THIRUVALLUVAR UNIVERSITY

SERKKADU, VELLORE–632115

M.B.A. HUMAN RESOURCE MANAGEMENT

SYLLABUS

FROM THE ACADEMIC YEAR

2023 – 2024

MBA., HUMAN RESOURCE MANAGEMENT
(FULLTIME)

Choice Based Credit System

Program Educational Outcomes;

PEO 1 – Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations**.**

PEO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

PEO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

PEO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

PEO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Program Outcomes:

PO1: Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

PO2: Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.

PO3: Ethical Value: Ability to develop value based leadership attributes.

PO4: Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

PO6: Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.

PO7: Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

PO8: Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y - Yes

FIRSTSEMESTER

S.NO	Study Component Course title		Ins. Hrs/week	credit	Title of the paper	Maximum Marks		
						CIA	Uni. Exam	Total
1	Core – I		7	5	Management Principles and Business Ethics	25	75	100
2	Core – II		7	5	Quantitative Techniques and Research Methods in Business	25	75	100
3	Core – III		6	4	Managing Organisational Behaviour	25	75	100
4.	Elective I Discipline centric		5	3	Human Resource development	25	75	100
5	Elective –II Generic		5	3	Performance management	25	75	100
			30	20				

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
									Marks		
	Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100

	Course Objectives
1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.
2	To provide insights on Planning & Decision Making
3	To throw light on Organizing, Managing Change and Innovation
4	To elucidate on Leadership, Communication and Controlling.
5	To create awareness and importance of Business Ethics and Social Responsibility.

SYLLABUS			
UNIT	Details/	No. of Hours	Course Objectives
I	**Introduction:**NatureofManagement– Concepts and Foundations of Management- Managerial Functions-ManagementSkills- TheEvolutionofManagementThought– TasksofaProfessionalManager–OrganizationalCulture-Environment– Systems Approach to Management – Levels in Management – Disaster Management	12	C1
II	**Planning & Decision Making:** Steps in Planning Process – Scope and Limitations –Short Term and Long Term Planning – Flexibility in Planning – Characteristics of aSound Plan – Management By Objectives (MBO). Strategic Management ProcessDecision MakingProcessandTechniques. Business Models	12	C2
III	**Nature of Organizing:** Organization Structure and Design - Authority Relationships – DelegationofAuthorityandDecentralization–InterdepartmentalCoordinator–emerging Trends in corporate Structure, Strategy and Culture – Impact of TechnologyonOrganizationaldesign–Mechanisticvs.AdoptiveStructures–FormalandInformalOrganization.Spanofcontrol–ProsandConsofNarrowandWideSpansofControl–OptimumSpan -ManagingChangeandInnovation.	12	C3
IV	**Leadership and Control:** Leadership: Approaches to Leadership andCommunication. Control:ConceptofControl–	12	C4

	ApplicationoftheProcessofControlatDifferentLevelsofManagement(top,middleandfirstline).PerformanceStandards–MeasurementsofPerformance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –		
V	**Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas inBusiness - Ethical Decision Making and Ethical Leadership – Ethics Audit - BusinessEthicsand-CSRModels.	12	C5
	Total	**60**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8
CO2	Possess knowledge on planning & decision making.	PO1, PO2
CO3	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7
CO4	Learn leadership, communication and controlling skills.	PO4, PO5
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8

Reading List

1.	https://deb.ugc.ac. In
2.	http://wwww.managementconcepts. Com
3.	International journal of Management Concepts and Philosophy
4.	Journal of Management, Sage Publications

References Books

1.	Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2.	S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan.2011.
3.	Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018.
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020
5.	Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014.
6.	Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2

CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong   2-Medium   1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	25	75	100

Course Objectives	
1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.
2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.
3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.
4	To recognize the principles and characteristics of the multivariate data analysis techniques.
5	To become familiar with the process of drafting a report that poses a significant problem

SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	17	C1
II	**Research Methods:** Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.	10	C2
III	**Data Preparation and Analysis:** Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing	15	C3

	Of Hypothesis Univariate and Bivariate Analysis - Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.		
IV	**Multivariate Statistical Analysis:** Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	**Report Writing and Ethics in Business Research:** Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
	Total	60	
	Course Outcomes		

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6
CO5	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6

	Reading List
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
2.	https://study.com/academy/topic/probability.html
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4.	https://hbr.org/1964/07/decision-trees-for-decision-making
	References Books
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

3-Strong   2-Medium   1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
									Marks		
	Managing Organizational Behaviour	Core	4	-	-	-	4	60	25	75	100

