Institute of Excellence in Management Science (IEMS-B School), Hubballi

Report on

Subject-wise Course Outcomes (COs) and CO–PO Correlation

MBA (KUD New Syllabus 2024/2025 Onwards)

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Submitted to:
Internal Quality Assurance Cell (IQAC)

Date: ***25/09/2025***

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Executive Summary

This report presents the Subject-wise Course Outcomes (COs) and their Course Outcome–Program Outcome (CO–PO) correlation matrices for the MBA programme offered at the Institute of Excellence in Management Science (IEMS), Hubballi, under the Karnatak University Dharwad (KUD) New Syllabus - 2024/2025 onwards.

KUD prescribes the MBA curriculum but does not provide Program Outcomes (POs), Program Specific Outcomes (PSOs), or Course Outcomes (COs) for its subjects. In alignment with academic quality assurance practices, the faculty members of IEMS have systematically derived the POs, PSOs, and COs by applying Bloom's Revised Taxonomy and benchmarking against contemporary management education standards.

The report consolidates:

- Clearly defined Course Outcomes (COs) for each MBA subject offered at IEMS.
- POs and PSOs tailored to reflect the institute's mission and vision.
- Subject-wise CO–PO correlation matrices, carefully mapped to ensure constructive alignment with programme objectives.

This work provides a structured framework for teaching, learning, and assessment. It ensures that all MBA subjects at IEMS are aligned with institutional goals, accreditation requirements, and the employability expectations of students. The report also serves as a reference document for stakeholders including faculty, students, academic auditors, and accreditation bodies such as NAAC.

By preparing this comprehensive CO–PO correlation framework, IEMS demonstrates its commitment to quality assurance, continuous improvement, and outcome-based education in management studies.

Programme Outcomes (POs) & Programme Specific Outcomes (PSOs)

IEMS MBA Program Outcomes:

Program Outcomes (POs)	
PO1	Business Ethics and Social Responsiveness.
PO2	Critical Thinking, Business Analysis, Problem Solving and Innovation.
PO3	Global Exposure and Cross-Cultural Understanding.
PO4	Business Environment and Domain Knowledge
PO5	Effective Communication.
PO6	Leadership and Teamwork.

IEMS MBA Program Specific Outcomes:

Program Specific Outcomes (PSOs)	
PSO1	To develop and demonstrate knowledge and competency by accustoming financial models / marketing capabilities in business environment.
PSO2	To develop an ability to build profile and lead human capital. Also, to educate about technology for management.

MBA Subjects

MBA Semester I

Sl. No.	Name of the Subject	Paper Code
1	Principles of Management	PG61T101
2	Business Environment for Managerial Decision Making	PG61T102
3	Business Statistics for Managers	PG61T103
4	Corporate Communication	PG61T104
5	Information Technology for Managers	PG61T105
6	Fundamentals of Marketing	PG61T106
7	Human Resource Management	PG61T107
8	Accounting for Managers	PG61T108

MBA Semester II

Sl. No.	Name of the Subject	Paper Code
1	Organizational Behavior	PG61T201
2	Financial Management	PG61T202
3	Strategic Marketing Management	PG61T203
4	Strategic Management	PG61T204
5	Business Research Methods (OEC)	PG61T205
6	Management Information System	PG61T206
7	Micro, Small and Medium Enterprise Management	PG61T207
8	Total Quality Management	PG61T208
9	Production and Operations Management	PG61T209
10	Integrated Marketing Communication	PG61T210
11	Consumer Behavior	PG61T211
12	Supply Chain Management	PG61T212
13	Service Marketing	PG61T213
14	Marketing Analytics	PG61T214
15	Financial Markets & Services	PG61T215
16	Project Planning, Appraisal and Control	PG61T216
17	Micro Finance and Financial Inclusion	PG61T217
18	Corporate Tax Planning	PG61T218
19	Security Analysis & Portfolio Management	PG61T219
20	Applications of Labor Laws	PG61T220
21	Managerial Effectiveness and Leadership	PG61T221

