madurai - 625018, Tamil Nadu

PROGRAMME OUTCOMES AND COURSE OUTCOMES

2021 – 2022

NAME OF THE PROGRAMME: MBA

PROGRAMME CODE: MBA

Programme Outcomes (POs)

PO 1	Assess and synchronize the information on business environment and enhance the skills for grabbing the business opportunities
PO 2	Demonstrate the awareness on the current scenario of business and enrich the ability to connect their impacts on Global business trends
PO 3	Develop the creative and innovative techniques in management of Men, Materials, Money and Man power in an organization along with cross cultural and diversified commonalities
PO 4	Summarize the theories and thoughts of leadership, communication, strategic decision making and motivation to make a platform in formulation of crisis management skills
PO 5	Synthesize and articulate the team development and group decision making skills along with employee empowerment through strong industrial relations



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Course Outcomes (COs)

Course Code	Course Title	Course Outcomes
19MBA101	Management Principles and Practice	CO 1: Frame out the functions of management and evaluation of management thought. CO 2: Sketch out the types of organization structure along with delegation of authority and strategy. CO 3: Asses the various types of leadership styles and theories. CO 4: Emphasis on process of communication and its types. CO 5: Focus on the controlling techniques and its application in management.
19MBA102	Management Accounting	CO 1: Outline the overview of management accounting and understand the different types of depreciation. CO 2: Demonstrate the elements of cost and compute break-even print. CO 3: Analyze the managerial application of marginal costing. CO 4: Discuss the significance of ratio Analysis and compute difference type's ratio. CO 5: Assess the requisites for a successful budgetary



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Course Code	Course Title	Course Outcomes
		control system and compute different types of budget
19MBA103	Digital Management	CO 1: Discuss the evolution, classification of computers. CO 2: Analyze the applications of MS-Word MS-Excel and PowerPoint. CO 3: Assess the concept of database management system and communication network. CO 4: Outline Enterprise resource planning and its types. CO 5: Evaluate various E-Business models.
19MBA104	Managerial Economics	CO 1: Sketch the fundamental economic concepts. CO 2: Analyze demand and its determinants and to know the economics of scale. CO 3: Assess the pricing methods in various Market structure and to get an idea over the theories of profits. CO 4: Demonstrate the circular flow of National Income and its concept. CO 5: Discuss the phase of Business cycle and Analyze the effects of inflation and deflation.
19MBA105	Organizational Behaviour	CO 1: Outline the overview of organizational behaviour and understand the different types of perception.



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Course Code	Course Title	Course Outcomes
		CO 2: Demonstrate the concept of personality and discuss the different types of leadership theories. CO 3: Discuss the different type of assess the functions of attitude. CO 4: Analyze the group dynamics and discuss the different type of motivation theories. CO 5: Assess the different stages of conflicts and stress management mechanism in the organization.
19MBA106	Quantitative Techniques	CO 1: Formulate business problems in matrix form CO 2: Formulate LP model for Business decision making and compute optimal solutions CO 3: Plan optimal decisions for transportation problems CO 4: Design methods to solve assignment problems CO 5: Apply strategies using game theory and Analyze it for optimality criterion
19MBA201	Production & Operations Management	CO 1: Outline the concept of production management and discuss the different types of layout techniques. CO 2: Compute EOQ and assess the inventory classification. CO 3: Evaluate the production scheduling and control mechanism in the organization



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Course Code	Course Title	Course Outcomes
		CO 4: Discuss the techniques of work measurements and assess the work sampling procedures. CO 5: Identify the quality control techniques and emerging trends in production management.
19MBA202	Human Resource Management	CO 1: Outline the concept of HRM & Manpower planning process. CO 2: Analyze the process of performance Appraisal and discuss the various methods of training and development. CO 3: Evaluate the principles of Job evaluation and explain the wage and salary Administration. CO 4: Discuss trade Union and its function and Analyze collective bargaining. CO 5: Identify the cause of grievance and procedure for disciplinary action.
19MBA203	Marketing Management	CO 1: Outline marketing management concept and current trends. CO 2: Assess consumer behavior and identify competitors. CO 3: Analyze product life cycle and strategies relevant to them.



