

**SHREE CHANAKYA EDUCATION SOCIETY'S,
INDIRA INSTITUTE OF MANAGEMENT, PUNE**



SELF ASSESSMENT REPORT

MASTER OF BUSINESS ADMINISTRATION (MBA)

NBA APPLICATION ID – 8396 / 13-09-2023

85/5A Tapasya Building, Pune Mumbai Highway, Tathawade, Pune 411 033
website – www.indiraiimp.edu.in, Phone – 020 66168268

Submitted to

NATIONAL BOARD OF ACCREDITATION, NEW DELHI





INDIRA INSTITUTE OF MANAGEMENT, PUNE

SELF ASSESSMENT REPORT - CONTENTS

Section	Item	Page No.
PART A	Institutional Information	4
PART B	Criteria Summary	
1	Vision, Mission & Program Educational Objectives	11
2	Governance, Leadership & Financial Resources	22
3	Program Outcomes & Course Outcomes	68
4	Curriculum & Learning Process	290
5	Student Quality and Performance	318
6	Faculty Attributes and Contributions	354
7	Industry & International Connect	390
8	Infrastructure	438
9	Alumni Performance and Connect	461
10	Continuous Improvement	487
PART C	Declaration by the Institution	508
Annexure - I	Program Outcomes (POs)	510
Annexure – II	Sample MOMs of Advisory Bodies	512



INDIRA INSTITUTE OF MANAGEMENT, PUNE



National Board of Accreditation Self Assessment Report

PART A Institutional Information

**PART A: INSTITUTIONAL INFORMATION**

1. **Name and Address of the Institution: Indira Institute of Management**
85/5A Tapasya Building,
Pune Mumbai Highway, Tathawade,
Pune 411 033
2. **Name and Address of the Affiliating University, if applicable: Savitribai Phule Pune**
University, Ganeshkhind Road, Pune, Maharashtra, India.
3. **Year of establishment of the Institution: 1994**
4. **Type of the Institution:**

Institute of National Importance	<input type="checkbox"/>
University	<input type="checkbox"/>
Deemed University	<input type="checkbox"/>
Autonomous - 2019	<input checked="" type="checkbox"/>
Affiliated Institution - 1994	<input checked="" type="checkbox"/>
AICTE Approved PGDM Institutions	<input type="checkbox"/>
Any other (Please specify) Provide Details:	<input type="checkbox"/>

Note: In case of Autonomous and Deemed University, mention the year of grant of status by the authority

**5. Ownership Status:** Central Government

State Government

Government Aided

Self-financing

Trust

Society

Section 8 Company

Any Other (Please specify)

Provide Details:**6. Vision of the Institution:**

IIMP aims to continue to be a Centre of academic excellence in the field of management education with the purpose of developing socially responsible business leaders and entrepreneurs, who are global citizens, through holistic development.

7. Mission of the Institution:

- To develop managers and entrepreneurs by promoting a learning environment that encourages knowledge inquisitiveness, creative thinking, systems thinking and social intelligence.
- To contribute to the human capital requirement of the industry by enhancing the employability of the graduates.
- To sensitize the graduates towards work ethics and social responsibility.
- To foster strategic alliance with industry for research and its application.

**8. Details of all the programs offered by the institution:**

S. No.	Program Name	Year of Start	Intake at the start of the program	Increase in intake, if any (from the start)	Year of increase	AICTE Approval	Accreditation Status*
1	MBA	1994	60	90	1995-96	Yes	No
				120	2001-02	Yes	No
				180	2003-04	Yes	From 07/05/2003 for three years From 22-01.2008 for three years
				240	2015-16	Yes	From 06/05/2014 for 5 years
				300	2020	Yes	From 01/07/2020 for 3 Years
2	BBA	2019	240	320	2020	NA	No
				480	2021	NA	No

* Write applicable one:

- **Granted accreditation for 3 years for the period (June 2020 – June 2023)**

9. Programs to be considered for Accreditation vide this application

S. No.	Program Name	Current Year (2023- 2024) Sanctioned Intake	Current year (2023- 2024) admitted nos.
1	MBA	300	330

10. Contact Information of the Head of the Institution and NBA coordinator, if designated:

Name: Dr. Pandit Mali

Designation: Director

Mobile No: 9011086098

Email id: director-iimp@indiraedu.com



NBA coordinator, if

Designated Name: Dr. Pallavi Sajanapwar

Designation: Professor & Deputy Director

Mobile No: 9822406437

Email id: pallavi.sajanapwar@indiraiimp.edu.in



INDIRA INSTITUTE OF MANAGEMENT, PUNE



National Board of Accreditation Self Assessment Report

PART B Criteria Summary

*Criteria Summary***Name of the Program - Master of Business Administration**

Criteria No.	Criteria	Mark/Weightage
1	Vision, Mission & Program Educational Objectives	50
2	Governance, Leadership & Financial Resources	100
3	Program Outcomes & Course Outcomes	100
4	Curriculum & Learning Process	125
5	Student Quality and Performance	100
6	Faculty Attributes and Contributions	250
7	Industry & International Connect	100
8	Infrastructure	75
9	Alumni Performance and Connect	50
10	Continuous Improvement	50
	Total	1000



CRITERION 1

VISION, MISSION & PROGRAM EDUCATIONAL OBJECTIVES



Criterion 1	Vision, Mission & Program Educational Objectives	50
--------------------	---	-----------

1.1. Vision and Mission statements (5)

Indira Institute of Management Pune (IIMP) in its pursuit of excellence, focuses on every aspect of development, thereby enhancing the quality of individuals – the Indiraites.

At the core of IIMP's philosophy, lies the conviction, to become outstanding in the field of Management, to make this country a better place for future generations to come.

Accordingly, the **VISION** and **MISSION** at IIMP are:

VISION

IIMP aims to continue to be a Centre of academic excellence in the field of management education with the purpose of developing socially responsible business leaders and entrepreneurs, who are global citizens, through holistic development.

MISSION

- To develop managers and entrepreneurs by promoting a learning environment that encourages knowledge inquisitiveness, creative thinking, systems thinking and social intelligence.
- To contribute to the human capital requirement of the industry by enhancing the employability of the graduates.
- To sensitize the graduates towards work ethics and social responsibility.
- To foster strategic alliance with industry for research and its application.

Vision and Mission statements are displayed in very articulate manner at all the prominent places within the campus of the Institute such as Reception, Director's Office, Lobby, Library, Faculty Room, Class Rooms, Computer Labs and also on official website of the Institute.

Vision and Mission statements are printed in all the published documents of the Institute, such as Prospectus, Placement Brochure, Rule Book, Reports etc.



1.2. PEOs statements (5)

The MBA program is developed and defined with the help of Vision & Mission statements of the institute, IIMP's Governance Philosophy is based on Vision & Mission, and also derived from various functional aspects of today's corporate world. Following are the aspects on which deliberation was done for developing the PEO statements: entrepreneurial ability, domain, practice orientation, industry-institute interface, research

- **Domain:** It is imperative to impart domain knowledge to the students so that they understand the business, its processes, work systems and key aspects associated with business. The students will be able to comprehend the clear and current business needs and also anticipate unstated needs.
- **Employability:** Industry orientation needs to be the focus of management education in recent times as the requirement of the Industry is not only theory-based approach but also application-based. An employer is unlikely to miss the lack of practical experience in troubleshooting real world business problems in a candidate. Therefore, it is extremely important to streamline the course curriculum as per the industrial requirements. The present course curriculum should give them enough opportunities to test their problem-solving skills.
- **Industry Interface and Research:** Industry-Academia linkage offers an excellent way of connecting theory to practice. This interface will help the graduates to encounter the real complexities involved in running a business, resulting into development of both skills and attitude which are key aspects to their success in the corporate world.
- **Humane:** People and Technology work in synergy to help a company achieve measurable outcomes leading to stakeholder satisfaction. Technology needs to get upgraded and humans are no different from it. Hence the managers of tomorrow need to be sensitized towards humane values as they would need to lead a team of highly motivated employees and provide with required reward and recognition, that ensures that they perform an extra mile with strong ethical values.
- **Innovation:** Managers should be skilled in project management and strategic thinking. This is possible only when they are creative and visionary, with the ability to see opportunities and possess the business acumen to navigate ideas into reality, balancing organizational tolerance for risk and organizational objectives.



- **Youthfulness:** Embracing a youthful mindset in business, the organization taps into a fresh worldview that unveils numerous untapped opportunities. Managers, embodying traits of voluntarism, self-motivation, and a commitment to lifelong learning, are empowered to seize distinctive prospects within this dynamic landscape.
- **Communication:** Possessing or developing excellent communication skills will help business leaders and their teams in various facets of business operations: like communicating your brand, boosting positive team morale that ensures increased productivity and promoting generation of new business ideas.
- **Cross-functional Aspect:** Company thrives on a cross-functional team. The designed processes are such that these groups must work to support, facilitate or operate as part of the corporate value chain and thus thrive on collaborative working.

Based on the above-mentioned aspects, the PEOs are designed as:

PEO1: An MBA Graduate will exhibit System Thinking Approach in integrating core, cross-functional and inter-disciplinary aspects of management leading to organizational excellence.

PEO2: An MBA graduate will be a solution driven leader, demonstrating creativity and innovativeness, in decision making process working effectively with multi-cultural teams, for providing solutions to complex business problems.

PEO3: An MBA Graduate will be able to articulate and communicate, effectively, on complex aspects of management with the business community and society at large.

PEO4: An MBA Graduate will showcase value centered leadership by possessing strong ethical and humane values, enabling him/her to assume a pivotal role in various sectors of the Indian and Global Economy.

PEO5: An MBA Graduate will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment

1.3. Dissemination among stakeholders (10)

Disseminating the vision and mission of the Institute among stakeholders is crucial for ensuring alignment, engagement, and a shared sense of purpose. The vision, mission and PEOs are emphasized by reiterating the statements to the students, faculty, staff and other stakeholders through regular communication channels viz.;



- The vision and mission boards are displayed in prominent places in the campus including Director's cabin & Faculty rooms.
- Publications like MBA Prospectus, Rule Book of the Institute contain the vision and mission statement.
- The students are also sensitized about the vision and philosophy of the Institution during their Induction Program.
- The Vision, Mission & PEOs are stated in the Syllabus and Course structure of the Program
- The vision, mission and the PEO's are also available on the Institutional website

The Vision is directly linked to the goals of each specialization. The objective setting exercise, performance review standards & regular monitoring of each specialization are designed based on the Vision, Mission statements and PEOs. All events are tuned and then traced back to the mission, underscoring its relevance from internal circulars, presentation, regular meetings. Thus, the vision, mission and PEOs serve as a reminder of purpose and goals, to the team.

1.4. Formulation process (15)

The process of defining the Vision, Mission, and Program Educational Outcomes (PEOs) at IIMP encompasses the following steps:

- The Stakeholders of IIMP (Staff, Students and beyond) proactively contributed their ideas and suggestions at an early formative stage of the process. This process falls under the purview of College Development committee (CDC). CDC is constituted according to Section 97 of Maharashtra University Act, 2016. The CDC at IIMP is a blend of teaching and non-teaching members, responsible to convert the vision and objectives of top management into action plans. Hence CDC guides the Internal Quality Assurance Cell (IQAC) for implementing the process.
- Internal Quality Assurance Cell (IQAC) initiates the process of defining and redefining the PEOs. A report in this effect is submitted to CDC for the approval.
- Approved PEOs are then circulated to the faculty for further designing of Program Specific Outcomes and Course Outcomes.
- Participatory workshops that helped to generate genuine engagement with faculty and staff for defining POs were organized. Workshops on “Outcome Based Education” and “Co-relation of Course Outcomes with PEOs, POs & PSOs” was conducted that further led to defining and finalizing of POs & PSOs.



Thus, the vision and mission of the Institute is based on the following:

- Vision of establishing world class Management Institute laid down by the founder members.
- Need of the society for quality education.
- Suggestion from the stakeholders.

The Program Educational Objectives (PEOs) are largely based on

- ↻ IIMP's Governance Philosophy of; Humane, Innovation, Youthfulness, Dynamism, Democracy and Progress. It also focuses on elements that fall under the functional structure of Industry like: Communication and Cross-functional Aspects.
- ↻ Need identification through prospective employers in the field of management, who are looking out for focused responsible managers and leaders.

1.5. Consistency of PEOs with the mission (15)

PEO Statements	M1	M2	M3	M4
	To develop managers and entrepreneurs by promoting a learning environment that encourages knowledge inquisitiveness, creative thinking, systems thinking and social intelligence.	To contribute to the human capital requirement of the industry by enhancing the employability of the graduates.	To sensitize the graduates towards work ethics and social responsibility.	To foster strategic alliance with industry for research and its application.
PEO1: An MBA Graduate will exhibit System Thinking Approach in integrating core, cross-functional and inter-disciplinary aspects of management leading to organizational excellence.	3	3	2	3
PEO2: An MBA graduate will be a solution driven leader, demonstrating creativity and innovativeness, in decision making process working effectively with multi-cultural teams, for providing solutions to complex business problems.	3	3	2	3



PEO3: An MBA Graduate will be able to articulate and communicate, effectively, on complex aspects of management with the business community and society at large.	2	2	3	2
PEO4: An MBA Graduate will showcase value centered leadership by possessing strong ethical and humane values, enabling him/her to assume a pivotal role in various sectors of the Indian and Global Economy.	3	3	2	3
PEO5: An MBA Graduate will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment	3	3	3	3

The mapping of the PEOs with the mission of program has been described in following paragraphs:

1. Domain and multi-disciplinary knowledge is provided with dedicated hours of curricular teaching so that the graduates master fundamentals and acquire proficiency for working in Industry. Decision Making, Problem solving and self-learning ability imparted through Case Studies, Simulation, Projects, SIP, Career & Leadership Development Program (CLDP), Certification Workshops etc.
2. Communication Skill development for effective articulation is done by the use of intensive coaching in English language and business communication.
3. The value driven leadership and sensitivity to social issue is taught through various sessions conducted during events viz. the induction program among others, participation of all students in social responsibility activities with various NGOs, workshops and seminars throughout the year.
4. Students develop teamwork and leadership skills through group assignments, participation in committees and driving activities in collaboration with student teams. Students interact with industry personnel for sessions on campus and during recruitment process. Students organize conferences involving industry personnel and academicians. Students are also encouraged to



participate in the management competitions of various universities, cultural, sports and other tech-fests. Presenting research papers in conferences is also encouraged. Students also get to interact with the Industry Experts who visit the campus during External Assessments as examiners.

The consistency of the PEO with the Mission of the Institute and the resultant matrix was obtained by availing feedback from relevant stakeholders such as Students, Faculty, Alumni, and Industry Representatives. Such feedback was utilized to arrive at the mentioned consistency and thereby assured justified correlation. Such exercise led to the reassurance that the MBA program was working in the right direction for administering teaching and learning on campus.

Mentioned below are samples of the survey conducted for the purpose:

I) Students' survey Analysis: On mapping the PEO with the mission statements based on students exit survey, the evidence reflected the perception of the students after their graduation, justifying the stated correlation between PEO and Mission.

PEO and Mission Consistency Matrix: Survey of Students

PEO Statements	M1	M2	M3	M4	Assessment (%)
PEO1: An MBA Graduate will exhibit System Thinking Approach in integrating core, cross-functional and inter-disciplinary aspects of management leading to organizational excellence.	3	3	2	3	92
PEO2: An MBA graduate will be a solution driven leader, demonstrating creativity and innovativeness, in decision making process working effectively with multi-cultural teams, for providing solutions to complex business problems.	3	3	2	3	94
PEO3: An MBA Graduate will be able to articulate and communicate, effectively, on complex aspects of management with the business community and society at large.	2	2	3	2	89
PEO4: An MBA Graduate will showcase value centered leadership by possessing strong ethical and humane values, enabling him/her to assume a pivotal role in various sectors of the Indian and Global Economy.	3	3	2	3	92



PEO5: An MBA Graduate will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment	3	3	3	3	88
--	---	---	---	---	-----------

Students exit survey Analysis: The consistency of PEO with the Mission statements of the institute based on students exit survey is in the range of 88 to 94%.

II) Faculty Survey Analysis: On mapping the PEO with the mission statements based on Faculty survey, the evidence reflected the perspective of faculty in accomplishment of the Mission and PEO, justifying the stated correlation between PEO and Mission.

PEO and Mission Consistency Matrix: Survey of Faculty

PEO Statements	M1	M2	M3	M4	Assessment (%)
PEO1: An MBA Graduate will exhibit System Thinking Approach in integrating core, cross-functional and inter-disciplinary aspects of management leading to organizational excellence.	3	3	2	3	95
PEO2: An MBA graduate will be a solution driven leader, demonstrating creativity and innovativeness, in decision making process working effectively with multi-cultural teams, for providing solutions to complex business problems.	3	3	2	3	96
PEO3: An MBA Graduate will be able to articulate and communicate, effectively, on complex aspects of management with the business community and society at large.	2	2	3	2	84
PEO4: An MBA Graduate will showcase value centered leadership by possessing strong ethical and humane values, enabling him/her to assume a pivotal role in various sectors of the Indian and Global Economy.	3	3	2	3	91
PEO5: An MBA Graduate will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment	3	3	3	3	92

The consistency of PEO with the Mission statements of the institute based on Faculty survey is in the range of 84 to 96%. The results are in consonance with the students' survey results.



III) Alumni Survey Analysis: On mapping the PEO with the mission statements based on alumni survey the evidence reflected the performance and accomplishment of the students after their graduation, justifying the stated correlation between PEO and Mission.

PEO and Mission Consistency: Matrix survey of Alumni

PEO Statements	M1	M2	M3	M4	Assessment (%)
PEO1: An MBA Graduate will exhibit System Thinking Approach in integrating core, cross-functional and inter-disciplinary aspects of management leading to organizational excellence.	3	3	2	3	93
PEO2: An MBA graduate will be a solution driven leader, demonstrating creativity and innovativeness, in decision making process working effectively with multi-cultural teams, for providing solutions to complex business problems.	3	3	2	3	91
PEO3: An MBA Graduate will be able to articulate and communicate, effectively, on complex aspects of management with the business community and society at large.	2	2	3	2	87
PEO4: An MBA Graduate will showcase value centered leadership by possessing strong ethical and humane values, enabling him/her to assume a pivotal role in various sectors of the Indian and Global Economy.	3	3	2	3	84
PEO5: An MBA Graduate will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment	3	3	3	3	95

The consistency of PEO with the Mission statements of the institute based on Alumni Survey is in the range of 84 to 95%. The results are in consonance with the students and faculty survey results.

IV) Industry Professionals Survey Analysis: On mapping the PEO with the mission statements based on Industry Professionals survey, the evidence reflected their perspective in accomplishment of the Mission and PEO by the institute, justifying the stated correlation between PEO and Mission

**PEO and Mission Consistency: Matrix survey of Industry Professionals**

PEO Statements	M1	M2	M3	M4	Assessment (%)
PEO1: An MBA Graduate will exhibit System Thinking Approach in integrating core, cross-functional and inter-disciplinary aspects of management leading to organizational excellence.	3	3	2	3	92
PEO2: An MBA graduate will be a solution driven leader, demonstrating creativity and innovativeness, in decision making process working effectively with multi-cultural teams, for providing solutions to complex business problems.	3	3	2	3	90
PEO3: An MBA Graduate will be able to articulate and communicate, effectively, on complex aspects of management with the business community and society at large.	2	2	3	2	91
PEO4: An MBA Graduate will showcase value centered leadership by possessing strong ethical and humane values, enabling him/her to assume a pivotal role in various sectors of the Indian and Global Economy.	3	3	2	3	89
PEO5: An MBA Graduate will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment	3	3	3	3	93

Industry Professionals Survey Analysis: the consistency of PEO with the Mission statements of the institute based on Industry Professionals survey is in the range of 89 to 93%. The results are in consonance with the student, faculty and alumni survey results.

Total consistency of PEOs with Mission of the Institute

Percentage (%) Consistency with the Mission statements					
PEO	Students	Faculty	Alumni	Industry Professional	Average
1	92	95	93	92	93
2	94	96	91	90	92.75
3	89	84	87	91	87.75
4	92	91	84	89	89
5	88	92	95	93	92

The stake holders' survey shows that the PEOs are aligned with the mission statement in the range of 88 % to 93%.



CRITERION 2

GOVERNANCE, LEADERSHIP & FINANCIAL RESOURCES



Criterion 2	Governance, Leadership & Financial Resources	100
--------------------	---	------------

2.1 Governance and Leadership (60)

2.1.1. Governing Structure and Policies (30)

2.1.1.1. Governing Structure (10)

Management of IIMP plays an effective & efficient role in setting academic and administrative directions through the following:

- Academic Bodies of Governance structure, and
- Administrative Reporting structure

As an Academic head, the Director is authorized to take policy decisions and perform the role of setting academic goals and controlling efforts in right direction. As a result of the initiatives taken by the Management and the leadership style adopted by it, IIMP has given excellent results, right from its inception.

➤ Governance

In the past decade, the field of Management has undergone remarkable transformations, both as a profession and a career. Today's dynamic corporate landscape requires aspiring managers to possess not only the essential knowledge and skills but also the right mind-set and approach towards their profession. This necessitates a greater emphasis on instilling values that ensure individuals' dedication and commitment to their work and profession.

The vision and mission of IIMP further emphasize the importance of adaptability, flexibility, agility, and innovation to effectively address the new challenges. Providing training in this direction to future managers is only possible if the institution's leadership is fully committed to these principles. Under the guidance of Dr. Tarita Shankar, a visionary leader, the top management of IIMP strongly upholds the values of democracy and transparency. This commitment is fostered through regular meetings, creating an environment of openness where transparency is an implicit expectation.

The progress achieved at IIMP has been more than just a linear advancement; it has been a journey of organic growth encompassing self-understanding and self-actualization. This growth has been nurtured over the years through a steadfast dedication to a clear vision and the cultivation of

mutual trust. The realization of our vision has been made possible by our unwavering commitment to the values of human development.

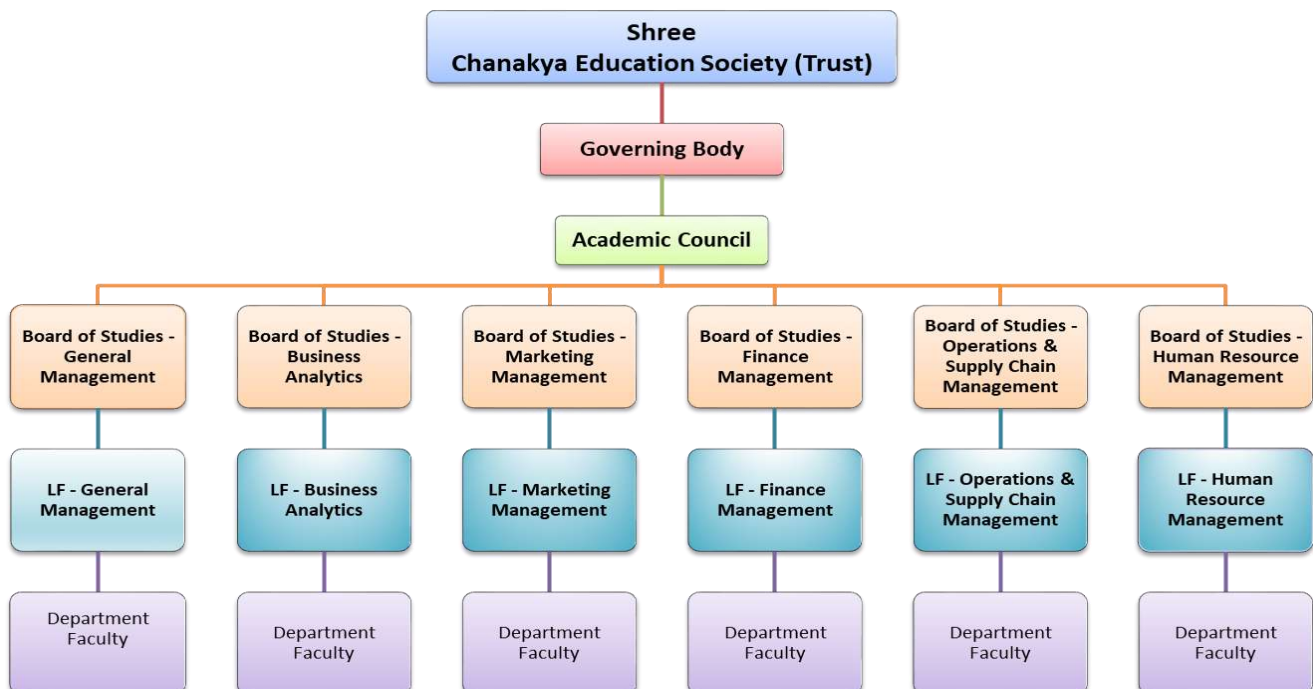
➤ **Philosophy of Governance**

Shree Chanakya Education Society has a democratic pattern of governance; the duly selected governing body is responsible to take decisions for efficient functioning of the institute. The governance is transparent in its approach and accountable to the Management of the Society.

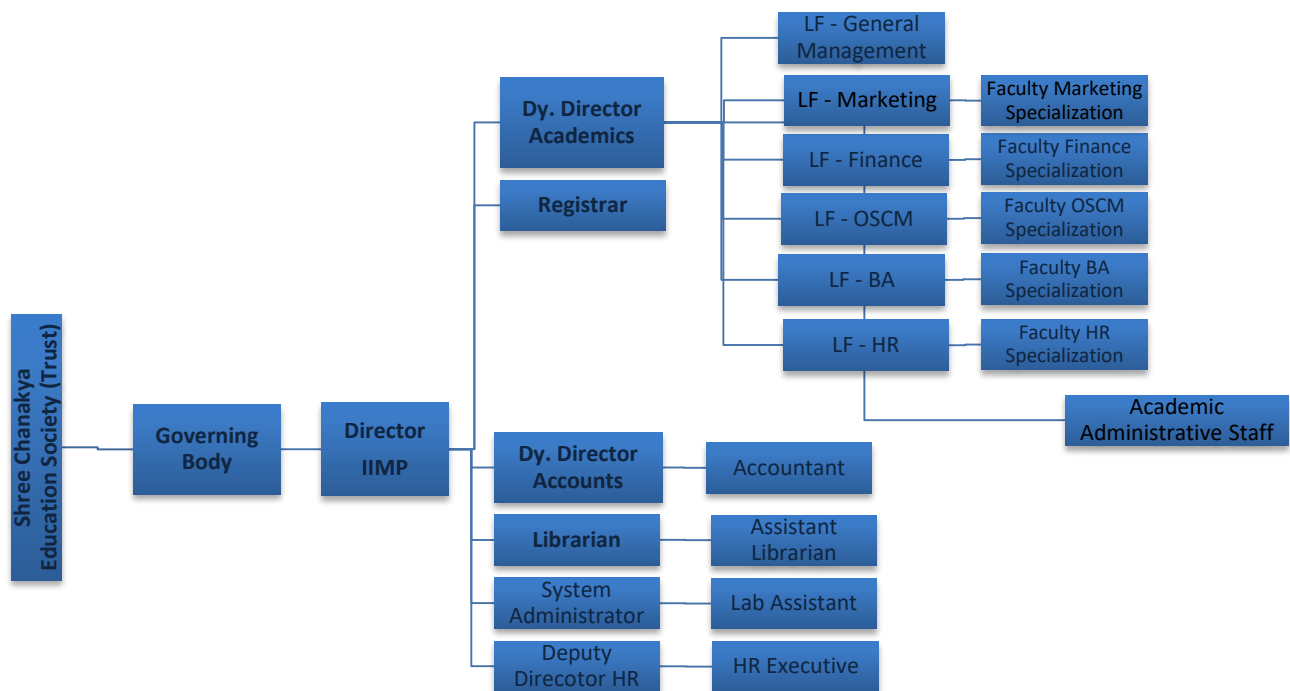
Six Pillars of IIMP’s Governance Philosophy are:

1. Humane
2. Innovation
3. Youthfulness
4. Dynamism
5. Democracy; and
6. Progress

➤ **Academic Governing Structure:**



➤ **Administrative Reporting Structure (Organogram)**



The Institute has constituted the following committees to ensure proper management of academic, financial and general administrative affairs.

The following are statutory bodies:

- Governing Body
- Academic Council
- Board of Studies
- Finance Committee
- Examination Committee
- College Development Committee
- Internal Quality Assurance Cell
- Anti-Ragging Committee
- Internal Complaint Committee (IC)
- SC/ST Committee
- Institute Industry Cell

The institute, in addition, to the above-mentioned bodies have other committees. The administration is decentralized through constitution of several other committees which have been given necessary authority to plan and execute the activities in the areas allotted to them.

**List of committees as follows:**

Sr. No.	Name of the Committee
1	Research Committee
2	Grievance Redressal Cell
3	Women Cell
4	Library Committee
5	Budget Committee
6	Alumni Cell
7	Students Council

The various committees which contribute to the governance of the institute are as under:

A) TRUSTEES of Shree Chanakya Education Society:

The trustees of SCES take accountability towards the stakeholders, particularly the students and their parents. The basic governance structure requires the trustees to often accept other positions as part of their board duties. The board is responsible for strategic planning and proposes to oversight the execution of these plans. As the final authority for the institute, trustees make all legal decisions and fulfil judiciary responsibilities, although they delegate some specific powers and duties to others. The board of trustees is responsible for developing and approving the institute's mission, strategic goals and objectives, and establishing policies related to different programs.

Trustees of Shree Chanakya Education Society:

Sr. No.	Name of the Trustees	Designation
1	Smt. Sarita Shankar Wakalkar	President
2	Mr. Sandeep Prabhakar Gaikwad (w.e.f. 28/03/2023)	Vice - President
3	Dr. Tarita Shankar	Founder Secretary & Chief Managing Trustee
4	Mr. Adesh Prabhakar Gaekwad	Joint Secretary
5	Mr. Pilaji Sursingh Jadhavrao	Treasurer
6	Mr. Girish Popatlal Parekh	Member
7	Mr. Sahil Aditya Mehendale (w.e.f. 28/03/2023)	Member

**B) Governing Body:**

The Governing Body of the Institute, at present, is a combination of Management, Academician, Representatives of UGC and Affiliating University, Representative of Industry and State Government Nominee.

Functions of the Governing Body:

- Governing body provides the required Guidance and motivation in fulfilling the objectives with which the Institute went for autonomous status.
- The Body institutes scholarships, medals, prizes and certificates on the recommendations of the Academic Council
- It approves new programs of study which will further be leading to degrees and/or diplomas.
- All recruitments of Teaching Faculty/Director shall be made by the Governing Body/Parent University as applicable in accordance with the policies laid down by the UGC and State Government from time to time.
- It approves annual budget of the Institute.

Term: As per the UGC guidelines, the Governing Body shall be reconstituted every three years except in the case of UGC nominee who shall have a term of five years.

THE GOVERNING BODY

Sr. No.	Name	Designation	Category
1.	Dr. Tarita Shankar	Founder Secretary and Chief Managing Trustee	Chairperson
2.	Dr. Yogeshwari Phatak	Director, Prestige Institute of Management, Indore	UGC Nominee
3.	Mr. Adesh Gaikwad	Director Projects & Trustee - IGI	Member
4.	Mr. Girish Parekh	Director Finance & Trustee - IGI	Member
5.	Shri. Pilaji (Baba Saheb) Jadhavrao	Trustee SCES	Member
6.	Dr. Mahesh Abale	Professor and Incharge Director, Prin. N. G. Naralkar Institute	Member (SPPU Nominee)
7.	Mr. Manoj Joshi	VP – Finance, Tech Mahindra	Member
8.	Mr. Sandeep Gaekwad	Director Administration & HR - IGI	Member
9.	Dr. Pandit Mali	Director IIMP	Ex-officio member
10.	Dr. Anjali Kalkar	Dean UG Program IIMP	Member
11.	Dr. Pallavi Sajanapwar	Dy. Director IIMP	Member
12.	Dr. Abhijit Chandratreya	Assistant Director (Research, Training and Development) IIMP	Convener

**C) ACADEMIC COUNCIL:****Functions of the Academic Council:**

The Academic Council shall:

- a) Scrutinize and approve the proposals submitted by the Board of Studies with modifications suggested thereon, about courses of study, academic regulations, syllabi and modifications thereof, instructional and evaluation arrangements, methods, procedures relevant thereto etc. Where the Academic Council differs on any proposal, it shall have the right to return the matter for reconsideration to the Board of Studies concerned or reject it, after giving reasons to do so.
- b) Make regulations regarding the admission of students to different programs of study in the institute keeping in view the policy of the Government.
- c) Recommend to the Governing Body about instituting new programs of study at the Institute.
- d) Recommend to the Governing Body about instituting scholarships, prizes and medals, and to frame regulations for awarding the same.
- e) Advise the Governing Body on suggestions(s) pertaining to academic affairs made by it.
- f) Perform such other functions as may be assigned by the Governing Body

Term: As per the UGC guidelines the term of the nominated members of the Academic Council shall be three years.

ACADEMIC COUNCIL

Sr.	Nature	Name of the member	Designation and Organization
01	Chairman	Dr. Pandit Mali	Director IIMP
02	Members	Dr. Pallavi Sajanapwar	Dy. Director IIMP
		Dr. Anjali Kalkar	Dean UG Programs IIMP
		Dr. Sanjay Kumar Patil	Controller of Examination
		Dr. Sanjay Bhale	BoS Chair, General Management IIMP
		Dr. Hemant Anbhule	BoS Chair, Marketing IIMP
		Dr. Purvi Shah	BoS Chair, Finance IIMP
		Dr. Nitin Joshi	BoS Chair, OSCM IIMP
		Dr. Neha Ramteke	BoS Chair, Business Analytics IIMP



03	Different categories on basis of seniority on rotation, nominated by the Director	Dr. Dipanjay Bhalerao	Dean Research, Marketing IIMP
		Dr. Punam Bhojar	Faculty, Business Analytics IIMP
		Mr. Sanchit Pansare	Faculty, IQAC Coordinator-(MBA)
		Dr. Jyoti Bhanage	Faculty, IQAC Coordinator-(BBA)
		Ms. Samita Ingle	Placement Cell IIMP
04	Nominated by Governing Body	Mr. Shantanu Sen Sharma	Co-Founder and Leadership Coach, Ozone Education Consultants P L
		Dr. M.P. Sunder	Head Marketing, Adobe India
		Mr. Rajesh Javalgi	Director - Finance at 3DPLM, a Dassault Systèmes company, Pune
		Dr. (Capt.) CM Chitale	Chair Professor, Shantanurao Kirloskar Chair, SPPU
		Dr. Shailesh Kasande	CEO & Group Director, Suryadatta Group of Institutes, Pune
05	Professors - Nominated by SPPU	Dr. Parag Kalkar	Dean, Faculty of Commerce and Management, SPPU
		Dr. Ranjit Chitale	Associate Professor, Department of Management Sciences, SPPU
		Dr. S. Jadhavar	Principal, Shivchatrapati Arts and Commerce College
06	Member Secretary – Nominated by Director	Ms. Yestrela Vaz	BoS Chair, HR - IIMP

D) BOARD OF STUDIES:

The Composition of Board of Studies includes Head of the Department concerned (Chairman), The entire faculty team of each specialization, subject experts from outside the Parent University, expert nominated by the Vice-Chancellor, representative from industry/corporate sector/allied area relating to placement, alumnus and members of staff of the same faculty.

Functions:

The Board of Studies of a Department in the college shall:

- Prepare syllabi for various courses keeping in view the objectives of the institute, interest of the stakeholders and national requirement. It is further sent for consideration and approval of the Academic Council;
- Suggest methodologies for innovative teaching and evaluation techniques;
- Suggest Panel Members to the Examination committee for appointment of examiners
- Coordinate research, teaching, extension and other academic activities in the department/institute.

Term: As per the UGC guidelines the term of the nominated members shall be three years.

**Board of Studies: General Management (2022 – 2025)**

Sr.	Description	Name	Designation and Organization
01	Chairperson	Dr. Sanjay Bhāle	LF General Management
02	Members	Dr. Pallavi Sajanapwar	Deputy Director IIMP
		Mr. Mayur Jaybhay	Faculty IIMP
		Mr. Mehul Soudagar	Faculty IIMP
		Mr. Chetan Patil	Faculty IIMP
03	Subject Experts from outside Parent University (02)	Mr. Shantanu Sen Sharma	Ozone Consultants
		Mr. Mukund Mate	Ex-Dean, ICAI B School Pune
04	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Sashin Jain	Head Merchandise Strategy, Supply Chain and Sourcing, OC Tanner
05	Representative from Industry (01)	Mr. Shirang Sajanapwar	Consultant
06	Alumnus (01) to be nominated by Director	Mr. Sugshosh Tembre	HR Business Manager, Infosys, Pune
07	Member – Secretary*	Dr. Abhijit Chandratreya	Assistant Director (Research, Training and Development) IIMP

Board of Studies: Human Resource Management (2022 – 2025)

Sr.	Description	Name	Designation / Organization
01	Chairperson	Ms. Yestrela Vaz	LF HRM IIMP
02	Members	Dr. Pallavi Sajanapwar	Dy. Director IIMP
		Dr. Sulabha Waghmare	Faculty HR IIMP
03	Subject Experts from outside Parent University (02)	Dr. Aruna Deshpande	Associate Professor, Alkesh Dinesh Mody Institute for Financial and Management Studies, Mumbai
		Mr. Prashant Ithape	General Manager & Group Head-IR Belrise Industries Limited
04	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Sandeep Mahajan	HR Director - SAARC Region - ASSAABLOY
05	Representative from Industry (01)	Dr. Sadashib Padhee	Executive Director, C4i4 Lab Independent Director, Ex - CHRO with Kirloskar Pneumatic, a Kirloskar Group Company
06	Alumnus (01) to be nominated by Director	Mr. Sudeep Sharma	Director Human Resources, India & Bangladesh, IMCD
07	Member – Secretary*	Dr. Abhijit Chandratreya	Assistant Director (Research, Training and Development) IIMP

**Board of Studies: Marketing Management (2022 – 2025)**

Sr.	Description	Name	Designation and Organization
01	Chairperson	Dr. Hemant Anbhule	LF MM IIMP
02	Members	Dr. Pallavi Sajanapwar	Dy. Director IIMP
		Dr. Dipanjay Bhalerao	Dean Research, Faculty IIMP
		Dr. Sanjay Bhale	Faculty IIMP
		Dr. D K Sakore	Faculty IIMP
		Dr. Swapnali Kulkarni	Faculty IIMP
03	Subject Experts from outside Parent University (02)	Dr. Praveen Dange	Associate Professor, Sinhgad Institute of Management Sciences
		Mr. Kshemendra Roy	Customer Centricity head at Tata Sons Ltd, Tata Group level profile, Mumbai
04	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Pratik Puprediwar	Director, Neilson India
05	Representative from Industry (01)	Mr. Swapnil Narake	DGM DM in Healthcare business of Sahyadri Hospitals, Pune
06	Alumnus (01) to be nominated by Director	Mr. Jayant Morghade	Bid Manager; Fujitsu Consulting India
07	Member – Secretary*	Dr. Abhijit Chandratreya	Assistant Director (Research, Training and Development) IIMP

Board of Studies: Operations and Supply Chain Management (2022 -2025)

Sr . No	Description	Name	Designation and Organization
01	Chairperson	Dr. Nitin Joshi	LF OSCM
2	Members	Dr. Pallavi Sajanapwar	Deputy Director IIMP
		Dr. Atul Pise	Faculty IIMP
		Mr. Sanchit Pansare	Faculty IIMP
3	Subject Experts from outside Parent University	Mr. Amit Borkar	Vice President - Operations at ARaymond Fasteners India Pvt. Ltd, Pune.
		Dr. Sanjay Sharma	Professor, NITIE Mumbai
		Dr. Ramakrishna Manatkar	Symbiosis Institute of Operations Management, Nashik
4	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Shirang Tambe	GM, Global Purchasing Office, MTU India Pvt. Ltd., Pune
5	Representative from Industry (01)	Mr. Aman Sinha	Consultant, Founder Paragon solutions
6	Alumnus (01) to be nominated by Director	Mr. Nikhil Avinashe	Advisory Technical Service Specialist, IBM India Pvt. Ltd. Pune
7	Member – Secretary*	Dr. Abhijit Chandratreya	Assistant Director (Research, Training and Development) IIMP

**Board of Studies: Financial Management (2022 – 2025)**

Sr.	Description	Name	Designation and Organization
01	Chairperson	Dr. Purvi Shah	LF FM IIMP
02	Members	Dr. Pallavi Sajanapwar	Dy. Director IIMP
		Dr. Ravi Bhandari	Faculty IIM
		Mr. Chetan Patil	Faculty IIMP
03	Subject Experts from outside Parent University (02)	Dr. Deepa Pillai	Associate Professor SSBF
		Dr. Rakesh Malusare	Associate Professor, Alkesh Dinesh Mody Institute for Financial and Management Studies, Mumbai
04	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Viplav Gedam	Asst. Manager, United India Insurance
05	Representative from Industry (01)	CA Sagar Dani	Senior Manager – Risk (Finance), Mumbai, General Mills
06	Alumnus (01) to be nominated by Director	Mr. Prakash Rokade	Assistant Vice President, Pune Credit Suisse,
07	Special Invitee	Prof. Sudhir Daphtardar	Chairman-Chintamani Nagari Sahakari Pathsanstha Ltd., Former Banker SBI
		Mr. Nikhil Lokhande	Director Forex and Treasury Dept. Standard Chartered Bank
08	Member – Secretary*	Dr. Abhijit Chandratreya	Assistant Director (Research, Training and Development) IIMP

Board of Studies: Business Analytics (2022 – 2025)

Sr.	Description	Name	Designation / Organization
01	Chairperson	Dr. Neha Ramteke	LF BA IIMP
02	Members	Dr. Pallavi Sajanapwar	Dy. Director IIMP
		Dr. Punam Bhoyar	Faculty IIMP
03	Subject Experts from outside Parent University (02)	Dr. Dhanya Pramod	Director, SCIT Pune
		Mr. Atul Kahate	Author, Visiting Faculty, Ex IT Professional
04	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Yogesh Dipankar	Director, Telematics Solutions Head
05	Representative from Industry (01)	Mr. Amit Noubade	Sr SAP MM S4 HANA /ARIBA Consultant with 8 E2E Implimentation, Shlumberger
06	Alumnus (01) to be nominated by Director	Mr. Ameya Asodekar	Sr. Analyst TCS
07	Member – Secretary*	Dr. Abhijit Chandratreya	Assistant Director (Research, Training and Development) IIMP



- E) FINANCE COMMITTEE:** The Composition of Finance Committee includes the Director (Chairman), nominee of the Governing Body of the Institute for a period of two years, finance officer of the affiliating University and a senior-most teacher of the institute to be nominated in rotation by the Director for two years.

