Established: 1962

Affiliated to Madurai Kamaraj University

Accredited by NAAC with "A" Grade

ISO 9001:2015 certified & practicing institution

Pambanswamy Nagar, Thirupparankundram,

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Program Outcomes and Course Outcomes

Program Outcomes and Course Outcomes

Program Outcomes (PO)

TSM offers a 2-year MBA programme preparing young men and women for rewarding career in any walk of economic or social activity that calls for application of management and/or information technology tools and techniques. TSM seeks to develop young men and women into technically proficient, managerially competent, ethically sensitive and socially responsible professionals. Following are the five program outcomes of our PGDM programme.

1. Apply knowledge of management theories and practices to solve business problems. (PO1)
2. Foster Analytical and critical thinking abilities for data-based decision making. (PO2)
3. Ability to develop value-based leadership ability. (PO3)
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business (PO4)
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment (PO5).

Courses and PO Correlation Table

Course Code	Course	Program Outcomes				
	2017-2019					
		1	2	3	4	5
I Trimester						
17MT11	Financial Accounting & reporting	✓	✓	✓	✓	✓
17MT12	Business Statistics-I	✓	✓		✓	✓
17MT13	Organizational Behaviour -I	✓	✓	✓	✓	✓
17MT14	Marketing Management-I	✓	✓	✓	✓	✓
17MT15	Micro Economics for Managers	✓	✓	✓	✓	✓
17MT16	Managerial Communication-I	✓	✓	✓	✓	✓
II Trimester						
17MT21	Corporate Finance-I	✓	✓		✓	
17MT22	Managerial Cost Accounting	✓	✓			
17MT23	Business Statistics-II	✓	✓		✓	
17MT24	Organizational Behaviour-II	✓	✓	✓	✓	✓
17MT25	Marketing Management-II	✓	✓	✓	✓	✓
17MT26	Macro Economics for Managers	✓	✓		✓	✓
17MT27	Operations Management	✓	✓	✓		✓
17MT29	Managerial Communication-II	✓	✓	✓	✓	✓
III Trimester						
17MT31	Corporate Finance-II	✓	✓			
17MT32	Strategic Management (with IIA)	✓	✓		✓	✓
17MT33	Management Science and Applications	✓	✓		✓	
17MT34	Human Resource management	✓	✓	✓	✓	✓
17MF35	Core Elective (Advanced Financial Analysis)	✓	✓			
17MH35	Core Elective (Research Methods in HR)	✓	✓	✓	✓	
17MM35	Core Elective (Research Methods in Marketing)	✓	✓	✓	✓	✓
17MO35	Supply Chain Management	✓	✓	✓	✓	✓
17MV31	Comprehensive Viva-Voce	✓	✓	✓	✓	✓
17MI31	Rural Development Immersion Programme	✓	✓	✓	✓	✓
IV Trimester						
17MM41	Sales and Distribution Management	✓	✓	✓	✓	✓
17MM42	Consumer Behaviour	✓	✓		✓	✓
17MM43	Digital and Social Media Marketing	✓		✓	✓	✓
17MM44	Product and Brand Management	✓	✓	✓	✓	
17MF41	Security Analysis and Portfolio Management	✓	✓			
17MF42	Fixed Income Securities: Analysis and Valuation	✓	✓		✓	
17MF44	Financial Modeling through Spreadsheet	✓	✓			
17MF45	Company and Business Valuation	✓	✓	✓	✓	✓

Course Code	Course	Program Outcomes				
		1	2	3	4	5
	2017-2019					
17MH41	Learning and Development	✓	✓	✓	✓	✓
17MH43	Psychology at work	✓	✓		✓	✓
17MH44	Emotional Intelligence and Leadership	✓	✓	✓	✓	✓
17MO41	Manufacturing and Materials Management	✓	✓	✓	✓	✓
17MO42	Project Management	✓	✓	✓	✓	✓
17MSB41	Data Mining	✓	✓		✓	✓
17MSB42	Data Analytics Using R	✓	✓		✓	
17MT49	Business Governance & Society	✓	✓	✓	✓	✓
17MT41	Legal Aspects of Business	✓			✓	
17MI41	Summer Internship	✓	✓	✓	✓	✓
V Trimester						
17MM51	Services Marketing c	✓	✓	✓	✓	✓
17MM52	Marketing of Financial Products & Services	✓	✓	✓	✓	✓
17MM53	Integrated Marketing Communications	✓		✓	✓	✓
17MB54	Marketing Analytics	✓	✓	✓		✓
17MF51	Strategic Financial Management	✓	✓			✓
17MF52	Strategic Cost Management	✓	✓	✓	✓	✓
17MF53	Financial Derivatives	✓	✓		✓	
17MF54	MicroFinance	✓	✓		✓	✓
17MH51	Labor Legislation and Administration	✓	✓	✓	✓	✓
17MH52	Strategic Human Resource Management	✓	✓		✓	
17MH53	Talent Management	✓	✓		✓	✓
17MH54	Managing People and Performance in Organizations	✓	✓	✓		✓
17MO51	Fundamentals of Operational Analytics	✓	✓			✓
17MT51	Business Ethics & Corporate Governance			✓	✓	✓
17MS51	E-commerce	✓	✓		✓	
17MS52	Data Visualization for Decision Making	✓	✓	✓		
VI Trimester						
17MM62	Global Competitive Marketing Strategy	✓	✓	✓	✓	✓
17MM64	B2B Marketing	✓	✓		✓	✓
17MM63	Bottom of the Pyramid Marketing	✓	✓	✓	✓	✓
17MF65	Corporate Taxation	✓	✓		✓	
17MF66	The New Age Banking - Bank management strategies for 21st Century	✓		✓	✓	
17MH61	Interpersonal Effectiveness	✓		✓	✓	✓