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Course Code	Course Title	Course Outcomes
		CO 4: Discuss pricing and distribution strategies. CO 5: Design and Manage advertising programme
19MBA204	Financial Management	CO 1: Introduce financial management and preparation of fund flow and cash flow statements. CO 2: Outline the short term financing decisions in an organization. CO 3: Emphasize on long term investment and financial decisions in an organization. CO 4: Enhance the students with determination of dividend decisions and policies in declaration of dividends in an organization. CO 5: Sketch out the concept of taxation and its types.
19MBA205	Management Information System	CO 1: Emphasize on impact and role of MIS in an organization. CO 2: Outline the application of information system in business operations. CO 3: Focus on decision support system in management decisions. CO 4: Highlight the application of strategic Information system in an organization.



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Course Code	Course Title	Course Outcomes
		CO 5: Introduce business analytics and its types.
19MBA206	Business Research	CO 1: Outline research types and process CO 2: Apply suitable sampling methods and techniques for research study CO 3: Use effective data collection methods CO 4: Apply appropriate Statistical tools and Analyze the results CO 5: Evaluate the research results and Create research report
19MBA301	Strategic Management	CO1: Provide framework on strategic management. CO2: Analyze the environment for suitable strategies. CO3: Explain various strategies that corporate can adapt. CO4: Identify the process of implementing a strategy. CO5: Assess the strategic Control process and suggest suitable ways for effective implementation of strategies
19MBA302	Entrepreneurship	CO 1: Outline the entrepreneurial framework and explore their personality traits. CO 2: Explain the EDP Training Programmes and institutions. CO 3: Identify the problems of women entrepreneur and face



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Course Code	Course Title	Course Outcomes
		the challenges with Governmental support. CO 4: Analyze and formulate a business plan. CO 5: Assess the financial institutions and a roadmap to utilize the various incentives schemes.
19MBA303A	Marketing Research	CO1: Outline the importance research process CO2: Study the importance of research and information. CO3: Understand the process and methods of Data collection. CO4: Explain Data presentation interpretation and evaluation. CO5: Assess the application of marketing research in different forms.
19MBA303B	Advertising Management	CO 1: To discuss the need for advertisement and current scenario in advertising. CO 2: To explain the role of advertising agencies. CO 3: To create advertisement for a product. CO 4: Assess the various media for advertising. CO 5: Compile research and advertising effectively.
19MBA303C	Sales and Distribution	CO 1: Outline the Concept of selling and sales management. CO 2: Explain the theories on salesmanship and personal



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Course Code	Course Title	Course Outcomes
	Management	<p>selling.</p> <p>CO 3: Assess the role of personal selling in distribution and promotional strategy.</p> <p>CO 4: Discuss sales force management and training programme.</p> <p>CO 5: Analyze channel of distribution and various distribution systems.</p>
19MBA303D	Customer Relationship Management	<p>CO 1: Assess the need for and different mode of CRM.</p> <p>CO 2: Identify various aspects related to CRM.</p> <p>CO 3: Explain customer relationship Management process.</p> <p>CO 4: Analyze the implication of CRM.</p> <p>CO 5: Compile E-CRM with traditional CRM.</p>
19MBA303E	Brand Management	<p>CO 1: Revise branding, positioning and connected issues.</p> <p>CO 2: Compile new product development with branding.</p> <p>CO 3: Discuss product launch strategies.</p> <p>CO 4: Analyze the role of brand in Portfolio Management.</p> <p>CO 5: Explain brand management plan and systems.</p>
19MBA303F	Digital Marketing	<p>CO 1: Explain the evolution of digital marketing.</p> <p>CO 2: Revise consumer buying behavior and process.</p> <p>CO 3: Analyze segmentation, Targeting and positioning in</p>



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		digital marketing. CO 4: Assess digital marketing mix. CO 5: Discuss relevant issues related to digital marketing.
19MBA304A	E – Commerce	CO 1: Create an idea about e-market and its opportunities. CO 2: Give a frame work of various modes of e-commerce. CO 3: Emphasize the securities and safety measures for online transactions. CO 4: Sketch out the mode of purchase and cash payments. CO 5: Insists on upcoming trends in e-commerce.
19MBA304B	Introduction to GUI & Visual Basic	CO 1: Insists on applications of Front end tools. CO 2: Provide knowledge about working with strings. CO 3: Give views on usage of control statements. CO 4: Provide information about VB menus. CO 5: Explain the usage of files and database.
19MBA304C	Enterprise Resource Planning	CO 1: Frame an outline of ERP and its related technologies. CO 2: Outline the Manufacturing module of ERP. CO 3: Explain the finance and production module of ERP. CO 4: Insist on the Frame work and the market of ERP along with its leading. CO 5: Brief out the ways of ERP implementation and its