Functions of the Finance Committee:

- a) The Finance Committee shall act as an advisory body to the Governing Body, to consider:
- b) Budget estimates relating to the grant received/receivable from UGC,
- c) Income from fees, etc. collected for the activities to be undertaken as part of various schemes; and
- d) Audited accounts for the above

Term: As per the UGC guidelines the term of the Finance Committee shall be three years.

FINANCE COMMITTEE

Sr.	Description	Name	Designation	Comments
01	Chairperson	Dr. Pandit Mali	Director-IIMP	Director
02	Member	Mr. Girish Parekh	Director –Finance & Trustee, IGI	To be nominated by the Governing Body of the Institute
03	Member (Nominated by Pro-VC SPPU)	CA Dr. S. M. Ahire	Finance and Accounts Officer, Savitribai Phule Pune University	Finance Officer of the parent University
04	Member	Dr. Pallavi Sajanapwar	Dy. Director IIMP	Senior-most teacher to be nominated by the Director for a period of two years.
05	Member	Dr. Anjali Kalkar	Dean, UG Courses	Permanent Invitee nominated by the Director
06	Member	Mr. Kailash Mhetre	Sr. Accountant IIMP	Permanent Invitee nominated by the Director
07	Member (Secretary)	Dr. Purvi Shah	Associate Professor (Faculty)-IIMP	Permanent Invitee nominated by the Director

F) EXAMINATION COMMITTEE:

The composition of Exam committee includes the Director, Controller of Examination of the Parent University, Controller of Examination of the Institute, and co-ordinators from the institute.

Functions

The main functions to be performed by the Examination Committee are:



- a) Ensure proper organization of examinations, tutorials, and tests including moderation, tabulation and declaration of the results
- b) Appoint examiners, moderators, and paper setters from amongst the persons included in the panels prepared by the respective subject boards
- c) Obtain three sets of question papers in sealed covers in the respective subject. The director shall draw at random one of such sealed covers with seal intact, which shall then be sent to the press.
- d) The committee shall prepare the time schedule of examination and dates of declaration of their results at the beginning of the term and notify the same
- e) The assessment of answer books for all examinations shall be done centrally through central assessment system. All answer books of the examination shall be masked and then coded. The coded answer books shall then be handed over to the examiners for assessment. After the assessment, all answer books shall be decoded and de-masked and the result sheet will be prepared by the moderator.
- f) In order to investigate and take disciplinary action for malpractice and lapses on the part of candidates, paper setters, examiners, moderators, teachers or any other person connected with the conduct of examination, the committee shall constitute a sub committee consisting of three members, of whom one shall be the Director.
- g) The recommendations of the subcommittee shall be placed before the examination committee, which may take disciplinary action in the matter as it deems fit.
- h) The committee shall arrange for strict vigilance during the conduct of the examination so as to avoid use of unfair means by the students, teachers, invigilators, supervisors etc.
- i) Two third members shall constitute a quorum. If the meeting is adjourned for want of quorum, no quorum shall be required for such meeting.
- j) The committee shall perform such other duties and responsibilities which are assigned to it, from time to time, by the board of management.
- k) In case of any emergency which require immediate action to be taken, the director of the board or any other officer or person authorized by him in that behalf, shall take such action



as he thinks fit and necessary, and shall report at the next meeting of the board, of action taken by him.

Term: The term for the members of the EC shall be three years

EXAMINATION COMMITTEE:

Sr. No.	Description	Name	Designation
01	Chairperson	Dr. Pandit Mali	Director
02	Member (Secretary)	Dr. Sanjaykumar Patil	Controller of Examination (COE)
03	Special Invitee	Dr. Mahesh Kakade	Director, Board of Examinations and Evaluations, Savitribai Phule Pune University, Pune.
04	Member	Dr. Pallavi Sajanapwar	Dy. Director
05	Member	Dr. Dipanjay Bhalerao	Dean Research, BoS Chair, Marketing
06	Member	Dr. Anjali Kalkar	Dean, UG Courses

G) COLLEGE DEVELOPMENT COMMITTEE (CDC):

The constitution of CDC is done according to Section 97 of Maharashtra University Act, 2016. The CDC at IIMP is a blend of teaching and non-teaching members. This pattern helps in building a state of belongingness in the employees, the assets of the organizations. It gives the individuals freedom to express their feelings, to explore their potential and open up new vistas for the Institution. This structure helps to maintain absolute transparent system where all sections are equally involved to their fullest. CDC at IIMP is responsible to convert the vision and objectives of top management into action plans.

College Development Committee

Sr. No	Description	Name	Designation
1	Secretary of Management	Dr. Tarita Shankar	Chairperson – Indira Group of Institutes, Pune
2	Vice President Nominee of Chairperson	Mr. Sandeep Gaekwad	Director HR & Administration – Indira Group of Institutes, Pune
3	Member Secretary	Dr. Pandit Mali	Director
4	Member	Dr. Anjali Kalkar	Dean UG Programs
5	Member	Dr. Pallavi Sajanapwar	Dy. Director
6	Member	Mr. Anup Vaidya	Chief Registrar IGI
7	Member	Dr. Dipanjay Bhalerao	Dean Research, BoS Chair, Marketing



8	Member	Dr. Nitin Joshi	BoS Chair, OSCM
9	Member	Ms. Yestrela Vaz	BoS Chair, HR
10	Member	Ms. Purvi Shah	BoS Chair, Finance
	Member	Dr. Neha Ramteke	BoS Chair, Business Analytics
11	Member	Mr. Sanchit Pansare	IQAC Coordinator
13	Member	Dr. Abhijit Chandratreya	Asst. Director IIMP
14	Local Member Education	Mr. Shantanu Sensharma	Co-Founder YUGMA
15	Local Member Industry	Mr. Akshay Karmarkar	Alumni
16	Local Member Research	Dr. Rashmi Hebalkar	Research
17	Local Member Social Service	Ms. Smita Shetty	Social Service
18	Member Student Council	Mr. Kanal Trivedi	President Student Council
19	Member Student Council	Ms. Manasi Upadhayay	Vice President Academics Student Council
20	Member Coordinator	Mr. Sanchit Pansare	Assistant Professor

H) INTERNAL QUALITY ASSURANCE CELL (IQAC)

IQAC is responsible for auditing internal operational processes at IIMP. The objective primarily is to promote measures for institutional functioning towards quality enhancement through quality culture and institutionalization of best practices.

The purpose of the said committee is to continuously monitor and periodically review /audit all the processes relevant to the Governance at IIMP and advocate further action/deliberation as needed. The director notifies the GC about IQAC's deliberation. The activities of the cell are coordinated by an internal faculty.

Functions:

- Development and application of quality benchmarks
- Setting parameters for various academic and administrative activities of the institution;
- Facilitating the creation of a learner-centric environment conducive to quality education and faculty maturation to adopt the required knowledge and technology for participatory teaching and learning process;
- Preparation and submission of the Annual Quality Assurance Report (AQAR) as per guidelines and parameters of NAAC.

**IQAC - MEMBERS**

No.	Designation	Description	Name
1	Chairperson	Director of the Institution	Dr. Pandit Mali
2	Teachers to represent all the levels	Professor and Deputy Director	Dr. Pallavi Sajanapwar
		BoS Chair - Finance	Dr. Purvi Shah
		Assistant Professor & CDC representative	Mr. Sanchit Pansare
3	One member from the Management	Director Projects - IGI	Mr. Adesh Gaekwad
4	Few Senior Administrative Officers	Director Administration and HR (IGI)	Mr. Sandeep Gaekwad
		Chief Registrar – IGI	Mr. Anup Vaidya
		Assistant Director-Research , Training and Development	Dr. Abhijit Chandratreya
5	One nominee from student	Student	Mr. Kanal Trivedi
6	One nominee from Alumni	Consultant TCS	Mr. Amey Asodekar
7	One nominee from Employers/Stakeholders/Industrialist	Associate Director - Global Alliances, LnT Infotech	Mr. Atul Nevase
8	Additional Subject matter experts	1.BoS Chair – General Management 2. BoS Chair – Marketing 3. Professor – Business Analytics 4. COE -IIMP	1.Dr. Sanjay Bhale 2. Dr. Hemant Anbhule 3. Dr. Punam Bhojar 4.Dr.Sanjay Kumar Patil
9	Senior Teacher as Coordinator	Assistant Professor	Mr. Sanchit Pansare

I) STUDENTS COUNCIL:

The Student Council at Indira Institute of Management is the official students body in an interlocutory role to support the endeavors of the students, in line with the norms, practices and traditions of IIMP. In essence, the Student Council works in cohorts with the Director, Dy. Director and the faculty to ensure systematic delivery of curricular and extracurricular activities in a manner that is exciting and yet intellectually satisfying. Another important aspect that the Council is tasked with is honing unique “Indira culture” in the newcomers i.e. of disciplined learning and fun.

Functions:

1. Provide a platform to students to voice their opinions through selected representatives.
2. Facilitate smooth coordination between management, faculty and students.
3. Foster leadership skills among council representatives.
4. Provide support to all committees in organizing their events.

STUDENTS COUNCIL 2023 – 2024

Name of the Student	Designation
Kanal Mahendra Trivedi	President
Mansi Sanjay Upadhyay	Vice President Academics and Research
Purva Hemant Khatri	Vice President Discipline
Abhishek Mahajan Uppalwad	Vice President Discipline
Moin Akbar Kureshi	Vice President CSR
Aditya Kumar	Vice President E-Cell
Hruthik Ranjit Kodgirwar	Vice President Events and Co-curricular
Samiksha Vivek Dhote	Vice President Events and Co-curricular
Omsingh Narendrasingh Tomar	Vice President Alumni
Shivani Nivrutti Kuyate	Vice President Branding
Yash Dhiraj Palande	Vice President Branding

2.1.1.2. Service Rules (10)

The policy Manual is designed to acquaint the employees about the institutes run by Shree Chanakya Education Society and to provide them with information about working conditions, benefits, and policies concerning the employment of people working with the Society.

This Manual contains statements of personnel policies and procedures of the Society and is also expected to clarify the rationale or purpose of the policies. It is designed to be a working guide for employees in day-to-day personnel administration and for others to be aware of the entitlements, procedures and responsibilities.



The objectives of these written policies are to increase understanding and eliminate the need for subjective decisions in such areas where well-laid policies and procedures exist. It is the responsibility of each member of the Society to be familiar with, and administer these policies in a consistent and impartial manner for decision-making and Personnel administration, as may be applicable.

The information contained in this Manual applies to all employees of **Shree Chanakya Education Society**. Following the policies prescribed in this Manual, is considered a condition of continued employment. The contents of this Manual shall not constitute nor be construed as the promise of employment or as a contract between the Society and any of its employees. The Manual is a summary of our policies, which are presented here for reference only as a matter of information and convenience.

Our objective is to facilitate creating a work environment that is open and constructive to both personal and professional growth of our employees.

Any changes brought into the policies and procedures from time to time would be overriding those mentioned in this manual.

These Service Rules and Regulations shall be applicable to following cadres of employees:

- (a) Employees working at Shree Chanakya Education Society (i.e. the employees exclusively working and carrying out the administrative duties of the Society and are not the employees of any institution run and conducted by the Society);
- (b) The Teaching employees, working at all the autonomous institutions colleges, courses, etc. run and conducted by the SCES.
- (c) Non-Teaching Employees working at all the autonomous institutions colleges, courses, etc. run and conducted by the SCES.
- (d) All the employees working in the institutions affiliated to any University other than Pune University to whom no separate individual Service Rules or Regulations are applicable.
- (e) All the employees working at the institutions affiliated to Savitribai Phule Pune



(f) University but to whom the Service Rules of Pune University are not applicable due to any reason.

This Manual incorporates all previous circulars, notices and memos that may have been issued from time to time on subjects covered in this Manual and to that extent is up to date.

However, since our organization is dynamic, our policies, procedures, and benefits are also liable to change. We will notify all employees of these changes. Changes will be effective on the dates determined by the Society, and after those dates all superseded policies will be null.

No individual employee has the authority to change policies at any time. If you are uncertain about any policy or procedure, please check with your superior/s or with the Director Admin & H.R.

HR PHILOSOPHY:

In order to meet the Society's Mission and Vision the vital HR policies to maximize organizational and individual effectiveness are:

- Encouraging performance oriented behavior.
- Empowering individuals after setting clear objectives, goals and standards, in a well-defined organizational structure with balanced authority and responsibility.
- Provide a climate of openness and trust, and a participative style of decision making.
- Foster teamwork and collaboration amongst employees, along with individual high performance and leadership.
- Encourage continuous improvements in performance, productivity and process, in a cost effective environment.
- Recognize and reward employees fairly and objectively for their contribution to the success of the organization.
- Respecting human values and fairness in all dealings with the employees.
- Provide/arrange Training and Development (including self-development) opportunities for organizational and individual improvement.
- Respecting and complying with all laws, rules or statutes.



- Be a responsible and concerned organization in the neighborhood, and society.

GENERAL CONDITIONS OF SERVICE:

- A. The services of employees will be governed by the rules and regulations of Shree Chanakya Education Society, framed and amended from time to time.
- B. The Services may be terminated without any notice during the first three months from the date of appointment without assigning any reasons (whether appointed on probation or not).
- C. Beyond the six months' period of service it may be terminated at any time by giving one-month notice or payment of one month pay in lieu of notice period on either side, in case of temporary or confirmed employees respectively.
- D. The services of an employee are transferable to any other institution run by Shree Chanakya Education Society, its associate/affiliate at the discretion of the Management.
- E. Each employee will have to undergo medical examination by the Medical Officer of Shree Chanakya Education Society and shall be required to produce physical fitness certificate at the time of joining.
- F. In case, if any employee is found irregular and negligent of his/ her duties and his/her Performance is found unsatisfactory, his/her services may be terminated without any notice.
- G. If any employee is found to be involved in activities contradictory to law or harmful to the Society, his/her appointment may be terminated without any notice.

DUTIES

While performing the duties, every employee must have

- A. Utmost integrity.
- B. Devotion to duty and maintain healthy academic environment.
- C. Good behaviour and excellent interpersonal relations.
- D. The Head of the Institution should take all measures to ensure that all employees working under him are discharging their duties with integrity and devotion and there are no malafide intentions and acts which will jeopardize the interest of the Shree Chanakya Education Society.



- E. Each employee must obey the orders and discharge the work assigned to him by his Senior Officer/ Head of the Institution / Management. Each employee is expected to perform duties encountered by virtue of his/her designation.
- F. Unauthorized Absence: Absence from duty without prior sanction, or overstaying sanctioned leave (for more than 7 days) is deemed to be serious misconduct, and may be deemed as abandonment of service. Similarly, habitual absenteeism, late coming, or shirking of duties is treated as dereliction of duty.
- Essence of the employment being execution of the responsibility assigned to employees, the performance in their respective areas will be their responsibility even during their leaves or after working hours.
- G. Repeal and Savings (Clause relating to amend, rescind, waive or add). Additional supplements, amendments to policy manual will be updated and revised and copies will replace old ones.

2.1.1.3. Policies (5)

The Institute has a set of well-defined policies of governance for the staff and the students. The policies are framed in close consultation with stakeholders. These policies are communicated to faculty members at regular intervals. A copy of the policy manual is available at prominent locations viz. Director's Office, Registrar's Office for the Faculty to peruse as and when required by the faculty. Students are exposed to the student policies during their induction program, where a session is taken by the deputy director on 'Life at Indira'. The students are given a rule book which explains all the policies for the students. Thereafter, faculty members remind the students from time to time regarding the importance of adhering to these policies.

Disciplinary Policy at Indira for Students –

- **Attendance** - The students of INDIRA are required to maintain a minimum of 85% attendance every semester. Any student failing to meet the above standard is liable for disciplinary action and in addition will not be allowed to participate in the Campus Recruitment Program. Feedback based on the monthly monitoring of attendance helps students maintain the minimum required attendance. Every student is informed about his / her attendance through ERP Account provided by the institute.



- **Dress Code** - At INDIRA, we believe in inculcating a sense of discipline and belongingness in the students by observing a strict dress code. Students are expected to wear formal dress (shirt & trousers with tie for gents; sari / salwar kameez / western formals for ladies) throughout the week except one day in a week i.e Friday, which is designated as ‘casual day’. On the occasion of guest lectures, seminars, etc. students are expected to be dressed in the INDIRA uniform (Blazers, tie, shirt, trousers). A student failing to adhere to the dress code is not be allowed to attend the lectures and faces disciplinary action.
- **Hostel Rules** - The boys and girls hostels at INDIRA have a set of rules which have to be adhered to strictly by the students. Each hostel is headed by a warden who acts as a facilitator and observer to maintain the discipline in the hostels and ensure its smooth functioning. Students opting to stay in the hostel will have to sign an undertaking in accepting the rules set by the management. Ragging of any type will not be accepted and the concerned students’ admissions would be cancelled immediately.
- **Drug / Alcohol Policy** - Students of Indira must abstain from drugs and alcohol during their stay at the institute. Violation of this policy will lead to cancellation of admission.

The following policies are included in the Policy Manual / Handbook

Recruitment Policy & Process
Employment Policies
Performance Appraisal
Promotion & Transfers
Entitlement & Reimbursement
Benefits & Services
Health /Safety & Security
Employee Communication
Leave Rules
Hostel Rules & Regulations
Anti-Drug Usage Policy
Prevention of Sexual Harassment
Purchase Policy
Travel Policy
Consultancy Services Policy

2.1.1.4. Strategic Plan (5)

Strategic plan for 2019-2024 Implementation

➤ **To institutionalize outcome base model**

IIMP has successfully implemented the outcome based model (OBE) for its MBA program. The OBE has enhanced students experience with a more structured and focused learning experience with clear learning outcomes. Faculty members become more engaged in designing and delivering courses that align with learning outcomes. The MBA program is better positioned for accreditation and quality assurance processes, demonstrating a commitment to excellence in education.

➤ **To start new degree/Diploma courses and certification programs**

Indira Institute of Management believes that the rapid economic growth can happen only with the help of amply skilled managers and leaders, who will give the country a desired impetus for the development of each sector. The fact is that wonders in the past will become obsolete in the future. IIMP trusts in creating new and better courses and customizing them as per the interest of the Industry, which is the need of the current management education system.

IIMP has introduced Post Graduate Diploma in Digital Marketing (PGDDM) and Post Graduate Diploma in Business Analytics (PGDBA) approved by Savitribai Phule Pune University. The 9 months' diploma courses of 40 credits covered in two semesters and an internship program. During the courses the students will get a hands on training from the Industry experts and stalwarts from academia. The Institute aims to provide assistance in Internship and final placement to the students.

- ✦ The Post Graduate Diploma in Digital Marketing (PGDDM) program aims to enrich the skills of future digital marketing professionals by enabling the students to be confident in handling any challenges in the digital marketing world. The students will learn the practical application of digital marketing tools and techniques to be used effectively for various marketing activities on internet, mobile phones, display



advertising, social media marketing and to handle the digital marketing activities for their core marketing function.

➤ The Post Graduate Diploma in Business Analytics (PGDBA) program is designed to provide an in depth and practical working knowledge of analytics and its applications in solving real life business problems to the working professionals. The students will learn how to use statistical models, text mining and big data techniques for modelling real world and making sound data driven business decisions.

➤ **To increase the global exposure through tie-ups**

Due to Covid 19 we could not have any tie up but recently we have initiated tie up with PSB Academy Singapore and TASA

➤ **To increase the consultancy activities**

We have taken up consultancy project recently.

Consultancy					
1	Strategic Consultancy		Dr Pallavi Sajanpwar Dr Dipanjay Bhalerao Dr Digambar Sakore	300,000	October 2022 to March 2023
2	Strategic Consultancy		Dr Pallavi Sajanpwar Dr Dipanjay Bhalerao Dr Digambar Sakore	150,000	April 2023 to June 2023
				4,50,000	

➤ **To start Innovation Cell –**

We have a tie up with COEP's *Bhau* Institute, an approved *incubator* by DST, is a startup *incubation* center at Pune, promoting Innovation and Entrepreneurship. We are in the process to start our own incubation centre in the near future.

Strategic Plan for 2024 -2029

- Global Exposure through the twinning program; Global Immersion Program or Student Exchange Program.
- Focus on MDP and consultancy activities.
- Faculty exchange, Joint research with Global Academia.



- ✚ Increase Research papers and other publications like books, patent and copyright.
- ✚ To develop a center of excellence for faculty development program.
- ✚ Implementation of NEP 2020
- ✚ Entrepreneurship and Innovation Cell

2.1.2. Faculty Empowerment (15)

2.1.2.1. Faculty development policies (5)

Faculty Development Policy:

We at Shree Chanakya Education Society, Pune strongly believe in our people, “The Human Asset” and offer a career for promising individuals. We try and provide a conducive environment and support to any self-motivated individual with total involvement and commitment to enjoy the taste of success while upholding our Value system. We are now in the Global Era. In such a highly dynamic and competitive environment only those organizations with excellent man power would have an edge over others.

We constantly monitor and recognize performance and provide inputs and guidance for individual development. Career oriented individuals should not spare any efforts for value addition so that they would be ready for growth with the increased space. Every employee must approach his/her task with the determination & focus.

We at Shree Chanakya Education Society Pune believe in the consistent training and development of our Human Resources and motivate every employee to undergo definite, identified, need based training /development process every year.

The training initiative is driven by the Deputy Director along with BoS Chairs and necessary approval from Director. Focus will be on giving quality inputs to the employees and simultaneously develop internal resources to make the initiative more interesting and challenging to the employees.

We shall continue to selectively send people to outside training Programs, so that windows to the world of knowledge are kept open.



We shall also invite knowledgeable and experienced outside faculty to deliver in-house program wherein our internal faculty will participate and learn the mechanics and other finer points to be effective.

a) Faculty Development Programs:

Indira Institute of Management, Pune (IIMP) organizes two in-house Faculty Development Program (FDP), every year where the speakers from Industry and Academics are invited to share their knowledge and experiences. The basic purpose of these programs is to develop faculty members gradually to improve their academic career. IIMP takes faculty members, outdoor in the lap of nature in an informal environment for team building, inner development, relaxation, learning through games etc.

With the advanced intellectual capacity required to succeed in a global environment, the IIMP faculty members adopt innovative approaches to conduct classroom sessions to sustain the interest of the students. Feedback is collected from students through which they evaluate the performance of faculty members on parameters such as domain knowledge, communication skills, use of different pedagogy etc.

It is worth mentioning here that after the implementation of Autonomy and Outcome Based Model the quality of teaching has improved significantly over last 2-3 years which is evident from the ratings given by the students to the faculty members in their feedback

At IIMP, the faculty members are encouraged to implement experiential learning techniques such as case studies, role-plays, caselets and field visits. It is very important for them to bring in new teaching techniques and methodology to make it interesting, challenging and more creative.

Faculty members are encouraged to attend Faculty Development Programs at prestigious IIM's etc.



List of the programs attended by faculty at IIM's

Sr. No.	Name of the faculty	Topic	Date	Duration	Organized by
1.	Dr. Dipanjay Bhalerao	Mixed Method Research Online FDP	10-15 March 2023	One week	IIM Indore
		Train The trainer in Entrepreneurship	15-21 July 2022	One Week	EDII, Ahmedabad
		Online FDP on Pedagogy and Research	July 2021	31 Days	IIM- Ahmedabad
		Contemporary Topics in Marketing	10-22 March 2021	12 days	IIM Indore
		Online FDP on How to teach online	June 2020	1 Week	IIM Indore
2.	Dr. Purvi Shah	The Pedagogy and Research Methods	14th May 2019 to 30th June 2019	1.5 months	IIM Ahmedabad
3.	Dr. Neha Ramteke	The Pedagogy and Research Methods	14 May to 31st August 2019	04 Months	IIM Ahmedabad

b) Further Education/ Continuous education:

The faculty members are encouraged to continuously upgrade their knowledge and qualifications. the following faculty members have registered for Ph.D.

List of Faculty pursuing PhD in Management and other courses

Sr. No.	Name of the faculty	Pursuing Ph.D. (Reg. Date)	University
1.	Abhishek Raidas	February 2024	Symbiosis International (Deemed University)
2.	Mr. Sakthivadivel	September 2023	Symbiosis International (Deemed University)
3.	Mr. Mayur Jaybhay	October 2022	North Maharashtra University
4.	Mr. Raji Thomas	September 2022	SPPU
5.	Mr. Sumit Sharma	September 2022	SPPU
6.	Ms. Yestrela Vaz	February 2021	SPPU
7.	Mr. Chetan Patil	January 2020	Symbiosis International (Deemed University)
8.	Mr. Sanchit Pansare	February 2020	SPPU



List of Faculty pursuing Post-Doctoral Studies

Sr. No.	Name of the Faculty	Centre	Registration Year
1.	Dr. Dipanjay Bhalerao	Centre of Sustainable Peace and Development, Ministry of Corporate Affairs. Nodal Centre – DY Patil Institute of Management Sciences	July 2023
2.	Dr. Sanjay Bhale	XLRI, Jamshedpur	2017

c) Faculty Development Programs organized by the Institution are as follows:

FDP organized by the Institution (2019-2023)					
FDP Title	Resource	No. of	Duration	Date	Focus
	Person(s)	participants			
2023-2024					
MEET the EDITOR Series Online	Prof. Dewasiri N. Jayantha, Professor in Finance, Department of Accountancy and Finance, Faculty of Management Studies Sabaragamuwa University of Sri Lanka	25	3.00 - 5.00	20-Feb-24	To understand the nitty-gritties of publication in research journals.
Nuances and implementation strategies of the National Education Policy (NEP) - 2020	Prof. Sandeep Sancheti, Vice President (India), Elsevier Former, Vice -Chancellor at SRM Institute of Science and Technology, Chennai Former, Vice -Chancellor at Marwadi University ,Rajkot	20	9:45 am to 1:00 pm	13-Jan-24	Faculty exposure to the nuances and implementation strategies of the National Education Policy (NEP) - 2020 for smooth, effective, and sustainable implementation
Unveiling the Future of Education: Embracing the National Education Policy (NEP)	1. Dr. Nitin Kalmalkar, Former Vice Chancellor, Pune University, Chairman, NEP Implementation Steering Committee, State of Maharashtra 2. Dr. Anil Rao, Member, NEP Implementation Steering Committee, State of Maharashtra Retd. Principal M.J College, Jalgaon		10:30 am to 1:00 pm	27-Nov-23	Embracing the details & how to implement National Education Policy (NEP) at all levels



FDP on "Enhancing faculty perspective towards impactful research"	Professor Justin Paul from University of Puerto Rico, San Juan, USA & University of Reading Henley Business School, UK	15	2 days	August 3-4 2023	Faculty development Program in Writing quality research paper through building scales and theorization
2022 - 2023					
"India \$5 Trillion Economy: Understanding Growth Sectors and its Analysis",	YUGMA	20	2.00 to 5.00 pm	30-Mar-23	New insights into the latest trends and best practices in the industry
Indira Global Research Mentoring Series Online - Starting research & literature review for publishing in high quality journals	P. G. S Amila Jayarathne Professor in Marketing University of Sri Jayewardenepura, Sri Lanka	20	10.00 - 12.00	23-Dec-22	Facilitation and boost research endeavour in faculty
Role of a faculty in 21st century	Soham Dadarkar Academy	20	10.00 am - 5.15 pm	11-Jul-23	Facilitate of faculty to know & fulfil their role in 21st century
2021-2022					
Re-imagining mindfulness	Bridge 4 change (Trainers)	25	10.00 - 5.00	28-Jul-22	Imparting in faculty members perspective change to simulates the politics of climate change and explores the complexity in organisational decision making & emphasizing the resourcefulness of Mindful Consumption for a sustainable life
Virtual Vidya II	Microsoft Team	27	4.00 - 5.30 (1.5 hrs. daily)	24 Jan - 4 Feb 2022	Upgradation of faculty to expertise in newer features launched in MS teams which will help to make the teaching learning process more engaging
Harappa Education program	Harappa Education program	50	3 months	9 th July 2021 to 1 st October 2021	Attended Harappa Education Program in collaboration with Indira Group of Institutions on Harappa's premium personal development courses such as : <i>Speaking Effectively, Leading Self, Establishing Trust, Building Presence, Listening Actively, Thinking Critically, Reasoning Logically, Decoding</i>



Life by Design – How to design a life you would love to live	Ms. Anupama Javalagi, MD Ishantek Systems and Services Pvt Ltd.	24	11:00-1:00	21-Aug-21	Enabling faculty to design the life for greater productivity & success
2020-2021					
Virtual Training	Vidya IGI Staff	75	5 days	20th June to 25th June 2020	To familiarize teachers with the latest virtual teaching-learning methodologies & online platforms. The course aims at enhancing technical skills for effective teaching in the evolving digital scenario.
Training Session for Faculty Members on Microsoft Tools	Microsoft Team	20	4:30-6:00	23-Oct-20	Imparting tools which will be helpful in engaging the students for teaching learning process, beyond the regular teams meeting sessions
2019-2020					
Microsoft Teams training session	Gennie Team InfoTech	20	4.30-6.15	21-Apr-20	Imparting knowledge about advance features for conducting online sessions with students

d) FDP – Faculty participation in programs outside the institution (2019-2023)

Sr. No	Name of the Faculty	Name of FDP	Duration	Dates	Organized by
2022-2023					
1.	Dr. Neha Ramteke	'Python Programming for Academic Projects' course	10 Days	14 th to 25 th August 2023	Government College (Autonomous) Rajahmundry and A2Z EduLearningHub LLP
2.	Ms. Yestrela Vaz	PhD Course work – Writing Research Proposal for obtaining financial assistance	One day	19 th August 2023	Indira Institute of Management Pune
3.	Ms. Yestrela Vaz	PhD Course work – Research and Publication Ethics	One Month – 2 hrs. daily	1 st July to 31 st July 2023	Centre for Publication of Ethics, SPPU
4.	Dr. Dipanjay Bhalerao	Mixed Method Research Online FDP	One week	10-15 March 2023	IIM Indore
5.	Dr. Dipanjay Bhalerao	Train The trainer in Entrepreneurship	One Week	15-21 July 2022	EDII, Ahmedabad
2021-2022					
1.	Ms. Yestrela Vaz	NBA Accreditation: Learn, Apply and Upgrade	1 day	28 th May 2022	Edhitch.com (Adapedu Online Technologies Pvt. Ltd.)



2.	Dr. Neha Ramteke	NBA Accreditation: Learn, Apply and Upgrade	1 day	28 th May 2022	Edhitch.com (Adapedu Online Technologies Pvt. Ltd.)
3.	Dr. Dipanjay Bhalerao	Online FDP on Pedagogy and Research	31 Days	July 2021	IIM- Ahmedabad
4.	Dr. Dipanjay Bhalerao	Contemporary Topics in Marketing	12 days	10-22 March 2021	IIM Indore
5.	Ms. Yestrela Vaz	Research Methodology of Ph.D Course work I	Weekends	March 2021 to September 2021	Sinhgad Institute of Management and Computer Application
2020-2021					
1.	Ms. Yestrela Vaz	Online State Level Faculty Development Programme on “Confluence of Revised Guidelines of IQAC–NAAC to AUTONOMY”		29 th May to 3 rd June 2021	BMCC–IQAC and RUSA, Maharashtra
2.	Ms. Yestrela Vaz	Using Case Method in Asynchronous Learning Environment	5 days	20th to 25th July 20	MHRD and Faculty of Commerce & Mgmt., SPPU
3.	Ms. Yestrela Vaz	International Webinar on Managing Stress in VUCA world		10 th October 2020	Universitas Kristen Satya Wacana
4.	Dr. Punam Bhojar	Machine Learning With Business Applications	One Week	22nd to 28th May, 2021	IIM, Bangalore
5.	Dr. Purvi Shah	Using Case Method in Asynchronous Learning Environment	5 days	20th to 25th July 20	MHRD and Faculty of Commerce & Mgmt., SPPU
6.	Dr. Dipanjay Bhalerao	Online FDP on How to teach online	One week	June 2020	IIM Indore
2019-2020					
1.	Ms. Yestrela Vaz	Basic Certificate Course on Labour Laws	05 days	4 th May to 8 th May 2020	NHRD
2.	Ms. Yestrela Vaz	Online Learning Pedagogy and Effective Use of Case Methodology	05 days	17 th May to 21 st May 2020	ASM Group of institutes and ASMA (Adoption of Social media in Academics)
3.	Dr. Sumedha Tuteja	National Workshop on Research Methods and Techniques.		4th to 10th May 20	University of Mumbai & Ramanand DAV College



4.	Dr. Purvi Shah	The Pedagogy and Research Methods	1.5 months	14th May 2019 to 30th June 2019	Indian Institute of Management Ahmedabad
5.	Dr. Neha Ramteke	The Pedagogy and Research Methods	4 Months	14 May to 31st August 2019	Indian Institute of Management, Ahmedabad

2.1.2.2. Decentralization, delegation of power and Collective decision making (10)

a) Decentralization in working:

The Institute has a structured Governance system organized and managed for taking administrative decisions. IIMP encourages decentralization by which the activities of the institute, particularly those regarding planning and execution along with decision-making at activity level, are distributed or delegated away from the central office of the Director. IIMP encourages participative form of governance to enhance internal stakeholder satisfaction and team's competence. Decentralization has led to a structured framework for administration.

↪ Learning Facilitators:

Every academic department has a learning facilitator who is a part of decision making process related to regular working of the department, lectures pertaining to the specialization and extra inputs. He/she plays a major role of a mentor to the faculty members of the department. Facilitators serve as mentors to the students, providing guidance and support not only in academics but also in professional growth. He/ She is also involved in promoting innovative steps in teaching- learning process.

↪ Regular Faculty Meetings:

The Institute has followed a practice of meeting once a week. This is institutionalized through meetings (conducted fortnightly). This is a platform for discussions on innovative practices that has to be promoted in the institute. It becomes an open forum for group thinking and evolution of better ideas.

↪ Mentorship:

This is an initiative instituted towards building a relationship between a student and faculty member to motivate the students and improve their knowledge and skills. This facilitates the management to get students involvement where they are given a platform to voice their concerns & issues. This helps the institute in promoting further best practices.

b) Financial and Administrative powers delegated to the Principal, Heads of Departments and relevant in-charges.

The Director of the Institute by the virtue of being nominated as the principal office for Governance at IIMP has been endowed with the power to formulate policies and procedures, nominate functioning committees and allot budgets for utilization to carry forth its operations and governance. Director IIMP is endowed with financial and administrative powers on account of its established office and in turn delegates to the Deputy Director, Learning Facilitators and relevant faculty in charges with authority to execute allotted administrative responsibilities and associated financial allocations.

IIMP encourages participative form of governance to enhance internal stakeholder satisfaction and team's competence. Decentralization has led to a structured framework for administration. IIMP frames procedures for accomplishing decentralization with the formation of various committees for the purpose. Such councils and committees are constituted by members who are essentially LFs and faculty members and are directed by policies and standard operating procedures (SOP) which assist in the execution of activities. Such committees are also allocated funds based on budgetary requirement of each activity and liberty is given to the involved team of the committee to plan utilization of the funds allotted and execute its implementation with the requisite procedures established for disbursement of funds.

Annual budgetary plans are developed with respect to all activities relevant for effective functioning of the institute through involvement of Deputy Director, LFs, faculty and staff. Below mentioned aspects convey the essence of the financial and administrative powers delegated to the Deputy Director and relevant in charges:

- I. Relevant faculty incharge and administration incharge are required to submit the budgetary requirement of their respective administrative responsibility to the Director's office during specified time schedules.
- II. Additional budgets are allocated to activities based on supplementary value addition for such activities.
- III. Director holds discussions with Deputy Director, LFs and the faculty in-charge about such administrative and budgetary allocation submitted.



- IV. Past trends in the utilization of budgets serves as an important criterion for assessing the impact of utilized budgets and further provisions in the budget for such activities.
- V. Once the viability of administrative and financial allocation is ascertained the execution and implementation of the activity is initiated.
- VI. The Deputy Director and the Learning Facilitators of each department are provided with budgets for execution of teaching learning on campus, which involves activities such as:
- Involvement of industry professionals in imparting knowledge through sessions, workshops and projects.
 - Planning budgets for various teaching tools and pedagogy to be engaged for teaching.
 - Carrying forth industry visits, study tours and research related initiatives for students and staff.
 - Ensuring adequate budgets for faculty development and research work.
- VII. Faculty incharge of committees and other administrative initiatives are allotted with the approved budget for execution and implementation of such activities based on their presentation of plans for the same.
- VIII. Controls are built in the system for administrative implementation and financial utilization through periodic reviews of progress for such activities.