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	2017-2019					
Course Code	**Course**	**Program Outcomes**
		1	**2**	**3**	**4**	**5**
17MH62	Managerial Counselling	✓	✓	✓		
17MH64	Positive Psychological Capital	✓	✓		✓	✓
17MO61	Total Quality Management	✓	✓	✓		✓
17MO62	Services operations Management	✓	✓	✓	✓	✓
17MS61	Big Data in Management	✓	✓	✓		
17MS62	Internet of Things & Machine Learning	✓	✓	✓	✓	
17MV61	Comprehensive Viva Voce	✓	✓	✓	✓	✓

	2018-2020					
Course Code	**Subject**	**Program Outcomes**
		1	**2**	**3**	**4**	**5**
**I Trimester**
18MT11	Financial Accounting & reporting	✓	✓	✓	✓	✓
18MT12	Business Statistics-I	✓	✓		✓	✓
18MT13	Organizational Behaviour -I	✓	✓	✓	✓	✓
18MT14	Marketing Management-I	✓	✓	✓	✓	✓
18MT15	Micro Economics for Managers	✓	✓	✓	✓	✓
18MT16	Managerial Communication-I	✓	✓	✓	✓	✓
**II Trimester**
18MT21	Corporate Finance-I	✓	✓		✓	
18MT22	Managerial Cost Accounting	✓	✓			
18MT23	Business Statistics-II	✓	✓		✓	
18MT24	Organizational Behaviour-II	✓	✓	✓	✓	✓
18MT25	Marketing Management-II	✓	✓	✓	✓	✓
18MT26	Macro Economics for Managers	✓	✓		✓	✓
18MT27	Operations Management	✓	✓	✓		✓
18MT29	Managerial Communication-II	✓	✓	✓	✓	✓
**III Trimester**
18MT31	Corporate Finance-II	✓	✓			
18MT32	Strategic Management (with IIA)	✓	✓		✓	✓
18MT33	Management Science and Applications	✓	✓		✓	
18MT34	Human Resource management	✓	✓	✓	✓	✓
18MT35	Legal Aspects of Business	✓			✓	
18MT36	Business research methods	✓	✓			✓
18MT37	Business Governance Society	✓	✓	✓	✓	✓
18MV31	Comprehensive Viva-Voce	✓	✓	✓	✓	✓
18MI31	Rural Development Immersion Programme	✓	✓	✓	✓	✓
**IV Trimester**
18MM41	Sales and Distribution Management	✓	✓	✓	✓	✓

2018-2020						
Course Code	Subject	Program Outcomes				
		1	2	3	4	5
18MM42	Consumer Behaviour	✓	✓		✓	✓
18MM43	Digital and Social Media Marketing	✓		✓	✓	✓
18MM44	Strategic Brand Management	✓	✓		✓	✓
18MF41	Security Analysis and Portfolio Management	✓	✓			
18MF43	Advanced Financial Analysis	✓	✓			
18MF44	Financial Modeling through Spreadsheet	✓	✓			
18MH41	Learning and Development	✓	✓	✓	✓	✓
18MH43	Labor Legislation and Administration	✓	✓	✓	✓	✓
18MH42	Emotional Intelligence and Leadership	✓	✓	✓	✓	✓
18MO41	Manufacturing and Materials Management	✓	✓	✓	✓	✓
18MO42	Project Management	✓	✓	✓	✓	✓
18MF42	Management of Banking and Financial Institutions			✓	✓	✓
18MSB41	Data Analytics Using R	✓	✓		✓	
18MI41	Summer Internship	✓	✓	✓	✓	✓
18MT41	Ethics & Governance			✓	✓	✓
V Trimester						
18MM51	Services Marketing	✓	✓	✓	✓	✓
18MM54	Technology Empowered Marketing	✓	✓		✓	✓
18MF51	Corporate Funding & Financing Decisions	✓	✓	✓	✓	
18MF52	Strategic Financial Management	✓	✓			✓
18MF53	Strategic Cost Management	✓	✓	✓	✓	✓
18MF54	The New Age Banking - Bank management strategies for 21st Century	✓		✓	✓	
18MF55	Financial Planning & Wealth Management	✓	✓		✓	
18MH51	Talent Management	✓	✓		✓	✓
18MH52	Strategic Human Resource Management	✓	✓		✓	
18MH53	Managing People and Performance in Organizations	✓	✓	✓		✓
18MO51	Supply Chain Management	✓	✓	✓	✓	✓
18MO52	International Logistics Management	✓	✓	✓	✓	✓
18MO53	Fundamentals of Operational Analytics	✓	✓			✓
18MS51	E Commerce	✓	✓		✓	
18MS52	Data Visualization for Decision Making	✓	✓	✓		
18MG51	Entrepreneurial Development			✓		✓
VI Trimester						