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		Process.
19MBA304D	Knowledge Management	CO 1: Introduce the knowledge management components and its benefits. CO 2: Give an outline of Knowledge Management process and challenges. CO 3: Emphasize on Industrial environment and its issues. CO 4: Brief out the anatomy of Knowledge Management. CO 5: State the critical success factors in Knowledge Management.
19MBA305A	Project Financing	CO1: Explore project ideas & assess project identification criteria CO2: Design project report and evaluate financial estimates and projections CO3: Plan appraisal of projects by various financial institutions CO4: Compute project evaluation using techniques and Analyze project risks CO5: Predict sources of raising finance for projects
19MBA305B	Strategic Financial	CO1: Outline SFM model and identify conceptual



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	management	framework CO2: Explain financial models and apply models successfully CO3: Use equity and firm valuation models and formulate management decisions CO4: Apply corporate restructuring methods and strategic cost management techniques CO5: Plan for financial innovations and asses ethical financial performance
19MBA305C	Fundamentals of Insurance Management	CO1: Outline the concepts of risk in 'Life insurance' and explain the fundamentals of agency law and explain the fundamentals of agency law. CO2: Explain life insurance plans and identify insurance companies in India CO3: Compute Premiums and Bonuses for insurance policies CO4: Evaluate general insurance Business and its forms CO5: Assess other types of general insurance
19MBA305D	Banking and Financial	CO1: Outline the structure, functions & operations of Indian financial and banking system



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Course Code	Course Title	Course Outcomes
	Institutions	CO2: Explain the role and policy measures of Development Financial Institutions CO3: Analyze risk management in FIs and assess the interaction among various risks. CO4: Discuss NPA management RBI functions and norms. CO5: Evaluate latest technology in banks in Payment & Settlement system.
19MBA305E	Derivatives & Markets	CO1: Identify derivative products and explain risks associates with derivatives. CO2: Outline the rules and bye-laws for derivatives market. CO3: Explain the concept of Stock index futures. CO4: Assess types of interest rate futures CO5: Evaluate commodity futures
19MBA306A	Total Quality in Human Resource	CO1: Outline the significance of total quality management and Analyzing role of TQM in HRM. CO2: Explain customer satisfaction strategy dimension and asses the various TQ HR strategy planning. CO3: Demonstrate the continuous improvement process dimension. CO4: Analyze project dimension and assess TQHR projects,



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		planning & Management. CO5: Assess various dimension of performance to integrate implication plan for managing HR
19MBA306B	Advanced industrial relations	CO 1 : Outline the concepts of IR and explore IR in the public sector CO 2 : Explain the concepts of trade union and collective bargaining. CO 3 : Identify the courses of grievances, conflicts and to discuss the conflict resolution measures. CO 4 : To discuss the workers participation in management and to know the level of workers education in India. CO 5 : Analyze various legislations relating to social security and the functions of ILO
19MBA306C	Training & Development	CO 1 : Outline the principles of training & development. CO 2 : Explain the techniques of on the job training CO 3 : Identify the various techniques of the job. CO 4 : Analyze the process and intervention of OD. CO 5 : Assess the OD strategies and the action research



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Course Code	Course Title	Course Outcomes
		requirements for OD implication
19MBA306D	Labour Legislation	CO 1 : Discuss the concept and principles of legislation and the role of Labour welfare officer. CO 2 : Explain the various Act relevant to labour legislation . CO 3 : Discuss some of the relevant Act in relation with Labour Legislation. CO 4 : Create an idea about the acts that are relevant to Laws. CO 5 : To identify the provisions in the Industrial disputes Act
19MBA306E	Strategic Human Resource Management	CO 1 : Outline the concepts and components of SHRM CO 2 : Discuss the functional strategies of HRP, Recruitment and selection CO 3 : Demonstrate the linkage between business strategy & training CO 4 : Identify / Analyze the strategic linkage of performance Management compensation & rewards strategy. CO 5 : Assess the strategic contribution of HRM to organizational