Name	Designation	Financial and Administrative Powers
Dr. Pandit Mali	Director	All the Financial and Administrative Powers related to decisions pertaining the Institute
Dr. Pallavi Sajanapwar	Deputy Director	Financial and Administrative powers for approvals at the first level, with respect to decisions pertaining to Academics (Students, Faculty & Non-Teaching Staff). It is presented for final approval of Director Routine administrative decision with respect to academics i.e students and faculty are approved by the Deputy Director
<ul style="list-style-type: none">▪ Dr. Sanjay Bhale▪ Dr. Hemant Anbhule▪ Dr. Purvi Shah▪ Dr. Nitin Joshi▪ Dr. Neha Ramteke▪ Mrs. Yestrela Vaz	Learning Facilitators	The Learning Facilitators discuss within the department faculty and finalize the inputs that need to be given to the students of their respective departments. The LF then prepare the budgets for the same and present it to the Deputy Director for approval at the first level, with respect to decisions pertaining to inputs to be given to the students. After the approval of the Deputy Director it is presented for final approval of Director Routine administrative decisions with respect to students of the department and inputs to be given are taken by the LF in consultation with the Deputy Director



All Faculty	Faculty Incharge for various events	The faculty incharge of any event, prepares a budget for the event after discussion with the Deputy Director which is then presented to the Deputy Director for approval at the first level, with respect to decisions pertaining to inputs to be given to the students. After the approval of the Deputy Director it is presented for final approval of Director
-------------	-------------------------------------	---

c) **Decision making on Strategic Development and Resourcing**

The strategic development and resourcing at IIMP are deliberated by the Governing Council based on available educational resources. Progressive planning determines translation of strategic objectives into realistic mix of programs, choice of activities and establishment of priorities. Achievements in pursuit of the strategic objectives are also demonstrated by observing the budgetary allocation with respect to different elements.

Mentioned below is the procedure for decision making on resourcing for strategic development and educational provisions such as mentioned below:

- Identifying Developmental Initiatives: Governing Council advocates futuristic advancement for growth of institution with respect to aspects such as students' intake progression, infrastructure provision and related aspects of quality and positioning for the institute. Therefore, identifying developmental aspects become the initiating feature in the procedure for decision making on strategic development and resourcing.
- Such developmental aspects are determined with clear foresight on the relevance of such decision for concerned stakeholders. So for example the aspect of increase in students' intake for IIMP is considered from the aspect of providing education to larger number of students and making them employable. At the same time feasibility with respect to financial resources is considered to ensure sustenance of such decision.
- This drives the management body to make value judgment, determining access for information which is relevant to the decision at hand, the people and processes involved in the issue and any constraints placed on such decision-making.
- Once clear understanding is achieved about the relevance of the decision, various solutions are worked out with respect to aspects such as provision for realistic mix of programs, recruitment, and brand communication along with choice of activities



to be performed and establishment of priorities. Budgetary allocation with respect to different elements for successful implementation and running of the program becomes important consideration for financial resourcing.

- Finally plan for implementation is created and reviews are put in place for regular evaluation of the decision and its effectiveness.
- Strategic Plans are viewed and budgetary allocation set aside for executing these plans.
- Annual budgetary plans are developed with respect to all activities relevant for effective functioning of the institute through involvement of Director, Deputy Director, Learning Facilitators, faculty and staff.
 - Past trends in the utilization of budgets also serves as an important criterion for assessing the impact of utilized budgets and further provisions in the budget.
 - Final draft of the budget is prepared and presented to the central accounts department at Shree Chanakya Education Society (SCES) office, before the start of the financial year.
 - After approval from the office of the chief managing trustee SCES the budget is presented to the governing body at IIMP for execution.
 - The sanctioned budget is distributed across the financial year for supply of adequate funds as per the need in campus.
 - Effective control in the budgetary allocation and utilization is maintained by periodic reviews submitted by IIMP to the SCES accounts department.

2.1.3. Effective Governance Indicators (15)

2.1.3.1. Grievance redressal mechanism (2)

The grievance redressal mechanism at IIMP aims at encouraging its employees and students to voice their complaints in a constructive way. It also encourages feedback and suggestions from staff and students as stakeholders so that a proactive approach helps in resolving hindrances in the operations on campus. IIMP employs a fair grievance procedure which helps to minimize and avoid conflicts by having constituted various Grievance Committees to tackle grievances at various levels. Grievance Committee has been established for students and staff, to provide a formal channel of communication to voice concerns. It comprises of Director, who is the Ex-officio member, while Faculty incharge and non-



teaching staff members are nominated by the Director. Student's grievance committee comprises in addition to Director, Faculty incharge, teaching and non-teaching staff members, the student's council members who represent the students in the committee meetings.

A) Prevention of Sexual Harassment - Internal Complaint Committee (IC)**Functions & Responsibilities**

Committee for 'Prevention against Sexual Harassment' was formulated in January 2010. Functions and Responsibilities of the committee are as under:

1. To examine complaints against sexual harassment of sexual discrimination and take necessary remedial measures wherever possible to submit its findings with recommendations to the Chairperson.
2. To pursue for time-bound enquiry of the complaints, wherever necessary.
3. To provide special counsellors to the victim, as and when necessary.
4. To report to the Board of Management, if there is a prima-facie case for legal or disciplinary action against the perpetrator of the crime and to pursue the case to its logical end.

Prevention of Sexual Harassment – Internal Committee Members 2024 - 2025

S. No.	Name	Designation	Responsibility
1	Mrs. Yestrela Vaz	Faculty – IIMP (MBA)	ICC Coordinator
2	Dr. Purvi Shah	Faculty – IIMP (MBA)	Member
3	Dr. Vijayalaxmi Rao	Faculty - IIMP (BBA)	Member
4	Ms. Sheetal Todkar	Non-Teaching Staff	Member
5	Adv. Rama Sarode	Advocate	External Member
6	Riya Rajput	Student - IIMP (MBA)	Student Representative
7	Samiksha Magar	Student IIMP (MBA)	Student Representative
8	Himanya Bareja	Student IIMP (BBA)	Student Representative
9	Dr. Purvi Shah	Faculty – IIMP (MBA)	Member
10	Dr. Vijayalaxmi Rao	Faculty - IIMP (BBA)	Member



B) **Student Grievance Redressal Cell** - According to the AICTE's Establishment of Mechanism for Grievance Redressal, Regulation 2012, the Grievance Redressal Committee has been constituted with the objective of resolving the grievances of students, parents and others. All the aggrieved students, their parents and others may henceforth approach the Grievance Redressal Committee.

Student Grievance Redressal Cell – Members 2023 - 2024

S. No.	Name	Designation	Responsibility
1	Dr. Pandit Mali	Director	Chairman
2	Mr. Sandeep Gaekwad	Director (Admin & HR), IGI	Member
3	Dr. Pallavi Sajanapwar	Dy. Director - MBA	Member
4	Dr. Anjali Kalkar	Dean – BBA	Member
5	Dr. Punam Bhoyar	Faculty - IIMP	Member
6	Dr. Sanjay Bhale	Faculty – IIMP	Member
7	Dr. Sonali Shrotri	Faculty – IIMP	Member
8	Mrs. Smita Shetty	NGO Representative	Member
9	Mrs. Manasi Patil	Librarian – IIMP	Member
10	Prof. Bijoy Guha	Ombudsman IGI	Member
11	Mr. Hiranman Pawar	Parent of MBA Student	Member
12	Mr. Yogesh Pawar	Student- (MBA)	Member
13	Dr. Ajay Varade	Faculty – IIMP	Coordinator

C) Women Cell –

The Women Cell has been constituted with the objective of setting up a framework for:

- Providing a forum for women employees to vent their grievances relating to official matters.
- Imparting a degree of objectivity and fair play in the consideration of such a grievance. Ensuring
- A prompt consideration and decision there on, inculcating a feeling of participation in sharing the complexities of administrative and management responsibilities of the employer and
- To foster a sense of belonging in all in the institution.

**Women Cell Members 2023 - 2024**

Sr. No.	Name	Designation	Responsibility
1	Dr. Tarita Shankar	Chairperson -IGI	Chair
2	Dr. Pandit Mali	Director- IIMP	Member
3	Dr. Pallavi Sajanapwar	Dy. Director-IIMP	Member
4	Dr. Priyanka Shrivastava	Faculty – IIMP	Convener
5	Dr. Purvi Shah	Faculty – IIMP	Member
6	Ms. Manasi Patil	Librarian	Member
7	Ms. Leena Divashikar	Coordinator – MBA Program	Member
8	Ms. Sayali Deulkar	Student Representative	Member

D) Anti - Ragging Committee

At Indira, we follow a strict policy against Ragging and any activity resembling to it. Ragging is totally banned and anyone found guilty of ragging and/or abetting ragging is liable to be punished. In pursuance to the Judgment of the Hon'ble Supreme Court of India dated 08.05.2009 in Civil Appeal No. 887/2009, the UGC had notified "Regulations on Curbing the Menace of Ragging in Higher Educational Institutions,2009". The Regulations are available on the UGC website i.e. www.ugc.ac.in.

These regulations are mandatory for all higher educational institutions in the country

Maharashtra Prohibition of Ragging Act 1999 which is in effect from 15th May 1999 has following provisions for Action against Ragging:

Ragging within or outside of any educational Institution is prohibited. Whosoever directly or indirectly commits, participates in, abets, or propagates ragging within or outside Educational Institution shall, on conviction, be punished with imprisonment for a term up to 2 years and / or penalty, which may extend to ten thousand rupees. Any student convicted of an offence of ragging shall be dismissed from the educational institute and such student shall not be admitted in any other educational institute for a period of five years from the date of order of such dismissal.

**Anti-Ragging Committee Members 2023 – 2024**

Sr. No.	Name	Designation	Responsibility
1	Mr. Sandeep Gaekwad	Director (Admin & HR), SCES	Member
2	Dr. Pandit Mali	Director- IIMP	Member
3	Dr. Pallavi Sajanapwar	Dy. Director - MBA	Member
4	Dr. Anjali Kalkar	Dean – UG Courses IIMP	Member
5	Mr. Anup Vaidya	Registrar – IIMP	Member
6	Mr. Sudhir Patil	Faculty – IIMP	Member
7	Swapnil Ubhale	Student – Representative	Member
8	Avinash Ubhale	Parent – Representative	Member
9	Dr. Ajay Varade	Anti-Ragging Co-ordinator	Member

2.1.3.2. Transparency (5)

IIMP considers it important to disseminate critical information to all its relevant stakeholders to ensure transparency in governance. Information regarding policies, rules, processes is made available on IIMPs official website.

Besides making information available on official website, information is also disseminated in following manner:

- Students are made aware of policies, rules and processes during their induction and such information is also made available to them in relevant documents such as Rule Book, Prospectus, website.
- Faculty are made aware of the policies, rules and processes at the time of joining the institute and they are also party to the formation of such rules, policies and processes and this aids in percolating information related to these.
- Periodic reminders are also ensured through circulars.
- All information relevant or needed by all stakeholders is available on the official website.
- The administrative rules and regulations covering all cadre of staff employed are mentioned in the manual and available at prominent points viz. Director’s Office & Registrar’s Office.



- A Hard copy of the program syllabus is available in the library and the Deputy Director's office which provides transparency in implementing academic plans and current regulations, courses, marks, attendance, examination, etc.
- A soft copy of the program syllabus is shared to all concerned stakeholders.
- Recruitment and interview of all staff is done by issuing advertisements and following the regulations of UGC, AICTE, SPPU.

2.1.3.3. Leader and Faculty selection process (5)

For existing MBA program, IIMP has adequate faculty strength as per the UGC / AICTE / SPPU guidelines. After the requirement calculations, Advertisement proposal is submitted to the Savitribai Phule Pune University's Reservation Cell. It will check if the advertisement is as per University norms and approves the same. The Roster is then updated every year. If there is a change in the student intake we have to get the roster checked from the Deputy Collector's Office (Reservation Cell – MAVAK), Council Hall Pune.

- A. All posts of teachers are widely advertised, post wise and Category wise (approved by the Reservation cell of University) with particulars of minimum and other qualifications as prescribed by the All India Council for Technical Education (AICTE). Reasonable time is allowed to applicants, to submit their applications.

After publishing the advertisement, the bodies such as University Reservation cell, University Employment Office, Ekatmik Adivasi Vikas Prakalpa Ghodegaon and Nashik, Adivasi Vikas Sanchalanalaya Nashik, Samaj Kalyan Maharashtra State Pune and Maharashtra State Co-op Adivasi Mahamandal Ltd., Nashik are requested to provide the detailed information regarding the eligible reserved category candidates along with their Educational Qualifications. **Some of these have issued us the institute login id's to obtain the list as per our post requirement.**

- B. The SPPU will then appoint a Selection Committee consisting of the following members.
- a) Chairman
 - b) Two nominee for General and Reservation each
 - c) One subject expert to be nominated
 - d) Principal of the College / Head of the recognized Institution
 - e) Representative of Management.



- C. The date of the meeting of the Selection Committee will be so fixed as to allow the notice of fifteen days to each Committee member and to the candidates. The particulars of each candidate called for interview, in consultation with the Head of the Institution, are supplied to each member, so as to reach him / her seven days before the date of meeting.
- D. The Selection Committee will interview and judge the merits of each candidate in accordance with the qualifications advertised, and report to Governing council, the names of selected candidates are arranged in order of merit. If no person is selected a report to that effect is made. The Committee may recommend only one name if others are not found suitable.
- E. The recommendations of the selection committee are submitted to the Savitribai Phule Pune University for its approval. The University communicates the approved list of the candidates to the Institute and the candidate.

The Institute will offer the candidates the recommended post, if the prospective candidate accepts the offer; he /she will be then given the appointment.

Appointment of DIRECTOR, DY. DIRECTOR & LF's:

- **Director** - The Director of the Institute is appointed as per the University norms described above.
- **Deputy Director** - The Deputy Director is appointed based on the qualifications i.e. A candidate with a Ph.D. and relevant experience and capability to fulfil administrative responsibilities.
- **Learning Facilitators (LF)** – The responsibilities of the Learning Facilitator are more of administrative in nature, which includes coordinating with the students and the faculty of the department and hence a LF may not necessarily be the senior most faculty of the department

2.1.3.4. Stability of the academic leaders (3)

Senior leaders have been working in the institute for an average of 10 to 15 years The Top Management strives to demonstrate that Leaders are valuable assets to the organization and this approach motivates them to stay in the organization.

It is the endeavor of the organization to strive and build a motivated and dedicated workforce by recognizing employees' commitment and contribution. The institute has a long service award to reward loyal employees. The long service award is rewarded at set anniversaries of



10 years, 15 years, 20 years, 25 years. A citation recognizing the contribution of the employees to the Institute is awarded to the employee during such anniversary programs.

Details of Stability of Academic Leaders

Sl. No.	Designation	Position	In the Position since	Duration in the Organization
1.	Dr. Pandit Mali	Director	2011	20 Yrs.
2.	Dr. Pallavi Sajanapwar	Dy. Director	2018	19 Yrs.
3.	Dr. Dipanjay Bhalerao	Dean Research	2022	14 Yrs.
4.	Dr. Purvi Shah	LF – Finance	2016	19 Yrs.
5.	Mrs. Yestrela Vaz	LF – Human Resource	2018	19 Yrs.
6.	Dr. Sanjay Bhale	LF – General Management	2019	9 Yrs.
7.	Dr. Hemant Anbhule	LF – Marketing	2024	3 Yrs.
8.	Dr. Nitin Joshi	LF – OSCM	2021	3 Yrs.
9.	Dr. Neha Ramteke	LF – Business Analytics	2023	9 Yrs.

2.2. Financial Resources (40)

2.2.1. Budget Allocation, Utilization, and Public Accounting at Institute level (40)

Table no. 2.2.1 a - Total Income at Institute level

Financial Year	Fee Received	Grant received from Govt.	Other Sources (specify*)	Total Amount
2023 - 2024	14,66,07,000/-	0/-	10,54,925/-	14,76,61,925/-
2022 - 2023	14,64,91,000/-	Nil	6,15,967/-	14,71,06,967/-
2021 - 2022	14,16,71,000/-	Nil	2,48,057/-	14,19,19,057/-
2020 - 2021	12,23,35,000/-	Nil	2,29,138/-	12,25,64,138/-
2019 -2020	10,06,75,000/-	Nil	8,31,353/-	10,15,06,353/-

*Interest on Bank Deposit, *Library Fees, *Bonafide Fees, *MDP, *ICSSR Grants, *Phd. Fees, *Sale of Prospectus, *Misc. Receipts

Table no. 2.2.1 b - Summary of budgeted and the actual expenditure

(for the stand alone Management Institute/ Management department of an institute) (in actual Rupees)

Items	Budgeted in 2023 – 2024	Budgeted in 22 – 2023	Budgeted in 2021 – 2022	Budgeted in 2020 – 2019	Actual Expenses in CFYm1	Actual Expenses in CFYm2	Actual Expenses in CFYm3
Capital Expenditure							
Infrastructure Built-Up	15,00,000/-	74,00,000/-	56,00,000/-	25,00,000/-	0/-	0/-	0/-
Library ¹	4,00,000/-	5,00,000/-	3,50,000/-	3,50,000/-	4,54,227/-	1,69,944/-	5,514/-
IT Infrastructure	29,80,000/-	74,58,000/-	9,70,000/-	4,99,000/-	33,13,458/-	15,71,655/-	6,42,777/-
Others	26,85,000/-	27,48,000/-	5,49,000/-	3,50,000/-	18,66,013/-	1,66,879/-	5,90,676/-
Operational Expenditure							
Salary (Teaching, Non-teaching and other Staff)	6,57,45,000/-	6,85,18,000/-	6,20,51,000/-	5,57,42,000/-	6,38,75,316/-	6,74,04,341/-	8,54,56,634/-
Capacity Development	0/-	0/-	0/-	0/-	0/-	0/-	0/-
Others	9,58,35,000/-	8,95,35,000/-	11,86,56,000/-	9,92,55,000/-	6,63,46,272.05/-	6,29,84,566.36/-	5,43,91,189.47/-
Total	16,91,45,000/-	17,61,59,000/-	18,81,76,000/-	15,86,96,000/-	13,02,05,459.05	13,03,88,907.36	13,98,47,823.47

1. Paper books and electronic (e-journals, e-books, e-subscription, publications etc.)

2.2.1.1. Adequacy of budget allocation (15)

The budget allocation is an effective planning tool which is done meticulously considering the expenses for the previous year and expected appreciation so that the allocated funds are enough to cater to the expenditure under various heads, which is evident in the statement provided above.

Budget allocation is done at the beginning of the financial year. The Budget allocation is done department wise wherein the Learning Facilitator for the Department prepares the budget as per the needs of the department. The Institute organizes Induction for the new batch, Symposiums, Conferences, Annual day, Student Events, Competitions, certifications, faculty development workshops and also supports students who wish to participate in inter collegiate competitions etc. Budget for events is prepared by the event coordinator and budget related to any activity as per specialization is prepared by the Learning Facilitator in advance and then approval is sought from the Director. Even though the budget is approved



in advance under a particular head, any expense above 15000/- has to be routed through the budget committee and all approvals have to be taken in advance.

Once the event or the activity for which the budget is sanctioned and approved, it is the responsibility of the concerned head i.e. the Learning Facilitator or the event coordinator or the department head as the case may be to submit all the bills and close the account.

2.2.1.2. Utilization of allocated funds (15)

The utilization of allocated funds involves the budgetary execution of the financial resources as directed and controlled by the Director toward achieving the purposes and objects for which budgets have been approved. The utilization process involves compliance with administrative requirements prescribed by central budgetary committee at SCES and IIMP. The process essentially centers around monitoring, adjusting, and reporting on the current year's budget.

Once the budget is approved, concerned departments and activity in charge are informed about the allocation under respective heads. Apportioning of budgets is the responsibility of the Director and central budget committee and this is executed keeping in mind institutional and administrative requirements and aligned priorities.

Purchase and expenditure procedures are structured and well maintained and executed keeping in mind the level of allocated funds. However, exceptional priority considerations beyond the allocated funds are ratified by the Director and central budget committee. Delegation of financial powers at institute level is promoted to keep the autonomy of the institute and to reduce time lag. All budgetary requirements that assist in student's development and are critical to teaching learning processes, are given priority. Allocation of funds is done with an objective of optimum utilization of resources for institutional requirements and is related to aspects which assist in adherence to the stated Vision and Mission of the institute.



Even though the budget is approved in advance under a particular head, any expense above 15000/- has to be routed through the budget committee and all approvals have to be taken in advance.

2.2.1.3. Availability of the audited statements on the institute's website (10)

The Audited Statements are available on the Institute website



CRITERION 3

PROGRAM OUTCOMES & COURSE OUTCOMES



Criterion 3	Program Outcomes and Course Outcomes	100
--------------------	---	------------

3.1. Establish the linkage between the Course Outcomes, the Program Outcomes (POs) and Program Specific Outcomes (20)
a. List the Program Outcome (PO)

PO No	Description
PO1	Domain Knowledge: Ability to apply principles and framework of management theories to real world business scenario/context.
PO2	Multi-disciplinary: Ability to concrete mutually valued outcomes in multi-disciplinary structure/ ecosystem.
PO3	Domain Application: Ability to practically apply the Domain Knowledge gained.
PO4	Global Perspective: Ability to appreciate and evaluate global scenarios and apply multidimensional approach to business environment.
PO5	Leadership: Ability to lead themselves and others in a diversified, cross-cultural environment to achieve organizational goals.
PO6	Creativity & Innovativeness: Ability to identify and analyse complex business and social problems by applying principles of creativity and innovativeness.
PO7	Decision Making: Ability to arrive at optimal and sustainable solutions by prioritizing, evaluating and selecting from alternative courses of action through research based knowledge.
PO8	Entrepreneurship: Ability to identify ideas and leverage on entrepreneurial skills in creating tangible and sustainable business solutions.
PO9	Team Work: Ability to contribute cohesively towards accomplishment of present goals.
PO10	Communication skills: Ability to comprehend, prepare effective reports, design documents, make presentations, receive and interpret information & disseminate clear instructions.
PO11	Values & Ethics: Ability to recognize, articulate and apply ethical principles in various professional, social and personal context.
PO12	Lifelong Learning: Ability to learn, unlearn, relearn the requisite skills and behaviour to deal with complex and dynamic societal and business environment.
PO13	Technology-driven: Ability to attain, identify and apply latest technological tools to sustain in technology-driven era.



b. List the Program Specific Outcomes (PSOs), if any

A. Operations and Supply Chain Management PSO

OS-PSO 01. Apply theoretical frameworks in solving problems of Operations & Supply Chain Management.

OS-PSO 02. Use a techno commercial approach to arrive at solution for complex problems in field of Operations and Supply Chain management.

OS-PSO 03. Accomplish tasks by acknowledging the cross functional interdependencies in Operations and Supply Chain Management.

B. Human Resource Management PSO

HR-PSO 01. Demonstrate the ability to formulate and implement strategic HR management practices that align with organizational objectives.

HR-PSO 02. Exhibit strong leadership skills and the capacity to lead HR teams effectively.

HR-PSO 03. proficient in using data analytics and HR metrics to make informed decisions.

C. Business Analytics PSO

BA-PSO 01. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

BA-PSO 02. Build and enhance business intelligence capabilities by adapting the appropriate technology and software solutions.

BA-PSO 03. Provide scholars with leading-edge analytical skills in different functional areas of business.

D. Finance Management PSO

FIN-PSO 01. Applying various financial theories, principles, and models to solve complex financial problems in the given business scenario.

FIN-PSO 02. Developing finance professionals with management acumen to create significant value and wealth for the society.

FIN-PSO 03. Collaborating with professionals to work effectively in multidisciplinary environment to make informed decisions

**E. Marketing Management PSO**

MKT-PSO 01. Ability to apply principles and framework of sales and Marketing theories into real world business scenario /context across functions of marketing.

MKT-PSO 02. Ability to develop self into a marketing professional with value and creativity with sustainable and global marketing outlook.

MKT-PSO 03. Ability to apply marketing learnings in to multi-disciplinary decision making situations through the lens of customer-centricity.

F. General Management PSO

GN-PSO 01. An ability to learn and apply conceptual foundations of management to solve practical decision-making problems in dynamic socio-economic and business ecosystem.

GN-PSO 02. A competence to adapt to VUCA environment with an understanding of critical issues relevant to professional managerial practices in global system.

GN-PSO 03. Excellent aptitude to function in multi-disciplinary work environment with good interpersonal skills as a leader with appreciation of professional ethics and societal responsibilities.

3.1.1. Course Outcomes (COs) (Batch 2021 – 2023) (5)

Semester	SEM I	SEM II	SEM III	SEM IV
Course	GC10 106 Marketing Management	GC10 201 Financial management	SC10302HR Strategic Human Resource Management	SC10401OS Project Management

Table 3.1.1

Semester I: Course Name: GC10 106 Marketing Management		
GC10106	CO.GC10106.1	Students should be able to apply the principle of segmentation, targeting and positioning and branding, in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
	CO.GC10106.2	Students should be able to analyze the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors.
	CO.GC10106.3	Students should be able to examine the marketing issues pertaining to marketing environmental forces, consumer buying behavior in the context of real-world marketing offerings (commodities, goods, services, e-products/ e-services).
	CO.GC10106.4	Students should be able to create the marketing mix strategy and marketing plan for any given product/ company in the context of a real-world marketing offerings (commodities, goods, services, e-products/ e services.).



Semester II: Course Name: Financial management		
GC10 201	CO.GC10201.1	Students should be able to apply the basic concepts of Financial Management for making business decisions.
	CO.GC10201.2	Students should be able to analyze Financial statements.
	CO.GC10201.3	Students should be able to evaluate financial decisions for maximization of Shareholders wealth.
	CO.GC10201.4	Students should be able to develop a comprehensive review of business performance for a real-life company.
Semester III: Course Name: Strategic Human Resource Management		
SC10302HR	CO.SC10302HR.1	Students should be able to identify the relationship of HR strategy with overall Corporate strategy for improving organizational effectiveness.
	CO.SC10302HR.2	Students should be able to analyze various strategic HR initiatives taken by the organization.
	CO.SC10302HR.3	Students should be able to evaluate SHRM issues and challenges faced by organizations.
	CO.SC10302HR.4	Students should be able to formulate talent management strategies for organizational effectiveness.
Semester IV: Course Name: Project Management		
SC10401OS	CO.SC10401OS.1	Students should be able to identify the key concepts of project management used across the industries.
	CO.SC10401OS.2	Students should be able to discover the role of stakeholders in success and failure of projects.
	CO.SC10401OS.3	Students should be able to explain the implementation process for successful project management.
	CO.SC10401OS.4	Students should be able to estimate the time and cost requirement for a given project.

3.1.2. CO-PO matrices of courses selected in 3.1.2 (one matrix to be mentioned for each semester/trimester) (5)

Table 3.1.2 A

CO PO Mapping: CO PO mapping for the batch of MBA 2021-23 is as follows:

Sr. No	Course Code	CO Code	PO1: Domain Knowledge	PO2: Multi-disciplinary	PO3: Domain Application	PO4: Global Perspective	PO5: Leadership	PO6: Creativity & Innovativeness	PO7: Decision Making	PO8: Entrepreneurship	PO9: Team Work	PO10: Communication skills	PO11: Values & Ethics	PO12: Lifelong Learning	PO13: Technology-driven
1	GC10106	CO.GC10106.1	3	1	3	2	2	2	3	0	3	3	0	2	0
		CO.GC10106.2	3	2	3	0	3	3	3	0	3	3	0	2	0



		CO.GC10106.3	3	2	3	0	0	2	3	0	3	3	2	3	0
		CO.GC10106.4	3	1	3	0	3	3	3	1	3	2	0	2	0
2	GC10201	CO.GC10201.1	3	2	2	2	2	0	3	2	0	2	2	2	0
		CO.GC10201.2	3	2	2	2	0	0	3	0	2	2	0	2	0
		CO.GC10201.3	2	2	3	2	0	2	3	0	0	2	0	2	2
		CO.GC10201.4	3	3	3	2	0	2	3	2	2	3	2	3	2
3	SC10302HR	CO.SC10302HR.1	3	2	3	0	2	0	2	0	2	2	0	3	0
		CO.SC10302HR.2	3	0	3	0	0	0	2	0	2	2	0	2	0
		CO.SC10302HR.3	3	0	2	0	2	0	2	0	2	2	0	2	0
		CO.SC10302HR.4	3	0	2	0	2	0	2	0	2	2	0	2	0
4	SC10401OS	CO.SC10401OS.1	3	2	0	0	0	0	1	0	1	0	0	0	0
		CO.SC10401OS.2	2	2	1	2	2	2	1	0	1	0	1	0	0
		CO.SC10401OS.3	3	0	1	0	0	2	0	2	0	1	1	2	2
		CO.SC10401OS.4	3	0	0	0	2	0	0	2	0	1	0	2	2

CO PSO Mapping: CO PSO mapping for the batch of MBA2021-23 is as follows:

Table 3.1.2 A

Sr. No	Course Code	CO Code	OS-PSO 01	OS-PSO 02	OS-PSO 03	HR-PSO 01	HR-PSO 02	HR-PSO 03	BA-PSO 01	BA-PSO 02	BA-PSO 03	FIN-PSO 01	FIN-PSO 02	FIN-PSO 03	MKT-PSO	MKT-PSO	MKT-PSO	GN-PSO 01	GN-PSO 02	GN-PSO 03
1	GC10106	CO.GC10106.1	0	0	1	0	0	0	0	0	0	1	1	0	3	3	3	3	2	2
		CO.GC10106.2	0	0	1	0	0	0	0	0	0	2	1	2	3	2	3	3	2	2
		CO.GC10106.3	0	0	1	0	0	0	0	0	0	1	0	3	3	2	3	3	2	2
		CO.GC10106.4	0	0	0	0	0	0	0	0	0	1	1	2	3	3	3	3	2	2
2	GC10201	CO.GC10201.1	2	2	2	0	0	0	1	0	0	3	1	1	0	0	1	3	1	1
		CO.GC10201.2	3	3	2	0	0	0	0	0	1	3	2	2	0	0	0	3	1	1
		CO.GC10201.3	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	3	1	1
		CO.GC10201.4	0	0	0	0	0	0	0	0	0	3	2	3	0	0	1	3	1	1



3	SC10302HR	CO.SC10302HR.1	0	0	0	2	3	1	0	0	0	0	0	0	0	0	0	2	0	0	
		CO.SC10302HR.2	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10302HR.3	0	0	0	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10302HR.4	0	0	0	2	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0
4	SC10401OS	CO.SC10401OS.1	3	1	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	
		CO.SC10401OS.2	3	1	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	
		CO.SC10401OS.3	3	2	2	0	0	0	0	0	0	1	1	0	0	1	0	0	0	0	
		CO.SC10401OS.4	3	2	2	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	

3.1.3. Course-PO Mapping matrix of all courses in the program (10) (2021 – 2023)

Table 3.1.3

Sr. No	Course Code	Course Name	CO CODE	CO STATEMENTS	PO1: Domain Knowledge	PO2: Multi-disciplinary	PO3: Domain Application	PO4: Global Perspective	PO5: Leadership	PO6: Creativity & Innovativeness	PO7: Decision Making	PO8: Entrepreneurship	PO9: Team Work	PO10: Communication skills	PO11: Values & Ethics	PO12: Lifelong Learning	PO13: Technology-driven
1	GC10101	Accounting for Business Decisions	CO.GC10101.1	Students should be able to apply Accounting Principles and concepts to a given business situation.	2	1	3	3	0	0	2	0	2	0	2	2	0
			CO.GC10101.2	Students should be able to analyze the cost information for managerial decision making.	3	1	2	2	0	0	3	0	2	0	0	2	0
			CO.GC10101.3	Students should be able to appraise the Financial statements for a given company.	3	1	3	3	0	0	3	1	2	2	2	3	0
2	GC10102	Behaviour Dynamics and People Management	CO.GC10102.1	Students should be able to apply concepts of individual and group behaviour to shape employee behaviour at workplace.	3	2	3	0	3	0	2	0	2	2	2	3	0
			CO.GC10102.2	Students should be able to appraise concepts of	3	2	2	0	3	2	2	0	2	2	2	3	0



				People management for organizational effectiveness.															
			CO.GC10102.3	Students should be able to discuss practices prevalent in organizations for people management.	3	2	2	0	3	2	2	0	2	2	3	3	0		
3	GC10103	Operation & Supply Chain Management	CO.GC10103.1	Students should be able to identify the key issues in Operations and Supply Chain.	3	1	3	2	2	0	2	0	2	2	0	0	2		
			CO.GC10103.2	Students should be able to explain the role of Operations and Supply Chain Management function for Competitive Advantage.	3	0	3	0	2	0	2	0	2	0	0	0	0	2	
			CO.GC10103.3	Students should be able to design flow charts of simple process in Operations or Service.	3	0	3	0	0	2	2	0	0	0	0	0	2	0	
4	GC10104	Digital Business	CO.GC10104.1	Students should be able to apply concepts, value creation & competitive advantage in a digital Business environment.	3	2	3	3	2	3	2	1	2	2	2	2	3		
			CO.GC10104.2	Students should be able to examine the changing role of digital business models, intermediaries, changing nature of supply chain and payment systems in the online and offline world.	3	1	3	3	3	3	2	1	3	2	3	2	3		
			CO.GC10104.3	Students should be able to elaborate relevance of Business Analytics with digital business, at the introductory level.	3	2	3	3	2	3	3	1	3	3	2	1	3		
5	GC10105	Business Research Methods	CO.GC10105.1	Students should be able to apply Business Research Methods in changing Business Scenario.	3	2	2	2	0	2	3	1	0	0	0	2	3		
			CO.GC10105.2	Students should be able to interpret Data Collection Process & Techniques in	3	2	2	2	0	2	3	0	2	0	2	2	2		



				Business situations.													
			CO.GC10105.3	Students should be able to develop Business Research orientation.	3	2	2	2	0	3	3	1	2	0	3	2	2
6	GC10106	Marketing Management	CO.GC10106.1	Students should be able to apply the principle of segmentation, targeting and positioning and branding, in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).	3	1	3	2	2	2	3	0	3	3	0	2	0
			CO.GC10106.2	Students should be able to analyze the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors.	3	2	3	0	3	3	3	0	3	3	0	2	0
			CO.GC10106.3	Students should be able to examine the marketing issues pertaining to marketing environmental forces, consumer buying behavior in the context of real-world marketing offerings (commodities, goods, services, e-products/ e-services).	3	2	3	0	0	2	3	0	3	3	2	3	0
			CO.GC10106.4	Students should be able to create the marketing mix strategy and marketing plan for any given product/ company in the context of a real-world marketing offerings (commodities, goods, services, e-products/ e services.).	3	1	3	0	3	3	3	1	3	2	0	2	0
7	GC5T101	Economic Analysis for Business Decisions	CO.GC5T101.1	Students should be able to apply various economic concepts for business decisions.	3	2	3	0	0	0	3	0	0	0	0	1	0



			CO.GC5T101.2	Students should be able to analyze Cost function, Production function and Competition.	3	2	3	0	0	0	3	0	0	0	0	1	0
			CO.GC5T101.3	Students should be able to evaluate the effect of macro-economic environment on business.	3	2	3	0	0	0	3	1	0	0	0	1	0
8	GC5C101	Business Government & Society	CO.GC5C101.1	Students should be able to identify macroeconomic aspects and roles of government in economic development in Indian context.	3	3	2	2	0	0	2	0	0	0	0	1	0
			CO.GC5C101.1	Students should be able to analyze the inter-linkages between economic growth and socio-economic development, and role of Public Private Partnership in economic development of the nation.	3	3	2	3	0	0	2	0	1	0	2	2	0
			CO.GC5C101.1	Students should be able to assess the forces for and against Globalization, its relevance to socio economic development in India.	3	3	3	2	0	0	2	1	0	0	2	2	0
9	GC5C102	Business Communication	CO.GC5C102.1	Students should be able to take part in routine and real world business interactions through verbal and written communication.	3	2	2	3	2	0	0	0	2	3	0	2	2
			CO.GC5C102.2	Students should be able to defend professional business presentations on a real-life business situation.	3	2	2	3	2	0	0	0	2	3	3	2	2
			CO.GC5C102.3	Students should be able to write the variety of letters, reports and emails.	3	2	2	3	2	0	0	0	3	3	2	2	2
10	GC5C103	Advanced Excel	CO.GC5C103.1	Students should be able to apply excel techniques for various business scenarios.	3	2	3	3	2	2	2	0	3	0	0	1	3



			CO.GC5C 103.2	Students should be able to analyze data using various tools in excel.	3	2	3	0	1	3	2	0	2	2	0	2	3		
			CO.GC5C 103.3	Students should be able to create formulas for application in analytics.	3	2	3	2	3	3	3	0	3	3	0	2	3		
11	GC5C10 4	Foundation of Organization and Management	CO.GC5C 104.1	Students should be able to analyze professional challenges that managers face in various Organization.	3	2	2	2	0	0	2	1	0	2	2	2	0		
			CO.GC5C 104.2	Students should be able to explain the various concepts of management and contemporary management practices.	3	2	2	2	0	0	2	1	0	2	2	2	2	0	
			CO.GC5C 104.3	Students should be able to build an Integrated approach for emerging ideas and practices in the field of management.	3	2	2	3	2	0	2	1	2	2	2	3	3	0	
14	GC5C10 0 A	Performing Arts Dance	CO.GC5C 100A.1	Students should be able to apply the aesthetics of four Indian dance forms/ western dance form.	3	1	1	0	0	0	0	0	0	0	0	0	1	0	
			CO.GC5C 100A.2	Students should be able to analyze and explain logically the performing principles of acquired knowledge.	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0
			CO.GC5C 100A.3	Students should be able to evaluate the proficiency in chosen style of dance form.	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
			CO.GC5C 100A.4	Compose a short dance from eight dance form taught to him or her	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
15	GC5C10 0 B	Performing Arts Music	CO.GC5C 100B.1	Students should be able to make use of ragas in vocal music.	3	1	0	0	0	0	0	0	0	0	0	0	0		
			CO.GC5C 100B.2	Students should be able to list the various aspects of ragas and their differentiation.	3	1	1	0	0	0	0	0	0	0	0	0	1	0	
			CO.GC5C 100B.3	Students should be able to evaluate vocal music style with the help of basics of music.	3	1	1	0	0	0	0	0	0	0	0	0	0	0	



			CO.GC5C100B.4	Students should be able to compose a rhythmic piece of vocal music in changing contexts and locales.	3	1	0	0	0	0	0	0	0	0	0	0	0		
16	GC5C100 C	Social Responsibility	CO.GC5C100C.1	Students should be able to identify the social aspects in organisation.	3	2	1	0	1	1	1	1	1	1	1	2	1	1	
			CO.GC5C100C.2	Students should be able to analyze the initiatives that contribute Social responsibility for communities.	3	2	1	0	0	1	1	1	1	1	1	1	2	1	1
			CO.GC5C100C.3	Students should be able to create a report on social responsibility initiatives undertaken by the student in social organization.	3	2	1	0	0	1	1	1	1	1	1	1	2	1	1
17	GC5C100 D	Yoga-Physical Fitness	CO.GC5C100D.1	Students should be able to make use of yogasana for fitness.	3	1	2	0	0	1	1	1	1	1	1	2	1	1	
			CO.GC5C100D.2	Students should be able to distinguish various forms of yogasana.	3	1	1	0	0	1	1	1	1	1	1	1	1	1	1
			CO.GC5C100D.3	Students should be able to compile the sequence of asana for physical fitness.	3	1	2	0	0	1	1	1	1	1	1	1	1	1	1
			CO.GC5C100D.4	Students should be able to build a physical activity plan for applying different asanas.	3	1	1	0	0	1	1	1	1	1	1	1	2	1	1
18	GC5C100 E	History	CO.GC5C100E.1	Students should be able to identify the factors responsible for historical event.	3	1	2	1	0	1	1	1	1	1	1	2	1	1	
			CO.GC5C100E.2	Students should be able to list the impact of event on geographical environment.	3	1	2	1	0	1	1	1	1	1	1	2	1	1	
			CO.GC5C100E.3	Students should be able to evaluate critically the historical event through own blog.	3	2	2	2	0	2	2	1	2	2	2	2	2	2	2
			CO.GC5C100E.4	Students should be able to write an essay on historical event.	3	2	2	2	0	2	2	1	2	2	2	2	2	2	2
19	GC5C100 F	Foreign Language French	CO.GC5C100F.1	Students should be able to construct short sentences for a given situation.	3	2	1	1	0	1	1	1	1	1	1	1	1	1	