2018-2020						
Course Code	**Subject**	**Program Outcomes**				
		1	**2**	**3**	**4**	**5**
18MM61	B2B Marketing	✓	✓		✓	✓
18MM62	Global Competitive Marketing Strategy	✓	✓	✓	✓	✓
18MF61	Corporate Taxation	✓			✓	
18MF62	International Finance	✓			✓	
18MF63	Financial Derivatives	✓	✓		✓	
18MH61	Positive Psychological Capital	✓	✓		✓	✓
18MH62	Interpersonal Effectiveness	✓		✓	✓	✓
18MO61	Total Quality Management	✓	✓	✓		✓
18MS61	Big Data in Management	✓	✓	✓		
18MS62	Internet of Things & Machine Learning	✓	✓	✓	✓	
18MV61	Comprehensive Viva Voce	✓	✓	✓	✓	✓

2019 – 2021						
Course Code	**Subject**	**Program Outcomes**				
		1	**2**	**3**	**4**	**5**
I Trimester						
19MT11	Organizational Behaviour -I	✓	✓	✓	✓	✓
19MT12	Managerial Economics	✓	✓	✓	✓	✓
19MT13	Data Analysis for Managers I	✓	✓		✓	✓
19MT14	Financial Accounting & reporting	✓	✓	✓	✓	✓
19MT15	Marketing Management-I	✓	✓	✓	✓	✓
19MT16	Managerial Communication-I	✓	✓	✓	✓	✓
II Trimester						
19MT21	Organizational Behaviour-II	✓	✓	✓	✓	✓
19MT22	Economic Policies for Managers	✓	✓	✓		✓
19MT23	Data Analysis for Managers II	✓	✓		✓	
19MT24	Marketing Management-II	✓	✓	✓	✓	✓
19MT25	Managerial Cost Accounting	✓	✓			
19MT26	Operations Management	✓	✓	✓		✓
19MT27	Corporate Finance-I	✓	✓		✓	
19MT28	Managerial Communication-II	✓	✓	✓	✓	✓
III Trimester						
19MT31	Corporate Finance-II	✓	✓			
19MT32	Strategic Management	✓	✓		✓	✓
19MT33	Decision Making thorugh Optimisation Techniques	✓	✓		✓	
19MT34	Human Resource management	✓	✓	✓	✓	✓
19MT35	Legal Aspects of Business	✓			✓	
19MT36	Business research methods	✓	✓			✓
19MT37	Business Governance & Society	✓	✓	✓	✓	✓
19MV31	Comprehensive Viva-Voce	✓	✓	✓	✓	✓

Course Code	Subject	Program Outcomes				
2019 – 2021						
		1	2	3	4	5
19MI31	Rural Development Immersion Programme	✓	✓	✓	✓	✓
IV Trimester						
19MM41	Consumer Behaviour	✓	✓		✓	✓
19MM42	Sales and Distribution Management	✓	✓	✓	✓	✓
19MM43	Digital and Social Media Marketing	✓		✓	✓	✓
19MM44	Technology Empowered Marketing	✓	✓		✓	✓
19MF41	Security Analysis and Portfolio Management	✓	✓			
19MF42	Management of Banking and Financial Institutions		✓		✓	
19MF43	Advanced Financial Analysis	✓	✓			
19MF44	Financial Modeling through Spreadsheet	✓	✓			
19MF45	Company Business Valuation	✓	✓	✓	✓	✓
19MH41	Learning and Development	✓	✓	✓	✓	✓
19MH42	Emotional Intelligence and Leadership	✓	✓	✓	✓	✓
19MH43	Labor Legislation and Administration	✓	✓	✓	✓	✓
19MO41	Project Management	✓	✓	✓	✓	✓
19MO42	Lean Six Sigma & Business excellence	✓	✓	✓	✓	✓
19MSB41	Data Analytics Using R	✓	✓		✓	
19MT41	Business Ethics & Corporate Governance			✓	✓	✓
19MI41	Summer Internship	✓	✓	✓	✓	✓
V Trimester						
19MM51	Services Marketing	✓	✓	✓	✓	✓
19MM52	Marketing of Financial Products & Services	✓	✓	✓	✓	✓
19MMB53	Marketing Analytics	✓	✓	✓		✓
19MM54	Marketing at the Bottom of Pyramids	✓	✓	✓	✓	✓
19MM55	Customer Relationship Management	✓			✓	✓
19MF51	Corporate Funding & Financing Decisions	✓	✓	✓	✓	
19MF52	Strategic Financial Management	✓	✓			✓
19MF53	Financial Derivatives	✓	✓		✓	
19MF54	Strategic Cost Management	✓	✓	✓	✓	✓
19MF55	The New Age Banking - Bank management strategies for 21st Century	✓		✓	✓	
19MO51	Supply Chain Management	✓	✓	✓	✓	✓
18MO52	International Logistics Management	✓	✓	✓	✓	✓
19MH51	Managing People and Performance in Organizations	✓	✓	✓		✓
19MH52	Talent Management	✓	✓		✓	✓
19MHB53	HR Analytics	✓	✓			✓
19MS51	Data Visualization for Decision Making	✓	✓	✓		