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19MBA306F	Career Management	CO 1 : Outline the concepts & Components of career development. CO 2 : Analyze the career progression and the baseline for competency management. CO 3 : Assess the career paths and talent management. CO 4 : Evaluating the changing career dynamic and its impact . CO 5 : Discuss the various career development plan
19MBA307A	Total Quality Management	CO 1: Outline the overview of TQM and identify the different components of quality. CO 2: Discuss the role of functional department in TQM. CO 3: Assess and manage the process quality in the organization. CO 4: Identify the role and importance of quality in customer satisfaction. CO 5: Demonstrate the ISO certification procedures in the organization.
19MBA307B	Materials Management	CO1 : Outline the overview of material management and Analyze the different type of techniques CO2 : Assess the price trends and identify the purchase



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		<p>policies in material management.</p> <p>CO3 : Discuss the different inventory calculation techniques and compute EOQ</p> <p>CO4 : Identify the different level of stock and Analyze cost optimization.</p> <p>CO5 : Explain the concept of storage and preservation</p>
19MBA307C	Advanced Manufacturing System	<p>CO 1: This course familiarizing the computer aided designing and manufacturing</p> <p>CO 2 : Identify the flexible manufacturing system and robotics in organization.</p> <p>CO 3 : Assess the different type of networking techniques and project budgeting .</p> <p>CO 4 : Discuss the concept of capacity utilization and its effect on manufacturing.</p> <p>CO 5 : Analyze the need for cost reduction and discuss the different inventory management techniques</p>
19MBA308A	Hospital Administration	<p>CO 1: Outline the overview of service industry and Analyzing characteristics and challenges .</p> <p>CO 2 : Demonstrate the healthcare revolution assess various type of health care organizations</p>



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Course Code	Course Title	Course Outcomes
		<p>CO 3 : Explain the different type of Hospitals and Analyzing role of Hospital in health care .</p> <p>CO 4 : Identify the different levels and roles in hospital management.</p> <p>CO 5 : Discuss the current issues and best practices in health care</p>
19MBA308B	Health Insurance	<p>CO1: Outline the concept of health insurance and discuss the different types of Health insurance in India</p> <p>CO2: Assess the demand and supply of health Insurance .</p> <p>CO3: Compute the health Insurance premium and designing benefit package .</p> <p>CO4: Identify the provider payment mechanism and comparison of different payments systems</p> <p>CO5: Explain the concept of TPA and communicate the problems faced by hospitals.</p>
19MBA308C	Hospital Accounting and Finance	<p>CO1: Outline the overview of Hospital Accounting and demonstrate the accounting chart for hospitals</p> <p>CO2: Explain the concept of fundraising and evaluate fundraising tactics.</p> <p>CO3: Prepare different types of Budget and compute cost</p>



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		<p>sheet for hospitals.</p> <p>CO4: Assess the financial performance of hospital and plan (Financial decisions) investment Management</p> <p>CO5: Discuss the concept the concept of equity and evaluate the NHA in India context</p>
19MBA309A	International Financial Management	<p>CO 1: Brief out the recent changes and global financial market .</p> <p>CO 2 : Conceptualize the FOREX applications and balance of payments</p> <p>CO3 : Give an idea about various types of currency transactions in FOREX market</p> <p>CO4 : Insists on party conditions in international finance.</p> <p>CO5 : Explain the function of international and European Monetary system</p>
19MBA309B	Logistics and Supply Chain Management	<p>CO 1: Introduce various types of logistics and concepts.</p> <p>CO 2 : Focus on inventory control and distribution resource planning in an organization</p> <p>CO 3 : Insist an importance of supply chain management and its global business applications .</p> <p>CO 4 : Assess the importance of supply chain relationships</p>



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Course Code	Course Title	Course Outcomes
		and conflicts resolution strategies. CO 5 : Emphasis the role of manager in supply chain along with its values
19MBA309C	Import Procedures and Documentation	CO 1: Outline the overview of service industry and Analyzing characteristics and challenges. CO 2 : Demonstrate the healthcare revolution assess various type of health care organizations. CO 3 : Explain the different type of Hospitals and Analyzing role of Hospital in health care . CO 4 : Identify the different levels and roles in hospital management. CO 5 : Discuss the current issues and best practices in health care
19MBA401	International Business Management	CO 1: Explain the need and relevance of International Business. CO 2: Assess tariff barriers and role of various institutions in International Business. CO 3: Analyze multinational companies and various market entry strategies. CO 4: Compare globalization and Indian business settings.