			CO.GC5C100F.2	Students should be able to take part in verbal communication using foreign language.	3	2	2	2	0	2	2	1	2	2	2	2	
			CO.GC5C100F.3	Students should be able to explain the particular concept using foreign language.	3	2	2	2	0	2	2	1	2	2	2	2	
			CO.GC5C100F.4	Students should be able to compose a paragraph of self-introduction for an interview.	3	2	1	1	0	1	1	1	1	1	2	1	1
20	GC5C100G	Foreign Language Spanish	CO.GC5C100G.1	Students should be able to construct short sentences for a given situation.	3	2	1	1	0	1	1	1	1	1	1	1	1
			CO.GC5C100G.2	Students should be able to take part in verbal communication using foreign language.	3	2	2	2	0	2	2	1	2	2	1	2	2
			CO.GC5C100G.3	Students should be able to explain the particular concept using foreign language.	3	2	2	2	0	2	2	1	2	2	2	2	2
			CO.GC5C100G.4	Students should be able to compose a paragraph of self-introduction for an interview.	3	2	1	1	0	1	1	1	1	1	2	1	1
25	GC10201	Financial Management	CO.GC10201.1	Students should be able to apply the basic concepts of Financial Management for making business decisions.	3	2	2	2	2	0	3	2	0	2	2	2	0
			CO.GC10201.2	Students should be able to analyze Financial statements.	3	2	2	2	0	0	3	0	2	2	0	2	0
			CO.GC10201.3	Students should be able to evaluate financial decisions for maximization of Shareholders wealth.	2	2	3	2	0	2	3	0	0	2	0	2	2
			CO.GC10201.4	Students should be able to develop a comprehensive review of business performance for a real-life company.	3	3	3	2	0	2	3	2	2	3	2	3	2
26	GC10202	Decision Science	CO.GC5C202.1	Students should be able to choose appropriate quantitative techniques in problem solving for a given business scenario.	3	2	3	2	2	2	3	0	2	0	3	2	0



			CO. GC5C202.2	Students should be able to infer optimum solution for a given set of data.	3	2	3	2	0	2	3	0	2	0	3	2	0
			CO. GC5C202.3	Students should be able to justify a solution considering different aspects of a given business problem.	3	1	3	3	2	2	3	0	1	2	3	2	0
			CO. GC5C202.4	Students should be able to solve a business problem using decision making techniques.	3	1	3	3	2	2	3	1	0	0	3	2	0
27	GC10T2 03	Industry Research	CO.GC10203.1	Students should be able to identify strategic issues and challenges a Company faces while going to market.	2	2	1	1	0	2	0	0	1	1	3	2	3
			CO.GC10203.2	Students should be able to dissect the business dynamics of sector of the given organization.	3	2	1	1	0	3	0	0	1	2	3	2	3
			CO.GC10203.3	Students should be able to appraise organizational performance on select elements for the given organization.	3	3	1	1	0	3	0	0	2	1	3	2	3
			CO.GC10203.4	Students should be able to discuss entry level job profiles offered to management students for the given organization.	3	3	1	1	0	3	0	0	2	1	3	2	3
28	GC5T20 1	Legal Aspects of Business	CO.GC5T202.1	Students should be able to make use of the key terms and key legal provisions of acts in common business situations.	2	2	2	0	0	0	2	0	0	2	2	2	0
			CO.GC5T202.1	Students should be able to examine use of the Acts in common business situations.	3	0	2	0	0	0	2	0	0	2	2	2	0
			CO.GC5T202.1	Students should be able to appraise various facets of basic case laws of each Act from a legal and managerial perspective.	3	2	2	0	0	0	3	0	0	2	3	2	0



			CO.GC5T202.1	Students should be able to discuss elements pertaining to Unfair, Restrictive Trade Practices and Disputes in a given context.	3	2	2	0	0	0	3	1	0	2	3	2	0		
29	GC5C200 A	Design Thinking for Innovation	CO.GC5C200A .1	Students should be able to identify various elements in Design Thinking and Innovation.	3	2	3	2	2	2	2	1	2	2	2	2	2		
			CO.GC5C200A .2	Students should be able to explain the Design Thinking process.	3	2	3	2	2	2	2	1	2	2	2	2	2	2	
			CO.GC5C200A .3	Students should be able to elaborate usefulness of Design Thinking in finding innovative solutions to business problems.	3	2	2	2	2	2	2	1	2	2	2	2	2	2	2
			CO.GC5C200A .4	Students should be able to compose a story to communicate new ideas to audience.	3	2	2	2	2	2	2	1	2	2	1	2	2	2	2
30	GC5C200 B	Entrepreneurship Development 2	CO.GC5C200B .1	Students should be able to examine Validity and scalability of the business idea.	3	2	3	2	2	2	2	3	2	2	2	2	2	2	
			CO.GC5C200B .2	Students should be able to analyze the Business idea using Alex Oster-Walder business model.	3	2	3	2	2	2	2	3	2	2	2	2	2	2	2
			CO.GC5C200B .3	Students should be able to justify the feasibility of the business plan.	3	2	2	2	2	2	2	3	2	2	2	2	2	2	2
			CO.GC5C200B .4	Students should be able to develop Business Plan for next three years.	3	2	2	2	2	2	2	3	2	2	2	2	2	2	2
31	GC5C200 C	Personal Mastery	CO.GC5C200C .1	Students should be able to identify elements of personal mastery.	3	2	3	3	2	3	3	1	3	2	3	2	3	3	
			CO.GC5C200C .2	Students should be able to analyze oneself to improvise and taking better decisions.	3	2	3	3	2	3	3	1	3	2	2	2	2	2	3
			CO.GC5C200C .3	Students should be able to interpret the driving forces for personal mastery.	3	2	3	3	2	3	3	1	3	2	3	2	3	2	3
			CO.GC5C200C .4	Students should be able to develop a framework for	3	2	3	3	2	3	3	1	3	2	3	2	3	2	3



				leading meaningful life.													
32	GC5C200 D	Introduction to NLP	CO.GC5C200D .1	Students should be able to identify various concepts in Neuro Linguistic Program.	3	2	3	3	2	3	3	1	3	2	2	2	3
			CO.GC5C200D .2	Students should be able to analyze the role of brain and use of language in day to day circumstances.	3	2	3	3	2	3	3	1	3	2	3	2	3
			CO.GC5C200D .3	Students should be able to infer one's representational systems thereby increasing self-awareness.	3	2	3	3	2	3	3	1	3	2	2	2	3
			CO.GC5C200D .4	Students should be able to predict the use of NLP as a tool for personal change.	3	2	3	3	2	3	3	1	3	2	2	2	3
33	GC5C201	Statistical Lab	CO.GC5C201.1	Students should be able to apply Statistical Tools and Techniques for given business scenario.	3	3	2	2	0	0	2	1	0	2	2	2	0
			CO.GC5C201.2	Students should be able to the business senario and interpret the result	3	1	2	2	0	0	2	0	0	2	2	2	0
			CO.GC5C201.3	Students should be able to interpret the results of advanced statistical analysis for managerial decision making.	3	1	2	3	2	0	2	1	2	2	2	3	0
			CO.GC5C201.4	Students should be able to test hypothesis using appropriate statistical tools.	3	3	2	3	2	0	2	1	2	2	2	3	0
34	GC5C202	Geopolitics & World Economic	CO. GC5C202.1	Students should be able to identify the concept of Geopolitics and its significance in global business economy.	3	3	2	2	0	0	2	1	0	0	2	2	0
			CO. GC5C202.2	Students should be able to examine the role of significant institutions in the global trade.	3	3	2	2	0	0	2	1	0	0	2	2	0
			CO. GC5C202.3	Students should be able to appraise geopolitical forces that work for and	3	3	2	3	2	0	2	1	2	0	2	3	0



				against globalization.														
			CO. GC5C202.4	Students should be able to discuss Contemporary issues and challenges in Global Economic Environment that impact business at local & global level.	3	3	2	3	2	0	2	1	2	2	2	3	0	
35	GFE200 A	Cyber Security 2	CO.GFE 200A.1	Students should be able to apply suitably the various Security laws and standards to enhance security management.	3	2	2	1	1	1	1	0	2	3	3	2	3	
			CO.GFE 200A.2	Students should be able to evaluate the practices needed for Business continuity and Disaster Recovery as a part of security management.	3	2	2	1	2	3	1	0	2	3	3	2	3	
36	GFE200 B	Human Rights 2	CO.GFE200B.1	Students should be able to interpret the Human rights of vulnerable and disadvantaged groups in India.	2	1	2	1	0	2	0	1	1	3	3	0	3	
			CO.GFE200B.2	Students should be able to analyze Social status of women and children in International and national perspective.	2	2	0	1	0	2	0	1	1	3	3	0	3	
			CO.GFE200B.3	Students should be able to evaluate Status of Indigenous People in Indian scenario.	2	2	0	1	0	2	0	1	1	3	3	0	3	
			CO.GFE200B.4	Students should be able to evaluate the present Human rights to protect vulnerable and disadvantaged groups in India.	2	2	0	1	0	2	0	1	1	3	3	0	3	
37	SC10201 MK	Sales and Distribution Management	CO.SC10201M K.1	Students should be able to identify the Sales Management principles in a given market condition.	3	2	3	2	2	2	3	0	3	3	0	2	0	
			CO.SC10201M K.2	Students should be able to categorize different channel	3	3	3	0	3	3	3	0	3	3	0	2	0	



				options in a given business situation.													
			CO.SC10201M K.3	Students should be able to assess sales strategy for a given organization.	3	2	3	0	1	2	3	0	3	3	2	3	0
			CO.SC10201M K.4	Students should be able to elaborate the distribution strategy of a given company.	3	2	3	0	3	3	3	1	3	2	0	2	0
38	SC10202 MK	Services Marketing	CO.SC10202M K.1	Students should be able to identify concepts related to service experience in the context of real world offering.	3	2	3	2	2	2	3	0	3	3	0	2	0
			CO.SC10202M K.2	Students should be able to examine the elements of services marketing in contemporary context.	3	2	3	0	3	3	3	0	3	3	0	2	0
			CO.SC10202M K.3	Students should be able to determine service elements driving service quality in a given situation.	3	2	3	0	0	2	3	0	3	3	2	3	0
			CO.SC10202M K.4	Students should be able to formulate a services marketing offering for different business situations.	3	3	3	0	3	3	3	0	2	2	0	2	0
39	SC10203 MK	Consumer Behavior	CO.SC10203M K.1	Students should be able to make use of different consumer behavior concepts in the context of real world marketing offering (commodities, goods, services, e-products/e-services).	3	0	3	2	2	2	3	0	2	2	0	2	0
			CO.SC10203M K.2	Students should be able to examine the consumer decision making process in given B2B and/or B2C situation.	3	2	3	0	3	3	3	0	3	3	0	2	0
			CO.SC10203M K.3	Students should be able to appraise the consumer behavior insights in a given context.	3	2	3	0	2	2	3	0	3	3	2	3	0



			CO.SC10203M K.4	Students should be able to elaborate the determinants that affect the buying decision process in a given scenario.	3	2	3	0	3	3	3	0	3	2	0	2	0
40	SE5C201 MK	Business to Business Marketing	CO.SE5C201M K.1	Students should be able to utilize different concepts of business-to-business marketing in a given situation.	3	0	3	2	2	2	3	0	3	2	0	2	0
			CO.SE5C201M K.2	Students should be able to examine marketing strategies pertaining to different B2B situations.	3	0	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C201M K.3	Students should be able to explain significant marketing elements for a given B2B situation.	3	2	3	0	2	2	2	0	3	3	2	3	0
			CO.SE5C201M K.4	Students should be able to design marketing mix for given business-to-business products and/or services.	3	0	3	0	2	3	3	0	2	3	0	2	0
41	SE5C202 MK	Digital Marketing	CO.SE5C202M K.1	Students should be able to make Use of the digital marketing concepts in given business situations.	3	1	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5C202M K.2	Students should be able to compare digital marketing techniques in different business situations.	3	1	3	0	3	3	3	0	3	3	0	2	0
			CO.SE5C202M K.3	Students should be able to determine suitable digital marketing practices for given business situation.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C202M K.4	Students should be able to design a digital marketing campaign for given commodities, goods, services, e-products/ e-services.	3	2	3	0	3	3	3	0	3	2	0	2	0
42	SE5C203 MK	Contemporar y Market Research	CO.SE5C203M K.1	Students should be able to identify different elements of marketing research in contemporary business scenario.	3	0	3	2	2	2	3	0	2	3	0	2	0



			CO.SE5C203M K.2	Students should be able to analyze the research data by appropriate analytical tools for given marketing situation.	3	2	3	0	3	3	3	0	3	3	0	2	0
			CO.SE5C203M K.3	Students should be able to interpret marketing research data for a real life marketing situation.	3	1	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C203M K.4	Students should be able to develop a Marketing research proposal to resolve a marketing problem.	3	2	3	0	3	3	3	0	2	2	0	2	0
43	SE5C204 MK	Retail Marketing	CO.SE5C204M K.1	Students should be able to make use of the retail marketing concepts from real world marketing offerings.	3	0	3	2	2	2	3	0	2	2	0	2	0
			CO.SE5C204M K.2	Students should be able to analyze the store environment elements leading to customer delight.	3	2	3	0	3	3	3	0	3	3	0	2	0
			CO.SE5C204M K.3	Students should be able to appraise the current trends in retail sector for providing better services to customers.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C204M K.4	Students should be able to discuss the contemporary retail marketing practices of a given retail organization.	3	2	3	0	3	3	3	0	2	3	0	2	0
44	SE5C205 MK	Marketing of Financial Services	CO.SE5C204M K.1	Students should be able to utilize banking and non-banking financial services concepts in a given situation.	3	0	3	2	2	2	3	0	2	2	0	2	0
			CO.SE5C204M K.2	Students should be able to compare the different financial products available in Indian financial market.	3	2	3	0	3	3	3	0	3	3	0	1	0
			CO.SE5C204M K.3	Students should be able to interpret appropriate portfolio considering risk aptitude and return	3	0	3	0	0	2	2	0	3	3	2	3	0



				expectations for investor.													
			CO.SE5C204M K.4	Students should be able to discuss relevant financial services marketing practices of given sector.	3	1	3	0	3	3	3	0	2	3	0	3	0
45	SE5C206 MK	Tourism and Hospitality Management	CO.SE5C206M K.1	Students should be able to identify different aspects of Hospitality and Tourism Marketing in the global context.	3	2	3	2	2	2	3	0	2	3	0	1	0
			CO.SE5C206M K.2	Students should be able to examine marketing practices with reference to Hospitality and Tourism in the global context.	3	1	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C206M K.3	Students should be able to determine significant marketing strategy elements for given global organizations.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C206M K.4	Students should be able to formulate the 7Ps of marketing mix for Hospitality and Tourism in the global context	3	1	3	0	3	3	3	0	2	3	0	2	0
46	SC10201 FN	Indian Financial Institutions and Markets	CO.SC10201F N.1	Students should be able to identify the functions of Financial Institutions & Markets in India.	3	1	3	0	0	0	2	0	0	0	0	3	0
			CO.SC10201F N.2	Students should be able to analyze the contribution of Financial Institutions & Markets in India.	3	2	3	0	0	0	2	0	0	0	0	3	0
			CO.SC10201F N.3	Students should be able to explain the structure and components of Indian Financial System.	3	1	3	0	0	0	2	0	0	0	0	3	0
			CO.SC10201F N.4	Students should be able to discuss contemporary issues in Indian Financial Markets.	3	2	3	0	0	0	2	0	2	3	0	3	0
47	SC10202 FN	Financial Services	CO.SC10202F N.1	Students should be able to identify different financial services in India.	3	0	3	0	0	0	0	0	0	0	0	3	0



			CO.SC10202F N.2	Students should be able to categorize different financial services in India.	3	0	3	0	0	0	2	0	0	0	0	2	0
			CO.SC10202F N.3	Students should be able to explain the services portfolio of a financial services company.	3	0	3	0	0	0	2	0	0	0	0	2	0
			CO.SC10202F N.4	Students should be able to discuss the current scenario of financial services in India.	3	0	3	0	0	0	2	0	2	3	0	2	0
48	SC10203 FN	Commercial Banking	CO.SC10203F N.1	Students should be able to identify types of Banks and credit facilities provided by banks in India.	3	2	2	3	0	2	0	0	0	0	0	3	0
			CO.SC10203F N.2	Students should be able to analyze the performance of commercial bank by using the camel model.	3	2	3	2	0	2	2	0	2	0	0	2	2
			CO.SC10203F N.3	Students should be able to evaluate the role played by banks in Financial System.	3	2	2	0	0	0	3	0	0	0	0	3	2
			CO.SC10203F N.4	Students should be able to propose new ways of revenue generation for commercial banks.	3	1	3	2	2	2	3	0	2	2	0	3	0
49	SE5C201 FN	Direct Taxation 1	CO.SE5C201F N.1	Students should be able to apply the income tax rule for a given scenario.	3	2	0	0	2	0	2	0	0	0	0	1	0
			CO.SE5C201F N.2	Students should be able to analyze the residential status and incidence of tax for person.	3	2	2	0	2	0	2	1	3	2	2	2	0
			CO.SE5C201F N.3	Students should be able to explain the tax planning process.	2	1	0	2	0	0	0	0	2	2	0	2	0
			CO.SE5C201F N.4	Students should be able to estimate the taxable income from salary & house property.	3	1	2	0	2	0	0	1	3	2	2	2	0
50	SE5C202 FN	Security Analysis and Portfolio Management	CO.SE5C202F N.1	Students should be able to apply the concepts of Security analysis and Portfolio Management to real life situations.	3	2	2	2	0	2	2	0	0	0	0	2	0



			CO.SE5C202F N.2	Students should be able to analyze securities using different techniques to find out intrinsic value for investment decisions.	2	0	2	2	0	0	3	0	2	0	2	0	
			CO.SE5C202F N.3	Students should be able to determine the optimum portfolio by evaluating risk and return.	2	2	3	2	0	2	2	0	0	2	0	2	
			CO.SE5C202F N.4	Students should be able to develop a comprehensive review of stock using fundamental analysis for effective decision making.	2	2	2	2	2	2	3	0	3	2	2	2	
51	SE5C203 FN	Finance Analysis using Excel	CO.SE5C203F N.1	Students should be able to utilize MS excel finance functions for decision making.	2	2	3	2	0	0	3	0	0	0	0	3	3
			CO.SE5C203F N.2	Students should be able to analyze Financial data of companies using excel spreadsheet.	3	2	3	2	3	0	3	1	1	0	0	3	2
			CO.SE5C203F N.3	Students should be able to interpret financial data using MS excel finance function.	3	1	3	2	2	0	3	0	1	2	0	3	2
			CO.SE5C203F N.4	Students should be able to discuss the financial performance of the company using excel.	3	1	3	3	2	0	3	1	3	3	0	3	3
52	SE5C204 FN	Business Valuation	CO.SE5C204F N.1	Students should be able to choose appropriate business valuation techniques for different scenarios.	3	2	3	3	1	0	2	0	0	0	0	3	3
			CO.SE5C204F N.2	Students should be able to examine different techniques of valuation to business.	3	2	3	2	0	0	2	0	0	0	0	2	3
			CO.SE5C204F N.3	Students should be able to measure the real worth of business using valuation techniques.	3	2	3	2	0	2	3	0	0	2	0	3	3
			CO.SE5C204F N.4	Students should be able to propose investment recommendation using suitable valuation techniques for a given situation.	3	1	3	2	0	2	3	0	3	3	0	3	0



53	SE5C205 FN	Equity Derivatives	CO.SE5C205F N.1	Students should be able to apply concept of futures, options and index derivatives for investment decisions with reference to Indian Context.	3	0	3	0	0	0	3	0	0	0	0	1	0	
			CO.SE5C205F N.2	Students should be able to differentiate between futures and options contracts with reference to Indian Context.	3	0	3	0	0	0	3	0	0	0	0	0	1	0
			CO.SE5C205F N.3	Students should be able to explain the terminologies of equity derivatives with reference to Indian Context.	3	0	3	0	0	0	3	0	0	0	0	0	1	0
			CO.SE5C205F N.4	Students should be able to estimate margin and payoff for equity derivatives with reference to Indian Context.	3	0	3	0	0	0	3	0	0	0	0	0	1	0
54	SE5C206 FN	Forex and Treasury Management	CO.SE5C206F N.1	Students should be able to choose appropriate international financial market according to the needs of a given business situation.	3	0	2	2	3	0	2	1	3	0	0	2	0	
			CO.SE5C206F N.2	Students should be able to examine the role of Forex and Treasury Management with respect to Global Scenario.	3	2	2	0	3	0	2	1	3	0	0	1	0	
			CO.SE5C206F N.3	Students should be able to determine Forex Risk and Forecasting for given scenario.	3	2	2	2	3	0	2	0	2	1	0	1	0	
			CO.SE5C206F N.4	Students should be able to discuss the concepts of Forex and Treasury Management with respect to international trade and international financial markets.	3	2	3	2	3	0	3	1	3	2	2	2	2	
55	SC10201 HR	Talent Management: Planning and Acquisition	CO.SC10201H R.1:	Students should be able to write Job analysis for a given position.	3	0	3	0	0	0	2	0	1	2	0	2	0	
			CO.SC10201H R.1:	Students should be able to examine the role of Talent Planning and Acquisition	3	0	3	0	0	0	2	0	2	2	0	0	2	



				for organizational effectiveness.													
			CO.SC10201H R.1:	Students should be able to determine the right Recruitment Sources in the given scenario.	3	0	3	0	0	0	2	0	2	3	0	0	0
			CO.SC10201H R.1:	Students should be able to develop Talent Acquisition Plan for a given position.	3	0	3	0	0	0	2	0	2	2	0	0	0
56	SC10202 HR	Employer Branding	CO.SC10202H R.1:	Students should be able to identify employer branding initiatives at different Organizations.	3	0	3	0	2	2	2	0	2	2	0	1	0
			CO.SC10202H R.1:	Students should be able to examine the concept of employee value proposition as an element of employer branding.	3	0	2	0	0	0	0	0	2	2	0	1	0
			CO.SC10202H R.1:	Students should be able to determine the impact of Employer Brand Management on Organizations.	3	0	3	0	2	2	2	0	2	2	0	1	0
			CO.SC10202H R.1:	Students should be able to discuss paybacks of Employer Branding Strategies.	3	0	3	0	2	2	2	0	2	2	0	1	0
57	SC10203 HR	Social Security and Labour Welfare Legislations	CO.SC10203H R.1	Students should be able to make use of laws related to Social Security and Labour Welfare in organizational situations.	3	2	2	0	0	0	2	0	1	2	0	2	0
			CO.SC10203H R.2	Students should be able to list the social security legislations relevant in the given scenario.	3	0	2	0	0	2	0	0	0	2	0	0	0
			CO.SC10203H R.3	Students should be able to explain the role of governing bodies in security and welfare of employees.	3	0	3	0	0	0	2	0	2	2	0	2	0
			CO.SC10203H R.4	Students should be able to discuss the role of social security laws in smooth running of an organization.	3	0	3	0	0	0	2	0	2	2	0	2	0



58	SE5C201 HR	Learning and Development	CO.SE5C201H R.1	Students should be able to identify the impact of Learning and Development in an organization.	3	0	2	0	1	0	2	0	2	2	0	1	0	
			CO.SE5C201H R.2	Students should be able to analyze the importance of learning styles and andragogy for organizational training.	1	0	2	0	0	0	2	0	2	0	0	2	0	0
			CO.SE5C201H R.3	Students should be able to justify the role of management development initiatives for organizational effectiveness.	1	0	3	0	2	2	2	0	2	2	0	1	0	0
			CO.SE5C201H R.4	Students should be able to design a training program and the training evaluation plan. for given set of employees in a organizational context.	3	1	3	0	2	2	2	0	2	2	0	1	0	0
59	SE5C202 HR	Analytics for Human Resource	CO.SE5C202H R.1	Students should be able to choose different Analytical tools used by HR to support decision making.	2	2	2	0	1	0	2	0	2	2	0	2	0	
			CO.SE5C202H R.2	Students should be able to list appropriate analytics techniques in given HR situations.	3	0	2	0	0	0	2	0	0	0	0	2	0	0
			CO.SE5C202H R.3	Students should be able to justify the use of HR Analytics in Talent Management.	2	0	2	0	0	0	0	0	0	2	0	2	0	0
			CO.SE5C202H R.4	Students should be able to predict the importance of HR analytics to the 21st century organization.	2	1	2	0	0	0	0	0	0	2	0	2	0	0
60	SE5C203 HR	HR Accounting and Audit	CO.SE5C203H R.1	Students should be able to identify the audit process and issues in HR audit for a given scenario.	2	2	3	0	1	0	2	0	1	2	0	0	0	
			CO.SE5C203H R.2	Students should be able to analyze the role of HR Scorecard in HR Audit.	3	0	2	0	0	2	2	0	0	0	0	0	0	0
			CO.SE5C203H R.3	Students should be able to explain key parameters and tools useful in	3	0	3	0	0	0	2	0	0	0	0	1	0	0



				HR audit of an organization.													
			CO.SE5C203H R.4	Students should be able to discuss the importance of Investing in employees as assets.	3	1	2	0	0	0	2	0	0	0	0	1	0
61	SE5C204 HR	Labour Costing	CO.SE5C204H R.1	Students should be able to identify components of labour cost.	3	2	2	0	1	0	3	0	3	2	3	0	2
			CO.SE5C204H R.2	Students should be able to analyze factors affecting labour cost.	3	0	2	0	0	2	3	0	3	0	3	0	2
			CO.SE5C204H R.3	Students should be able to determine the labour cost using appropriate method of labour costing for given situation.	3	0	2	0	0	2	3	0	3	0	3	0	2
			CO.SE5C204H R.4	Students should be able to discuss impact of labour cost and labour turnover on productivity.	3	0	2	0	0	2	3	0	3	0	3	0	3
62	SE5C205 HR	Human Resource Administration: Systems & Procedures	CO.SE5C205H R.1	Students should be able to identify the importance of administrative activities in current organizational scenario.	2	0	2	0	0	0	2	0	1	2	0	0	0
			CO.SE5C205H R.2	Students should be able to list down the mandatory documents required for HR administration.	2	0	2	0	0	0	0	0	0	0	2	0	0
			CO.SE5C205H R.3	Students should be able to determine appropriate communication channels for different set of employees in given organizational contexts.	2	0	2	0	0	0	2	0	2	2	0	1	0
			CO.SE5C205H R.4	Students should be able to design HR policies and procedures for an organization.	2	1	2	0	0	2	2	0	2	0	2	1	0
63	SE5C206 HR	Human Resource Information Systems	SE5C206HR	Students should be able to identify the application of HRIS in different functions of HR in given organisation.	2	0	0	0	0	0	0	0	0	0	0	0	0



			SE5C206HR	Students should be able to identify the application of HRIS in different functions of HR in given organisation.	2	0	0	0	0	0	0	0	0	0	0	0		
			SE5C206HR	Students should be able to explain the role of Information Security and Privacy in Human Resource Information Systems.	2	0	0	0	0	0	0	0	2	0	0	3		
			SE5C206HR	Students should be able to discuss the role of information system in Human Resource Management in 21st century organisation.	2	2	0	0	0	0	0	0	2	0	0	3		
64	SC10201 OS	Inventory Management	CO.SC102010 S.1	Students should be able to apply the inventory control techniques for given situation to achieve the stated objective.	3	2	3	0	2	0	2	0	0	2	0	3	0	
			CO.SC102010 S.2	Students should be able to categorize types of inventories for better inventory control.	3	0	3	0	0	0	3	0	0	0	0	0	2	0
			CO.SC102010 S.3	Students should be able to justify appropriate inventory management techniques for cost minimization in a given situation.	3	2	3	0	2	0	2	0	0	2	2	2	2	0
			CO.SC102010 S.4	Students should be able to arrive at a solution using inventory control techniques for a given scenario.	3	1	3	0	2	2	2	0	2	0	0	3	0	
65	SC10202 OS	Logistics Management	CO.SC102020 S.1	Students should be able to identify the key issues and challenges of logistics in a current context.	3	1	3	0	2	0	0	0	0	0	0	2	0	
			CO.SC102020 S.2	Students should be able to point out latest practices followed in logistics for sustainable business by different organisation.	3	0	2	0	0	0	0	0	0	0	0	0	2	0



			CO.SC102020 S.3	Students should be able to appraise the role of key stakeholders and Macro-Micro environmental factors influencing logistics decisions.	3	2	2	2	2	0	2	0	0	2	0	1	0
			CO.SC102020 S.4	Students should be able to discuss the transportation decisions based on logistics performance measures for a given organization or situation.	3	0	3	0	2	0	2	0	2	2	0	3	2
66	SC10203 OS	Planning & Control of Operations	CO.SC102030 S.1	Students should be able to write the application of PPC in manufacturing process of organisation.	3	2	2	0	0	2	2	0	0	0	0	1	0
			CO.SC102030 S.2	Students should be able to analyse the components of PPC for the given organisation.	3	2	2	0	0	0	0	0	0	0	1	0	
			CO.SC102030 S.3	Students should be able to appraise demand forecasting and scheduling techniques for streamlining the operations for a given situation.	3	2	3	0	2	0	2	0	2	2	2	0	
			CO.SC102030 S.4	Students should be able to develop Aggregate Production Planning (APP), Master Production Schedule (MPS) & Material Requirement Planning (MRP) in a given scenario.	3	2	3	3	2	2	2	0	2	2	2	2	
67	SE5C201 OS	Lean Management	CO.SE5C2010 S.1	Students should be able to make use of Lean Management Principle for business competitiveness.	3	0	2	2	2	2	2	0	2	1	0	1	0
			CO.SE5C2010 S.2	Students should be able to analyse the concepts of lean manufacturing used for process optimization.	3	2	2	0	1	0	2	0	0	0	0	1	0
			CO.SE5C2010 S.3	Students should be able to assess the product and processes for line balancing as per capacity, using	3	0	3	0	1	0	3	0	2	0	0	1	0



				tools of lean management.														
			CO.SE5C2010 S.4	Students should be able to elaborate the role of different tools used in lean business.	3	1	3	0	0	0	0	0	0	0	0	2	0	
			CO.SE5C2020 S.1	Students should be able to make use of concepts in six sigma for process stability.	3	0	3	0	2	2	3	0	2	1	2	2	3	
			CO.SE5C2020 S.2	Students should be able to examine the method of Six Sigma Deployment and Process improvement.	3	0	3	0	1	2	3	0	0	2	2	1	3	
			CO.SE5C2020 S.3	Students should be able to assess the impact of Six Sigma Tool on the organization performance.	3	2	2	0	2	2	2	0	2	0	2	2	2	
			CO.SE5C2020 S.4	Students should be able to formulate a business case on Six Sigma implementation.	3	3	3	0	0	3	3	0	0	0	3	0	3	
68	SE5C202 OS	Six Sigma																
			CO.SE5C2030 S.1	Students should be able to write down the concepts in international logistics.	3	0	2	2	0	0	0	0	0	1	0	1	0	
			CO.SE5C2030 S.2	Students should be able to analyze Ocean shipping methods and containerization techniques used in international logistics.	3	0	3	2	0	0	2	0	0	0	0	0	0	
			CO.SE5C2030 S.3	Students should be able to explain the significance of sea routes and ports in international logistics.	3	0	3	0	0	0	1	0	0	0	0	1	0	
			CO.SE5C2030 S.4	Students should be able to discuss various modes of transport in international logistics.	3	1	3	0	0	0	1	0	0	0	0	3	0	
69	SE5C203 OS	International Logistics																
			CO.SE5C2040 S.1	Students should be able to identify elements of procurement function in different organizations.	3	2	2	2	0	0	0	0	0	0	0	0	0	
70	SE5C204 OS	Procurement Management																



			CO.SE5C2040 S.2	Students should be able to analyse the key stakeholder's role in procurement of material in an organization.	3	2	2	0	2	0	2	0	0	0	0	0	
			CO.SE5C2040 S.3	Students should be able to appraise the procurement process for efficiency in SCM.	3	0	2	0	2	0	2	0	2	2	0	2	0
			CO.SE5C2040 S.4	Students should be able to develop a supplier evaluation and selection process for a given organization.	3	0	2	0	0	0	2	0	2	0	2	2	0
71	SE5C205 OS	Industry 4.0	CO.SE5C2050 S.1	Students should be able to identify the concepts of Industry 4.0 used for business transformation.	3	1	3	2	0	0	0	0	0	0	0	2	2
			CO.SE5C2050 S.2	Students should be able to analyse the emerging technologies for business competitiveness.	3	1	3	2	0	0	2	0	0	0	0	2	2
			CO.SE5C2050 S.3	Students should be able to explain the role of Industry 4.0 in transformation of the organization.	3	2	3	0	0	0	0	0	0	0	0	3	3
			CO.SE5C2050 S.4	Students should be able to discuss how organizations and individuals should prepare themselves for Industry 4.0.	3	2	3	2	2	0	2	0	1	0	0	3	3
72	SE5C206 OS	Retail & Distribution Management	CO.SE5C2060 S.1	Students should be able to choose appropriate distribution channel for a given product or service.	3	1	3	0	2	2	2	0	2	1	2	0	2
			CO.SE5C2060 S.2	Students should be able to point out the components and control techniques of channel management for efficient distribution.	3	1	3	0	1	2	2	2	0	0	2	2	3
			CO.SE5C2060 S.3	Students should be able to appraise the role of retail & distribution for the given organization.	3	1	2	0	2	0	2	0	1	1	2	0	3
			CO.SE5C2060 S.4	Students should be able to elaborate the	3	1	1	0	1	1	0	0	0	0	2	2	2



				factors affecting the distribution channel design for given product/service/situation.													
73	SC10201 BA	Business Analytics using R	CO.SC10201B A.1	Students should be able to solve basic business problems using R programming.	3	2	3	2	1	0	2	0	0	1	0	0	3
			CO.SC10201B A.2	Students should be able to analyze the basic concepts of Business Analytics with R.	3	1	3	2	0	2	3	0	0	2	0	1	3
			CO.SC10201B A.3	Students should be able to appraise the functions of R in different business scenarios.	3	2	3	2	0	2	2	0	2	2	0	2	3
			CO.SC10201B A.4	Students should be able to design graphical solutions using appropriate visualization methods in R.	3	2	3	2	1	3	2	0	3	2	0	1	3
74	SC10202 BA	Data Mining	CO.SC10202B A.1	Students should be able to identify different aspects of Data used in mining.	3	1	2	3	0	0	2	0	2	2	2	2	3
			CO.SC10202B A.2	Students should be able to classify different techniques applied on data for mining.	3	1	3	2	0	0	2	0	2	2	0	1	3
			CO.SC10202B A.3	Students should be able to choose appropriate data mining algorithm in different business scenarios.	3	1	3	3	2	0	3	0	2	2	0	2	3
			CO.SC10202B A.4	Students should be able to discuss inferences drawn from different data mining algorithms.	3	1	3	2	1	3	3	0	2	2	0	1	3
75	SC10203 BA	Visual Analytics	CO.SC10203B A.1	Students should be able to construct relevant graphs and charts for given dataset.	3	2	3	3	0	3	3	0	3	3	0	2	3
			CO.SC10203B A.2	Students should be able to list different Tableau data handling terminologies.	3	1	3	3	0	3	3	0	2	3	0	1	3
			CO.SC10203B A.3	Students should be able to select appropriate joining and blending techniques for	3	2	3	2	2	3	3	0	2	3	0	1	3



				visualizations using tableau.													
			CO.SC10203B A.4	Students should be able to design dashboards for different storyline using Tableau.	3	1	3	2	0	3	3	0	3	3	0	2	3
76	SE5C201 BA	Data Warehousing Project Life Cycle Management	CO.SE5C201B A.1	Students should be able to identify an appropriate model for given scenario.	3	1	3	2	2	2	2	0	2	2	0	1	3
			CO.SE5C201B A.2	Students should be able to classify Requirements for a Data warehouse Project.	3	2	3	2	0	3	3	0	2	2	0	0	3
			CO.SE5C201B A.3	Students should be able to appraise Dimensional Modeling in Data Warehouse.	3	2	3	3	2	3	3	0	3	2	0	0	3
			CO.SE5C201B A.4	Students should be able to design Implementation Plan for a Data warehouse Project.	3	1	3	2	2	3	3	0	3	2	0	2	3
77	SE5C202 BA	Social Media, Web and Text Analytics	CO.SE5C202B A.1	Students should be able to identify an appropriate algorithm for given unstructured data.	3	2	3	3	2	0	3	0	3	2	0	1	3
			CO.SE5C202B A.2	Students should be able to list down the concepts of Social media & Web data.	3	2	3	3	2	0	3	0	3	0	2	2	3
			CO.SE5C202B A.3	Students should be able to choose the appropriate technique for Social media analytics in a given scenario.	3	1	3	3	2	3	3	0	2	3	2	2	3
			CO.SE5C202B A.4	Students should be able to build the model of unstructured data analytics for a given business scenario.	3	1	3	2	0	3	3	0	2	2	0	2	3
78	SE5C203 BA	Internet of Things	CO.SE5C203B A.1	Students should be able to list technologies supporting Internet of Things.	3	2	3	3	2	2	3	0	1	0	0	1	3
			CO.SE5C203B A.2	Students should be able to classify Requirements for IOT Project.	3	2	3	3	2	0	3	0	2	2	2	1	3



			CO.SE5C203B A.3	Students should be able to appraise Current and next generation advancements in Internet of Things.	3	1	3	3	0	3	3	0	3	2	2	1	3
			CO.SE5C203B A.4	Students should be able to discuss the practical applications of Internet of Things in different domains.	3	2	3	3	1	3	3	0	3	2	0	2	3
79	SE5C204 BA	Marketing Analytics	CO.SE5C204B A.1	Students should be able to list marketing analytics techniques for making marketing decisions.	3	2	3	3	0	3	3	0	2	2	0	0	2
			CO.SE5C204B A.2	Students should be able to classify approaches and techniques for Marketing analytics.	3	2	3	3	0	3	3	0	1	0	0	2	3
			CO.SE5C204B A.3	Students should be able to determine appropriate marketing analytics techniques for given marketing situations.	3	2	3	3	0	3	3	0	2	3	0	1	3
			CO.SE5C204B A.4	Students should be able to propose analytical model for a given marketing situation.	3	2	3	3	1	3	2	0	2	2	0	1	3
80	SE5C205 BA	Healthcare analytics	CO.SE5C205B A.1	Students should be able to list analytical techniques for making informed decisions in healthcare organizations.	3	1	2	0	0	1	3	0	1	0	0	2	3
			CO.SE5C205B A.2	Students should be able to classify approaches and techniques for Healthcare Analytics.	3	1	2	0	0	2	2	0	1	0	0	3	3
			CO.SE5C205B A.3	Students should be able to determine appropriate analytics techniques for given situation in healthcare organization.	3	1	2	1	1	2	2	0	1	1	0	2	3
			CO.SE5C205B A.4	Students should be able to discuss the role played by analytics for 21st century healthcare.	3	2	3	1	0	2	0	0	1	0	0	2	3