Course Code	Subject	Program Outcomes				
		1	**2**	**3**	**4**	**5**
19MS52	Artificial Intelligence & Machine Learning	✓		✓	✓	✓
VI Trimester						
19MM61	Strategic Brand Management	✓	✓	✓	✓	
19MM62	B2B Marketing	✓	✓		✓	✓
19MM63	Retail Marketing	✓	✓		✓	✓
19MS61	Block Chain Technology	✓	✓	✓		
19MF62	International Finance	✓			✓	
19MF63	Personal Taxation & Wealth Management	✓	✓		✓	
19MF64	Insurance Management	✓			✓	
19MO61	Total Quality Management	✓	✓	✓		✓
19MO62	Industrial Safety & Management system	✓	✓	✓	✓	✓
19MG61	Design Thinking	✓	✓	✓	✓	✓
19MG62	Entrepreneurial Development	✓	✓	✓	✓	✓
19MG63	Public Policy & Management	✓	✓	✓	✓	✓
19MH61	Positive Psychological Capital	✓	✓		✓	✓
19MH62	Interpersonal Effectiveness	✓		✓	✓	✓
19MV61	Comprehensive Viva Voce	✓	✓	✓	✓	✓

Table header: **2019 – 2021**

Course Code	Subject	Program Outcomes				
		1	**2**	**3**	**4**	**5**
I Trimester						
20MT11	Organizational Behaviour -I	✓	✓	✓	✓	✓
20MT12	Managerial Economics	✓	✓	✓	✓	✓
20MT13	Data Analysis for Managers I	✓	✓		✓	✓
20MT14	Financial Accounting & reporting	✓	✓	✓	✓	✓
20MT15	Marketing Management-I	✓	✓	✓	✓	✓
20MT16	Managerial Communication-I	✓	✓	✓	✓	✓
II Trimester						
20MT21	Organizational Behaviour-II	✓	✓	✓	✓	✓
20MT22	Economic Policies for Managers	✓	✓		✓	✓
20MT23	Data Analysis for Managers II	✓	✓		✓	
20MT24	Marketing Management-II	✓	✓	✓	✓	✓
20MT25	Managerial Cost Accounting	✓	✓			
20MT26	Operations Management	✓	✓	✓		✓
20MT27	Corporate Finance-I	✓	✓		✓	
20MT28	Managerial Communication-II	✓	✓	✓	✓	✓
III Trimester						
20MT31	Corporate Finance-II	✓	✓			
20MT32	Strategic Management	✓	✓		✓	✓
20MT33	Decision Making thorugh Optimisation Techniques	✓	✓		✓	

Table header: **2020 - 2022**

Course Code	Subject	Program Outcomes				
		1	2	3	4	5
20MT34	Human Resource management	✓	✓	✓	✓	✓
20MT35	Legal Aspects of Business	✓			✓	
20MT36	Business research methods	✓	✓			✓
20MT37	Business Analytics using R & Python	✓	✓	✓	✓	✓
20MT38	Business Governance & Society	✓	✓	✓	✓	✓
20MV31	Comprehensive Viva-Voce	✓	✓	✓	✓	✓
IV Trimester						
20MM41	Consumer Behaviour	✓	✓		✓	✓
20MM42	Sales and Distribution Management	✓	✓	✓	✓	✓
20MM43	Digital and Social Media Marketing	✓		✓	✓	✓
20MM44	Customer Relationship Management	✓			✓	✓
20MF41	Security Analysis and Portfolio Management	✓	✓			
20MF42	Management of Banking and Financial Institutions		✓		✓	
20MF43	Advanced Financial Analysis	✓	✓			
20MF44	Company Business Valuation	✓	✓	✓	✓	✓
20MF45	Insurance Management	✓			✓	
20MT41	Business Ethics & Corporate Governance			✓	✓	✓
20MH41	Learning and Development	✓	✓	✓	✓	✓
20MH42	Labor Legislation and Administration	✓	✓	✓	✓	✓
20MHB43	Applied people analytics	✓	✓	✓	✓	✓
20MS41	Data Visualization for Decision Making	✓	✓	✓		
20MS42	Artificial Intelligence & Machine Learning	✓		✓	✓	✓
20PO41	Project Management	✓	✓	✓	✓	✓
20PO42	Lean Six Sigma & Business excellence	✓	✓	✓	✓	✓
20PO43	Supply Chain Management	✓	✓	✓	✓	✓
20MI41	Summer Internship	✓	✓	✓	✓	✓
V Trimester						
20MM51	Services Marketing	✓	✓	✓	✓	✓
20MM52	Marketing of Financial Products & Services	✓	✓	✓	✓	✓
20MM53	Advanced Marketing Analytics	✓	✓	✓		✓
20MM54	Strategic Brand Management	✓	✓	✓	✓	
20MF51	Corporate Funding & Financing Decisions	✓	✓	✓	✓	
20MF52	Financial Risk Management	✓	✓		✓	
20MFO53	Strategic Cost Management	✓	✓	✓	✓	✓
20MF54	Financial modeling through spread sheet	✓	✓			

The top of the table is labeled **2020 - 2022**.