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Course Code	Course Title	Course Outcomes
		CO 5: Discuss issues in International Business.
19MBA402A	Rural Marketing	CO 1: Discuss the characteristics of rural market. CO 2: Analyze the challenges in rural marketing and rural market consumer behavior. CO 3: Assess rural marketing mix. CO 4: Explain channel management and communication in rural market. CO 5: Outline industrial setup in rural market and recent trends.
19MBA402B	Services Marketing	CO1: Discuss evolution of service marketing, consumer behavior and segmentation, targeting and positioning. CO2: Explain product and pricing in service industries. CO3: Analyze promotion and distribution in service industries. CO4: Compile the concepts of people, process and physical evidences in service marketing. CO5: Apply service quality and strategies in various industries.
19MBA402C	Consumer Behaviour	CO1: Explain the need for studying consumer behavior and consumer research.



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		<p>CO2: Discuss the role of social factors in consumer behavior.</p> <p>CO3: Analyze the role of culture in understanding consumers.</p> <p>CO4: Outline consumer decision process and models.</p> <p>CO5: Compile the influence of attitude and belief in consumer behavior.</p>
19MBA402D	Retail Management	<p>CO1: Outline channels of Distribution and evolution of retailing.</p> <p>CO2: Discuss trends and opportunities in retailing.</p> <p>CO3: Analyze various retail formats</p> <p>CO4: Assess the role of Inventory display in retailing.</p> <p>CO5: Explain retailing as a sustainable competitive strategy.</p>
19MBA403A	Relational Database Management System & Oracle	<p>CO1: Outline the evolution of database management system.</p> <p>CO2: Give a framework of a relational model of DBMS and its data control facilities.</p> <p>CO3: Provide knowledge about SQL and its applications.</p> <p>CO4: Identify ways of designing database and format</p>



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		models for its applications in business. CO5: Emphasis a establishing user system and user object to maintain database security in the organization
19MBA403B	Internet & Java Programming	CO 1: Introduce the browsers and URL in web designing. CO 2: Enable to know various types of data and inheritance. CO 3: Framework of various packages and interfaces along with exception banding. CO 4: Insist on working with windows graphics and texts. CO 5: Introduce networking and IDBC.
19MBA403C	Computer Networks	CO 1: Introduce the network types, applications and models CO 2: Outline the path of transmission of various types of signals and error detections and correction CO 3: Give importance about data communications and channels CO 4: Analyze the various types of communication networks CO 5: Provide knowledge about internetwork and wireless network
19MBA404A	Security Analysis and Port folio Management	CO1: Outline the concept of Investment Management and Securities market CO2: Assess the risk and return of individual securities.



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		CO3: Apply Fundamentals and Technical Analysis to Portfolio CO4: Assess the risk and return of Portfolio CO5: Use portfolio evaluation techniques
19MBA404B	Management of Financial Services	CO1: Explain the industry framework of financial services and create innovative financial instruments CO2: Evaluate leasing & hire purchase quantitatively and qualitatively CO3: Outline the venture capital firms, credit rating agencies & methodology, and stock broking procedures CO4: Evaluate mutual fund industry CO5: Analyze factoring services, depository system and International Financial Centers
19MBA404C	Mergers & Acquisitions	CO1: Plan for mergers and discuss the strategic approach to M&A CO2: Formulate corporate restructuring deal CO3: Evaluate valuation approaches and methods of financing mergers CO4: Analyze take over approaches and amendments



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		CO5: Apply accounting methods and Analyze Legal and Regulatory Provisions
19MBA405A	Industrial Psychology & Counseling	CO 1: Outline the concepts of industrial psychology. CO 2: Analyze work psychology and career choice and development for executives. CO 3: Discuss the types of employee counseling and its process. CO 4: Evaluate the special areas in counseling. CO 5: Explain the role & functions of employee counsellor.
19MBA405B	Human Resource Accounting and Audit	CO 1: Outline the concepts of HRA. CO 2: Analyze the various methods of HRA. CO 3: Discuss concepts & Components of HR Audit. CO 4: Explain HRD strategies, style, structure & systems. CO 5: Evaluate HRD Audit methodology.
19MBA405C	Management consultancy	CO 1: Outline the concepts of consulting & its models. CO 2: Understand the steps in marketing of consulting service. CO 3: Analyze the tools & methodology of consulting. CO 4: Assess the strategy of the consulting firms in managing conflicts.