81	SE5C206 BA	Python Programming	CO.SE5C206B A.1	Students should be able to make use of python data structures in different situations .	3	2	3	3	0	3	2	0	0	2	0	0	3	
			CO.SE5C206B A.2	Students should be able to examine the purpose of modules and packages in python for given situation.	3	2	3	3	0	3	3	0	2	0	0	0	0	3
			CO.SE5C206B A.3	Students should be able to appraise the functions of Python in different business scenarios.	3	2	3	3	1	3	2	0	0	2	0	0	0	3
			CO.SE5C206B A.4	Students should be able to design graphical solutions using appropriate visualization methods in Python for different business scenarios.	3	2	3	2	0	3	3	0	2	2	0	1	3	
82	GC10301	SIP***	CO.GC10301.1	Apply concepts on job about the Industry and the company along with a professional attitude	3	2	3	1	2	2	1	1	2	1	3	2	2	
			CO.GC10301.2	Analyse the linkages among different business functions in a given sector	3	2	2	3	2	2	1	1	3	1	1	2	3	
			CO.GC10301.3	Appraise the business practices of a company and the industry environment	3	2	3	2	2	1	1	1	2	1	2	1	3	
			CO.GC10301.4	Develop real perspective about business organizations, elaborate Corporate create elaborated report methodologically.	3	2	3	2	1	3	3	1	2	2	2	1	3	
83	GC5T30 2 MKT	LAGS	GC5T302 MKT.1	Apply relevant Marketing Fundamentals and skills and techniques in real time marketing situations	2	2	3	3	2	2	3	1	2	2	2	2	3	
			GC5T302 MKT.2	To Workout apply and measure a marketing strategy.	3	1	3	1	1	1	1	1	2	2	3	1	3	
			GC5T302 MKT.3	To Optimize your social media marketing presence	2	1	3	3	2	2	3	1	2	2	2	3	2	



			GC5T302 MKT.4	To Use Marketing and Digital Marketing tools and Teams to develop a successful digital marketing campaign plan	3	1	3	3	1	3	1	1	3	2	3	3	2
84	GC5T302 FIN	FMM	GC5T302 FIN.1	Apply the valuation methods for the real life company	3	1	2	1	1	2	3	1	2	2	2	2	2
			CO 359. 2	Calculate the intrinsic value for the real life company using valuation techniques	2	2	3	2	2	2	2	1	3	2	3	1	3
			CO 359. 3	Project the financial statement of the given company	3	2	3	1	2	3	1	1	2	1	2	1	2
			CO 359. 4	Develop a comprehensive review of the given company using financial tools and techniques.	3	1	3	1	2	1	2	1	3	2	3	3	2
85	GC5T302 HR	EE	GC5T302 HR.1	Identify the significant of employee engagement in organizational success	2	1	2	3	1	2	1	1	2	2	2	2	3
			GC5T302 HR.2	Analyze the role of employee experience in driving employee engagement	2	1	3	3	2	1	2	1	3	2	3	2	3
			GC5T302 HR.3	Determine strategies for retaining engaged employees within an organization	2	1	3	1	1	1	3	1	2	1	2	1	1
			GC5T302 HR.4	Discuss the link between employee engagement and employee retention	3	2	3	3	2	2	1	1	3	2	1	3	1
86	GC5T302 OS	BSCM	GC5T302 OS.1	Identify the issues and risks in Operations, Supply Chain Management	2	3	3	3	2	2	1	1	2	1	1	3	2
			GC5T302 OS.2	Analyse the role and responsibility of a SCM Manager for smooth functioning of SCM	3	2	3	1	2	3	3	1	2	2	1	3	3
			GC5T302 OS.3	Explain the tools and techniques used in Process Improvement of OSCM	2	3	2	1	2	2	1	1	2	3	1	1	2
			GC5T302 OS.4	Create flow charts for various	3	1	3	3	2	1	2	1	2	2	1	1	2



				process carried out in OSCM														
87	GC5T30 2 BA	ASPA	GC5T302 BA.1	Discover how machine learning is changing predictive analytics.	2	1	2	3	2	3	1	1	3	1	3	1	2	
			GC5T302 BA.2	Apply predictive analytics techniques for financial forecasting.	3	1	2	1	2	1	3	2	2	2	2	2	3	2
			GC5T302 BA.3	Explore the predictive analytics functions of R, Python, etc.	2	3	3	2	2	1	1	1	1	3	2	2	3	2
			GC5T302 BA.4	Discuss the concept of Data Science Foundations: Assessment for Predictive Modelling	3	3	3	1	1	3	1	1	1	2	2	2	3	2
88	GC5T30 1	Strategy Management	CO.GC5T301.1	Students should be able to apply concepts of Strategic Management in a given business situation.	3	2	3	0	1	0	3	0	0	0	2	3	0	
			CO.GC5T301.2	Students should be able to analyze the business situations with the help of strategic models.	3	2	3	2	0	2	3	0	0	0	0	2	3	0
			CO.GC5T301.3	Students should be able to assess the strategic decisions taken by different organizations.	3	2	3	3	0	2	3	0	0	0	0	2	3	0
			CO.GC5T301.4	Students should be able to elaborate critical Competitive Advantage in business of MNCs.	3	2	3	3	0	2	3	0	0	0	0	2	3	0
89	GC5T30 2	Corporate Governance, Sustainability and Business Ethics	CO.GC5T302.1	Students should be able to apply conceptual foundations of corporate governance and sustainability.	3	2	3	2	0	0	2	0	0	0	3	3	0	
			CO.GC5T302.2	Students should be able to categorizes ethical issues associated with the critical stakeholders.	3	2	3	2	1	0	3	0	1	0	0	3	3	0
			CO.GC5T302.3	Students should be able to appraise the governance practices of a company.	3	2	3	3	0	0	3	0	0	0	0	3	3	0



			CO.GC5T302.4	Students should be able to elaborate Corporate Governance Reports as per due regulations.	3	1	3	3	0	0	3	0	0	0	3	3	0
90	GC5T303	Enterprise Performance Management	CO.GC5T303.1	Students should be able to apply various techniques of performance evaluation in a given situation.	3	2	3	0	0	2	3	0	0	0	0	3	0
			CO.GC5T303.2	Students should be able to compare performance evaluation methods across industry.	3	2	3	0	0	2	3	0	0	0	3	3	0
			CO.GC5T303.3	Students should be able to evaluate the performance management system of organization.	3	1	3	2	0	3	3	0	0	0	0	3	0
			CO.GC5T303.4	Students should be able to discuss Critical aspects of Audit Report to measure effectiveness of performance perspectives.	3	1	3	2	0	3	3	0	0	0	0	3	0
91	GFE300A	Cyber Security 3	CO.GFE300A.1	Students should be able to categorize sever management, firewalls, VPN, the role of Information and Network Security.	3	1	1	0	1	2	0	0	0	3	2	2	3
			CO.GFE300A.2	Students should be able to explain the role of Information and Network Security.	3	1	1	2	1	2	0	0	0	3	2	2	3
92	GC5T300A	Performing Arts - Dance	CO.GC5T300A.1	Students should be able to apply the aesthetics of four Indian dance forms/ western dance form.	3	3	3	0	0	3	3	1	3	3	3	3	3
			CO.GC5T300A.2	Students should be able to analyze and explain logically the performing principles of acquired knowledge.	3	3	3	0	0	3	3	1	3	3	3	3	3
			CO.GC5T300A.3	Students should be able to evaluate the proficiency in chosen style of dance form.	3	3	3	0	0	3	3	1	3	3	2	3	3
			CO.GC5T300A.4	Students should be able to compose a short dance from dance form taught to him or her.	3	3	3	0	0	3	3	1	3	3	2	3	3



93	GC5T300 B	Performing Arts - Music	CO.GC5T300B.1	Students should be able to make use of ragas in vocal music.	3	3	3	0	0	3	3	1	3	3	2	3	3		
			CO.GC5T300B.2	Students should be able to list the various aspects of ragas and their differentiation.	3	3	3	0	0	3	3	1	3	3	1	3	3		
			CO.GC5T300B.3	Students should be able to evaluate vocal music style with the help of basics of music.	3	3	3	0	0	3	3	1	3	3	1	3	3		
			CO.GC5T300B.4	Students should be able to compose a rhythmic piece of vocal music in changing contexts and locales.	3	3	3	0	0	3	3	1	3	3	2	3	3		
94	GC5T300 C	Social Responsibility	CO.GC5T300C.1	Students should be able to identify the social aspects in organization.	3	3	3	0	0	3	3	1	3	3	2	3	3		
			CO.GC5T300C.2	Students should be able to analyze the initiatives that contribute Social responsibility for communities.	3	3	3	0	0	3	3	1	3	3	1	3	3		
			CO.GC5T300C.3	Students should be able to determine the critical aspect of social issues a business organization can address.	3	3	3	0	1	3	3	1	3	3	1	3	3		
			CO.GC5T300C.4	Students should be able to create a report on social responsibility initiatives undertaken by the student in social organization.	3	3	3	0	1	3	3	1	3	3	2	3	3		
95	GC5T300 D	Yoga-Physical Fitness	CO.GC5T300D.1	Students should be able to make use of yogasana for fitness.	3	0	0	0	0	0	0	0	0	0	0	0	0		
			CO.GC5T300D.2	Students should be able to distinguish various forms of yogasana.	3	3	3	0	0	3	3	1	3	3	1	3	3		
			CO.GC5T300D.3	Students should be able to compile the sequence of asana for physical fitness.	3	3	3	0	0	3	3	1	3	3	1	3	3		
			CO.GC5T300D.4	Students should be able to build a physical activity plan for applying different asana.	3	3	3	0	0	3	3	1	3	3	2	3	3		
96	GC5T300 E	History	CO.GC5T300E.1	Students should be able to identify the factors responsible for historical event.	3	3	3	3	0	3	3	1	3	3	1	3	3		



			CO.GC5T300E.2	Students should be able to list the impact of event on geographical environment.	3	3	3	3	0	3	3	1	3	3	2	3	3	
			CO.GC5T300E.3	Students should be able to evaluate critically the historical event through own blog.	3	3	3	3	0	3	3	1	3	3	3	3	3	
			CO.GC5T300E.4	Students should be able to write an essay on historical event.	3	3	3	3	0	3	3	1	3	3	2	3	3	
97	GC5T300 F	Foreign Language Spanish	CO.GC5T300F.1	Students should be able to construct short sentences for a given situation.	3	3	3	3	0	3	3	1	3	3	2	3	3	
			CO.GC5T300F.2	Students should be able to take part in verbal communication using foreign language.	3	3	3	3	0	3	3	1	3	3	3	3	3	3
			CO.GC5T300F.3	Students should be able to explain the particular concept using foreign language.	3	3	3	3	0	3	3	1	3	3	3	3	3	3
			CO.GC5T300F.4	Students should be able to compose a paragraph of self-introduction for an interview.	3	3	3	3	0	3	3	1	3	3	2	3	3	
98	GC5T300 G	Foreign Language French	CO.GC5T300G.1	Students should be able to construct short sentences for a given situation.	3	3	3	3	0	3	3	1	3	3	2	3	3	
			CO.GC5T300G.2	Students should be able to take part in verbal communication using foreign language.	3	3	3	3	0	3	3	1	3	3	2	3	3	
			CO.GC5T300G.3	Students should be able to explain the particular concept/ event using foreign language.	3	3	3	3	0	3	3	1	3	3	3	3	3	
			CO.GC5T300G.4	Students should be able to compose a paragraph of self-introduction for an interview.	3	3	3	3	0	3	3	1	3	3	2	3	3	
99	SC10301 MK	Product & Brand Management	CO.SC10301M K.1	Students should be able to identify the elements of Product Strategy in new-age marketing environment.	3	0	3	2	2	2	3	0	2	3	0	2	0	
			CO.SC10301M K.2	Students should be able to examine contemporary Branding	3	0	3	0	3	3	3	0	3	3	0	2	0	



				strategies across different sectors.															
			CO.SC10301M K.3	Students should be able to appraise the Brand management practices of given organizations.	3	2	3	0	2	2	2	0	3	3	2	3	0		
			CO.SC10301M K.4	Students should be able to formulate effective Product and Branding strategies for Consumer and Business products/services.	3	0	3	0	3	3	3	0	2	2	0	2	0		
100	SC10302 MK	Strategic Marketing	CO.SC10302M K.1	Students should be able to identify the strategic marketing initiatives used by the companies in real world.	3	0	3	2	2	2	3	0	2	3	0	2	0		
			CO.SC10302M K.2	Students should be able to dissect marketing strategies of different organizations across sectors.	3	0	3	0	3	3	3	0	3	2	0	2	0		
			CO.SC10302M K.3	Students should be able to assess strategic marketing options to measure the marketing performance of an organization.	3	2	3	0	2	2	2	0	3	3	2	3	0		
			CO.SC10302M K.4	Students should be able to design marketing Strategy for given business situations.	3	2	3	0	3	3	3	0	2	3	0	2	0		
101	SC10303 MK	Integrated Marketing Communications	CO. SC10303MK.1	Students should be able to choose appropriate communication tools along with media vehicles for different products and services.	3	2	3	2	3	2	3	0	2	3	0	2	0		
			CO. SC10303MK.2	Students should be able to compare IMC strategies of companies within a sector.	3	0	3	0	3	3	3	0	3	2	0	2	0		
			CO. SC10303MK.3	Students should be able to evaluate the promotional program of an organization.	3	1	3	0	3	2	2	0	3	3	2	3	0		
			CO. SC10303MK.4	Students should be able to design marketing communication	3	2	3	0	3	3	3	0	2	3	0	2	0		



				plan for a given organization.														
102	SE5C301 MK	Marketing to Emerging Markets & Bottom of the Pyramid	CO.SE5C301M K.1	Students should be able to identify the key concepts in Marketing to Emerging Markets & Bottom of the Pyramid.	3	0	3	2	3	2	3	0	2	2	0	2	0	
			CO.SE5C301M K.2	Students should be able to categorize markets as emerging market, developed market and BOP market.	3	1	3	0	3	3	3	0	3	2	0	2	0	
			CO.SE5C301M K.3	Students should be able to assess economic and demographic scenarios in emerging markets.	3	2	3	0	2	2	2	0	3	3	2	3	0	
			CO.SE5C301M K.4	Students should be able to develop marketing strategies for Bottom Of Pyramid market.	3	1	3	0	3	3	3	0	2	3	0	2	0	
103	SE5C302 MK	Marketing Across Cultures	CO.SE5C302M K.1	Students should be able to identify the general characteristics of different cultures.	3	2	3	2	2	2	3	0	2	3	0	2	0	
			CO.SE5C302M K.2	Students should be able to compare characteristics of different cultures for successful marketing of an organization.	3	2	3	0	3	3	3	0	3	3	0	2	0	
			CO.SE5C302M K.3	Students should be able to examine the strategies used to manage cultural diversity for a company.	3	2	3	0	2	2	2	0	3	3	2	3	0	
			CO.SE5C302M K.4	Students should be able to develop intercultural marketing communication plan for a given organization in global context.	3	2	3	0	3	3	3	0	2	2	0	2	0	
104	SE5C303 MK	Direct Marketing and Event Management	CO.SE5C303M K.1	Students should be able to choose appropriate practices of Direct Marketing and Event Management for specific product or service.	3	0	3	2	2	2	3	0	2	2	0	2	0	



			CO.SE5C303M K.2	Students should be able to discover key factors for successful Direct Marketing and Event Management plan in given business situation.	3	0	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C303M K.3	Students should be able to appraise current Trends & Practices in Direct Marketing and Event management for a given organization.	3	2	3	0	2	2	2	0	3	3	2	3	0
			CO.SE5C303M K.4	Students should be able to design Direct Marketing plan and events for different products and services.	3	2	3	0	3	3	3	0	2	2	0	2	0
105	SE5C304 MK	Customer Relationship Management	CO.SE5C304M K.1	Students should be able to identify the key terms associated with the relationship marketing.	3	0	3	2	2	2	3	0	2	2	0	2	0
			CO.SE5C304M K.2	Students should be able to compare different approaches of relationship management in a given situation.	3	2	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C304M K.3	Students should be able to explain the contemporary CRM practices across sectors.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C304M K.4	Students should be able to design CRM program for a given organization.	3	2	3	0	3	3	3	0	2	2	0	2	0
106	SE5C305 MK	Marketing of IT & ITES	CO.SE5C305M K.1	Students should be able to identify the key concepts in Marketing of IT & ITES organizations.	3	0	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5C305M K.2	Students should be able to list the different IT & ITES products in Indian economy.	3	2	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C305M K.3	Students should be able to appraise suitable marketing strategies for IT & ITES products and services.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C305M K.4	Students should be able to plan suitable marketing practices for a given IT & ITES organizations.	3	2	3	0	3	3	3	0	2	3	0	2	0



107	SE5C306 MK	Analytics for Marketing	CO.SE5C306M K.1	Students should be able to choose different marketing analytics tools and techniques to summarize marketing data.	3	0	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5C306M K.2	Students should be able to examine suitable marketing analytics framework to solve strategic marketing problems.	3	0	3	0	3	3	3	0	3	3	0	2	0
			CO.SE5C306M K.3	Students should be able to interpret the given dataset for identifying customer value or making decisions for segmentation or retailing or advertising.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C306M K.4	Students should be able to compile key trends in marketing analytics field.	3	2	3	0	3	3	3	0	2	2	0	2	0
108	SC10301 FN	Personal Financial Planning and Wealth Management	CO.SC10301F N.1	Students should be able to apply techniques of Wealth Management for achievement of personal financial goals.	3	3	3	0	0	2	2	0	3	0	0	3	2
			CO.SC10301F N.2	Students should be able to compare investment instruments used in personal finance.	3	2	2	0	0	2	2	0	3	0	0	2	3
			CO.SC10301F N.3	Students should be able to recommend an appropriate financial Instrument for a given scenario.	3	2	3	0	2	3	3	0	2	3	0	3	0
			CO.SC10301F N.4	Students should be able to create a Financial Plan for real life cases.	3	3	3	0	0	3	3	0	1	2	0	3	3
109	SC10302 FN	Corporate Finance	CO.SC10302F N.1	Students should be able to make use of tools and techniques of Corporate Finance for maximization shareholders wealth.	3	0	2	3	0	0	2	0	2	0	0	2	0
			CO.SC10302F N.2	Students should be able to analyze financial indicators of company using	2	0	2	2	0	0	3	0	2	0	0	3	2



				the techniques of corporate finance.													
			CO.SC10302F N.3	Students should be able to evaluate given business scenarios using concepts of Corporate Finance.	2	2	2	2	0	0	2	0	2	2	0	3	2
			CO.SC10302F N.4	Students should be able to compile the financial decisions taken by company for particular period and comment using Corporate Finance techniques.	3	2	3	3	0	2	3	1	2	2	0	3	2
110	SC10303 FN	Financial Risk Management	CO.SC10303F N.1	Students should be able to apply risk management techniques to given business situations.	3	2	3	0	0	0	2	0	2	0	0	2	2
			CO.SC10303F N.2	Students should be able to calculate the portfolio risk of an Asset.	3	2	3	0	0	0	2	0	2	0	0	3	2
			CO.SC10303F N.3	Students should be able to explain the concepts of Financial risk management with respect to Indian Business Environment.	3	2	2	2	2	0	2	0	2	2	0	3	0
			CO.SC10303F N.4	Students should be able to discuss different risks associated with business enterprise and banks.	3	2	3	3	2	2	3	0	2	2	0	3	0
111	SE5C301 FN	Retail Banking	CO.SE5C301F N.1	Students should be able to identify the retail products & services offered by banks in India.	3	2	3	2	0	0	0	0	2	0	0	3	0
			CO.SE5C301F N.2	Students should be able to point out the issues and challenges of retail banking in India.	3	0	2	0	2	0	0	0	2	0	0	2	0
			CO.SE5C301F N.3	Students should be able to appraise the latest trends and marketing practices followed by banks in India.	3	0	2	0	0	0	2	0	2	0	0	2	0
			CO.SE5C301F N.4	Students should be able to propose suitable retail banking products/services	3	2	3	3	2	2	3	0	2	2	0	3	0



				in a given scenario.														
112	SE5C302 FN	Fixed Income Securities	CO.SE5C302F N.1	Students should be able to apply concept of Fixed Income securities for Portfolio decisions.	3	0	3	0	0	0	2	0	0	0	0	0	0	
			CO.SE5C302F N.2	Students should be able to examine the market characteristics, instruments, selling techniques, pricing and valuation issues with Fixed Income Securities.	3	0	3	0	0	0	3	0	0	0	0	0	0	0
			CO.SE5C302F N.3	Students should be able to determine the value of Fixed Income securities.	3	0	3	0	0	0	3	0	0	0	0	0	0	0
			CO.SE5C302F N.4	Students should be able to propose appropriate fixed income securities for a given situation.	3	2	3	0	2	0	3	0	0	2	0	0	0	0
113	SE5C303 FN	Principles of Insurance	CO.SE5C303F N.1	Students should be able to write down the terminologies related to different Insurance products available in India.	3	3	2	0	0	0	0	0	0	2	0	3	0	
			CO.SE5C303F N.2	Students should be able to classify different insurance products and services available in Indian market.	3	3	2	0	0	0	2	0	0	2	0	3	0	
			CO.SE5C303F N.3	Students should be able to determine the Insurance requirement for the given individual or business case.	3	3	3	0	0	0	3	0	0	2	0	3	0	
			CO.SE5C303F N.4	Students should be able to discuss the features and characteristics of life, health and general insurance.	3	3	3	2	2	0	3	0	2	2	0	3	2	
114	SE5C304 FN	Equity Research	CO.SE5C304F N.1	Students should be able to apply the concepts of Business Valuation for developing appropriate equity valuation model.	3	2	3	0	0	2	2	0	0	0	0	3	2	



			CO.SE5C304F N.2	Students should be able to analyze the critical business drivers and important financial indicators of a stock.	3	2	2	2	0	2	2	0	0	0	0	3	2		
			CO.SE5C304F N.3	Students should be able to estimate the intrinsic value of a selected scrip using appropriate valuation model.	3	0	3	2	2	0	3	0	2	2	0	3	3		
			CO.SE5C304F N.4	Students should be able to create an Equity Research Report for a given stock.	3	2	3	2	0	3	3	0	0	0	0	3	3		
115	SE5C305 FN	Currency and Commodity Derivatives	CO.SE5C305F N.1	Students should be able to compute payoff of currency and commodity derivatives.	3	0	3	0	0	0	2	0	0	0	0	0	0		
			CO.SE5C305F N.2	Students should be able to classify types of Currency and Commodity Derivatives products offered in Indian Market.	3	0	3	0	0	0	0	0	0	0	0	0	0	0	
			CO.SE5C305F N.3	Students should be able to explain characteristics of currency and commodity derivative market.	3	0	3	0	0	0	3	0	0	0	0	0	0	0	0
			CO.SE5C305F N.4	Students should be able to design hedging strategies using Currency and Commodity Derivatives.	3	0	3	0	0	0	3	0	0	0	0	0	0	0	0
116	SE5C306 FN	Direct Taxation 2	CO.SE5C306F N.1	Students should be able to make use of concepts of direct taxation for given scenario.	3	2	3	0	0	0	2	0	2	0	0	0	0		
			CO.SE5C306F N.2	Students should be able to categories different heads of Income in given scenario.	3	2	2	0	2	0	2	1	3	2	0	2	0	0	
			CO.SE5C306F N.3	Students should be able to determine Income Tax of an individual assessee.	2	0	3	0	2	0	2	0	2	2	0	2	0	0	0
			CO.SE5C306F N.4	Students should be able to design a tax saving plan for person.	3	2	2	0	2	0	3	1	3	2	0	2	0	0	0
117	SC10301 HR	Performance and Total Rewards Management	CO.SC10301H R.1	Students should be able to identify the practices of performance management system observed	3	0	2	0	0	0	2	0	2	2	0	0	0		



				in the organizations.													
			CO.SC10301H R.2	Students should be able to analyze the various elements of compensation.	3	2	3	0	0	0	2	0	2	2	0	0	0
			CO.SC10301H R.3	Students should be able to determine proper Rewards and Recognition approaches to be used in organizational setup.	3	0	2	0	2	0	2	0	2	2	0	2	0
			CO.SC10301H R.4	Students should be able to propose Performance Parameters and Compensation Structures in organizational setup.	3	0	2	0	2	0	2	0	2	2	0	2	0
118	SC10302 HR	Strategic Human Resource Management	CO.SC10302H R.1	Students should be able to identify the relationship of HR strategy with overall Corporate strategy for improving organizational effectiveness.	3	2	3	0	2	0	2	0	2	2	0	3	0
			CO.SC10302H R.2	Students should be able to analyze various strategic HR initiatives taken by the organization.	3	0	3	0	0	0	2	0	2	2	0	2	0
			CO.SC10302H R.3	Students should be able to evaluate SHRM issues and challenges faced by organizations.	3	0	2	0	2	0	2	0	2	2	0	2	0
			CO.SC10302H R.4	Students should be able to formulate talent management strategies for organizational effectiveness.	3	0	2	0	2	0	2	0	2	2	0	2	0
119	SC10303 HR	Employee Relations Legislations	CO.SC10303H R.1	Students should be able to build an understanding of laws related to governing of employee relations.	3	2	3	0	0	0	2	0	2	2	0	0	0
			CO.SC10303H R.2	Students should be able to examine the applicable Labour Laws in different organizational settings.	3	0	3	0	0	0	2	0	2	0	0	0	0



			CO.SC10303H R.3	Students should be able to explain the role of governing bodies in maintaining harmonious employee relations.	3	0	3	0	0	0	2	0	2	0	0	0	
			CO.SC10303H R.4	Students should be able to discuss the relevant provisions of various labour laws in a given scenario.	3	0	3	0	0	0	2	0	2	0	0	0	
120	SE5C301 HR	Talent Retention	CO.SE5C301H R.1	Students should be able to apply the key concepts of talent retention.	3	0	3	0	0	0	2	0	2	2	0	2	0
			CO.SE5C301H R.2	Students should be able to examine factors affecting talent retention.	3	0	3	0	0	0	2	0	2	2	0	2	0
			CO.SE5C301H R.3	Students should be able to interpret the role of key stakeholders in talent retention.	3	0	3	0	0	0	2	0	2	2	0	0	0
			CO.SE5C301H R.4	Students should be able to discuss retention strategies used by the organizations.	2	0	3	0	0	0	2	0	2	2	0	0	0
121	SE5C302 HR	Conflict and Negotiation Management	CO.SE5C302H R.1	Students should be able to apply the negotiation process, Zone of possible agreement (ZOPA) and best alternative to a negotiated agreement (BATNA) for successful negotiations.	3	0	2	0	2	0	2	0	2	2	0	2	0
			CO.SE5C302H R.2	Students should be able to analyze the various types of conflicts prevalent in the organization.	3	0	2	0	0	0	1	0	0	0	0	2	0
			CO.SE5C302H R.3	Students should be able to appraise Negotiation and Conflict Models used by organizations.	2	0	3	0	0	0	2	0	0	3	0	2	0
			CO.SE5C302H R.4	Students should be able to discuss conflict management strategies and negotiation styles in the organizational context.	2	0	3	0	0	0	2	0	0	3	0	2	0



122	SE5C303 HR	Employee Wellness	CO.SE5C303H R.1	Students should be able to identify the key concepts in Employee Wellness.	2	0	2	0	0	2	1	0	1	2	2	0	2
			CO.SE5C303H R.2	Students should be able to analyze the different sources of Stress and approaches used in stress reduction and employee wellness.	3	0	3	0	1	2	1	0	1	2	2	0	2
			CO.SE5C303H R.3	Students should be able to appraise the role of HR Manager in driving wellness initiatives in the organization.	2	0	3	0	1	0	1	0	1	2	2	2	2
			CO.SE5C303H R.4	Students should be able to elaborate the various employee wellness and stress management strategies in the organizational context.	2	0	3	0	1	0	1	0	1	2	2	2	2
123	SE5C304 HR	Role of HR in Mergers and Acquisitions	CO.SE5C304H R.1	Students should be able to make use of the conceptual framework relating to M&A in given organizational context.	3	0	3	0	0	0	1	0	2	2	0	0	0
			CO.SE5C304H R.2	Students should be able to examine the role of various HR functionaries in dealing with M&A.	3	0	2	0	0	2	1	0	2	2	0	2	0
			CO.SE5C304H R.3	Students should be able to determine the challenges faced by HR functionaries in dealing with M&A.	3	0	2	0	2	0	2	0	2	2	0	0	0
			CO.SE5C304H R.4	Students should be able to propose the HR interventions suitable for a given M&A Scenario.	3	0	2	0	2	0	2	0	2	2	0	0	0
124	SE5C305 HR	Global Trends in Human Capital	CO.SE5C305H R.1	Students should be able to apply the concept of Human Resource Management in an international context.	2	0	3	3	0	0	2	0	1	2	0	2	0



			CO.SE5C305H R.2	Students should be able to analyze the corporate role in managing issues involved in globalizing the HRM Architecture.	2	0	3	3	0	0	2	0	0	0	0	0	
			CO.SE5C305H R.3	Students should be able to evaluate the challenges of operating in different geographies and relevant differences in culture.	2	0	3	3	1	0	2	0	2	2	0	0	
			CO.SE5C305H R.4	Students should be able to discuss Global Talent Management Strategies.	2	0	3	3	1	0	2	0	2	2	0	0	
125	SE5C306 HR	HR & Quality Management Systems	CO.SE5C306H R.1	Students should be able to make use of the concept of Total Quality management in organizational context.	3	3	3	0	0	0	2	0	1	2	0	2	0
			CO.SE5C306H R.2	Students should be able to analyze the role of HR in navigating quality initiatives in the organization.	3	3	3	0	0	0	0	0	1	2	0	0	0
			CO.SE5C306H R.3	Students should be able to compare the QMS models used by the organizations to maintain quality.	2	3	3	0	2	2	2	0	1	2	0	0	3
			CO.SE5C306H R.4	Students should be able to discuss different business excellence models as applicable in organizations.	2	3	3	0	2	2	2	0	1	2	0	0	3
126	SC10301 OS	Operations Management in Services	CO.SC10301O S.1	Students should be able to apply the principles and practices of services operations management in a given scenario.	3	2	3	0	2	0	2	0	0	0	0	0	0
			CO.SC10301O S.2	Students should be able to examine the different demand and supply aspects of services.	3	2	2	0	0	0	2	0	0	0	0	0	0
			CO.SC10301O S.3	Students should be able to measure the service quality using SERVQUAL Model.	3	2	3	0	0	0	2	0	2	0	0	0	0
			CO.SC10301O S.4	Students should be able to construct service	3	2	2	0	0	0	2	0	2	0	0	0	0



				blue print for the given service.														
127	SC10302 OS	Operations & Supply Chain Strategy	CO.SC103020 S.1	Students should be able to identify operations and supply chain strategies for streamlining operations in business situations.	3	0	2	0	0	0	2	0	0	0	0	1	0	
			CO.SC103020 S.2	Students should be able to analyze the issues and challenges involved in designing the operations and supply chain strategy in business situations.	3	0	2	0	1	0	2	0	2	0	0	0	0	0
			CO.SC103020 S.3	Students should be able to explain different operational strategies for effective decision making.	3	2	3	0	2	0	2	0	0	0	0	0	0	0
			CO.SC103020 S.4	Students should be able to develop alternatives and plan of actionable insights addressing operations and supply chain issues in business situations.	3	2	2	0	2	2	2	0	2	1	0	2	2	
128	SC10303 OS	Enterprises Resource Planning	CO.SC103030 S.1:	Students should be able to relate the role of ERP technologies for business integration.	3	2	3	2	2	0	2	0	0	0	0	2	2	
			CO.SC103030 S.1:	Students should be able to appraise the ERP functional modules used by the organization.	3	0	3	0	0	0	2	0	1	0	0	2	2	
			CO.SC103030 S.1:	Students should be able to explain the reasons for the success and failure of ERP.	3	2	3	0	2	0	2	0	2	2	0	2	2	
			CO.SC103030 S.1:	Students should be able to construct a chart of data flow in ERP for a given functional area.	3	0	2	0	0	2	2	0	0	0	0	2	2	
129	SE5C301 OS	Stores & Warehouse Management	CO.SE5C3010 S.1	Students should be able to identify the key components of Stores & Warehouse Management system for a	3	0	3	0	0	0	0	0	0	0	1	0		



				business organization.															
			CO.SE5C301O S.2	Students should be able to analyse warehouse costs and risks associated with warehouse management operations.	3	0	2	0	0	0	2	0	0	0	0	0	0	0	
			CO.SE5C301O S.3	Students should be able to appraise the role of stores and warehouse management for a given organization.	3	0	3	0	2	0	2	0	2	2	0	1	0	0	
			CO.SE5C301O S.4	Students should be able to discuss Stores & Warehouse Best Practices and Strategies used for competitive advantage by the organization.	3	0	2	0	0	0	1	0	2	2	0	2	0	0	
130	SE5C302 OS	Digital Technology in Operations & Supply Chain Management	CO.SE5C302O S.1	Students should be able to identify the use of digital technologies in operations and supply chain management.	3	0	3	0	0	0	2	0	0	0	0	3	3	0	
			CO.SE5C302O S.2	Students should be able to analyze different business models in context with use of digital technology in operations and supply chain management.	3	0	3	0	0	0	2	0	0	0	0	0	3	3	0
			CO.SE5C302O S.3	Students should be able to explain Enterprise 2.0 and Robotic Process Automation (RPA) used by organization.	3	0	3	0	0	0	1	0	0	2	0	0	3	3	0
			CO.SE5C302O S.4	Students should be able to predict the role of future technologies in changing the landscape of OSCM.	3	0	3	0	2	0	1	0	0	0	0	0	2	2	0
131	SE5C303 OS	Supplier Relationship Management	CO.SE5C303O S.1	Students should be able to identify the significance of Supplier Relationship Management for a business.	3	0	2	0	0	0	0	0	0	0	0	2	0	0	



			CO.SE5C3030 S.2	Students should be able to analyze supplier selection criteria and supplier performance measurement system of an organization.	3	0	2	0	2	0	2	0	2	0	2	2	0	
			CO.SE5C3030 S.3	Students should be able to explain a supplier relationship framework for an enterprise.	3	0	2	0	0	0	2	0	0	2	0	0	0	
			CO.SE5C3030 S.4	Students should be able to develop a road map for enhancing the Supplier Relationship Management.	3	0	2	0	2	0	0	0	2	2	0	0	0	
132	SE5C304 OS	Quality Management Standards	CO.SE5C3040 S.1	Students should be able to identify the key concepts of Quality Management Standards.	3	0	3	0	0	0	2	0	0	0	0	2	0	
			CO.SE5C3040 S.2	Students should be able to classify the quality planning and process control tools used in Quality Management system.	3	0	2	0	0	0	2	0	2	0	0	0	0	0
			CO.SE5C3040 S.3	Students should be able to appraise the quality policy of the organization.	3	0	2	0	1	0	2	0	0	0	0	0	0	0
			CO.SE5C3040 S.4	Students should be able to construct a control chart for asserting the process variance.	3	0	2	0	0	0	2	0	2	0	0	0	0	0
133	SE5C305 OS	Taxation in Operations & Supply Chain	CO.SE5C3050 S.1	Students should be able to identify the key concepts of taxation in Operations and SCM.	3	1	0	0	0	2	0	0	0	2	2	1	2	
			CO.SE5C3050 S.2	Students should be able to examine the process of billing and invoicing in given transaction.	3	1	2	0	0	0	0	0	0	2	0	2		
			CO.SE5C3050 S.3	Students should be able to explain different types of bills and components of Total Cost of Ownership.	3	1	2	0	0	0	2	0	0	0	2	0	2	
			CO.SE5C3050 S.4	Students should be able to create a document for	3	1	2	0	1	0	2	0	0	0	2	0	2	



				process of billing and invoicing.														
134	SE5C306 OS	Business Process Reengineering	CO.SE5C306O S.1	Students should be able to apply the concepts of BPR & KPI's for process improvement.	3	2	3	0	2	0	1	0	0	0	0	3	0	
			CO.SE5C306O S.2	Students should be able to examine different BPR tools used for a business process.	3	0	2	0	0	0	2	0	0	0	0	0	2	0
			CO.SE5C306O S.3	Students should be able to interpret the role of enablers and key factors related to change management in BPR.	3	0	3	0	1	0	2	0	0	2	0	2	2	2
			CO.SE5C306O S.4	Students should be able to propose a framework for initiating a change management process in a given scenario.	3	0	3	0	2	0	2	0	0	0	0	2	0	
135	SC10301 BA	Advanced Statistical Methods using R	CO.SC10301B A.1	Students should be able to choose advanced statistical methods for given business scenarios.	3	2	3	2	0	3	3	0	2	0	2	3	3	
			CO.SC10301B A.2	Students should be able to list different functions applicable to multiple scenarios in analytical projects.	3	2	3	3	0	2	3	0	2	0	2	3	3	
			CO.SC10301B A.3	Students should be able to explain statistical methods to predict the trends in different business scenarios using R.	3	3	3	2	0	3	3	0	2	2	2	3	3	
			CO.SC10301B A.4	Students should be able to construct solutions to different business problems using advanced Statistical Methods.	3	3	3	2	0	3	3	0	2	2	0	0	3	
136	SC10302 BA	Machine learning	CO.SC10302B A.1	Students should be able to identify the key terms in Machine Learning.	3	3	3	3	0	2	2	0	0	2	0	0	3	
			CO.SC10302B A.2	Students should be able to classify the different Machine Learning Methods.	3	3	3	3	2	0	3	0	0	2	0	0	3	



			CO.SC10302B A.3	Students should be able to interpret the data using supervised and unsupervised Learning Techniques in a business scenario.	3	3	3	3	0	2	3	0	2	2	0	1	3
			CO.SC10302B A.4	Students should be able to discuss real world applications of machine learning.	3	2	3	3	1	0	2	0	2	2	0	2	3
137	SC10303 BA	Artificial Intelligence in Business Applications	CO.SC10303B A.1	Students should be able to identify the key concepts of Artificial intelligence in business application.	3	2	3	3	0	2	2	0	2	2	0	2	3
			CO.SC10303B A.2	Students should be able to classify scores, classes, and clusters from function specific data.	3	0	3	3	0	0	3	0	2	2	0	2	3
			CO.SC10303B A.3	Students should be able to interpret the business applications of Artificial intelligence.	3	2	3	3	0	3	3	0	2	2	2	2	3
			CO.SC10303B A.4	Students should be able to construct applications of AI in customer service, sales and marketing.	3	2	3	3	0	3	3	0	2	2	2	2	3
138	SE5C301 BA	E-commerce Analytics –I	CO.SE5C301B A.1	Students should be able to identify the key concepts in e-commerce analytics.	3	3	3	3	1	2	3	0	2	2	0	0	3
			CO.SE5C301B A.2	Students should be able to discover high-value insights via dashboards and visualization.	3	3	3	3	2	2	3	0	2	2	0	1	3
			CO.SE5C301B A.3	Students should be able to evaluate e-commerce data in given context for taking informed decisions.	3	3	3	3	3	2	3	0	2	2	0	1	3
			CO.SE5C301B A.4	Students should be able to design the analytics driven strategy for ecommerce businesses..	3	3	3	2	3	2	2	0	3	2	0	1	3
139	SE5C302 BA	Predictive Modelling	CO.SE5C302B A.1	Students should be able to identify the key concepts in predictive Modeling .	3	2	3	2	2	2	0	0	2	0	0	3	



			CO.SE5C302B A.2	Students should be able to examine the use of modeling skills to make decisions.	3	3	3	3	2	3	3	0	2	2	0	1	3	
			CO.SE5C302B A.3	Students should be able to choose predictive modeling techniques in different business scenarios.	3	3	3	3	2	3	3	1	0	2	0	1	3	
			CO.SE5C302B A.4	Students should be able to discuss the use of predictive modeling in time series data in different business scenarios.	3	3	3	3	2	0	2	0	1	3	0	0	3	
140	SE5C303 BA	Financial Analytics	CO.SE5C303B A.1	Students should be able to list financial analytics techniques for making financial decisions.	3	3	3	3	2	2	2	0	2	2	0	1	3	
			CO.SE5C303B A.2	Students should be able to analyze the given financial data to achieve accuracy in predictions.	3	2	3	3	2	2	2	0	0	2	0	0	0	3
			CO.SE5C303B A.3	Students should be able to explain the fundamental concepts of Financial analytics.	3	3	3	3	2	2	3	0	0	2	0	1	1	3
			CO.SE5C303B A.4	Students should be able to construct applications using algorithms for different financial management scenarios.	3	0	3	2	0	3	2	0	2	2	0	1	1	3
141	SE5C304 BA	Retail Analytics	CO.SE5C304B A.1	Students should be able to apply retail analytics tools and techniques for given dataset in different business situations.	3	3	3	3	2	2	2	0	0	2	2	0	3	
			CO.SE5C304B A.2	Students should be able to analyze the given dataset for merchandising and supply chain decisions in retail.	3	3	3	3	2	3	2	0	0	2	0	1	1	3
			CO.SE5C304B A.3	Students should be able to interpret Consumer Buying Behavior and Trends in new age retailing by using given dataset.	3	3	3	3	2	3	2	0	0	2	2	1	1	3