Course Code	Subject	Program Outcomes				
		1	2	3	4	5
	2020 - 2022					
20MF55	The New Age Banking - Bank management strategies for 21st Century	✓		✓	✓	
20MF56	Financial Markets & Institutions	✓			✓	
20MO51	International Logistics Management	✓	✓	✓	✓	✓
20MO52	Fundamentals of Operational Analytics	✓	✓			✓
20MO53	Environment & Sustainability Development	✓	✓	✓	✓	✓
20MH51	Strategic Human Resource Management	✓	✓		✓	
20MH52	Managing People and Performance in Organizations	✓	✓	✓		✓
20MH53	Talent Management	✓	✓		✓	✓
20MS51	Big Data Management	✓	✓	✓		
20MV51	Comprehensive Viva Voce	✓	✓	✓	✓	✓
20MI51	Rural Development Immersion Programme	✓	✓	✓	✓	✓
VI Trimester						
20MF61	Personal Taxation & Wealth Management	✓	✓		✓	
20MF62	Strategic Financial Decision Making	✓	✓			✓
20MF63	Financial Derivatives	✓	✓		✓	
20MF64	Computational Finance	✓	✓		✓	
20MM61	B2B Marketing	✓	✓		✓	✓
20MM63	Retail Marketing	✓	✓		✓	✓
20MM64	Marketing at the Bottom of Pyramids	✓	✓	✓	✓	✓
20MO61	Industrial Safety & Management system	✓	✓	✓	✓	✓
20MO62	Strategic Sourcing	✓	✓		✓	✓
20MO63	Continuous Improvement	✓	✓	✓	✓	✓
20MH61	Positive Psychological Capital	✓	✓		✓	✓
20MH62	Interpersonal Effectiveness	✓		✓	✓	✓
20MH63	Emotional Intelligence & Leadership	✓	✓	✓	✓	✓
20MS61	Block Chain Technology	✓	✓	✓		
20MP61	Public Policy & Management	✓	✓	✓	✓	✓
20MG61	Design Thinking	✓	✓	✓	✓	✓

POs and Number of Courses

	POs				
	1	**2**	**3**	**4**	**5**
2017-19	70	66	45	58	51
2018-20	63	58	37	52	44
2019-21	67	63	45	57	52
2020-22	75	68	47	63	54

Attainment of Program Outcomes

Assessment tools and processes

The attainment of program outcomes are assessed using direct and indirect assessment tools. The direct assessment majorly involves the performance of the students in the courses that are contributing to a particular PO. Additionally, the performance of the students in the Comprehensive Viva Voce, Summer Internship Programme and Rural Development Immersion Programme are part of the direct assessment for evaluating the attainment of programme outcomes. The indirect assessment involves student exit surveys and employer surveys.

List of direct assessment tools

- ➢ Performance in the courses contributing to a PO. Following is the indicative list of assessment tools used to assess student performance in a course.
    - o Mid-term exam
    - o End-term exam
    - o Group projects
    - o Individual assignments
    - o Book reviews
    - o Quiz test
    - o Class Participation
    - o Attendance
    - o Role Plays
    - o Seminar Presentation
    - o Lab Examinations
- ➢ Comprehensive Viva-Voce
- ➢ Summer Internship Programme
- ➢ Rural Development Immersion Programme

List of indirect assessment tools

- ➢ Student exit surveys
- ➢ Employer surveys

Direct Assessment of PO attainment

As noted earlier, the direct assessment majorly involves the performance of the students in the courses that are contributing to a particular PO. Additionally, the performance of the students in the Comprehensive Viva Voce, Summer Internship Programme and Rural Development Immersion Programme are part of the direct assessment.

The direct assessment for a particular PO attainment is calculated by taking the average of attainments in courses contributing to that particular PO, comprehensive viva voce, summer internship programme and rural development immersion programme.

The attainment levels are assigned as per the following rule:
Attainment Level 1: 60% students securing more than 60% of maximum marks.
Attainment Level 2: 70% students securing more than 60% of maximum marks.
Attainment Level 3: 80% students securing more than 60% of maximum marks.

The calculation of direct assessment attainment level is shown below. As a sample, we explain the calculation for PO1 for the year 2017-19.

For the year 2017-19, PO1 is mapped to 70 subjects including comprehensive viva voce, summer internship programme and rural development immersion programme.

The course attainment level in each of these 70 subjects is given below. How a course attainment level is calculated is given in detail in the next section.