22	Competency Mapping and Career Planning	PG61T222
23	Human Resource Analytics	PG61T223
24	Human Resource Auditing	PG61T224

MBA Semester III

Sl. No.	Name of the Subject	Paper Code
1	Business Ethics	PG61T301
2	Legal Aspects of Business	PG61T302
3	Operations Research	PG61T303
4	Management Control System	PG61T304
5	Applied Marketing Research (OEC)	PG61T305
6	Business Data Analytics	PG61T306
7	Artificial Intelligence For Managers	PG61T307
8	Enterprise Resource Planning (ERP)	PG61T308
9	E-Business Management	PG61T309
10	Entrepreneurship Development	PG61T310
11	Sales Management	PG61T311
12	Digital marketing	PG61T312
13	Retail Management	PG61T313
14	Strategic Brand Management	PG61T314
15	International Marketing Management	PG61T315
16	Mergers, Acquisitions and Corporate Restructuring	PG61T316
17	Personal Finance and Tax Planning	PG61T317
18	International Financial Management	PG61T318
19	Goods and Service Tax	PG61T319
20	Derivatives Market & Risk Management	PG61T320
21	Organization Development and Institution Building	PG61T321
22	Emotional Intelligence and Managerial Effectiveness	PG61T322
23	Compensation and Talent Management	PG61T323
24	Learning and Development	PG61T324
25	Corporate Restructuring-Human Dimensions	PG61T325

MBA Semester IV

Sl. No.	Name of the Subject	Paper Code
1	Industry Based Research Project	PG61T401

MBA Subject-wise Course Outcomes Summary (COs)

Subject wise CO - PO Correlation Summary - MBA Semester I

Note: Tick (✓) indicates correlation.

Sl. No.	Subject Name	PO1	PO2	PO3	PO4	PO5	PO6
1	Principles of Management	-	✓	-	✓	✓	✓
2	Business Environment for Managerial Decision Making	-	✓	✓	✓	-	-
3	Business Statistics for Managers	-	✓	-	-	-	-
4	Corporate Communication	-	-	-	-	✓	-
5	Information Technology for Managers	-	✓	-	✓	✓	-
6	Fundamentals of Marketing	-	✓	-	✓	-	-
7	Human Resource Management	✓	✓	-	✓	-	✓
8	Accounting for Managers	-	✓	-	✓	-	-

Subject wise CO - PO Correlation Summary- MBA Semester II

Note: Tick (✓) indicates correlation.

Sl. No.	Subject Name	PO1	PO2	PO3	PO4	PO5	PO6
1	Organizational Behavior	✓	✓	-	✓	-	✓
2	Financial Management	-	✓	-	✓	-	-
3	Strategic Marketing Management	✓	✓	-	✓	-	-
4	Strategic Management	-	✓	-	✓	-	-
5	Business Research Methods (OEC)	-	✓	-	✓	-	-
6	Management Information System	–	✓	–	✓	✓	✓
7	Micro, Small and Medium Enterprise	–	✓	✓	✓	✓	✓

8	Total Quality Management	✓	✓	–	✓	✓	✓
9	Production and Operations Management	-	✓	-	✓	-	-
10	Integrated Marketing Communication	✓	✓	✓	✓	✓	✓
11	Consumer Behavior	-	✓	-	✓	-	-
12	Supply Chain Management	–	✓	✓	✓	✓	✓
13	Service Marketing	-	✓	-	✓	-	-
14	Marketing Analytics	–	✓	✓	✓	✓	✓
15	Financial Markets & Services	-	✓	-	✓	-	-
16	Project Planning, Appraisal and Control	-	✓	-	✓	-	✓
17	Micro Finance and Financial Inclusion	✓	✓	✓	✓	✓	✓
18	Corporate Tax Planning	✓	✓	✓	✓	✓	✓
19	Security Analysis & Portfolio Management	–	✓	✓	✓	✓	✓
20	Applications of Labor Laws	✓	✓	✓	✓	✓	✓
21	Managerial Effectiveness and Leadership	-	-	-	-	✓	✓
22	Competency Mapping and Career Planning	–	✓	✓	✓	✓	✓
23	Human Resource Analytics	✓	✓	✓	✓	✓	✓
24	Human Resource Auditing	-	✓	-	✓	-	-

Subject wise CO - PO Correlation Summary- MBA Semester III

Note: Tick (✓) indicates correlation.