			CO.SE5C304B A.4	Students should be able to propose analytical model for a given business situation.	3	3	3	2	2	3	2	0	2	2	0	0	3
142	SE5C305 BA	Operations and Supply Chain Analytics	CO.SE5C305B A.1	Students should be able to identify OSCM analytics tools and techniques for given dataset in different business situations.	3	3	3	3	1	2	2	0	0	2	0	0	3
			CO.SE5C305B A.2	Students should be able to classify approaches and techniques for Operation and Supply Chain Analytics.	3	3	3	3	0	2	2	0	0	2	0	1	3
			CO.SE5C305B A.3	Students should be able to measure Operation and Supply chain performance using analytics tools and techniques for a given situation.	3	3	3	3	0	3	2	0	0	2	0	1	3
			CO.SE5C305B A.4	Students should be able to discuss the role of Operation and supply chain analytics for gaining competitive advantage in the given scenario.	3	3	3	3	2	3	2	0	0	2	0	1	3
			CO.SE5C306B A.1	Students should be able to identify the key concepts of analytics to be used in workforce related situations.	3	2	3	3	2	2	2	0	0	2	0	1	3
143	SE5C306 BA	Workforce Analytics	CO.SE5C306B A.2	Students should be able to classify approaches and techniques for Workforce Analytics.	3	2	3	3	2	2	2	0	0	2	0	1	3
			CO.SE5C306B A.3	Students should be able to select visualization to analyze given workforce data.	3	2	3	3	0	3	2	0	1	2	0	0	3
			CO.SE5C306B A.4	Students should be able to create dashboards for HR functions for a given organization.	3	2	3	3	0	2	2	0	2	2	0	2	3
			CO.GC5T401.1	Students should be able to make use of concepts of international trade and businesses.	3	2	3	2	0	0	3	0	0	0	0	3	0
144	GC5T40 1	International Business Management	CO.GC5T401.2	Students should be able to analyze the critical aspects of MNCs doing business in	3	3	3	3	0	0	3	0	0	0	2	3	0



				International markets.															
			CO.GC5T401.3	Students should be able to evaluate structures of multinationals, considering potential - challenges and opportunities.	3	3	3	3	0	0	3	0	0	0	3	3	0		
			CO.GC5T401.4	Students should be able to develop comprehensive report for current global business environment of emerging markets.	3	2	3	2	0	0	3	1	2	0	0	3	0		
145	GC5T402	Entrepreneurship and Family Business (EFB)	CO.GC5T402.1	Students should be able to make use of the concepts of entrepreneurship for MSME and family business.	3	2	3	0	0	0	2	3	2	0	0	3	0		
			CO.GC5T402.2	Students should be able to examine the role of competences, and ecosystem in growth of entrepreneurship and family business.	3	2	3	0	0	0	3	3	2	0	2	3	0		
			CO.GC5T402.3	Students should be able to appraise the business strategies and business models of the given startup organization.	3	2	3	2	0	0	3	3	2	0	0	3	0		
			CO.GC5T402.4	Students should be able to discuss Role of Business Models and strategies in growth of start-ups/ family businesses.	3	2	3	2	2	0	3	3	2	0	0	3	0		
146	GFE400A	Cyber Security 4	CO.GFE400A.1	Students should be able to explain the security architecture, wireless networks, the role of Security System.	3	1	1	0	1	2	0	0	0	2	2	0	3		
			CO.GFE400A.2	Students should be able to explain the role of System and Application Security.	3	1	1	0	1	2	0	0	0	2	2	0	3		
147	SC10401MK	Rural and Agricultural Marketing	CO.SC5T401M K.1	Students should be able to apply Marketing concepts in the given Rural and Agricultural environment.	3	0	3	2	2	2	3	0	2	3	0	2	0		



			CO.SC5T401M K.2	Students should be able to discover the impact of rural and agricultural consumer buying behaviour on marketing decisions of a company.	3	0	3	0	3	3	3	0	3	3	0	2	0
			CO.SC5T401M K.3	Students should be able to appraise the marketing strategies of various companies in Rural and Agricultural context.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SC5T401M K.4	Students should be able to discuss new trends in Rural and Agricultural Marketing.	3	2	3	0	3	3	3	0	2	2	0	2	0
			CO.SC5T402M K.1	Students should be able to identify traditional and digital marketing practices in real world context.	3	0	3	2	3	2	3	0	2	2	0	2	0
			CO.SC5T402M K.2	Students should be able to analyze new age marketing and Omni channel marketing practices along with Marketing productivity Matrices used by different organizations in the digital era.	3	0	3	0	2	3	3	0	3	3	0	2	0
			CO.SC5T402M K.3	Students should be able to appraise the Marketing 4.0 tools and techniques applied by a given organization.	3	2	3	0	2	2	2	0	3	3	2	3	0
			CO.SC5T402M K.4	Students should be able to discuss key highlights of Marketing 4.0 over previous Marketing evolutions.	3	2	3	0	2	3	3	0	2	3	0	2	0
148	SC10402 MK	Marketing 4.0															
149		DSMP	GC5T403 MKT.1	Learn about the components of ecommerce, current online shopping behavior, and successful ecommerce marketing strategies.	2	1	2	3	1	1	1	1	2	3	1	1	3



			GC5T403 MKT.2	Learn how to conduct a competitive analysis to gain insight into your competitors, as well as to identify your own competitive edge in the marketplace.	3	2	3	3	2	2	1	1	2	3	3	3	3
			GC5T403 MKT.3	Learn the key habits and skills of successful marketers	2	3	2	3	2	3	2	1	1	1	3	1	3
			GC5T403 MKT.4	To Develop skills on How to Write a Marketing Plan	1	3	2	1	2	2	3	1	1	3	3	3	2
150	SE5T401 MK	Services Operation Management	CO.SE5T401M K.1	Students should be able to identify the service operations functions of given service organization.	3	0	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5T401M K.2	Students should be able to examine service operational aspects of a given service organization.	3	0	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5T401M K.3	Students should be able to appraise strategic practices of a given service organization.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5T401M K.4	Students should be able to discuss service operations strategy for a given business scenario.	3	2	3	0	3	3	3	0	2	3	0	2	0
151	SE5T402 MK	Corporate Communicati on and Reputation Management	CO.SE5T402M K.1	Students should be able to identify key concepts in Corporate Communication and Reputation Management.	3	0	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5T402M K.2	Students should be able to distinguish between PR, corporate communication, and corporate reputation management.	3	0	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5T402M K.3	Students should be able to appraise the corporate communication strategy programs of a given company.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5T402M K.4	Students should be able to plan a corporate reputation management program for a	3	2	3	0	3	3	3	0	2	3	0	2	0



				given business organization.														
152	SE5T403 MK	Marketing for Non-profit Organization	CO.SE5T403M K.1	Students should be able to identify marketing practices of NPOs in the context of current marketing environment.	3	2	2	1	2	3	1	2	2	1	2	1	3	
			CO.SE5T403M K.2	Students should be able to compare the marketing practices followed by different non-profit organizations.	3	2	1	2	3	3	1	3	2	0	2	1	3	
			CO.SE5T403M K.3	Students should be able to assess marketing strategies and new trends used in marketing of non profit organizations.	3	3	0	0	2	2	0	3	3	2	3	1	3	
			CO.SE5T403M K.4	Students should be able to design Marketing strategy for given Non-profit Organization.	3	3	1	2	3	3	1	2	2	0	2	0	3	
153	SE5T404 MK	Luxury Marketing	CO.SE5T404M K.1	Students should be able to identify the key concepts in Luxury marketing.	3	0	3	2	2	2	3	0	2	3	0	2	0	
			CO.SE5T404M K.2	Students should be able to distinguish consumer behavior with respect to different luxury brands.	3	0	3	0	3	3	3	0	3	3	0	2	0	
			CO.SE5T404M K.3	Students should be able to appraise marketing strategies followed by given luxury brand.	3	2	3	0	0	2	2	0	3	3	2	3	0	
			CO.SE5T404M K.4	Students should be able to discuss the emerging trends in Luxury Marketing.	3	2	3	0	3	3	3	0	2	2	0	2	0	
154	SC10401 FN	Rural and Micro Finance	CO.SC10401F N.1	Students should be able to identify the functions of rural and Micro Finance institutions in India.	3	2	3	0	0	0	0	0	0	0	0	3	0	
			CO.SC10401F N.2	Students should be able to categorize different rural and micro finance avenues in India.	3	2	3	0	0	0	0	0	0	0	0	0	0	



			CO.SC10401F N.3	Students should be able to appraise the role of Rural & Micro finance Institutions in Financial Inclusion in India.	3	2	3	0	2	0	2	0	0	0	0	2	0
			CO.SC10401F N.4	Students should be able to compile initiatives taken by Financial Institutions for inclusive growth.	3	2	3	0	2	0	2	0	3	2	0	2	0
155	SC10402 FN	Project Finance	CO.SC10402F N.1	Students should be able to identify the investment rationale and major sources of revenue for a given project.	3	2	2	0	0	0	0	0	0	0	0	2	0
			CO.SC10402F N.2	Students should be able to examine the projects using discounted cash flows and selection criterion.	3	2	2	2	0	0	0	0	0	0	0	2	0
			CO.SC10402F N.3	Students should be able to evaluate the sources and risks associated with Project Finance.	3	2	2	3	2	2	0	0	0	0	0	2	0
			CO.SC10402F N.4	Students should be able to discuss major aspects of project finance in modern business era.	3	2	2	3	2	2	0	0	3	2	0	2	0
156	GC5T40 3 FIN	FMM	GC5T403 FIN.1	Apply the concept of DU-PONT for your given company	3	1	3	1	2	1	2	1	2	3	3	1	2
			GC5T403 FIN.2	Analyse the importance of working capital management for the given scenario.	2	3	3	2	2	2	1	1	3	3	2	3	3
			GC5T403 FIN.3	Project the financial statement of the given company using various financial tools and techniques	3	1	2	2	1	2	2	1	2	1	3	3	3
			GC5T403 FIN.4	Use the financial statements for decision making.	2	3	3	1	2	3	1	1	2	1	2	3	3
157	SE5T401 FN	Indirect Taxation	CO.SE5T401F N.1:	Students should be able to write down the basic terminologies of Indirect taxation.	3	0	2	0	0	0	0	0	0	0	2	0	
			CO.SE5T401F N.1:	Students should be able to categorize the Goods and Services under GST.	3	2	2	0	0	0	2	1	3	2	0	2	0



			CO.SE5T401F N.1:	Students should be able to explain the important concepts associated with Indirect taxes.	2	0	2	0	0	0	0	0	2	2	0	2	0
			CO.SE5T401F N.1:	Students should be able to estimate the GST, Custom duty payable for a given situation.	3	2	2	0	2	0	2	1	3	2	0	2	0
158	SE5T402 FN	Behavioural Finance	CO.SE5T402F N.1	Students should be able to identify Investor biases and Investor behavior towards Investment in a given situation.	3	3	3	0	2	0	2	0	0	0	0	2	0
			CO.SE5T402F N.2	Students should be able to analyze preferences for Investment.	3	3	3	0	0	0	0	0	0	0	2	0	
			CO.SE5T402F N.3	Students should be able to explain the Behavioral finance theories.	3	3	3	0	0	0	2	0	0	2	0	3	0
			CO.SE5T402F N.4	Students should be able to discuss the concepts and applications of Behavioral Finance.	3	3	3	2	0	0	2	0	2	2	0	3	0
159	SE5T403 FN	Financial Reporting & Analysis	CO.SE5T403F N.1	Students should be able to Identify sources of financial information required for analysis of a given company.	3	2	3	0	0	0	0	0	0	0	0	3	0
			CO.SE5T403F N.2	Students should be able to analyze financial statements for making business decisions.	3	0	3	0	0	0	0	0	0	0	0	3	0
			CO.SE5T403F N.3	Students should be able to appraise the concepts of financial reporting and analysis for Indian Companies.	3	0	3	0	0	0	2	0	0	2	0	3	0
			CO.SE5T403F N.4	Students should be able to elaborate the contents of financial report of a given company.	3	0	3	2	0	0	2	0	0	2	0	3	0
160	SE5T404 FN	Corporate Financial Restructuring	CO.SE5T401F N.1	Students should be able to make use of the conceptual framework relating to M&A in given organizational context.	3	0	2	2	0	0	2	0	0	0	0	2	0



			CO.SE5T401F N.2	Students should be able to analyze financial performance of given company in a given Corporate Financial Restructuring scenario.	2	0	2	2	0	0	3	0	3	2	0	2	0
			CO.SE5T401F N.3	Students should be able to appraise the role of corporate strategy in Mergers and Acquisitions.	2	2	3	2	2	2	2	0	0	2	0	2	0
			CO.SE5T401F N.4	Students should be able to discuss Corporate Restructuring practices of Indian Companies.	2	2	2	2	2	2	3	0	3	2	2	2	2
161	SC10401 HR	Organization al Development and Change Management	CO.SC10401H R.1	Students should be able to apply OD concepts in organizational setup.	3	0	3	0	0	0	1	0	2	3	0	2	0
			CO.SC10401H R.2	Students should be able to analyze OD Approaches and Models used in organizations.	3	0	3	0	1	2	1	0	2	3	0	1	0
			CO.SC10401H R.3	Students should be able to determine OD interventions based on organizational diagnosis.	3	2	3	0	2	2	2	0	2	3	0	2	0
			CO.SC10401H R.4	Students should be able to compile Trends in OD and Change Management.	3	0	3	0	2	2	2	0	2	3	0	2	0
162	SC10402 HR	Diversity and Inclusion	CO.SC10402H R.1	Students should be able to apply concepts of Diversity and Inclusion as applicable in organizational setup.	3	0	3	0	0	0	2	0	2	2	2	2	0
			CO.SC10402H R.2	Students should be able to discover the issues and challenges involved in managing a diverse workforce.	3	0	2	0	0	0	0	0	0	2	0	0	0
			CO.SC10402H R.3	Students should be able to evaluate strategies to deal with workforce diversity & inclusion.	3	0	2	0	0	0	0	0	2	2	0	0	0
			CO.SC10402H R.4	Students should be able to compile contemporary trends and best practices adopted by organizations pertaining to	2	0	3	0	0	0	0	0	2	2	0	0	0



				diversity and inclusion.															
163	GC5T40 3 HR	OC	GC5T403 HR.1	Apply feedback to create an action plan for improving organization culture	3	1	3	3	2	2	2	1	1	2	3	3	2		
			GC5T403 HR.2	Point out the challenges in developing a learning culture	2	2	2	3	1	3	2	2	2	2	2	3	2	3	
			GC5T403 HR.3	Determine elements necessary for sustaining culture	3	3	3	2	1	3	1	2	2	2	2	2	2	2	2
			GC5T403 HR.4	Discuss strategies for creating a toxic free culture	2	3	3	3	2	2	3	2	2	1	2	2	2	3	
164	SE5T401 HR	Best Practices in HRM	CO.SE5T401H R.1	Students should be able to identify the best HRM practices across organizations.	2	0	3	0	2	0	2	0	2	2	0	0	0		
			CO.SE5T401H R.2	Students should be able to analyze best practices adopted by companies for employee retention and employee engagement.	2	0	2	0	0	0	2	0	0	0	0	0	0	0	
			CO.SE5T401H R.3	Students should be able to evaluate best practices adopted by companies to engage multi-generational workforce.	2	0	3	0	0	0	2	0	0	0	0	0	0	0	
			CO.SE5T401H R.4	Students should be able to compose initiatives taken by organizations in Human Resource Management through benchmarking.	2	0	3	0	0	0	2	0	0	0	0	0	0	0	
165	SE5T402 HR	Role of HR in Knowledge Management	CO.SE5T402H R.1:	Students should be able to apply the conceptual background and framework of KM in given scenario.	3	0	3	0	0	0	2	0	2	2	0	3	0		
			CO.SE5T402H R.1:	Students should be able to examine the role of Organization culture and policies to facilitate KM.	3	0	2	0	0	0	0	0	2	2	0	0	0		



			CO.SE5T402H R.1:	Students should be able to decide the use of appropriate CoP in given organizational context.	3	0	2	0	0	2	2	0	2	2	0	0	0
			CO.SE5T402H R.1:	Students should be able to discuss the HR challenges faced by organizations with respect to KM.	1	0	2	0	0	0	0	0	0	0	0	0	0
166	SE5T403 HR	Public Relation and Corporate Communicati on	CO.SE5T403H R.1	Students should be able to identify the concepts of Corporate Communication, Media and Public Relations in practice.	3	2	3	2	0	2	2	0	2	3	0	3	0
			CO.SE5T403H R.2	Students should be able to analyze the importance and role of PR and communication in organizations.	3	2	3	2	0	2	2	0	0	3	0	3	2
			CO.SE5T403H R.3	Students should be able to explain the PR and communication strategies designed & practiced by the organizations.	3	2	3	0	0	0	0	0	0	2	0	0	0
			CO.SE5T403H R.4	Students should be able to compile Communication Plan and PR Activities undertaken by organizations for Brand Visibility.	3	2	3	3	0	3	3	0	0	3	2	3	0
167	SE5T404 HR	International HR	CO. SE5T404HR.1	Students should be able to apply the concepts of Domestic HRM and International HRM.	2	0	3	0	1	0	2	0	2	2	0	1	0
			CO. SE5T404HR.2	Students should be able to examine the role of external factors on domestic HRM.	2	0	3	0	0	1	0	0	0	0	0	0	2
			CO. SE5T404HR.3	Students should be able to evaluate practices for managing international workforce.	2	0	3	0	0	1	0	0	0	0	0	0	3
			CO. SE5T404HR.4	Students should be able to compile the emerging trends in IHRM.	2	0	3	0	0	1	0	0	0	0	0	0	3
168	SC10401 OS	Project Management	CO.SC10401O S.1	Students should be able to identify the key concepts of project management used	3	2	0	0	0	0	1	0	1	0	0	0	0



				across the industries.																
			CO.SC10401O S.2	Students should be able to discover the role of stakeholders in success and failure of projects.	2	2	1	2	2	2	1	0	1	0	1	0	0	0		
			CO.SC10401O S.3	Students should be able to explain the implementation process for successful project management.	3	0	1	0	0	2	0	2	0	1	1	2	2	2		
			CO.SC10401O S.4	Students should be able to estimate the time and cost requirement for a given project.	3	0	0	0	2	0	0	2	0	1	0	2	2	2		
169	SC10402 OS	Sustainable Practices in OSCM	CO.SC10402O S.1	Students should be able to identify the current sustainable practices in OSCM used by the organization.	2	0	0	2	0	2	2	0	0	0	1	0	0	0		
			CO.SC10402O S.2	Students should be able to examine the role of sustainability enablers in OSCM.	3	1	0	1	0	2	0	0	0	0	0	0	2	2	2	
			CO.SC10402O S.3	Students should be able to explain different production systems for sustainability.	2	0	1	0	2	0	0	1	0	2	0	0	0	0	0	0
			CO.SC10402O S.4	Students should be able to discuss the impact of sustainability practices followed by organization on Economy, Environment and Society.	3	0	0	2	0	0	1	0	1	0	0	0	0	0	0	0
170	GC5T40 3 OS	QMS	GC5T403 OS.1	Explain the key concepts of Quality Management Standards.	3	1	2	1	1	3	1	2	2	1	1	3	3	3		
			GC5T403 OS.2	Examine the quality planning and process control tools used in Quality Management system.	2	2	2	1	2	2	3	2	1	3	1	2	2	2		
			GC5T403 OS.3	Appraise the Quality Management System used by organization	3	2	3	3	1	2	2	2	2	3	2	3	3	3		
			GC5T403 OS.4	Elaborate role of Quality management for Operational Excellence	2	3	3	1	2	2	2	2	2	1	2	2	3	3		



171	SE5T401 OS	Health, Safety and Environment	CO.SE5T401O S.1	Students should be able to write the impact on health & safety due to Occupational health hazards in a given Industry.	3	2	2	0	1	0	2	0	0	0	0	1	1		
			CO.SE5T401O S.2	Students should be able to analyze the HSE practices for a given Industry.	2	0	2	2	0	0	2	0	0	1	0	2	0		
			CO.SE5T401O S.3	Students should be able to explain the laws and guidelines related to Health Safety and Environment as stated by Statutory Bodies for a given industry/business.	3	1	0	2	0	2	0	0	0	2	2	0	0		
			CO.SE5T401O S.4	Students should be able to discuss the impact of disasters, tragedies and accidents on health, safety and environment of individual.	2	2	1	0	0	2	0	0	0	0	1	0	2		
172	SE5T402 OS	Theory of Constraints	CO. SE5T402OS.1	Students should be able to apply TOC concepts in Manufacturing and Service organization to improve performance.	2	0	2	2	0	0	2	1	2	2	0	0	1		
			CO. SE5T402OS.2	Students should be able to examine Tools of Theory of constraints with real life examples.	3	0	0	1	0	0	2	0	0	0	0	0	0	3	
			CO. SE5T402OS.3	Students should be able to recommend the appropriate tools of theory of constraints for a given scenario.	2	2	1	1	0	1	0	0	0	0	1	2	0		
			CO. SE5T402OS.4	Students should be able to solve the given problem situation using appropriate tools of theory of constraints for a given situations.	3	0	2	0	0	0	2	0	0	0	2	0	2		
173	SE5T403 OS	World Class Manufacturing	CO.SE5T403O S.1	Students should be able to apply the different tools and framework of world class manufacturing for enhancing excellence in manufacturing.	2	0	2	2	2	1	0	0	1	0	0	2	2		



			CO.SE5T4030 S.2	Students should be able to analyze the role of IT in world class manufacturing practices.	3	2	2	2	0	0	1	0	1	1	0	2	0
			CO.SE5T4030 S.3	Students should be able to appraise the philosophies of quality management and tools used for world class manufacturing.	2	0	2	2	1	0	1	1	0	0	0	2	2
			CO.SE5T4030 S.4	Students should be able to discuss the recent trends in WCM that lead to organizational excellence.	3	0	2	3	0	0	0	0	0	1	0	0	2
174	SE5T404 OS	Export Import Documentati on	CO.SE5T4040 S.1	Students should be able to write down the export-import processes followed by the organization.	3	1	2	3	0	0	1	2	0	0	0	2	1
			CO.SE5T4040 S.2	Students should be able to examine different schemes related to export and import.	3	2	2	2	0	0	1	2	0	0	0	2	1
			CO.SE5T4040 S.3	Students should be able to recommend appropriate export promotion schemes for a given business.	2	1	2	3	1	0	1	2	1	0	0	2	0
			CO.SE5T4040 S.4	Students should be able to compile import export document for international trade.	2	0	0	3	0	0	0	1	0	1	0	0	0
175	SC10401 BA	ETL, Data Profiling and Data Modelling	CO.SC10401B A.1	Students should be able to Identify ETL architecture & its Process for different business scenario.	3	1	3	2	0	3	2	0	3	2	0	1	3
			CO.SC10401B A.2	Students should be able to survey different types of data profiling for given dataset.	3	2	3	2	2	3	3	0	3	3	0	1	3
			CO.SC10401B A.3	Students should be able to select appropriate Information Delivery Tools and OLAP models.	3	2	3	3	2	3	3	0	3	3	0	2	3
			CO.SC10401B A.4	Students should be able to create an Implementation Plan for a ETL process.	3	1	3	2	2	3	3	0	3	3	0	2	3



176	SC10402 BA	Spark and Scala	CO. SC10402BA.1	Students should be able to Identify the key terms in spark and Scala.	3	2	3	3	2	0	2	0	0	2	0	1	3
			CO. SC10402BA.2	Students should be able to classify the different functions in spark and Scala.	3	1	3	2	2	3	3	0	0	2	0	1	3
			CO. SC10402BA.3	Students should be able to choose appropriate statistical methods using spark & scala in given business scenario.	3	1	3	2	2	3	2	0	1	2	0	1	3
			CO. SC10402BA.4	Students should be able to discuss visualizations using spark & Scala in a given business scenario.	3	2	3	2	0	2	2	0	0	2	0	1	3
177	SE5T401 BA	E-commerce Analytics-II	CO.SE5T401B A.1	Students should be able to identify the key concepts in e-commerce analytics.	3	2	2	1	2	2	1	0	1	0	0	3	3
			CO.SE5T401B A.2	Students should be able to discover high-value insights via dashboards and visualization.	3	2	2	1	2	2	2	0	1	0	0	3	3
			CO.SE5T401B A.3	Students should be able to evaluate e-commerce data in given context for taking informed decisions.	3	3	2	1	2	3	3	0	1	0	0	3	3
			CO.SE5T401B A.4	Students should be able to design the analytics driven strategy for ecommerce businesses.	3	1	2	1	2	1	0	0	1	2	0	2	3
178	SE5T402 BA	Big Data Project Management	CO.SE5T402B A.1	Students should be able to identify the Key concepts of Big data Project Management.	3	2	3	3	0	0	2	0	0	2	0	0	3
			CO.SE5T402B A.2	Students should be able to analyze the role of Big data in different sectors.	3	1	3	3	0	2	2	0	0	2	0	0	3
			CO.SE5T402B A.3	Students should be able to evaluate the key activities in given Big data Project.	3	1	3	2	0	3	2	0	3	2	0	0	3
			CO.SE5T402B A.4	Students should be able to design team structure and deliverables for big data project management.	3	2	3	3	0	2	2	0	3	2	0	0	3
179	GC5T40 3 BA	BADMMR	GC5T403 BA.1	Identify different aspects and	3	1	1	0	1	2	0	0	0	2	2	0	3



				concepts of Data used in mining													
			GC5T403 BA.2	Analyse the Techniques applied on data for mining.	3	1	2	3	1	3	2	2	2	1	1	2	3
			GC5T403 BA.3	Explain the Data mining algorithm.	2	3	2	2	2	1	2	2	2	3	1	1	2
			GC5T403 BA.4	Discuss the use of data mining techniques for deriving business intelligence to achieve organizational goals.	3	2	2	3	2	3	1	1	3	2	2	3	3
180	SE5T403 BA	Business Intelligence Platform for Analytics	CO.SE5T403B A.1	Students should be able to identify different ways to create, enhance, customize, and manage reports and charts for a given data.	2	3	2	3	2	1	1	1	2	3	2	3	2
			CO.SE5T403B A.2	Students should be able to discover high-value insights via dashboards and visualization.	3	1	3	2	0	3	3	0	0	3	0	1	3
			CO.SE5T403B A.3	Students should be able to interpret the data on a given business intelligence platform.	3	1	3	2	0	3	3	0	0	3	0	1	3
			CO.SE5T403B A.4	Students should be able to create visualizations for given business scenarios.	3	2	3	3	1	3	3	0	2	3	0	1	3
181	SE5T404 BA	Cognitive Computing	CO.SE5T404B A.1	Students should be able to identify the key concepts in cognitive computing.	3	2	3	0	2	2	1	0	1	0	0	3	3
			CO.SE5T404B A.2	Students should be able to list the different applications of cognitive computing in a given context.	3	2	2	1	2	3	2	0	2	1	0	3	3
			CO.SE5T404B A.3	Students should be able to evaluate the results produced by the given platforms for the given business scenarios.	3	3	1	0	2	3	2	0	2	0	0	3	3
			CO.SE5T404B A.4	Students should be able to discuss visualizations in a given business scenario.	3	2	1	0	2	3	0	0	2	0	0	3	3



CO-PSO Mapping matrix of all courses in the program (10) (2021 – 2023)

Table 3.1.3

Sr. No	Course Code	CO CODE	OS-PSO 01	OS-PSO 02	OS-PSO 03	HR-PSO 01	HR-PSO 02	HR-PSO 03	BA-PSO 01	BA-PSO 02	BA-PSO 03	FIN-PSO 01	FIN-PSO 02	FIN-PSO 03	MKT-PSO 01	MKT-PSO 02	MKT-PSO 03	GN-PSO 01	GN-PSO 02	GN-PSO 03	
1	GC10101	CO.GC10101.1	0	0	0	0	0	0	0	0	0	3	1	1	1	1	0	3	2	2	
		CO.GC10101.2	0	1	0	0	0	0	0	1	0	1	3	2	2	1	1	1	3	2	2
		CO.GC10101.3	0	0	0	0	0	0	0	0	0	0	2	2	1	1	1	1	3	3	1
2	GC10102	CO.GC10102.1	0	0	2	2	3	1	0	0	0	1	1	2	1	1	0	3	3	1	
		CO.GC10102.2	0	0	3	3	3	2	0	0	0	0	2	2	2	1	1	1	2	2	1
		CO.GC10102.3	0	0	1	3	3	0	0	0	0	0	1	2	1	1	1	1	3	2	2
3	GC10103	CO.GC10103.1	3	0	2	0	0	0	0	0	0	2	1	2	0	0	2	3	3	1	
		CO.GC10103.2	3	2	2	0	0	0	0	0	0	0	0	0	1	0	0	2	3	3	2
		CO.GC10103.3	3	3	2	0	0	0	0	0	0	0	0	0	0	1	1	2	3	2	1
4	GC10104	CO.GC10104.1	0	1	0	0	0	0	2	2	1	2	0	2	0	1	3	3	2	1	
		CO.GC10104.2	0	2	0	0	0	0	0	3	2	1	1	2	2	0	1	3	3	3	1
		CO.GC10104.3	0	0	1	0	0	0	0	3	2	3	2	1	2	0	1	3	3	2	3
5	GC10105	CO.GC10105.1	1	0	0	0	0	0	1	0	1	1	0	2	0	0	1	3	3	2	
		CO.GC10105.2	1	0	0	0	0	0	0	1	1	1	1	1	2	0	0	1	3	2	3
		CO.GC10105.3	0	0	0	0	0	0	0	0	1	0	2	2	1	0	0	1	3	2	3
6	GC10106	CO.GC10106.1	0	0	1	0	0	0	0	0	0	1	1	0	3	3	3	3	2	2	
		CO.GC10106.2	0	0	1	0	0	0	0	0	0	2	1	2	3	2	3	3	2	2	
		CO.GC10106.3	0	0	1	0	0	0	0	0	0	1	0	3	3	2	3	3	2	2	
		CO.GC10106.4	0	0	0	0	0	0	0	0	0	1	1	2	3	3	3	3	2	2	
7	GC5T101	CO.GC5T101.1	1	1	1	0	0	0	1	0	0	2	1	1	1	1	1	1	3	3	1
		CO.GC5T101.2	2	2	1	0	0	0	0	0	0	3	2	1	0	1	1	1	3	3	1
		CO.GC5T101.3	1	1	1	0	0	0	0	0	0	1	2	3	0	1	1	1	3	3	2
8	GC5C101	CO.GC5C101.1:	0	0	0	0	0	0	0	0	0	2	1	1	1	1	1	1	3	2	1
		CO.GC5C101.1:	0	0	0	0	0	0	0	0	0	3	2	1	1	1	1	1	3	1	1
		CO.GC5C101.1:	0	0	0	0	0	0	0	0	0	1	2	3	1	1	1	1	3	1	1
9	GC5C102	CO.GC5C 102.1	2	2	2	0	0	0	0	0	0	1	1	3	1	0	2	3	2	1	
		CO.GC5C 102.2	0	0	0	0	0	0	0	1	0	2	2	1	1	0	2	3	1	1	
		CO.GC5C 102.3	1	1	1	0	0	0	0	1	0	0	0	3	1	0	3	3	1	1	
10	GC5C103	CO.GC5C 103.1	0	2	1	0	0	0	1	2	2	2	2	2	0	0	2	3	2	1	
		CO.GC5C 103.2	0	0	0	0	0	0	1	2	1	1	2	1	0	0	2	3	2	1	
		CO.GC5C 103.3	2	2	2	0	0	0	3	3	3	1	1	3	0	0	2	3	2	1	
11	GC5C104	CO.GC5C 104.1	0	0	0	0	0	0	1	0	0	0	0	3	0	0	2	3	2	1	
		CO.GC5C 104.2	0	0	0	0	0	0	0	0	0	2	2	1	0	0	2	3	2	1	
		CO.GC5C 104.3	0	2	3	0	0	0	0	1	0	2	2	1	0	0	2	3	2	2	
12	GFE 100E	CO.GFE 100E.1	0	2	2	0	0	0	0	1	1	0	1	1	0	0	0	3	2	1	
		CO.GFE 100E.2	0	1	2	0	0	0	1	1	0	0	0	1	0	0	0	3	2	1	
		CO.GFE 100E.3	0	0	0	0	0	0	0	1	0	0	1	1	0	0	0	3	2	1	
13	GFE 100F	CO.GFE 100F.1	0	0	0	0	0	0	0	0	0	0	2	1	0	0	1	3	1	2	
		CO.GFE 100F.2	1	1	1	0	0	0	0	0	0	0	1	1	0	0	1	3	1	2	
		CO.GFE 100F.3	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	3	1	2	
14	GC5C100A	CO.GC5C 100A.1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	3	1	1	
		CO.GC5C 100A.2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1	1	1	
		CO.GC5C 100A.3	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1	1	1	
		CO.GC5C 100A.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	
15	GC5C100B	CO.GC5C 100B.1	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	3	1	1	
		CO.GC5C 100B.2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	1	
		CO.GC5C 100B.3	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	1	
		CO.GC5C 100B.4	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	1	



16	GC5C100C	CO.GC5C 100C.1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	3	2	3	
		CO.GC5C 100C.2	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	0	2	2	2
		CO.GC5C 100C.3	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	2	2	3
17	GC5C100D	CO.GC5C 100D.1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1	1	1	
		CO.GC5C 100D.2	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	2	1	1	
		CO.GC5C 100D.3	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1	1	1	
		CO.GC5C 100D.4	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1	1	1	
18	GC5C100E	CO.GC5C 100E.1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1	1	1	
		CO.GC5C 100E.2	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	2	1	1	
		CO.GC5C 100E.3	0	0	0	0	0	0	0	0	0	0	2	1	0	0	0	2	1	1	
		CO.GC5C 100E.4	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	2	1	1	
19	GC5C100F	CO.GC5C 100F.1	0	0	0	0	0	0	0	0	0	0	2	1	0	0	1	3	2	1	
		CO.GC5C 100F.2	0	0	0	0	0	0	0	0	0	0	1	2	0	0	1	3	2	1	
		CO.GC5C 100F.3	0	0	0	0	0	0	0	0	0	0	2	1	0	0	1	3	2	1	
		CO.GC5C 100F.4	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	3	2	2	
20	GC5C100G	CO.GC5C 100G.1	0	0	0	0	0	0	0	0	0	0	2	1	0	0	1	3	2	1	
		CO.GC5C 100G.2	0	0	0	0	0	0	0	0	0	0	1	2	0	0	1	3	1	1	
		CO.GC5C 100G.3	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	3	1	2	
		CO.GC5C 100G.4	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	3	1	2	
21	GFE100A	CO.GFE 100A.1	3	2	1	0	0	0	2	2	3	2	2	1	0	0	1	3	2	1	
		CO.GFE 100A.2	3	3	2	0	0	0	1	2	2	2	2	2	0	0	1	3	2	1	
		CO.GFE 100A.3	2	2	2	0	0	0	2	3	2	2	1	3	0	0	1	3	2	1	
22	GFE100B	CO.GFE 100B.1	1	1	1	0	0	0	0	0	0	3	1	1	0	0	1	3	1	1	
		CO.GFE 100B.2	1	1	1	0	0	0	0	0	0	3	2	2	0	0	1	3	1	1	
		CO.GFE 100B.3	0	0	0	0	0	0	0	0	0	2	2	1	0	0	3	3	1	1	
23	GFE100C	CO.GFE100C.1	0	0	0	0	0	0	0	0	0	2	2	2	1	1	2	3	1	1	
		CO.GFE100C.2	0	0	0	0	0	0	0	0	0	1	1	2	2	0	0	2	2	2	
		CO.GFE100C.3	0	0	0	0	0	0	0	0	0	1	1	1	1	1	2	2	2	2	
24	GFE100D	CO.GFE 100D.1	0	0	0	0	0	0	0	1	0	0	1	1	0	0	1	3	1	1	
		CO.GFE 100D.2	3	2	1	0	0	0	0	1	1	0	1	2	0	0	1	2	1	2	
		CO.GFE 100D.3	2	2	2	0	0	0	0	2	1	0	1	2	0	0	1	2	1	2	
25	GC10201	CO.GC10201.1	2	2	2	0	0	0	1	0	0	3	1	1	0	0	1	3	1	1	
		CO.GC10201.2	3	3	2	0	0	0	0	0	0	1	3	2	2	0	0	0	3	1	1
		CO.GC10201.3	0	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	3	1	1
		CO.GC10201.4	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	1	3	1	1
26	GC10202	CO. GC5C202.1	3	3	1	0	0	0	1	1	0	1	2	2	0	0	1	3	2	1	
		CO. GC5C202.2	3	3	1	0	0	0	0	1	0	0	1	2	0	0	1	3	2	1	
		CO. GC5C202.3	3	3	1	0	0	0	0	1	0	1	2	3	0	0	1	3	2	1	
		CO. GC5C202.4	3	3	1	0	0	0	1	0	0	1	2	3	0	0	1	3	2	2	
27	GC10T203	CO.GC10203.1	1	1	1	0	0	0	0	0	0	1	2	2	1	1	2	3	2	2	
		CO.GC10203.2	0	0	0	0	0	0	0	0	0	0	1	2	1	1	1	3	1	2	
		CO.GC10203.3	0	0	0	0	0	0	0	0	0	0	1	2	3	1	1	1	2	3	1
		CO.GC10203.4	0	0	0	0	0	0	0	0	0	0	1	2	3	0	0	1	1	1	1
28	GC5T201	CO.GC5T202.1:	0	0	0	0	0	0	0	0	0	1	2	2	0	0	1	2	1	2	
		CO.GC5T202.1:	0	0	1	0	0	0	0	0	0	2	2	2	0	0	1	2	1	2	
		CO.GC5T202.1:	0	0	1	0	0	0	0	0	0	2	1	2	0	0	1	2	1	2	
		CO.GC5T202.1:	0	0	1	0	0	0	0	0	0	2	1	2	0	0	1	2	1	2	
29	GC5C200 A	CO.GC5C200A.1	2	2	1	0	0	0	0	0	0	0	1	1	0	0	2	2	1	1	
		CO.GC5C200A.2	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2	2	1	1	
		CO.GC5C200A.3	2	2	2	0	0	0	0	0	0	1	1	1	0	0	2	2	1	1	
		CO.GC5C200A.4	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2	2	1	1	
30	GC5C200 B	CO.GC5C200B.1	1	1	0	0	0	0	1	0	0	0	1	1	1	1	2	3	1	1	
		CO.GC5C200B.2	0	0	0	0	0	0	0	0	1	0	1	1	0	1	2	2	1	1	
		CO.GC5C200B.3	0	0	0	0	0	0	0	0	0	2	2	2	0	1	2	2	1	1	
		CO.GC5C200B.4	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0	2	1	1	
31	GC5C200 C	CO.GC5C200C.1	0	0	0	0	0	0	0	0	0	0	1	2	0	0	1	2	1	2	