Course attainment levels for the year 2017-19 for PO1

Trimester	No of Course	Course Code	Subject	Attainment Level (CA+ET)
I	1	17MT11	Financial Accounting & reporting	2.00
	2	17MT12	Business Statistics-I	3.00
	3	17MT13	Organizational Behaviour -I	3.00
	4	17MT14	Marketing Management-I	3.00
	5	17MT15	Micro Economics for Managers	3.00
	6	17MT16	Managerial Communication-I	3.00
II	7	17MT21	Corporate Finance-I	3.00
	8	17MT22	Managerial Cost Accounting	3.00
	9	17MT23	Business Statistics-II	3.00
	10	17MT24	Organizational Behaviour-II	3.00
	11	17MT25	Marketing Management-II	3.00
	12	17MT26	Macro Economics for Managers	3.00
	13	17MT27	Operations Management	3.00
	14	17MT29	Managerial Communication-II	1.00
III	15	17MT31	Corporate Finance-II	3.00
	16	17MT32	Strategic Management (with IIA)	3.00
	17	17MT33	Management Science and Applications	3.00
	18	17MT34	Human Resource management	3.00
	19	17MF35	Core Elective (Advanced Financial Analysis)	3.00
	20	17MH35	Core Elective (Research Methods in HR)	3.00
	21	17MM35	Core Elective (Research Methods in Marketing)	3.00
	22	17MO35	Supply Chain Management	3.00
	23	17MV31	Comprehensive Viva-Voce	1.00
	24	17MI31	Rural Development Immersion Programme	1.00
IV	25	17MM41	Sales and Distribution Management	2.00
	26	17MM42	Consumer Behaviour	1.50
	27	17MM43	Digital and Social Media Marketing	2.50
	28	17MM44	Product and Brand Management	1.50
	29	17MF41	Security Analysis and Portfolio Management	2.00
	30	17MF42	Fixed Income Securities: Analysis and Valuation	1.50
	31	17MF44	Financial Modeling through Spreadsheet	2.50
	32	17MF45	Company and Business Valuation	3.00
	33	17MH41	Learning and Development	3.00
	34	17MH43	Psychology at work	2.00

Trimester	No of Course	Course Code	Subject	Attainment Level (CA+ET)
IV	35	17MH44	Emotional Intelligence and Leadership	2.50
	36	17MO41	Manufacturing and Materials Management	2.00
	37	17MO42	Project Management	2.00
	38	17MSB41	Data Mining	3.00
	39	17MSB42	Data Analytics Using R	2.50
	40	17MT49	Business Governance & Society	3.00
	41	17MT41	Legal Aspects of Business	3.00
	42	17MI41	Summer Internship	3.00
V	43	17MM51	Services Marketing	2.50
	44	17MM52	Marketing of Financial Products & Services	2.00
	45	17MM53	Integrated Marketing Communications	3.00
	46	17MB54	Marketing Analytics	3.00
	47	17MF51	Strategic Financial Management	1.00
	48	17MF52	Strategic Cost Management	2.00
	49	17MF53	Financial Derivatives	3.00
	50	17MF54	MicroFinance	1.00
	51	17MH51	Labor Legislation and Administration	3.00
	52	17MH52	Strategic Human Resource Management	2.00
	53	17MH53	Talent Management	3.00
	54	17MH54	Managing People and Performance in Organizations	3.00
	55	17MO51	Fundamentals of Operational Analytics	2.50
	56	17MS51	E-commerce	3.00
	57	17MS52	Data Visualization for Decision Making	3.00
VI	58	17MM62	Global Competitive Marketing Strategy	3.00
	59	17MM64	B2B Marketing	1.00
	60	17MM63	Bottom of the Pyramid Marketing	3.00
	61	17MF65	Corporate Taxation	3.00
	62	17MF66	The New Age Banking - Bank management strategies for 21st Century	2.00
	63	17MH61	Interpersonal Effectiveness	2.00
	64	17MH62	Managerial Counselling	3.00
	65	17MH64	Positive Psychological Capital	2.00
	66	17MO61	Total Quality Management	3.00
	67	17MO62	Services operations Management	3.00
	68	17MS61	Big Data in Management	3.00
	69	17MS62	Internet of Things & Machine Learning	2.00
	70	17MV61	Comprehensive Viva Voce	3.00

Similarly the direct assessment attainment levels is calculated for all the years and POs.

The results are given in the below table.