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		CO 5: Identifying the consultancy assignment & client presentation in managing future consulting opportunities.
19MBA405D	Disaster Management	CO 1: Outline an overview of Natural Disaster Management. CO 2: Assess the skill development for disaster Management. CO 3: Discuss the steps in project rescue. CO 4: Analyze the Leader's Role in emotional intelligence. CO 5: Examine the ethics and social responsibility.
19MBA405E	Human Resource Information System	CO 1: Outline information about interface between HR & IT. CO 2: Discuss the logical process modeling. CO 3: Analyze the various issues of HRIs . CO 4: Asses HRIs & Functional Areas of HR. CO 5: Evaluate performance and compensating management in organization .
19MBA406A	Value Engineering & Waste Control	CO1 : Outline the overview of value engineering and discuss the relation of VE to other operations. CO2 : Identify the different value engineering techniques and assess the decision making process. CO3 : Discuss the concept of scheduling and Analyze the different techniques in scheduling .



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		CO4 : Assess the different types of training for value engineering . CO5 : Discuss and communicate the value engineering at workplace
19MBA406B	Production Planning & Control	CO 1: Outline the overview of production planning and different control procedures in the organization. CO 2: Discuss the application of routing & scheduling in production planning. CO 3: Identify the different type of production system and control technique. CO 4: Assess the different stages of production control. CO 5: Discuss different types of computer aided production planning and computer systems.
19MBA406C	Project Management	CO 1: Outline the concept of project management and discuss the project feasibility Analysis. CO 2: Discuss the market Analysis and evaluate social cost Benefit Analysis. CO 3: Identify the different networking techniques used in project construction. CO 4: Explain the concept of GERT simulation and its



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		application in project management. CO 5: Prepare the project organization and project costing.
19MBA407A	Hospital Services Management	CO 1: Outline the overview of outpatient services and Trauma care in hospital. CO 2: Demonstrate the impatient services and functions of OT/ICU in the hospital. CO 3: Explain the diagnosis procedures in the hospital. CO 4: Identify the role of engineering service in Hospital. CO 5: Discuss the various supporting services in Hospital.
19MBA407B	Quality Management in Hospital	CO 1: Outline the entrepreneurial framework and explore their personality traits. CO 2: Explain the EDP Training Programmes and institutions. CO 3: Identify the problems of women entrepreneur and face the challenges with Governmental support. CO 4: Analyze and formulate a business plan. CO 5: Assess the financial institutions and a roadmap to utilize the various incentives schemes.
19MBA407C	Marketing of Hospital Services	CO 1: Outline the concept of service of service marketing and identify different service mix components for hospital.



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Course Code	Course Title	Course Outcomes
		<p>CO 2: Discuss the procedure for planning and development of new services in the hospital.</p> <p>CO 3: Asses the different type of pricing methods and franchise in hospital service.</p> <p>CO 4: Identify the promotion and communication mix for hospital services.</p> <p>CO 5: Analyze the role and importance of people, process and physical evidence in hospital service.</p>
19MBA408A	International Marketing	<p>CO1: Explain foreign trade and plan for international market entry decisions</p> <p>CO2: Formulate product mix decisions</p> <p>CO3: Plan Pricing mix decisions</p> <p>CO4: Analyze Distribution strategies</p> <p>CO5: Evaluate promotion strategies and predict control aspects</p>
19MBA408B	Export Finance & Documentation	<p>CO1: Explain foreign trade formalities, payments and practical problems faced</p> <p>CO2: Analyze financing foreign trade and financing schemes</p> <p>CO3: Create shipping documents in foreign trade</p> <p>CO4: Apply Foreign exchange theories</p>



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Course Code	Course Title	Course Outcomes
		CO5: Evaluate Trade control policies and Promotional measures
19MBA408C	International Human Resource Management	CO1: Formulate approaches to IHRM and identify role of HRM in international firms. CO2: Demonstrate different cultures and its values. CO3: Plan recruitment & selection practices in MNCs and design T&D components. CO4: Apply performance appraisal and compare approaches to Compensation Management. CO5: Assess comparative practices of Industrial relations internationally.