		CO.GC5C200C.2	1	1	1	0	0	0	1	0	0	0	1	2	0	0	1	2	1	2
		CO.GC5C200C.3	1	1	1	0	0	0	0	0	0	0	1	2	0	0	1	2	1	2
		CO.GC5C200C.4	0	0	0	0	0	0	0	0	0	1	1	2	0	0	1	2	1	2
32	GC5C200 D	CO.GC5C200D.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2
		CO.GC5C200D.2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2	1	2
		CO.GC5C200D.3	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2	1	2
		CO.GC5C200D.4	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2	1	2
33	GC5C201	CO.GC5C201.1	3	3	1	0	0	0	0	1	2	0	1	1	0	0	0	2	1	2
		CO.GC5C201.2	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
		CO.GC5C201.3	3	3	1	0	0	0	2	2	2	1	2	2	0	0	1	2	1	1
		CO.GC5C201.4	0	0	0	0	0	0	0	1	0	1	2	2	0	0	0	2	1	1
34	GC5C202	CO. GC5C202.1	0	0	1	0	0	0	0	0	0	2	2	1	0	0	1	3	2	1
		CO. GC5C202.2	0	0	0	0	0	0	0	0	0	2	2	1	0	0	1	3	2	1
		CO. GC5C202.3	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	3	2	1
		CO. GC5C202.4	0	0	1	0	0	0	0	0	0	2	2	1	0	0	1	3	2	1
35	GFE200A	CO.GFE 200A.1	0	0	1	0	0	0	0	0	0	2	2	1	0	0	0	3	2	1
		CO.GFE 200A.2	0	0	1	0	0	0	0	0	0	2	2	1	0	0	0	3	2	1
36	GFE200B	CO.GFE200B.1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	3	1	1
		CO.GFE200B.2	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	3	1	1
		CO.GFE200B.3	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	3	1	1
		CO.GFE200B.4	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	3	1	1
37	SC10201MK	CO.SC10201MK.1	0	0	1	0	0	0	0	0	0	1	1	1	3	3	3	0	0	0
		CO.SC10201MK.2	2	2	1	0	0	0	0	0	0	1	1	2	3	2	3	0	0	0
		CO.SC10201MK.3	2	2	1	0	0	0	0	0	0	1	1	2	3	2	1	0	0	0
		CO.SC10201MK.4	2	2	2	0	0	0	0	0	0	0	1	1	3	3	1	0	0	0
38	SC10202MK	CO.SC10202MK.1	2	2	2	0	0	0	0	0	0	1	1	1	3	3	3	0	0	0
		CO.SC10202MK.2	0	0	0	0	0	0	0	0	0	1	1	2	3	2	3	0	0	0
		CO.SC10202MK.3	3	3	3	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0
		CO.SC10202MK.4	0	0	1	0	0	0	0	0	0	0	0	2	3	3	1	0	0	0
39	SC10203MK	CO.SC10203MK.1	0	0	1	0	0	0	0	0	0	0	1	1	3	3	3	0	0	0
		CO.SC10203MK.2	2	2	2	0	0	0	0	0	0	0	1	2	3	2	3	0	0	0
		CO.SC10203MK.3	2	2	2	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0
		CO.SC10203MK.4	2	3	2	0	0	0	0	0	0	0	1	2	3	3	1	0	0	0
40	SE5C201MK	CO.SE5C201MK.1	0	0	3	0	0	0	0	0	0	1	1	1	3	3	3	0	0	0
		CO.SE5C201MK.2	0	0	2	0	0	0	0	0	0	1	2	2	3	2	3	0	0	0
		CO.SE5C201MK.3	2	2	2	0	0	0	0	0	0	1	1	1	3	2	1	0	0	0
		CO.SE5C201MK.4	3	3	3	0	0	0	0	0	0	1	2	1	3	3	1	0	0	0
41	SE5C202MK	CO.SE5C202MK.1	1	1	1	0	0	0	0	0	0	1	1	3	3	3	0	0	0	
		CO.SE5C202MK.2	0	0	1	0	0	0	0	0	0	1	1	2	3	2	3	0	0	0
		CO.SE5C202MK.3	0	0	1	0	0	0	0	0	0	1	1	1	3	2	1	0	0	0
		CO.SE5C202MK.4	0	0	1	0	0	0	0	0	0	1	1	1	3	3	1	0	0	0
42	SE5C203MK	CO.SE5C203MK.1	0	0	0	0	0	0	0	0	0	1	1	1	3	3	3	0	0	0
		CO.SE5C203MK.2	0	0	0	0	0	0	0	0	0	0	1	2	3	2	3	0	0	0
		CO.SE5C203MK.3	0	0	0	0	0	0	0	0	0	0	1	3	2	1	0	0	0	0
		CO.SE5C203MK.4	0	0	1	0	0	0	0	0	0	1	1	2	3	3	1	0	0	0
43	SE5C204MK	CO.SE5C204MK.1	0	0	1	0	0	0	0	0	0	1	1	3	3	3	0	0	0	0
		CO.SE5C204MK.2	0	0	2	0	0	0	1	0	1	0	0	0	3	2	3	0	0	0
		CO.SE5C204MK.3	0	0	0	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0
		CO.SE5C204MK.4	0	0	0	0	0	0	0	0	0	0	1	1	3	3	1	0	0	0
44	SE5C205MK	CO.SE5C204MK.1	2	2	2	0	0	0	0	0	0	2	2	2	3	3	3	0	0	0
		CO.SE5C204MK.2	0	0	0	0	0	0	0	0	0	2	1	2	3	2	3	0	0	0
		CO.SE5C204MK.3	0	0	0	0	0	0	0	0	0	2	1	2	3	2	1	0	0	0
		CO.SE5C204MK.4	0	0	0	0	0	0	0	0	0	1	1	1	3	3	1	0	0	0
45	SE5C206MK	CO.SE5C206MK.1	0	0	0	0	0	0	0	0	0	1	2	3	3	3	0	0	0	0
		CO.SE5C206MK.2	0	0	0	0	0	0	0	0	0	0	1	3	2	3	0	0	0	0
		CO.SE5C206MK.3	0	0	0	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0



		CO.SE5C206MK.4	0	0	0	0	0	0	0	0	0	0	0	0	1	3	3	1	0	0	0
46	SC10201FN	CO.SC10201FN.1	1	1	1	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0
		CO.SC10201FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SC10201FN.3	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SC10201FN.4	0	0	1	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
47	SC10202FN	CO.SC10202FN.1	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0
		CO.SC10202FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SC10202FN.3	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SC10202FN.4	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
48	SC10203FN	CO.SC10203FN.1	0	0	1	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0	0
		CO.SC10203FN.2	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0	0	0	0	0
		CO.SC10203FN.3	2	2	2	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	0
		CO.SC10203FN.4	0	0	0	0	0	0	1	0	0	3	3	2	0	0	0	0	0	0	0
49	SE5C201FN	CO.SE5C201FN.1	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0	0
		CO.SE5C201FN.2	0	0	0	0	0	0	0	0	1	3	2	1	0	0	0	0	0	0	0
		CO.SE5C201FN.3	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0
		CO.SE5C201FN.4	0	0	0	0	0	0	0	1	0	2	2	2	0	0	0	0	0	0	0
50	SE5C202FN	CO.SE5C202FN.1	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	0
		CO.SE5C202FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SE5C202FN.3	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0
		CO.SE5C202FN.4	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
51	SE5C203FN	CO.SE5C203FN.1	2	2	2	0	0	0	3	1	2	3	2	3	0	0	0	0	0	0	0
		CO.SE5C203FN.2	3	3	3	0	0	0	2	1	2	3	1	2	0	0	0	0	0	0	0
		CO.SE5C203FN.3	0	0	1	0	0	0	2	1	2	3	1	2	0	0	0	0	0	0	0
		CO.SE5C203FN.4	3	3	1	0	0	0	0	1	0	3	3	3	0	0	0	0	0	0	0
52	SE5C204FN	CO.SE5C204FN.1	3	3	1	0	0	0	0	1	0	3	2	3	0	0	0	0	0	0	0
		CO.SE5C204FN.2	3	3	1	0	0	0	0	1	0	3	1	2	0	0	0	0	0	0	0
		CO.SE5C204FN.3	3	3	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SE5C204FN.4	0	0	1	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
53	SE5C205FN	CO.SE5C205FN.1	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0
		CO.SE5C205FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SE5C205FN.3	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SE5C205FN.4	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
54	SE5C206FN	CO.SE5C206FN.1	1	1	1	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0
		CO.SE5C206FN.2	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0
		CO.SE5C206FN.3	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
		CO.SE5C206FN.4	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0
55	SC10201HR	CO.SC10201HR.1:	0	0	1	3	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10201HR.1:	1	1	2	2	2	2	0	0	0	0	1	1	0	0	0	0	0	0	0
		CO.SC10201HR.1:	1	1	1	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10201HR.1:	0	0	0	2	1	2	0	0	0	0	1	1	0	0	0	0	0	0	0
56	SC10202HR	CO.SC10202HR.1:	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10202HR.1:	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10202HR.1:	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10202HR.1:	0	0	0	2	1	0	0	0	0	1	1	1	0	0	0	0	0	0	0
57	SC10203HR	CO.SC10203HR.1	0	0	1	1	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0
		CO.SC10203HR.2	0	0	1	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10203HR.3	0	0	1	2	2	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10203HR.4	0	0	2	2	2	1	0	0	0	0	1	1	0	0	0	0	0	0	0
58	SE5C201HR	CO.SE5C201HR.1	1	1	2	2	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
		CO.SE5C201HR.2	0	0	1	3	2	2	1	0	2	0	0	1	0	0	0	0	0	0	0
		CO.SE5C201HR.3	0	0	0	3	2	1	0	0	0	0	1	1	0	0	0	0	0	0	0
		CO.SE5C201HR.4	2	2	1	3	2	2	0	0	0	0	1	1	0	0	0	0	0	0	0
59	SE5C202HR	CO.SE5C202HR.1	1	1	1	3	1	3	2	2	1	0	1	2	0	0	0	0	0	0	0
		CO.SE5C202HR.2	0	0	0	2	2	3	2	2	1	0	0	1	0	0	0	0	0	0	0
		CO.SE5C202HR.3	0	0	0	3	3	3	3	2	2	0	0	1	0	0	0	0	0	0	0



		CO.SE5C202HR.4	1	1	2	3	3	3	3	2	2	0	0	1	0	0	0	0	0
60	SE5C203HR	CO.SE5C203HR.1	0	0	0	1	2	1	0	0	0	0	1	1	0	0	0	0	0
		CO.SE5C203HR.2	0	0	0	1	1	0	1	0	0	1	0	1	0	0	0	0	0
		CO.SE5C203HR.3	0	0	0	2	1	1	0	0	0	1	1	1	0	0	0	0	0
		CO.SE5C203HR.4	3	2	2	2	2	2	0	0	0	2	2	2	0	0	0	0	0
61	SE5C204HR	CO.SE5C204HR.1	3	2	3	1	0	0	0	0	0	2	0	1	0	0	0	0	0
		CO.SE5C204HR.2	3	3	3	1	0	0	0	0	0	1	0	1	0	0	0	0	0
		CO.SE5C204HR.3	3	3	3	2	0	0	0	0	0	2	1	1	0	0	0	0	0
		CO.SE5C204HR.4	3	3	3	3	2	2	0	0	0	2	1	2	0	0	0	0	0
62	SE5C205HR	CO.SE5C205HR.1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0
		CO.SE5C205HR.2	0	0	0	2	1	1	0	0	0	0	0	1	0	0	0	0	0
		CO.SE5C205HR.3	0	0	0	3	0	1	0	0	0	0	1	1	0	0	0	0	0
		CO.SE5C205HR.4	0	0	0	3	0	1	0	0	0	0	1	1	0	0	0	0	0
63	SE5C206HR	SE5C206HR.1	0	0	0	2	0	0	0	0	0	0	1	0	0	0	0	0	0
		SE5C206HR.2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
		SE5C206HR.3	0	0	0	2	2	0	1	0	0	0	0	1	0	0	0	0	0
		SE5C206HR.4	0	0	0	2	2	1	0	0	0	0	0	1	0	0	0	0	0
64	SC10201OS	CO.SC10201OS.1	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10201OS.2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10201OS.3	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10201OS.4	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
65	SC10202OS	CO.SC10202OS.1	3	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10202OS.2	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10202OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10202OS.4	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
66	SC10203OS	CO.SC10203OS.1	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10203OS.2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10203OS.3	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10203OS.4	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
67	SE5C201OS	CO.SE5C201OS.1	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C201OS.2	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C201OS.3	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C201OS.4	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
68	SE5C202OS	CO.SE5C202OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C202OS.2	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C202OS.3	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C202OS.4	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
69	SE5C203OS	CO.SE5C203OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C203OS.2	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C203OS.3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C203OS.4	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70	SE5C204OS	CO.SE5C204OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C204OS.2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C204OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C204OS.4	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
71	SE5C205OS	CO.SE5C205OS.1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C205OS.2	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C205OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C205OS.4	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
72	SE5C206OS	CO.SE5C206OS.1	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C206OS.2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C206OS.3	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C206OS.4	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
73	SC10201BA	CO.SC10201BA.1	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0
		CO.SC10201BA.2	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0
		CO.SC10201BA.3	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0	0	0



		CO.SC10201BA.4	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0	
74	SC10202BA	CO.SC10202BA.1	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	
		CO.SC10202BA.2	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0	
		CO.SC10202BA.3	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	0	0	
		CO.SC10202BA.4	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	
75	SC10203BA	CO.SC10203BA.1	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	0	0	
		CO.SC10203BA.2	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	
		CO.SC10203BA.3	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	
		CO.SC10203BA.4	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0	0	0	
76	SE5C201BA	CO.SE5C201BA.1	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	
		CO.SE5C201BA.2	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	
		CO.SE5C201BA.3	0	0	0	0	0	0	2	1	0	0	0	0	0	0	0	0	0	
		CO.SE5C201BA.4	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0	
77	SE5C202BA	CO.SE5C202BA.1	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	
		CO.SE5C202BA.2	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0	
		CO.SE5C202BA.3	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0	
		CO.SE5C202BA.4	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0	0	0	
78	SE5C203BA	CO.SE5C203BA.1	0	0	0	0	0	0	1	2	1	0	0	0	0	0	0	0	0	
		CO.SE5C203BA.2	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	
		CO.SE5C203BA.3	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0	
		CO.SE5C203BA.4	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0	
79	SE5C204BA	CO.SE5C204BA.1	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	
		CO.SE5C204BA.2	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	
		CO.SE5C204BA.3	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	0	0	
		CO.SE5C204BA.4	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	
80	SE5C205BA	CO.SE5C205BA.1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	
		CO.SE5C205BA.2	0	0	0	0	0	0	1	2	2	0	0	0	0	0	0	0	0	
		CO.SE5C205BA.3	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0	
		CO.SE5C205BA.4	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	0	0	
81	SE5C206BA	CO.SE5C206BA.1	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	
		CO.SE5C206BA.2	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0	
		CO.SE5C206BA.3	0	0	0	0	0	0	2	3	3	0	0	0	0	0	0	0	0	
		CO.SE5C206BA.4	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0	
82	GC10301	CO.GC10301.1	3	2	2	2	1	1	1	1	1	2	1	1	3	3	3	2	2	
		CO.GC10301.2	2	1	1	2	1	1	2	1	1	2	1	1	2	2	3	3	1	2
		CO.GC10301.3	2	1	2	3	2	1	2	1	2	3	1	1	2	3	3	2	2	1
		CO.GC10301.4	2	2	2	2	2	2	1	2	1	2	2	1	3	2	3	3	2	2
83	GC10T302 MKT	GC5T302 MKT.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0
		GC5T302 MKT.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
		GC5T302 MKT.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T302 MKT.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
84	GC10T302 FIN	GC5T302 FIN.1	0	0	0	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0
		CO 359. 2	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	1
		CO 359. 3	0	0	0	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0
		CO 359. 4	0	0	0	0	0	0	0	0	0	1	3	2	0	0	0	0	0	0
85	GC10T302 HR	GC5T302 HR.1	0	0	0	2	3	1	0	0	0	0	0	0	0	0	0	2	0	0
		GC5T302 HR.2	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T302 HR.3	0	0	0	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T302 HR.4	0	0	0	2	2	3	0	0	0	0	0	0	0	0	0	0	0	0
86	GC10T302 OS	GC5T302 OS.1	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T302 OS.2	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T302 OS.3	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
		GC5T302 OS.4	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
87	GC10T302 BA	GC5T302 BA.1	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	0
		GC5T302 BA.2	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0
		GC5T302 BA.3	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	0



		GC5T302 BA.4	0	0	0	0	0	0	2	2	2	0	0	0	0	0	2	0	0		
88	GC5T301	CO.GC5T301.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T301.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1		
		CO.GC5T301.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T301.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	1		
89	GC5T302	CO.GC5T302.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	2		
		CO.GC5T302.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3		
		CO.GC5T302.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2		
		CO.GC5T302.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3		
90	GC5T303	CO.GC5T303.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1		
		CO.GC5T303.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1		
		CO.GC5T303.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	2		
		CO.GC5T303.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
91	GC5T300 A	CO.GFE300A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	1		
		CO.GFE300A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
		CO.GC5T 300A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
		CO.GC5T 300A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
92	GC5T300 B	CO.GC5T 300A.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	1		
		CO.GC5T 300A.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
		CO.GC5T300B.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
		CO.GC5T300B.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
93	GC5T300 C	CO.GC5T300B.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T300B.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T 300C.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T 300C.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
94	GC5T300 D	CO.GC5T 300C.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
		CO.GC5T 300C.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1		
		CO.GC5T300D.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
		CO.GC5T300D.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
95	GC5T300 E	CO.GC5T300D.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1		
		CO.GC5T300D.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1		
		CO.GC5T300E.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1		
		CO.GC5T300E.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1		
96	GC5T300 F	CO.GC5T300E.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T300E.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T300F.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T300F.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2		
97	GC5T300 G	CO.GC5T300F.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T300F.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T300G.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T300G.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2		
98	GFE343A	CO.GC5T300G.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GC5T300G.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
99	SC10301MK	CO.SC10301MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SC10301MK.2	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SC10301MK.3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0
		CO.SC10301MK.4	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
100	SC10302MK	CO.SC10302MK.1	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SC10302MK.2	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SC10302MK.3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0
		CO.SC10302MK.4	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0
101	SC10303MK	CO. SC10303MK.1	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO. SC10303MK.2	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO. SC10303MK.3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0
		CO. SC10303MK.4	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0
102	SE5C301MK	CO.SE5C301MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	



		CO.SE5C301MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C301MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C301MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
103	SE5C302MK	CO.SE5C302MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5C302MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C302MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C302MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
104	SE5C303MK	CO.SE5C303MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5C303MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C303MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C303MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
105	SE5C304MK	CO.SE5C304MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5C304MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C304MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C304MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
106	SE5C305MK	CO.SE5C305MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5C305MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C305MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C305MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
107	SE5C306MK	CO.SE5C306MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5C306MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C306MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C306MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
108	SC10301FN	CO.SC10301FN.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301FN.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301FN.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301FN.4	0	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0
109	SC10302FN	CO.SC10302FN.1	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0
		CO.SC10302FN.2	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0
		CO.SC10302FN.3	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0
		CO.SC10302FN.4	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0
110	SC10303FN	CO.SC10303FN.1	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0
		CO.SC10303FN.2	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0
		CO.SC10303FN.3	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SC10303FN.4	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0
111	SE5C301FN	CO.SE5C301FN.1	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SE5C301FN.2	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0
		CO.SE5C301FN.3	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0
		CO.SE5C301FN.4	0	0	0	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0
112	SE5C302FN	CO.SE5C302FN.1	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SE5C302FN.2	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0
		CO.SE5C302FN.3	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0
		CO.SE5C302FN.4	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0
113	SE5C303FN	CO.SE5C303FN.1	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0
		CO.SE5C303FN.2	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0
		CO.SE5C303FN.3	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0
		CO.SE5C303FN.4	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0
114	SE5C304FN	CO.SE5C304FN.1	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SE5C304FN.2	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0
		CO.SE5C304FN.3	0	0	0	0	0	0	0	0	0	3	1	3	0	0	0	0	0	0
		CO.SE5C304FN.4	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0
115	SE5C305FN	CO.SE5C305FN.1	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SE5C305FN.2	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SE5C305FN.3	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SE5C305FN.4	0	0	0	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0
116	SE5C306FN	CO.SE5C306FN.1	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0



		CO.SE5C306FN.2	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0
		CO.SE5C306FN.3	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0
		CO.SE5C306FN.4	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0
117	SC10301HR	CO.SC10301HR.1	1	2	1	3	2	1	0	0	0	0	0	0	1	0	0	0	0	0
		CO.SC10301HR.2	2	2	2	2	2	1	1	0	0	1	1	1	0	0	0	0	0	0
		CO.SC10301HR.3	1	0	1	2	1	0	0	0	0	0	1	1	0	0	0	0	0	0
		CO.SC10301HR.4	1	1	1	2	1	1	0	0	0	0	0	1	0	0	0	0	0	0
118	SC10302HR	CO.SC10302HR.1	0	1	1	3	2	0	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SC10302HR.2	0	0	1	3	2	0	0	0	0	1	1	1	0	0	0	0	0	0
		CO.SC10302HR.3	0	0	1	3	2	0	0	0	0	0	1	1	0	0	0	0	0	0
		CO.SC10302HR.4	2	2	2	3	2	0	0	0	0	0	0	1	0	0	0	0	0	0
119	SC10303HR	CO.SC10303HR.1	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SC10303HR.2	0	0	0	3	2	0	0	0	0	1	1	1	0	0	0	0	0	0
		CO.SC10303HR.3	0	0	0	3	2	0	0	0	0	0	1	1	0	0	0	0	0	0
		CO.SC10303HR.4	0	0	0	3	2	1	0	0	0	1	0	1	0	0	0	0	0	0
120	SE5C301HR	CO.SE5C301HR.1	0	0	0	2	0	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5C301HR.2	0	0	0	3	3	2	0	0	0	1	1	1	0	0	1	0	0	0
		CO.SE5C301HR.3	0	1	1	3	3	2	0	0	0	0	1	1	0	0	1	0	0	0
		CO.SE5C301HR.4	0	0	0	3	3	2	0	0	0	1	0	1	0	0	0	0	0	0
121	SE5C302HR	CO.SE5C302HR.1	0	0	0	1	3	0	0	0	0	0	0	1	1	1	2	0	0	0
		CO.SE5C302HR.2	0	0	0	1	3	0	1	0	0	0	0	1	1	1	2	0	0	0
		CO.SE5C302HR.3	0	0	0	2	3	0	0	0	0	0	0	1	1	1	2	0	0	0
		CO.SE5C302HR.4	0	0	0	2	3	0	0	0	0	0	0	1	1	1	2	0	0	0
122	SE5C303HR	CO.SE5C303HR.1	0	0	0	2	2	0	0	0	0	0	0	1	0	0	1	0	0	0
		CO.SE5C303HR.2	0	0	0	3	3	2	0	0	0	0	0	1	0	0	1	0	0	0
		CO.SE5C303HR.3	0	0	0	3	2	1	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SE5C303HR.4	0	0	0	3	2	2	0	0	0	0	0	1	0	0	1	0	0	0
123	SE5C304HR	CO.SE5C304HR.1	0	0	0	3	2	0	0	0	0	2	1	1	0	0	0	0	0	0
		CO.SE5C304HR.2	0	0	0	3	3	0	0	0	0	2	1	1	0	0	1	0	0	0
		CO.SE5C304HR.3	0	0	0	3	3	0	0	0	0	0	1	1	0	0	1	0	0	0
		CO.SE5C304HR.4	0	0	0	3	3	2	0	0	0	0	1	1	0	0	0	0	0	0
124	SE5C305HR	CO.SE5C305HR.1	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SE5C305HR.2	0	0	0	2	3	0	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SE5C305HR.3	0	0	1	3	3	0	0	0	0	0	0	1	0	0	1	0	0	0
		CO.SE5C305HR.4	0	0	0	3	3	1	0	0	0	0	0	1	0	0	0	0	0	0
125	SE5C306HR	CO.SE5C306HR.1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SE5C306HR.2	0	0	1	2	2	0	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SE5C306HR.3	0	0	1	2	2	1	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SE5C306HR.4	0	0	1	2	2	1	0	0	0	0	0	1	0	0	1	0	0	0
126	SC10301OS	CO.SC10301OS.1	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301OS.2	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301OS.3	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301OS.4	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
127	SC10302OS	CO.SC10302OS.1	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10302OS.2	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10302OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10302OS.4	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
128	SC10303OS	CO.SC10303OS.1:	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10303OS.1:	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10303OS.1:	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10303OS.1:	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
129	SE5C301OS	CO.SE5C301OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C301OS.2	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C301OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C301OS.4	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
130	SE5C302OS	CO.SE5C302OS.1	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	



		CO.SE5C302OS.2	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C302OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C302OS.4	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
131	SE5C303OS	CO.SE5C303OS.1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C303OS.2	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C303OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C303OS.4	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
132	SE5C304OS	CO.SE5C304OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304OS.2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304OS.4	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
133	SE5C305OS	CO.SE5C305OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C305OS.2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C305OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C305OS.4	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
134	SE5C306OS	CO.SE5C306OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C306OS.2	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C306OS.3	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C306OS.4	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
135	SC10301BA	CO.SC10301BA.1	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0
		CO.SC10301BA.2	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0
		CO.SC10301BA.3	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0	0	0
		CO.SC10301BA.4	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
136	SC10302BA	CO.SC10302BA.1	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0
		CO.SC10302BA.2	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0
		CO.SC10302BA.3	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0
		CO.SC10302BA.4	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0
137	SC10303BA	CO.SC10303BA.1	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0
		CO.SC10303BA.2	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0	0	0
		CO.SC10303BA.3	0	0	0	0	0	0	1	3	1	0	0	0	0	0	0	0	0
		CO.SC10303BA.4	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0
138	SE5C301BA	CO.SE5C301BA.1	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0
		CO.SE5C301BA.2	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0
		CO.SE5C301BA.3	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
		CO.SE5C301BA.4	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
139	SE5C302BA	CO.SE5C302BA.1	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0
		CO.SE5C302BA.2	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
		CO.SE5C302BA.3	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0
		CO.SE5C302BA.4	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
140	SE5C303BA	CO.SE5C303BA.1	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0
		CO.SE5C303BA.2	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0
		CO.SE5C303BA.3	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
		CO.SE5C303BA.4	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0
141	SE5C304BA	CO.SE5C304BA.1	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
		CO.SE5C304BA.2	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0
		CO.SE5C304BA.3	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
		CO.SE5C304BA.4	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0
142	SE5C305BA	CO.SE5C305BA.1	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	0	0
		CO.SE5C305BA.2	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0
		CO.SE5C305BA.3	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0
		CO.SE5C305BA.4	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	0	0
143	SE5C306BA	CO.SE5C306BA.1	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0
		CO.SE5C306BA.2	0	0	0	0	0	0	2	3	3	0	0	0	0	0	0	0	0
		CO.SE5C306BA.3	0	0	0	0	0	0	2	3	3	0	0	0	0	0	0	0	0
		CO.SE5C306BA.4	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0
144	GC5T401	CO.GC5T401.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1



		CO.GC5T401.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
		CO.GC5T401.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T401.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
145	GC5T402	CO.GC5T402.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
		CO.GC5T402.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T402.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
		CO.GC5T402.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
146	GFE400A	CO.GFE 400A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GFE 400A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2
147	SC10401MK	CO.SC5T401MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SC5T401MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SC5T401MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0
		CO.SC5T401MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0
148	SC10402MK	CO.SC5T402MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SC5T402MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SC5T402MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SC5T402MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
149	GC5T403 MKT	GC5T403 MKT.1	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0
		GC5T403 MKT.2	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
		GC5T403 MKT.3	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
		GC5T403 MKT.4	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
150	SE5T401MK	CO.SE5T401MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5T401MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5T401MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5T401MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
151	SE5T402MK	CO.SE5T402MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5T402MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5T402MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5T402MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
152	SE5T403MK	CO.SE5T403MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5T403MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5T403MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5T403MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
153	SE5T404MK	CO.SE5T404MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5T404MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5T404MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5T404MK.4	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
154	SC10401FN	CO.SC10401FN.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10401FN.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10401FN.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10401FN.4	0	0	0	0	0	0	0	0	0	0	1	2	2	0	0	0	0	0
155	SC10402FN	CO.SC10402FN.1	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0
		CO.SC10402FN.2	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SC10402FN.3	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0
		CO.SC10402FN.4	0	0	0	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0
156	GC5T403 FIN	GC5T403 FIN.1	0	0	0	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0
		GC5T403 FIN.2	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0
		GC5T403 FIN.3	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0
		GC5T403 FIN.4	0	0	0	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0
157	SE5T401FN	CO.SE5T401FN.1:	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SE5T401FN.1:	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0
		CO.SE5T401FN.1:	0	0	0	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0
		CO.SE5T401FN.1:	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0
158	SE5T402FN	CO.SE5T402FN.1	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0
		CO.SE5T402FN.2	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0
		CO.SE5T402FN.3	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0



		CO.SE5T402FN.4	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0
159	SE5T403FN	CO.SE5T403FN.1	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0
		CO.SE5T403FN.2	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0
		CO.SE5T403FN.3	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0
		CO.SE5T403FN.4	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0
160	SE5T404FN	CO.SE5T401FN.1	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0
		CO.SE5T401FN.2	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0
		CO.SE5T401FN.3	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0
		CO.SE5T401FN.4	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0
161	SC10401HR	CO.SC10401HR.1	0	0	0	3	3	1	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10401HR.2	0	0	0	3	3	2	1	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10401HR.3	0	0	0	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10401HR.4	0	0	0	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0
162	SC10402HR	CO.SC10402HR.1	0	0	0	2	3	1	0	0	0	0	1	1	0	0	1	0	0	0	0
		CO.SC10402HR.2	0	0	1	3	3	2	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SC10402HR.3	0	0	0	3	3	0	0	0	0	0	1	0	0	0	1	0	0	0	0
		CO.SC10402HR.4	0	0	1	3	3	2	0	0	0	0	0	1	0	0	1	0	0	0	0
163	GC5T403 HR	GC5T403 HR.1	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T403 HR.2	0	0	0	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T403 HR.3	0	0	0	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T403 HR.4	0	0	0	2	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
164	SE5T401HR	CO.SE5T401HR.1	0	0	0	3	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SE5T401HR.2	0	0	0	3	3	0	1	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T401HR.3	0	0	0	3	3	0	0	0	0	0	1	1	0	0	1	0	0	0	0
		CO.SE5T401HR.4	0	0	0	3	3	1	0	0	0	0	1	1	0	0	1	0	0	0	0
165	SE5T402HR	CO.SE5T402HR.1:	0	0	0	2	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T402HR.1:	0	0	0	3	2	1	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T402HR.1:	0	0	0	3	2	1	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T402HR.1:	0	0	0	3	2	1	0	0	0	0	0	1	0	0	1	0	0	0	0
166	SE5T403HR	CO.SE5T403HR.1	0	0	0	3	2	0	0	0	0	0	0	1	1	1	2	0	0	0	0
		CO.SE5T403HR.2	0	0	0	3	2	1	1	0	0	0	0	1	1	1	2	0	0	0	0
		CO.SE5T403HR.3	0	0	0	3	2	1	0	0	0	0	0	0	1	1	2	0	0	0	0
		CO.SE5T403HR.4	0	0	0	3	2	1	0	0	0	0	1	1	1	1	2	0	0	0	0
167	SE5T404HR	CO. SE5T404HR.1	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO. SE5T404HR.2	0	0	0	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO. SE5T404HR.3	0	0	0	3	3	0	0	0	0	0	1	1	0	0	0	0	0	0	0
		CO. SE5T404HR.4	0	0	0	3	3	1	0	0	0	0	0	1	0	0	0	0	0	0	0
168	SC10401OS	CO.SC10401OS.1	3	1	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	0
		CO.SC10401OS.2	3	1	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	0
		CO.SC10401OS.3	3	2	2	0	0	0	0	0	0	0	1	1	0	0	1	0	0	0	0
		CO.SC10401OS.4	3	2	2	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	0
169	SC10402OS	CO.SC10402OS.1	3	1	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10402OS.2	3	2	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10402OS.3	3	2	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC10402OS.4	3	3	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
170	GC5T403 OS	GC5T403 OS.1	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T403 OS.2	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T403 OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
		GC5T403 OS.4	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
171	SE5T401OS	CO.SE5T401OS.1	3	1	2	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0
		CO.SE5T401OS.2	3	2	2	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T401OS.3	3	1	2	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T401OS.4	3	1	2	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
172	SE5T402OS	CO. SE5T402OS.1	3	1	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0
		CO. SE5T402OS.2	3	2	1	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO. SE5T402OS.3	3	3	2	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	0



		CO. SE5T402OS.4	3	3	2	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0
173	SE5T403OS	CO. SE5T403OS.1	3	2	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0
		CO. SE5T403OS.2	3	2	1	0	0	0	1	0	0	0	0	1	0	0	1	0	0	0
		CO. SE5T403OS.3	3	1	1	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0
		CO. SE5T403OS.4	3	1	2	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0
174	SE5T404OS	CO. SE5T404OS.1	3	2	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0
		CO. SE5T404OS.2	3	2	1	0	0	0	0	0	0	0	1	1	1	0	0	1	0	0
		CO. SE5T404OS.3	3	2	1	0	0	0	0	0	0	0	1	1	0	0	1	0	0	0
		CO. SE5T404OS.4	3	1	0	0	0	0	0	0	0	0	1	1	1	0	0	1	0	0
175	SC10401BA	CO. SC10401BA.1	0	0	1	0	0	0	2	2	1	0	0	1	0	0	0	0	0	0
		CO. SC10401BA.2	0	0	1	0	0	0	3	3	3	0	0	1	0	0	0	0	0	0
		CO. SC10401BA.3	0	0	1	0	0	0	2	3	1	0	0	1	0	0	0	0	0	0
		CO. SC10401BA.4	0	0	1	0	0	0	2	2	1	0	0	1	0	0	0	0	0	0
176	SC10402BA	CO. SC10402BA.1	0	0	1	0	0	0	2	2	1	0	0	1	0	0	0	0	0	0
		CO. SC10402BA.2	0	0	0	0	0	0	3	1	3	0	0	1	0	0	0	0	0	0
		CO. SC10402BA.3	0	0	0	0	0	0	2	2	2	0	0	1	0	0	0	0	0	0
		CO. SC10402BA.4	0	0	0	0	0	0	2	3	3	0	0	1	0	0	0	0	0	0
177	SE5T403BA	CO. SE5T403BA.1	2	2	2	0	0	0	3	1	2	0	1	1	0	0	1	0	0	0
		CO. SE5T403BA.2	0	0	0	0	0	0	3	2	3	0	1	1	0	0	1	0	0	0
		CO. SE5T403BA.3	1	1	1	0	0	0	2	2	3	0	1	1	0	0	1	0	0	0
		CO. SE5T403BA.4	2	2	2	0	0	0	2	1	3	0	0	1	0	0	0	0	0	0
178	SE5T401BA	CO. SE5T401BA.1	0	0	1	0	0	0	3	1	1	0	1	1	0	0	1	0	0	0
		CO. SE5T401BA.2	0	0	1	0	0	0	3	1	2	0	1	1	0	0	1	0	0	0
		CO. SE5T401BA.3	1	1	1	0	0	0	3	1	3	0	1	1	0	0	1	0	0	0
		CO. SE5T401BA.4	1	1	1	0	0	0	2	1	3	0	0	1	0	0	1	0	0	0
179	SE5T402BA	GC5T403 BA.1	0	0	0	0	0	0	2	2	2	0	0	1	0	0	0	0	0	0
		GC5T403 BA.2	0	0	0	0	0	0	2	1	1	0	0	1	0	0	0	0	0	0
		GC5T403 BA.3	0	0	0	0	0	0	3	2	1	0	0	1	0	0	0	0	0	0
		GC5T403 BA.4	0	0	0	0	0	0	3	2	2	0	0	1	0	0	0	0	0	0
180	SE5T403BA	CO. SE5T403BA.1	2	2	2	0	0	0	3	1	2	0	1	1	0	0	1	0	0	0
		CO. SE5T403BA.2	0	0	0	0	0	0	3	2	3	0	1	1	0	0	1	0	0	0
		CO. SE5T403BA.3	1	1	1	0	0	0	2	2	3	0	1	1	0	0	1	0	0	0
		CO. SE5T403BA.4	2	2	2	0	0	0	2	1	3	0	0	1	0	0	0	0	0	0
181	SE5T404BA	CO. SE5T404BA.1	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	0	0	0
		CO. SE5T404BA.2	0	0	0	0	0	0	2	2	0	0	0	1	0	0	0	0	0	0
		CO. SE5T404BA.3	0	0	0	0	0	0	2	1	2	0	1	1	0	0	0	0	0	0
		CO. SE5T404BA.4	0	0	0	0	0	0	2	1	3	0	1	1	0	0	0	0	0	0

3.1.1. Course Outcomes (COs) (Batch 2020 – 2022)

Semester	SEM I	SEM II	SEM III	SEM IV
Course	GC10 106 Marketing Management	GC10 201 Financial management	SC10302HR Strategic Human Resource Management	SC10401OS Project Management



Semester I: Course Name: GC10 106 Marketing Management		
GC10106	CO.GC10106.1	Students should be able to analyse the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors.
	CO.GC10106.2	Students should be able to examine the marketing issues pertaining to marketing environmental forces, consumer buying behavior in the context of real-world marketing offerings (commodities, goods, services, e-products/e-services).
	CO.GC10106.3	Students should be able to apply the principle of segmentation, targeting and positioning and branding, in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
	CO.GC10106.4	Students should be able to create the marketing mix strategy and marketing plan for any given product/ company in the context of a real-world marketing offerings (commodities, goods, services, e-products/ e-services.)
Semester II: Course Name: Financial management		
GC10 201	CO.GC10201.1	Students should be able to apply Financial techniques for Investment Decisions.
	CO.GC10201.2	Students should be able to analyze Financial statements.
	CO.GC10201.3	Students should be able to evaluate financial decisions for maximization of Shareholders wealth.
Semester III: Course Name: Strategic Human Resource Management		
SC10302HR	CO.SC10302HR.1	Students should be able to identify the relationship of HR strategy with overall Corporate strategy for improving organizational effectiveness.
	CO.SC10302HR.2	Students should be able to analyze various strategic HR initiatives taken by the organization.
	CO.SC10302HR.3	Students should be able to evaluate SHRM issues and challenges faced by organizations.
Semester IV: Course Name: Project Management		
SC10401OS	CO.SC10401OS.1	Students should be able to identify the key concepts of project management used across the industries.
	CO.SC10401OS.2	Students should be able to discover the role of stakeholders in success and failure of projects.
	CO.SC10401OS.3	Students should be able to explain the implementation process for successful project management.