Average PO Attainment Levels – Direct Assessment for different trimesters are

2017-2019	PO 1	PO 2	PO 3	PO 4	PO 5
I Trimester	2.8333	2.8333	2.8000	2.8333	2.8333
II Trimester	2.7500	2.7500	2.5000	2.6667	2.6000
III Trimester	2.6000	2.6000	2.3333	2.5000	2.3333
IV Trimester	2.3611	2.2941	2.4500	2.3529	2.4231
V Trimester	2.4667	2.4286	2.7500	2.5000	2.4615
VI Trimester	2.5385	2.6364	2.7000	2.4000	2.5000
2018-2020	PO 1	PO 2	PO 3	PO 4	PO 5
I Trimester	3.0000	3.0000	3.0000	3.0000	3.0000
II Trimester	2.7500	2.7500	2.5000	2.6667	2.6000
III Trimester	2.5556	2.5000	2.2500	2.5714	2.5000
IV Trimester	2.7500	2.7500	2.8889	2.8846	2.8636
V Trimester	2.8000	2.8571	2.5000	2.7273	2.6500
VI Trimester	2.8182	2.8750	3.0000	2.7778	2.8333
2019-2021	PO 1	PO 2	PO 3	PO 4	PO 5
I Trimester	1.6250	2.0000	2.2000	2.0000	2.0000
II Trimester	3.0000	3.0000	3.0000	3.0000	3.0000
III Trimester	2.6667	2.6250	2.5000	2.7143	2.6667
IV Trimester	2.8000	2.8000	2.6000	2.7143	2.6667
V Trimester	2.7059	2.7143	2.7500	2.7500	2.6923
VI Trimester	2.8000	2.7500	2.7222	2.7692	2.8500
2020-2022	PO 1	PO 2	PO 3	PO 4	PO 5
I Trimester	2.8333	2.8333	2.8000	2.8333	2.8333
II Trimester	3.0000	3.0000	3.0000	3.0000	3.0000
III Trimester	2.7778	2.7500	2.5000	2.7143	2.6667
IV Trimester	2.8235	2.7857	2.8077	2.8438	2.8214
V Trimester	2.8421	2.9118	2.8846	2.7857	2.9091
VI Trimester	2.7813	2.7667	2.6875	2.8214	2.7083

Indirect Assessment

Indirect Assessment Tools used:

- **Student exit survey**

  An exit interview is a survey conducted with an individual who is separating from an organization or relationship. Exit interviews in TSM are conducted with students who have graduated from our institution. These interviews are meant to gather information about students' experience while attending that institution, what they benefited from, what was missing, and what could be improved to enhance the experience of the next generation of students who attend the institution. This type of interview can also point to areas in which the institution should invest more or less resources to enhance a student's learning and development experience. This exit survey is conducted both at the end of first year and second year of the program.

  As part of the whole set of survey questions, a set of 19 questions which are linked with each Program Outcomes is included. The students who participated in the exit survey are giving indirect feedback on achievement of Program Outcomes. Each question is scaled with 1-10, where 10 being highest and 1 being lowest. Mapping of Program Outcomes for each question in the student's feedback is given below

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Exit Survey Question & PO Mapping

#	Question	POs
1	The overall structure, program design and course content is oriented towards business problem solving	PO 1
2	There were adequate number of electives for experiencing practical applications	PO 1
3	The subjects were adequately rigorous to understand management theories & its application in business	PO 1
4	The programme was sufficiently rigorous in understanding data based decision making	PO 2
5	The course materials, books etc. were relevant and adequate to have analytical & critical enquiring skill	PO 2
6	The teaching pedagogy had an appropriate mix of lectures, case studies, student projects, presentations etc. that enhanced learning	PO 2
7	Faculty were generally alive to learning difficulties of students and understand student requirements	PO 3
8	The faculty mentor system helps for understanding ethical values	PO 3
9	The evaluation and feedback systems were transparent and fair	PO 3
10	The hands-on experience gained from the lab/practical sessions enhanced my job-preparedness	PO 4
11	Industry/plant visits were adequate and well-planned to understand business problems	PO 4
12	Adequate interactions with practicing managers were organised and they have enhanced my practical learning	PO 4
13	There were opportunities for live projects with organisations	PO 4
14	The module(s) on communication skills were helpful to improve my communication skills	PO 4
15	The programme has strengthened my inter-personal skills and team orientation	PO 5
16	The programme has strengthened my sensitivity to and appreciation of the social, environmental and ethical aspects	PO 5
17	The programme has helped me to present myself with confidence	PO 5
18	There were sufficient facilities/opportunities to pursue non-academic interests such as art, music etc	PO 5
19	The evaluation system adequately helps me to measure my progress	PO 5

Mean score of all the participants is arrived for each Program Outcomes & summarised below

Student Feedback Ratings (out of 10)

Year	Number of students surveyed	PO1	PO2	PO3	PO4	PO5
2017-19	110	8.10	7.78	7.87	7.52	7.86
2018-20	104	8.72	8.76	8.65	8.51	8.58
2019-21	120	8.05	8.05	8.02	7.78	7.98
2020-22	118	8.80	8.19	8.90	8.42	8.87

From the student feedback score through exit interview, the PO attainment level is calculated as follows.

If the student feedback score is between 8 and 10 (both 8 & 10 included): 3
If the student feedback score is between 6 and 8 (both 6 & 7.99 included): 2
If the student feedback score is less than 6 (included upto 5.99) : 1

PO attainment level based on student feedback score

Year	PO1	PO2	PO3	PO4	PO5
2017-19	3	2	2	2	2
2018-20	3	3	3	3	3
2019-21	3	3	3	2	2
2020-22	3	3	3	3	3

- **Recruiters feedback**

It is a process of gathering feedback from recruiters of students from TSM. It helps us in assessing our students who are placed in different organizations. The recruiters give feedback on various parameters related to student's domain knowledge as well as their communication, confidence and other soft skills required for successful tenure in that organization. It further helps us in finetuning our course structure and pedagogy to keep pace with changing demands of the employers.