Sl. No.	Subject Name	PO1	PO2	PO3	PO4	PO5	PO6
1	Business Ethics	✓	✓	–	✓	–	✓
2	Legal Aspects of Business	✓	✓	–	✓	–	–
3	Operations Research	–	✓	–	✓	–	–
4	Management Control System	–	✓	–	✓	–	–
5	Applied Marketing Research (OEC)	–	✓	–	✓	✓	–
6	Business Data Analytics	–	✓	–	✓	–	–
7	Artificial Intelligence For Managers	✓	✓	–	✓	–	–
8	Enterprise Resource Planning (ERP)	–	✓	–	✓	–	–
9	E-Business Management	✓	✓	–	✓	–	–
10	Entrepreneurship Development	✓	✓	–	✓	–	–
11	Sales Management	–	✓	–	✓	–	✓
12	Digital marketing	✓	✓	–	✓	✓	–
13	Retail Management	–	✓	–	✓	–	✓
14	Strategic Brand Management	–	✓	✓	✓	–	–
15	International Marketing Management	–	✓	✓	✓	–	–
16	Mergers, Acquisitions and Corporate	✓	✓	–	✓	–	–
17	Restructuring	✓	✓	–	✓	–	–
18	Personal Finance and Tax Planning	✓	✓	✓	✓	–	–
19	International Financial Management	✓	✓	–	✓	–	–

20	Derivatives Market & Risk Management	–	✓	✓	✓	–	–
21	Organization Development and	–	✓	–	✓	–	✓
22	Institution Building	✓	✓	–	✓	–	✓
23	Emotional Intelligence and Managerial	–	✓	–	✓	–	✓
24	Effectiveness	–	✓	–	✓	–	✓
25	Compensation and Talent Management	–	✓	–	✓	–	✓

MBA Subject-wise Course Outcomes (COs) & CO–PO Correlation Matrices

Subject wise CO -PO Correlation in Detail- MBA Semester I

Note: Tick (✓) indicates correlation.

1. Principles of Management (PG61T101)

Course Outcomes (COs):

Course Outcome	Principles of Management - Course Outcome Description
CO1	Describe the basics of management, its functions, and evolution to understand modern organizations.
CO2	Demonstrate planning and decision-making skills to improve organizational effectiveness.
CO3	Differentiate organizational structures, communication, and leadership styles to analyze team performance.
CO4	Evaluate control systems and quality tools to solve productivity challenges.

CO-PO Correlation (PG61T101)

CO-PO Correlation						
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	-	✓	-	-
CO2	-	✓	-	-	-	✓
CO3	-	-	-	-	✓	✓
CO4	-	✓	-	-	-	-

2. Business Environment for Managerial Decision Making (PG61T102)

Course Objectives (COs):

Course Outcome	Business Environment for Managerial Decision Making
CO1	Explain economic ideas like opportunity cost and marginality to understand their role in decisions.
CO2	Evaluate consumer and business market forces, including demand forecasting, to tackle profit-related challenges.
CO3	Analyze national income accounting and fiscal/monetary policies for their impact on managerial choices.
CO4	Assess global drivers and balance-of-payments factors to propose strategies for risk reduction and global growth.

CO-PO Correlation (PG61T102)

CO-PO Correlation						
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	-	✓	-	-
CO2	-	✓	-	-	-	-
CO3	-	-	-	✓	-	-
CO4	-	-	✓	✓	-	-

3. Business Statistics (PG61T103)

Course Outcomes (COs):

Course Outcome	Business Statistics- Course Outcome Description
CO1	Demonstrate data classification, tabulation, and graphical methods for better managerial decisions.
CO2	Analyze statistical measures (mean, median, mode, dispersion, correlation, regression) to interpret trends in data.
CO3	Apply index numbers, time series, and probability distributions to forecast business trends under uncertainty.
CO4	Evaluate hypotheses using z-tests, t-tests, chi-square, and ANOVA for informed managerial conclusions.