Course Objectives

1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.
2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
3	To throw light on Group Dynamics and Interpersonal Communication
4	To elucidate on Leadership, Politics, Conflicts and Negotiation.
5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Organizational Behaviour:** Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour	12	C1
II	**Individual Difference -** Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. **Perception:** Meaning Process – Factors influencing perception – Attribution theory **Learning:** Classical, Operant and Social Cognitive Approaches – Managerial implications**. **Attitudes and Values**:– Components, Attitude – Behaviour relationship, formation, values. **Motivation**: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory,	12	C2

	Equity theory, Expectancy theory.		
III	**Group Dynamics –** Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making **Interpersonal Communication –** Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	**Leadership –** Trait, Behavioural and Contingency theories, Leaders vs Managers Power and **Politics:** Sources of Power – Political Behaviour in Organizations – Managing Politics. **Conflict and Negotiation:** Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
V	**Work Stress:** Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. **Emotional Intelligence,** Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
	Total	**60**	

	Course Outcomes	
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8

	Reading List
1.	www.himpub.com
2.	https://iedunote.com.organisational-behaviour
3.	www.yourarticlelibrary.com/organisation/
4.	Journal of Organizational Behaviour – wiley Online Library

	References Books
1.	Prasad .L.M., OrganisationalBehaviour ,Sultan Chand and Sons, 2019

2.	C.B.Guptha, A Textbook Of OrganisationalBehaviours ,S.Chand& Company,2019
3.	K. Aswattappa, OrganisationalBehaviour, Himalaya Publishing House, 12th Edition, 2016.
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of OrganisationalBehaviour, 18th Edition, Pearson Education, 2019.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

3-Strong   2-Medium   1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
										Marks	
	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100

	Course Objectives
1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.
2	To analyse and explore the models and factors influencing employee behavior and Learning.
3	To explore the developing needs of Human capacity and its impact of HRD initiatives.
4	To understand the training need & explore the technique for development.
5	To explore the recent trends in career planning & development.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.	9	C1
II	**Human Resource Development System:** HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. **Learning and HRD:** Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.	9	C2
III	**Developing Human Capacity:** Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership	9	C3

	Development. **Evaluating HRD:** Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.		
IV	**Training and Development:** Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.	9	C4
V	**Career Planning and Development:** Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning. **Recent Trends in HRD:** Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.	9	C5
	Total	45	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the need of the HRD professionals.	PO1, PO8
CO2	Integrate the concept and practical implication of learning & behavior.	PO3, PO5
CO3	Understand the developing need of Human capacity.	PO3, PO5
CO4	Understand Training need & its development.	PO1, PO2, PO4
CO5	Have a better understanding of career planning & development.	PO6, PO7, PO8

Reading List

1.	Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.
2.	Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.
3.	KirsWayneCascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.
4.	Tomas Chamorro-Premuzic, 'The Talent Delusion'.

References Books

1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
3.	Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.

4.	Rishipal, Training and Development Methods, S.Chand, 2011.
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5[th]Edition, Cengage Learning, 2012.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M							M
CO 2			S		S			
CO 3			M		M			
CO 4	M	M		M				
CO 5						M	M	M

S-Strong   M-Medium   L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	CIA	External	Total
	Performance Management	Elective	3	-	-	1	3	3	25	75	100

Course Objectives	
1	To summarize basic concepts of performance management.
2	To employ, and design performance management process.
3	To interpret optimal use of performance analysis techniques.
4	To elucidate role of Performance Management system and standards in place.
5	To constitute and appraise high performance teams.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.	9	C1
II	**Performance Management Process:** Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.	9	C2
III	**Performance Planning:** Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process.	9	C3
IV	**Performing Review and Discussion:** Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and	9	C4

	Coaching in Performance Review.			
V	**Managing Team Performance:** Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.		9	C5
	Total		**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recognize and apply performance management techniques.	PO2, PO6
CO2	Design performance management process across various business units.	PO2, PO8
CO3	Formulate, comply and implement performance analysis tools and standards.	PO2, PO4, PO7
CO4	Construct performance review and employ Performance Management system.	PO1, PO5
CO5	Critique team management strategies.	PO1, PO5

Reading List

1.	Sir John Whitmore, 'Coaching for Performance'
2.	Andrew S Grove, 'High output Management'
3.	Camille Fournier, 'The Manager's Path'
4.	Christopher D lee, 'Performance Conversations'

References Books

1.	Aguinis, H., Performance Management, 4th Edition, Chicago Business Press, 2019.
2.	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1st Edition, Kogan Page, 2018.
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2nd Edition, SAGE response, 2015.
4.	Armstrong, M., Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page, 2012.
5.	Madhu Arora, Poonam Khurana, SonamChoiden, Performance Management-Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.
6.	Hedda Bird, The Performance Management Playbook, 1st Edition, Pearson, 2022.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2		M						M
CO 3		M		M			M	
CO 4	M				S			
CO 5	M				S			

S-Strong   M-Medium   L-Low