The various parameters/criterion used for evaluation include:

1. Reporting of students on schedule
2. Students competence met my expectations
3. Students resumes were professional
4. Communication skills
5. Awareness about the company's profile
6. Student's etiquette
7. Confidence of the students
8. Logical and analytical reasoning
9. Domain knowledge
10. Learning from summer internship

Recruiters' Feedback Ratings (out of 5)

Year	PO1	PO2	PO3	PO4	PO5
2017-19	3.0	3.1	2.6	2.5	2.6
2018-20	3.7	4.0	3.6	4.0	4.0
2019-21	3.4	4.0	3.6	3.6	3.4
2020-22	3.8	3.9	4.1	3.7	3.6

From the recruiters feedback score, the PO attainment level is calculated as follows.
If the recruiters feedback score is between 4 and 5 (both 4 & 5 included): 3
If the recruiters feedback score is between 3 and 4 (both 3 & 3.99 included): 2
If the recruiters feedback score is less than 3 (less than 2.99): 1

PO attainment level based on recruiters' feedback score

Year	PO1	PO2	PO3	PO4	PO5
2017-19	2	2	1	1	1
2018-20	2	3	2	3	3
2019-21	2	3	2	2	2
2020-22	2	2	3	2	2

Program Outcome Attainment – Indirect Assessment
This is calculated by taking the average of attainment levels calculated based on students exit survey and recruiters feedback survey.

Year	PO1	PO2	PO3	PO4	PO5
2017-19	2.5	2.0	1.5	1.5	1.5
2018-20	2.5	3.0	2.5	3.0	3.0
2019-21	2.5	3.0	2.5	2.0	2.0
2020-22	2.5	2.5	3.0	2.5	2.5

Overall Program Outcome Attainment – Direct and Indirect Assessment

The overall program outcome attainment is calculated summing 80% of direct assessment and 20% of indirect assessment.

Year	PO1	PO2	PO3	PO4	PO5
2017-19	2.57	2.47	2.37	2.33	2.32
2018-20	2.72	2.83	2.65	2.82	2.79
2019-21	2.58	2.72	2.60	2.53	2.52
2020-22	2.77	2.77	2.82	2.77	2.76

Attainment of Course Outcomes

List of assessment processes

The assessment will comprise of continuous assessment (60%) and final examination (40%). The various assessment tools to measure student learnings and attainment of course outcomes are mentioned below:

- ➢ Mid-term exam
- ➢ End-term exam
- ➢ Group projects
- ➢ Individual assignments
- ➢ Quiz test
- ➢ Class Participation
- ➢ Attendance
- ➢ Role Plays
- ➢ Seminar Presentation
- ➢ Lab Examinations

The course facilitator designs the various course assessment tools in accordance with the institution guidelines and performs continuous assessment of students as per the assessment rubrics.

The course facilitator also prepares the end-term question paper for his respective courses and submits to controller of examination well in advance.

Example:
Course: Managerial Cost Accounting (II Trimester : 2020 – 2022)

This course Psychology at Work has the following evaluation components.
Psychology at Work Evaluation Component

Evaluation parameter	Descriptions	Marks
Classroom participation	Students will be assigned pre-reading materials and cases, students who contribute to class discussions regularly will be awarded marks. This will help peer learning	10
Quiz	MCQ based quiz through LMS Software Moodle will be conducted covering overall syllabus to test the remembrance and understanding skill of the students.	10
Assignment	To test the problem solving skill of the students excel based assignment questions for each module will be conducted. Students will be given two days time to solve and submit the answer through LMS Software Moodle. Average marks of all the assignments will be considered	15
Mid term	To test the computing skills of the students a midterm exam will be conducted. It will be for 2 hours and excel based. It will cover first two modules of the syllabus.	25
End term	A written exam will be conducted at the end of the trimester (Standard format) for 60 marks. This will carry 40% of the evaluation marks	40
Total marks		100

Attainment of course outcomes

The attainment of course outcomes is calculated from both continuous assessment (60%) and end-term assessment (40%). Attainment is measured in terms of actual percentage of students getting set percentage of marks.

The attainment levels are assigned as per the following rule:

Attainment Level 1: 60% students securing more than 60% of maximum marks.
Attainment Level 2: 70% students securing more than 60% of maximum marks.
Attainment Level 3: 80% students securing more than 60% of maximum marks.

The attainment of course outcome is calculated as below.

Example:
Course: Psychology at Work (IV Trimester, 2017-19)

This course has following evaluation components.

Component	Weightage
Class Participation	10
Quiz	10
Assignment	10
Midterm	25
Endterm	40
Total	100

The course outcome attainment is calculated for each of the evaluation components

Course attainment for CA

	Class Participation (10)	Quiz (15)	Assignment (10)	Mid Term (25)
Number of Students scoring more than 60% of marks	106	116	120	118
Percentage of Students Scoring more than 60% of Marks	88.33%	96.67%	100%	98.33%
CO Attainment for individual components	3	3	3	3

Total number of students in the course is 120

CO attainment (CA) = (0.10*3+0.15*3+0.10*3+0.25*3)/0.6 = 3.0

Course attainment for End Term

	End Term (40)
Number of Students scoring more than 60% of marks	98
Percentage of Students Scoring more than 60% of Marks	81.67%
CO Attainment for Endterm	3

Final CO attainment = 0.5 * 3 + 0.5 * 3 = 3