CO-PO Correlation (PG61T103)

CO-PO Correlation						
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	✓	-	-	-	-
CO2	-	✓	-	-	-	-
CO3	-	✓	-	-	-	-
CO4	-	✓		-	-	-

4. Corporate Communication-I (PG61T104)

Course Outcomes (COs):

Course Outcome	Corporate Communication-I- Course Outcome Description
CO1	Analyze communication principles, barriers, and models to enhance corporate interactions.
CO2	Demonstrate structured writing to produce effective business letters, reports, and proposals.
CO3	Create impactful presentations and digital communication to boost corporate image and engagement.

CO-PO Correlation (PG61T104)

CO-PO Correlation						
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	-	-	✓	-
CO2	-	-	-	-	✓	-
CO3	-	-	-	-	✓	-

5. Information Technology for Managers (PG61T105)

Course Objectives (COs):

Course Outcome	Information Technology for Managers - Course Outcome Description
CO1	Describe how systems like ERP and CRM streamline business processes and decision-making.
CO2	Demonstrate cybersecurity measures and risk management to protect organizational data.
CO3	Create documents, spreadsheets, presentations, and databases using IT tools for managerial efficiency.
CO4	Design user-friendly webpages and leverage online platforms to enhance a firm's digital presence.

CO-PO Correlation (PG61T105)

CO-PO Correlation						
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	-	✓	-	-
CO2	-	✓	-	-	-	-
CO3	-	-	-	✓	-	-
CO4	-	-	-	-	✓	-

6. Marketing Management (PG61T106)

Course Objectives (COs):

Course Outcome	Marketing Management - Course Outcome Description
CO1	Explain basic marketing concepts and strategic planning for a customer-centric approach.
CO2	Analyze consumer/business markets with market research to understand buying behaviours.
CO3	Create segmentation, targeting, and positioning strategies to gain competitive advantages.
CO4	Evaluate product, service, branding, and pricing tactics to maximize customer value.

CO-PO Correlation (PG61T106)

CO-PO Correlation						
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	-	✓	-	-
CO2	-	✓	-	-	-	-
CO3	-	✓	-	-	-	-
CO4	-	✓	-	-	-	-

7. Human Resource Management (PG61T107)

Course Outcomes (COs):

Course Outcome	Human Resource Management - Course Outcome Description
CO1	Define the scope, importance, and evolution of HRM for effective workforce management.
CO2	Demonstrate proper recruitment, selection, and training methods to build a skilled and motivated workforce.
CO3	Evaluate performance appraisal systems and compensation packages to enhance employee satisfaction.
CO4	Analyze welfare measures, grievance handling, and disciplinary policies to maintain a positive work environment.

CO-PO Correlation (PG61T107)

CO-PO Correlation						
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	-	✓	-	-
CO2	-	✓	-	-	-	✓
CO3	-	✓	-	-	-	-
CO4	✓	-	-	-	-	-

8. Financial Accounting for Managers (PG61T108)

Course Outcomes (COs):

Course Outcome	Financial Accounting for Managers - Course Outcome Description
CO1	Explain double-entry bookkeeping, ledgers, and trial balance to record and interpret financial transactions.
CO2	Demonstrate cost classification, marginal costing, and inventory valuation to prepare cost sheets for decision-making.
CO3	Evaluate labour cost accounting, overhead allocation, and cost control for resource optimization.
CO4	Assess financial tools (ratios, fund flow, cash flow, break-even) to guide managerial strategies.

CO-PO Correlation (PG61T108)

CO-PO Correlation						
COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	-	✓	-	-
CO2	-	✓	-	-	-	-
CO3	-	✓	-	-	-	-
CO4	-	✓	-	-	-	-