Table 3.1.2 A

CO PO Mapping: CO PO mapping for the batch of MBA 2020-22 is as follows:



Sr. No	Course Code	CO Code	PO1: Domain Knowledge	PO2: Multi-disciplinary	PO3: Domain Application	PO4: Global Perspective	PO5: Leadership	PO6: Creativity & Innovativeness	PO7: Decision Making	PO8: Entrepreneurship	PO9: Team Work	PO10: Communication skills	PO11: Values & Ethics	PO12: Lifelong Learning	PO13: Technology-driven
1	GC10106	CO.GC10106.1	3	2	3	0	3	3	3	0	3	3	0	2	0
		CO.GC10106.2	3	2	3	0	0	2	3	0	3	3	2	3	0
		CO.GC10106.3	3	1	3	2	2	2	3	0	3	3	0	2	0
		CO.GC10106.4	3	3	1	2	3	3	1	2	2	0	2	0	3
2	GC10201	CO.GC10201.1	3	2	3	2	3	0	3	2	2	2	2	3	1
		CO.GC10201.2	3	2	2	2	0	0	3	0	2	2	0	2	0
		CO.GC10201.3	2	2	3	2	0	2	3	0	0	2	0	2	2
3	SC10302HR	CO.SC10302HR.1	3	2	3	0	2	0	2	0	2	2	0	3	0
		CO.SC10302HR.2	3	0	3	0	0	0	2	0	2	2	0	2	0
		CO.SC10302HR.3	3	0	2	0	2	0	2	0	2	2	0	2	0
4	SC10401OS	CO.SC5T401OS.1	3	2	0	0	0	0	1	0	1	0	0	0	0
		CO.SC5T401OS.2	2	2	1	2	2	2	1	0	1	0	1	0	0
		CO.SC5T401OS.3	3	0	1	0	0	2	0	2	0	1	1	2	2

CO PSO Mapping: CO PSO mapping for the batch of MBA2020-22 is as follows:

Sr. No	Course Code	CO Code	OS-PSO 01	OS-PSO 02	OS-PSO 03	HR-PSO 01	HR-PSO 02	HR-PSO 03	BA-PSO 01	BA-PSO 02	BA-PSO 03	FIN-PSO 01	FIN-PSO 02	FIN-PSO 03	MKT-PSO 01	MKT-PSO 02	MKT-PSO 03	GN-PSO 01	GN-PSO 02	GN-PSO 03
		CO.GC10106.1	0	0	1	0	0	0	0	0	0	2	1	2	3	2	3	3	2	0



1	GC10106	CO.GC10106.2	0	0	1	0	0	0	0	0	0	0	1	1	0	3	3	3	3	2	0
		CO.GC10106.3	0	0	1	0	0	0	0	0	0	0	1	0	3	3	2	3	3	2	0
		CO.GC10106.4	0	0	0	0	0	0	0	0	0	1	1	2	3	3	3	3	2	0	
2	GC10201	CO.GC10201.1	0	0	1	0	0	0	0	0	0	3	2	2	0	0	1	3	1	0	
		CO.GC10201.2	3	3	2	0	0	0	0	0	1	3	2	2	0	0	0	3	1	3	
		CO.GC10201.3	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	3	1	0	
3	SC10302HR	CO.SC10302HR.1	0	1	1	3	2	0	0	0	0	0	0	1	0	0	0	0	0	0	
		CO.SC10302HR.2	0	0	1	3	2	0	0	0	0	1	1	1	0	0	0	0	0	0	
		CO.SC10302HR.3	0	0	1	3	2	0	0	0	0	0	1	1	0	0	0	0	0	0	
4	SC10401OS	CO.SC10401OS.1	3	1	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	
		CO. SC10401OS.2	3	1	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0	
		CO. SC10401OS.3	3	2	2	0	0	0	0	0	0	0	1	1	0	0	1	0	0	0	

3.1.3. Course-PO Mapping matrix of all courses in the program (Batch 2020 – 2022) (10)



Sr. No	Course Code	Course Name	CO CODE	CO STATEMENTS	PO1: Domain	PO2: Multi-disciplinary	PO3: Domain	PO4: Global Perspective	PO5: Leadership	PO6: Creativity &	PO7: Decision Making	PO8: Entrepreneurship	PO9: Team Work	PO10: Communication	PO11: Values & Ethics	PO12: Lifelong	PO13: Technology-	
1	GC10101	Accounting for Business Decision	CO.GC10101.1	Students should be able to Apply Accounting Principles and concepts to business situations.	3	2	2	3	3	0	2	3	0	2	2	2	2	
			CO.GC10101.2	Students should be able to Create the Financial statements.	3	1	3	3	0	0	3	1	2	2	2	2	3	0
			CO.GC10101.3	Students should be able to Analyze the cost statements.	3	1	2	2	0	0	3	0	2	0	0	2	0	
			CO.GC10101.4	Students should be able to Synthesize Cost nformation for managerial decision making.	3	2	3	2	3	0	3	2	2	2	2	2	3	0
2	GC10102	Behavioral Dynamics and People Management	CO.GC10102.1	Students should be able to Apply concepts of individual and group behaviour to shape mployee behaviour at workplace.	3	2	1	3	1	1	0	2	2	2	2	0	1	
			CO.GC10102.2	Students should be able to Appraise concepts of People management for organizational effectiveness.	3	2	1	3	2	1	0	1	2	2	1	0	2	
			CO.GC10102.3	Students should be able to Discuss practices prevalent in organizations for people management.	3	2	2	3	2	2	0	1	2	3	1	0	2	
3	GC10103	Operations & Supply Chain Management	CO GC10103.1	Students should be able to Discover the concept of Operations Management and its application in services.	3	1	2	0	0	0	0	0	0	0	3	2	3	
			CO GC10103.2	Students should be able to Demonstrate ability to do process mapping and process analysis of simple business processes.	3	1	2	0	3	2	0	2	2	0	3	1	3	
			CO GC10103.3	Students should be able to Identify the various flows in real world supply chains.	3	1	1	0	0	1	0	0	0	0	3	0	2	
			CO GC10103.4	Students should be able to Explain the key Operational Aspects in SCM.	3	1	0	0	0	2	0	2	2	0	2	0	2	
4	GC10104	Digital Business	CO.GC10104.1	Students should be able to Illustrate concepts, value creation & competitive advantage in a digital Business environment.	3	3	2	1	3	1	1	1	1	1	3	3		
			CO.GC10104.2	Students should be able to Examine the changing role of digital business models, intermediaries, changing nature of supply chain and payment systems in the online and offline world.	3	2	3	2	2	2	1	2	1	2	1	3	3	
			CO.GC10104.3	Students should be able to Develop familiarity with Business Analytics and need of Analytics in the	3	3	3	1	3	3	2	3	2	1	2	3	3	



				industry, at the introductory level.																	
5	GC10105	Business Research Methods	CO.GC10105.1	Students should be able to Apply Business Research Methods in changing Business Scenario.	3	3	2	0	2	2	3	0	0	1	2	3	2				
			CO.GC10105.2	Students should be able to Interpret Data Collection Process & Techniques in Business situations.	3	2	2	0	2	2	3	0	0	2	2	3	2				
			CO.GC10105.3	Students should be able to Develop Business Research orientation.	3	2	2	0	3	2	3	0	0	3	2	3	2				
6	GC10106	Marketing Management	CO.GC10106.1	Students should be able to analyse the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors.	3	2	3	0	3	3	3	0	3	3	0	2	0				
			CO.GC10106.2	Students should be able to examine the marketing issues pertaining to marketing environmental forces, consumer buying behavior in the context of real-world marketing offerings (commodities, goods, services, e-products/ e-services).	3	2	3	0	0	2	3	0	3	3	2	3	0				
			CO.GC10106.3	Students should be able to apply the principle of segmentation, targeting and positioning and branding, in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).	3	1	3	2	2	2	3	0	3	3	0	2	0				
			CO.GC10106.4	Students should be able to create the marketing mix strategy and marketing plan for any given product/ company in the context of a real-world marketing offerings (commodities, goods, services, e-products/ e-services.)	3	3	1	2	3	3	1	2	2	0	2	0	3				
7	GC5T101	Economic Analysis for Business Decision	CO.GC5T101.1	Students should be able to Apply various economic concepts for business decisions.	3	2	0	0	0	3		0	0	0	0	0	3				
			CO.GC5T101.2	Students should be able to Analyze Cost function, Production function and Competition.	3	2	0	0	0	3		0	0	0	0	0	3				
			CO.GC5T101.3	Students should be able to Evaluate the effect of macro-economic environment on business.	3	2	0	0	0	3	0	0	0	0	0	0	3				
8	GC5C101	Business Government & Society	CO.GC5C101.1	Students should be able to analyze the macroeconomic aspects and roles of government in economic development the Indian context.	3	3	2	2	0	0	2	0	0	0	0	1	0				
			CO.GC5C101.2	Students should be able to illustrate the inter-linkages between economic growth, poverty and inequality.	3	3	2	3	0	0	2	0	1	0	2	2	0				



			CO.GC5C101.3	Students should be able to examine the rationale, success and failures of Public Private Partnerships in the Indian context.	3	3	1	1	0	2	0	0	0	2	2	0	3	
			CO.GC5C101.4	Students should be able to assess the forces for and against Globalization and the socio-economic impact of Globalization.	3	3	1	1	0	2	0	0	0	2	3	0	3	
9	GC5C102	Business Communication	CO.GC5C 102.1	Students should be able to express themselves effectively in routine and real world business interactions through verbal and written communication.	3	2	2	3	2	0	0	0	2	3	0	2	2	
			CO.GC5C 102.2	Students should be able to demonstrate appropriate behaviors and attire within specific business situations and shall be able to take part in real & virtual professional business conversations and meetings.	3	2	3	2	0	0	0	2	3	3	2	2	2	2
			CO.GC5C 102.3	Students should be able to write the variety of letters, reports and emails.	3	2	2	3	2	0	0	0	3	3	2	2	2	2
			CO.GC5C 102.4	Students should be able to plan a professional business presentation on a real-life business topic.	3	2	3	2	0	0	0	3	3	1	2	3	3	3
10	GC5C103	Advanced Excel	CO.GC5C 103.1	Students should be able to obtain basic to intermediate skills for using Ms-Excel in the classroom vis-a-vis Business Application.	3	2	2	1	2	2	1	3	2	0	3	3	3	
			CO.GC5C 103.2	Students should be able to illustrate hands-on experience on Ms-Excel Utilities.	3	2	3	0	1	3	2	0	2	2	0	2	3	3
			CO.GC5C 103.3	Students should be able to experiment with creating solutions for Data Management and Reporting.	3	2	2	2	3	2	2	2	3	2	3	3	3	3
11	GC2C101	Corporate Social Responsibility	CO.GC2C 101.1	Students should be able to develop Social Quotient.	3	3	3	2	2	1	1	3	3	3	3	0	3	
12	GC5C104	Foundation of Organization and Management	CO.GC5C 104.1	Students should be able to explain the various concepts of management and contemporary management practices.	3	2	2	2	0	0	2	1	0	2	2	2	0	
			CO.GC5C 104.2	Students should be able to assess professional challenges that managers face in various Organization.	3	2	2	2	0	0	2	1	0	2	2	2	2	0
			CO.GC5C 104.3	Students should be able to Integrate the emerging ideas and practices in the field of management.	3	2	2	3	2	0	2	1	2	2	2	3	0	0
13	GC5C100 A	Performing Arts Dance	CO.GC5C 100A.1	Students should be able to apply the aesthetics of four Indian dance forms/ western dance form.	3	1	1	0	0	0	0	0	0	0	0	1	0	
			CO.GC5C 100A.2	Students should be able to analyze and explain	3	1	1	0	0	0	0	0	0	0	0	0	0	0



				logically the performing principles of acquired knowledge.															
			CO.GC5C 100A.3	Students should be able to evaluate the proficiency in chosen style of dance form.	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
			CO.GC5C 100A.4	Compose a short dance from eight dance form taught to him or her	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
14	GC5C100 B	Performing Arts Music	CO.GC5C 100B.1	Students should be able to make use of ragas in vocal music.	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
			CO.GC5C 100B.2	Students should be able to list the various aspects of ragas and their differentiation.	3	1	1	0	0	0	0	0	0	0	0	0	0	1	0
			CO.GC5C 100B.3	Students should be able to evaluate vocal music style with the help of basics of music.	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0
			CO.GC5C 100B.4	Students should be able to compose a rhythmic piece of vocal music in changing contexts and locales.	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
15	GC5C100 C	Social Responsibility	CO.GC5C 100C.1	Students should be able to identify the social aspects in organisation.	3	2	1	0	1	1	1	1	1	1	1	2	1	1	
			CO.GC5C 100C.2	Students should be able to analyze the initiatives that contribute Social responsibility for communities.	3	2	1	0	0	1	1	1	1	1	2	1	1		
			CO.GC5C 100C.3	Students should be able to create a report on social responsibility initiatives undertaken by the student in social organization.	3	2	1	0	0	1	1	1	1	1	2	1	1		
16	GC5C100 D	Yoga-Physical Fitness	CO.GC5C 100D.1	Students should be able to make use of yogasana for fitness.	3	1	2	0	0	1	1	1	1	1	2	1	1		
			CO.GC5C 100D.2	Students should be able to distinguish various forms of yogasana.	3	1	1	0	0	1	1	1	1	1	1	1	1		
			CO.GC5C 100D.3	Students should be able to compile the sequence of asana for physical fitness.	3	1	2	0	0	1	1	1	1	1	1	1	1		
			CO.GC5C 100D.4	Students should be able to build a physical activity plan for applying different asanas.	3	1	1	0	0	1	1	1	1	1	2	1	1		
17	GC5C100 E	History	CO.GC5C 100E.1	Students should be able to identify the factors responsible for historical event.	3	1	2	1	0	1	1	1	1	1	2	1	1		
			CO.GC5C 100E.2	Students should be able to list the impact of event on geographical environment.	3	1	2	1	0	1	1	1	1	1	2	1	1		
			CO.GC5C 100E.3	Students should be able to evaluate critically the historical event through own blog.	3	2	2	2	0	2	2	1	2	2	2	2	2		
			CO.GC5C 100E.4	Students should be able to write an essay on historical event.	3	2	2	2	0	2	2	1	2	2	2	2	2		
18	GC5C100 F	Foreign Language French	CO.GC5C 100F.1	Students should be able to construct short sentences for a given situation.	3	2	1	1	0	1	1	1	1	1	1	1	1		
			CO.GC5C 100F.2	Students should be able to take part in verbal communication using foreign language.	3	2	2	2	0	2	2	1	2	2	2	2	2		



			CO.GC5C 100F.3	Students should be able to explain the particular concept using foreign language.	3	2	2	2	0	2	2	1	2	2	2	2	2		
			CO.GC5C 100F.4	Students should be able to compose a paragraph of self-introduction for an interview.	3	2	1	1	0	1	1	1	1	1	2	1	1		
19	GC5C100 G	Foreign Language Spanish	CO.GC5C 100G.1	Students should be able to construct short sentences for a given situation.	3	2	1	1	0	1	1	1	1	1	1	1	1		
			CO.GC5C 100G.2	Students should be able to take part in verbal communication using foreign language.	3	2	2	2	0	2	2	1	2	2	1	2	2	2	
			CO.GC5C 100G.3	Students should be able to explain the particular concept using foreign language.	3	2	2	2	0	2	2	1	2	2	2	2	2	2	2
			CO.GC5C 100G.4	Students should be able to compose a paragraph of self-introduction for an interview.	3	2	1	1	0	1	1	1	1	1	1	2	1	1	1
20	GFE100E	Cyber Security 1	CO.GFE 100E.1	Students should be able to understand the role of Networking and Information Security.	3	1	2	1	1	2	2	0	0	2	2	3	2		
			CO.GFE 100E.2	Students should be able to describe the Security threats and vulnerabilities associated with Networks.	3	2	2	1	2	2	2	0	0	2	2	3	2	2	
			CO.GFE 100E.3	Students should be able to defend the role of Cryptography and Encryption in enhancing Cyber Security.	3	1	3	1	2	2	2	0	0	3	3	3	3	2	2
21	GFE100F	Human Rights 1	CO.GFE 100F.1	Students should be able to summarize the basic concept of human rights and the perspectives of these rights and duties.	3	2	2	1	0	2	0	1	2	2	2	0	2		
			CO.GFE 100F.2	Students should be able to define the monstrate the important terms associated with legal aspects of human rights.	3	2	2	1	0	2	0	1	2	2	2	0	2	2	
			CO.GFE 100F.3	Students should be able to describe the role of United Nations in implementing the ethos of Human Rights.	3	2	2	2	0	2	1	2	2	3	3	0	2	2	
22	GFE 100A	Fundamentals of Statistics	CO.GFE 100A.1	Students should be able to describe the basic statistics terminologies used in business.	3	2	1	0	1	2	3	0	2	2	2	2	3		
			CO.GFE 100A.2	Students should be able to explain statistical tool and techniques as applicable to business and its use in areas of management research.	3	3	1	0	1	2	3	0	2	2	2	2	3	3	
			CO.GFE 100A.3	Students should be able to apply preliminary Quantitative Data Analysis techniques on datasets.	3	3	1	0	1	2	3	0	2	2	3	2	3	3	
23	GFE 100B	Accounting Fundamentals	CO.GFE 100B.1	Students should be able to describe the basic accounting terminologies used in business.	3	1	3	2	0	0	3	2	2	2	2	3	0		
			CO.GFE 100B.2	Students should be able to apply Accounting	3	1	3	2	0	0	3	2	2	2	2	3	0	0	



				Principles and Concepts to business transactions.																
			CO.GFE 100B.3	Students should be able to explain the accounting process of business transaction.	3	1	3	2	2	0	3	2	2	2	2	3	1			
24	GFE 100C	Entrepreneurship Development I	CO.GFE100C.1	Students should be able to describe the conceptual understanding of entrepreneurship and being an entrepreneur.	3	3	1	1	2	2	3	3	1	2	2	0	2			
			CO.GFE100C.2	Students should be able to examine the business idea for its business potential.	3	3	1	1	1	2	3	2	2	2	2	2	0	2		
			CO.GFE100C.3	Students should be able to develop Business Plan on the validated business Idea.	3	3	1	2	2	2	3	2	2	2	2	3	0	3		
25	GFE 100D	MS Office Fundamentals	CO.GFE 100D.1	Students should be able to develop skills for using MS-Office in the classroom vis-à-vis business applications.	3	2	1	1	2	1	1	2	1		1	3	3			
			CO.GFE 100D.2	Students should be able to Impart hands on experience on MS Office Utilities.	3	1	0	0	3	1		1	2	0	1	3	3			
			CO.GFE 100D.3	Students should be able to creating solutions for Data Management and Reporting using MS office tools.	3	1	1	2	3	2	1	2	3	0	1	3	3			
26	GC10201	Financial Management	CO.GC10201.1	Students should be able to apply Financial techniques for Investment Decisions.	3	2	3	2	3	0	3	2	2	2	2	3	1			
			CO.GC10201.2	Students should be able to analyze Financial statements.	3	2	2	2	0	0	3	0	2	2	0	2	0			
			CO.GC10201.3	Students should be able to evaluate financial decisions for maximization of Shareholders wealth.	2	2	3	2	0	2	3	0	0	2	0	2	2			
27	GC10202	Decision Science	CO.GC5C202.1	Students should be able to choose appropriate quantitative techniques in problem solving for a given business scenario.	3	2	3	2	2	2	3	0	2	0	3	2	0			
			CO.GC5C202.2	Students should be able to evaluate the different aspects of a given business problem.	3	1	3	3	2	2	3	0	1	2	3	2	0			
			CO.GC5C202.3	Students should be able to justify the business decisions using numerous decision making tools.	3	1	3	3	2	2	3	1	0	0	3	2	0			
28	GC10T203	Industry Research	CO.GC10203.1	Students should be able to dissect the business dynamics of sector of the given organization.	2	2	1	1	0	2	0	0	1	1	3	2	3			
			CO.GC10203.2	Students should be able to appraise organizational performance on select elements for the given organization.	3	3	1	1	0	3	0	0	2	1	3	2	3			
			CO.GC10203.3	Students should be able to discuss entry level job profiles offered to management students for the given organization.	3	3	1	1	0	3	0	0	2	1	3	2	3			
29	GC5T201	Legal Aspects of Business	CO.GC5T202.1	Students should be able to make use of the key terms and key legal provisions of	2	1	2	1	0	0	2	0	0	2	2	2	0			



				acts in common business situations.															
			CO.GC5T202.2	Students should be able to examine use of the Acts in common business situations.	3	0	2	0	0	0	2	0	0	2	2	2	0		
			CO.GC5T202.3	Students should be able to appraise various facets of basic case laws of each Act from a legal and managerial perspective.	3	2	2	1	0	0	3	0	0	2	3	2	0		
30	GC5C201	Statistical Lab	CO.GC5C201.1	Students should be able to apply Statistical Tools and Techniques for given business scenario.	3	3	2	2	0	0	2	1	0	2	2	2	0		
			CO.GC5C201.2	Students should be able to interpret the results of advanced statistical analysis for managerial decision making.	3	1	2	3	2	0	2	1	2	2	2	3	0		
			CO.GC5C201.3	Students should be able to test hypothesis using appropriate statistical tools.	3	3	2	3	2	0	2	1	2	2	2	3	0		
31	GC5C202	Geopolitics & World Economic Systems	CO.GC5C202.1	Students should be able to identify the concept of Geopolitics and its significance in global business economy.	3	3	2	3	0	0	2	1	0	0	2	2	0		
			CO.GC5C202.2	Students should be able to examine the role of key trade organizations in the global economic system, forces that work for and against globalization.	3	2	2	3	0	3	2	0	0	1	3	0	3		
			CO.GC5C202.3	Students should be able to appraise elements of global as well as local economic system.	3	3	3	3	0	3	2	0	0	3	3	0	3		
32	GC2C201	Corporate Social Responsibility 2	CO.GC2T201.1	Students should be able to Compile CSR activity report of organizations.	3	2	2	1	1	2	1	2	1	3	3	3			
33	GFE 200A	Cyber Security 2	CO.GFE 200A.1	Students should be able to apply suitably the various Security laws and standards to enhance security management.	3	2	2	1	1	1	1	0	2	3	3	2	3		
			CO.GFE 200A.2	Students should be able to evaluate the practices needed for Business continuity and Disaster Recovery as a part of security management.	3	2	2	1	2	3	1	0	2	3	3	2	3		
34	GFE 200B	Human Rights 2	CO.GFE200B.1	Students should be able to interpret the Human rights of vulnerable and disadvantaged groups in India.	2	1	2	1	0	2	0	1	1	3	3	0	3		
			CO.GFE200B.2	Students should be able to evaluate the present Human rights to protect vulnerable and disadvantaged groups in India.	2	2	0	1	0	2	0	1	1	3	3	0	3		
35	GC5C200A	Design Thinking and Innovation	CO.GC5C200A.1	Students should be able to explain the Design Thinking process.	3	2	3	2	2	2	2	1	2	2	2	2	2		
			CO.GC5C200A.2	Students should be able to elaborate usefulness of	3	2	2	2	2	2	2	1	2	2	2	2	2	2	



41	SE5C201M K	Business to Business Marketing	CO.SE5C201MK.1	Students should be able to utilize the different concepts of business-to-business in a given marketing situation.	3	0	3	2	2	2	3	0	3	2	0	2	0
			CO.SE5C201MK.2	Students should be able to examine business to business marketing strategic insights pertaining to different business situations.	3	0	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C201MK.3	Students should be able to build marketing mix elements for business-to-business products.	3	0	3	0	2	3	3	0	2	3	0	2	0
42	SE5C202M K	Digital Marketing	CO.SE5C202MK.1	Students should be able to make use of the digital marketing concepts in given business situations.	3	1	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5C202MK.2	Students should be able to compare digital marketing techniques in different business situations.	3	1	3	0	3	3	3	0	3	3	0	2	0
			CO.SE5C202MK.3	Students should be able to design a digital marketing campaign for given commodities, goods, services, e-products/ e-services.	3	2	3	0	3	3	3	0	3	2	0	2	0
43	SE5C203M K	Contemporary Marketing Research	CO.SE5C203MK.1	Students should be able to identify different elements of marketing research.	3	0	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5C203MK.2	Students should be able to interpret marketing research data for a real life marketing situation.	3	1	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C203MK.3	Students should be able to develop a Marketing research proposal to resolve a marketing problem.	3	2	3	0	3	3	3	0	2	2	0	2	0
44	SE5C204M K	Retail Marketing	CO.SE5C204MK.1	Students should be able to make use of the retail marketing concepts from real world marketing offerings.	3	0	3	2	2	2	3	0	2	2	0	2	0
			CO.SE5C204MK.2	Students should be able to analyze the store environment elements leading to customer delight.	3	2	3	0	3	3	3	0	3	3	0	2	0
			CO.SE5C204MK.3	Students should be able to appraise the current trends in retail sector for providing better services to customers.	3	2	3	0	0	2	2	0	3	3	2	3	0
45	SC10201FN	Indian Financial Institutions and Markets	CO.SC10201FN.1	Students should be able to analyze the role and Contribution of Financial Institutions & Markets in India.	3	2	3	1	0	0	2	1	2	2	2	2	1
			CO.SC10201FN.2	Students should be able to explain the structure and components of Indian Financial System.	3	1	3	0	0	0	2	0	0	0	0	3	0
			CO.SC10201FN.3	Students should be able to discuss Indian Financial Markets.	3	2	3	0	0	0	2	0	2	3	0	3	0
46	SC10202FN	Direct Taxation	CO.SC10202FN.1	Students should be able to explain concepts of Direct Taxation.	3	2	3	0	0	0	3	0	0	0	0	2	0



			CO.SC10202FN.2	Students should be able to determine Income Tax of an individual assessee.	3	2	3	0	0	0	3	0	0	2	2	2	0
			CO.SC10202FN.3	Students should be able to design a tax saving plan for a person.	2	1	3	2	0	1	3	0	2	2	2	2	1
47	SC10203FN	Commercial Banking	CO.SC10203FN.1	Students should be able to list different banking terminologies and concepts.	3	2	3	0	0	0	2	0	2	2	0	2	0
			CO.SC10203FN.2	Students should be able to interpret the performance of commercial bank by using the camel model.	3	2	3	2	0	2	2	0	2	0	0	2	2
			CO.SC10203FN.3	Students should be able to propose new ways of revenue generation for commercial bank using credit facility.	3	1	3	2	2	2	3	0	2	2	0	3	0
48	SE5C201FN	Financial Services	CO.SE5C201FN.1	Students should be able to list different terminologies of financial services in India.	3	0	3	0	0	0	0	0	0	0	0	3	0
			CO.SE5C201FN.2	Students should be able to evaluate the services portfolio of a financial services company.	3	0	3	0	0	0	2	0	0	0	0	2	0
			CO.SE5C201FN.3	Students should be able to discuss the current scenario of financial services in India.	3	0	3	0	0	0	2	0	2	3	0	2	0
49	SE5C202FN	Security Analysis and Portfolio Management	CO.SE5C202FN.1	Students should be able to apply the concepts of Security analysis and Portfolio Management to real life situations.	3	2	2	2	0	2	2	0	0	0	0	2	0
			CO.SE5C202FN.2	Students should be able to analyze securities using different techniques to find out intrinsic value for investment decisions.	2	0	2	2	0	0	3	0	2	0	2	2	0
			CO.SE5C202FN.3	Students should be able to determine the optimum portfolio by evaluating risk and return.	2	2	3	2	0	2	2	0	0	2	0	2	2
50	SE5C203FN	Financial Analysis Using Excel	CO.SE5C203FN.1	Students should be able to utilize MS excel finance functions for decision making.	2	2	3	2	0	0	3	0	0	0	0	3	3
			CO.SE5C203FN.2	Students should be able to interpret financial data using MS excel finance function.	3	2	3	2	3	0	3	1	1	0	0	3	2
			CO.SE5C203FN.3	Students should be able to discuss the financial performance of the company using excel.	3	1	3	3	2	0	3	1	3	3	0	3	3
51	SE5C204FN	Business Valuation	CO.SE5C204FN.1	Students should be able to choose appropriate business valuation techniques for different scenarios.	3	2	3	3	1	0	2	0	0	0	0	3	3
			CO.SE5C204FN.2	Students should be able to examine different techniques of valuation to business.	3	2	3	2	0	0	2	0	0	0	0	2	3
			CO.SE5C204FN.3	Students should be able to measure the real worth of business using valuation techniques.	3	2	3	2	0	2	3	0	0	2	0	3	3



52	SE5C205FN	Equity Derivatives	CO.SE5C205FN.1	Students should be able to apply concept of futures, options and index derivatives for investment decisions.	3	0	3	0	0	0	3	0	0	0	0	1	0
			CO.SE5C205FN.2	Students should be able to explain the terminologies of equity derivatives.	3	0	3	0	0	0	3	0	0	0	0	1	0
			CO.SE5C205FN.3	Students should be able to determine margin and payoff for equity derivatives.	3	0	3	0	0	0	3	0	0	0	0	1	0
53	SC10201HR	Talent Management : Planning and Applications	CO.SC10201HR.1	Students should be able to examine the role of Talent Planning and Acquisition for organizational effectiveness.	3	0	3	0	0	0	2	0	2	2	0	0	2
			CO.SC10201HR.2	Students should be able to design Job analysis for a given position.	3	0	3	0	0	0	2	0	1	2	0	2	0
			CO.SC10201HR.3	Students should be able to develop Talent Acquisition Plan for a given position.	3	0	3	0	0	0	2	0	2	2	0	0	0
54	SC10202HR	Employer Branding	CO.SC10202HR.1	Students should be able to identify employer branding initiatives at different Organizations.	3	0	3	0	2	2	2	0	2	2	0	1	0
			CO.SC10202HR.2	Students should be able to examine the concept of employee value proposition as an element of employer branding.	3	0	2	0	0	0	0	0	2	2	0	1	0
			CO.SC10202HR.3	Students should be able to determine the impact of Employer Brand Management on Organizations	3	0	3	0	2	2	2	0	2	2	0	1	0
55	SC10203HR	Social Security and Labour Welfare Legislation	CO.SC10203HR.1	Students should be able to make use of laws related to Social Security and Labour Welfare in organizational situations.	3	2	2	0	0	0	2	0	1	2	0	2	0
			CO.SC10203HR.2	Students should be able to explain the role of governing bodies in security and welfare of employees.	3	0	3	0	0	0	2	0	2	2	0	2	0
			CO.SC10203HR.3	Students should be able to discuss the role of social security laws in smooth running of an organization.	3	0	3	0	0	0	2	0	2	2	0	2	0
56	SE5C201HR	Learning and Development	CO.SE5C201HR.1	Students should be able to explain the importance of learning styles and andragogy for organizational training.	1	0	2	0	0	0	2	0	2	0	0	2	0
			CO.SE5C201HR.2	Students should be able to appraise management development initiatives conduct in different organizations.	1	0	3	0	2	2	2	0	2	2	0	1	0
			CO.SE5C201HR.3	Students should be able to design a training program and the training evaluation plan. for given set of employees in a organizational context.	3	1	3	0	2	2	2	0	2	2	0	1	0
57	SE5C202HR		CO.SE5C202HR.1	Students should be able to list different Analytical tools used by HR to support decision making.	3	0	2	0	0	0	2	0	0	0	0	2	0



		Analytics for Human Resource	CO.SE5C202HR.2	Students should be able to choose appropriate analytics techniques used for given HR situations.	2	2	2	0	1	0	2	0	2	2	0	2	0
			CO.SE5C202HR.3	Students should be able to discuss the importance of HR analytics to the 21st century organization.	2	1	2	0	0	0	0	0	0	2	0	2	0
58	SE5C203HR	HR Accounting and Audit	CO.SE5C203HR.1	Students should be able to identify the audit process and issues in HR audit for a given scenario.	2	2	3	0	1	0	2	0	1	2	0	0	0
			CO.SE5C203HR.2	Students should be able to explain key parameters and tools useful in HR audit of an organization.	3	0	3	0	0	0	2	0	0	0	0	1	0
			CO.SE5C203HR.3	Students should be able to discuss the importance of Investing in employees as assets.	3	1	2	0	0	0	2	0	0	0	0	1	0
59	SE5C204HR	Labour Costing	CO.SE5C204HR.1	Students should be able to identify components and factors affecting labour cost.	3	2	2	0	1	0	3	0	3	2	3	0	2
			CO.SE5C204HR.2	Students should be able to determine the labour cost using appropriate method of labour costing for given situation.	3	0	2	0	0	2	3	0	3	0	3	0	2
			CO.SE5C204HR.3	Students should be able to discuss impact of labour cost and labour turnover on productivity.	3	0	2	0	0	2	3	0	3	0	3	0	3
60	SE5C205HR	Human Resource Administration -Systems and Procedures	CO.SE5C205HR.1	Students should be able to list down the mandatory documents required for HR administration.	2	0	2	0	0	0	0	0	0	0	2	0	0
			CO.SE5C205HR.2	Students should be able to choose appropriate communication channels for different set of employees in given organizational contexts.	2	0	2	0	0	0	2	0	2	2	0	1	0
			CO.SE5C205HR.3	Students should be able to design HR policies and procedures for an organization.	2	1	2	0	0	2	2	0	2	0	2	1	0
61	SE5C206HR	Human Resource Information Systems	CO.SE5C206HR.1	Students should be able to identify the application of HRIS in different functions of HR in given rganisation.	2	0	0	0	0	0	0	0	0	0	0	0	0
			CO.SE5C206HR.2	Students should be able to list emerging trends of IT affecting HRM function.	2	2	0	0	0	0	0	2	2	0	1	2	0
			CO.SE5C206HR.3	Students should be able to discuss the role of information system in Human Resource Management in 21st century organisation.	2	2	0	0	0	0	0	0	2	0	0	0	3
62	SC10201OS	Inventory Management	CO.SC10201OS.1	Students should be able to list down types of inventory and its significance.	3	0	0	0	0	2	0	1	0	0	2	0	3
			CO.SC10201OS.2	Students should be able to analyze inventory management techniques for cost minimization.	3	2	3	0	2	0	2	0	0	2	2	2	0
			CO.SC10201OS.3	Students should be able to judge factors impacting	3	1	1	2	0	3	0	2	2	1	2	2	3



				inventory management decisions.																	
63	SC10202OS	Logistics Management	CO.SC10202OS.1	Students should be able to examine the key issues and challenges of logistics.	3	1	3	0	2	0	0	0	0	0	0	0	2	0			
			CO.SC10202OS.2	Students should be able to explain on latest practices followed in logistics for sustainable business.	3	0	2	0	0	0	0	0	0	0	0	0	0	2	0		
			CO.SC10202OS.3	Students should be able to appraise the role of key stakeholders and Macro-Micro environmental factors in logistics.	3	2	2	2	2	0	2	0	0	2	0	1	0				
64	SC10203OS	Planning and Control of Operations	CO.SC10203OS.1	Students should be able to explain the components of PPC in operations.	3	2	2	0	0	0	0	0	0	0	0	1	0				
			CO.SC10203OS.2	Students should be able to estimate demand using forecasting models.	3	2	3	0	2	0	2	0	2	2	2	2	0				
			CO.SC10203OS.3	Students should be able to develop Aggregate Production Planning (APP), Master Production Schedule (MPS) & Material Requirement Planning (MRP) in a given scenario.	3	2	3	3	2	2	2	0	2	2	2	2	2				
65	SE5C201OS	Lean Management	CO.SE5C201OS.1	Students should be able to list down major concepts of lean manufacturing.	3	2	2	0	1	0	2	0	0	0	0	1	0				
			CO.SE5C201OS.2	Students should be able to examine the capacity and line balancing for a given process.	3	1	0	2	2	3	0	2	2	0	2	2	2				
			CO.SE5C201OS.3	Students should be able to appraise the role of KANBAN and 5S in lean business.	3	1	0	2	2	3	0	2	2	1	3	1	3				
66	SE5C202OS	Six Sigma	CO.SE5C202OS.1	Students should be able to make use of six sigma as an important measurement tool.	3	0	3	0	2	2	3	0	2	1	2	2	3				
			CO.SE5C202OS.2	Students should be able to examine the method of Six Sigma Deployment and Process improvement.	3	0	3	0	1	2	3	0	0	2	2	1	3				
			CO.SE5C202OS.3	Students should be able to assess the impact of Six Sigma Tool on the organization performance.	3	2	2	0	2	2	2	0	2	0	2	2	2				
67	SE5C203OS	International Logistics	CO.SE5C203OS.1	Students should be able to analyze ocean shipping methods and containerization techniques used in International logistics.	3	0	3	2	0	0	2	0	0	0	0	0					
			CO.SE5C203OS.2	Students should be able to appraise various modes of transport in international logistics	3	1	3	0	0	0	1	0	0	0	0	3	0				
			CO.SE5C203OS.3	Students should be able to explain infrastructure needs for international logistics.	3	1	2	0	0	0	0	0	0	0	2	2	3				
68	SE5C204OS	Procurement Management	CO.SE5C204OS.1	Students should be able to identify elements of procurement function for different organizations.	3	2	2	2	0	0	0	0	0	0	0	0					



			CO.SE5C204OS.2	Students should be able to analyze the supplier's role in procurement.	3	2	2	1	0	2	2	1	2	2	2	2	2
			CO.SE5C204OS.3	Students should be able to appraise the procurement process.	3	0	2	0	2	0	2	0	2	2	0	2	0
69	SE5C205OS	Industry 4.0	CO.SE5C205OS.1	Students should be able to make use of concepts like smart manufacturing , smart devices & products, IOT and smart logistics for business transformation.	3	1	3	1	2	2	0	2	2	2	2	3	2
			CO.SE5C205OS.2	Students should be able to explain the role of Industry 4.0 to gain competitive advantage.	3	2	2	2	2	2	0	2	1	1	2	3	2
			CO.SE5C205OS.3	Students should be able to predict how organizations and individuals should prepare themselves for Industry 4.0.	3	2	3	2	2	0	2	0	1	0	0	3	3
70	SC10201BA	Business Analytics using R	CO.SC10201BA.1	Students should be able to analyze the basic concepts of Business Analytics with R.	3	2	3	2	1	0	2	0	0	1	0	0	3
			CO.SC10201BA.2	Students should be able to appraise the functions of R in different business scenarios.	3	1	3	2	0	2	3	0	0	2	0	1	3
			CO.SC10201BA.3	Students should be able to design graphical solutions using appropriate visualization methods in R.	3	2	3	2	0	2	2	0	2	2	0	2	3
71	SC10202BA	Data Mining	CO.SC10202BA.1	Students should be able to identify different aspects of Data used in mining.	3	1	2	3	0	0	2	0	2	2	2	2	3
			CO.SC10202BA.2	Students should be able to classify different techniques applied on data for mining.	3	1	3	2	0	0	2	0	2	2	0	1	3
			CO.SC10202BA.3	Students should be able to choose appropriate data mining algorithm in different business scenarios.	3	1	3	3	2	0	3	0	2	2	0	2	3
72	SC10203BA	Visual Analytics	CO.SC10203BA.1	Students should be able to List different Tableau data handling terminologies.	3	2	3	3	0	3	3	0	3	3	0	2	3
			CO.SC10203BA.2	Students should be able to select appropriate joining and blending techniques for visualizations using tableau.	3	1	3	3	0	3	3	0	2	3	0	1	3
			CO.SC10203BA.3	Students should be able to design dashboards for different storyline using Tableau.	3	2	3	2	2	3	3	0	2	3	0	1	3
73	SE5C201B A	Data Warehousing Project Life Cycle Management	CO.SE5C201BA.1	Students should be able to classify Requirements for a Data warehouse Project.	3	2	3	2	0	3	3	0	2	2	0	0	3
			CO.SE5C201BA.2	Students should be able to appraise Dimensional Modeling in Data Warehouse.	3	2	3	3	2	3	3	0	3	2	0	0	3
			CO.SE5C201BA.3	Students should be able to design Implementation Plan for a Data warehouse Project.	3	1	3	2	2	3	3	0	3	2	0	2	3
74	SE5C202B A		CO.SE5C202BA.1	Students should be able to list down the concepts of Social media & Web data.	3	2	3	3	2	0	3	0	3	0	2	2	3



		Social Media, Web and Test Analytics	CO.SE5C202BA.2	Students should be able to choose the appropriate technique for Social media analytics in a given scenario.	3	1	3	3	2	3	3	0	2	3	2	2	3
			CO.SE5C202BA.3	Students should be able to build the model of unstructured data analytics for a given business scenario.	3	1	3	2	0	3	3	0	2	2	0	2	3
75	SE5C203B A	Internet of Things	CO.SE5C203BA.1	Students should be able to list technologies supporting Internet of Things.	3	2	3	3	2	2	3	0	1	0	0	1	3
			CO.SE5C203BA.2	Students should be able to appraise Current and next generation advancements in Internet of Things.	3	1	3	3	0	3	3	0	3	2	2	1	3
			CO.SE5C203BA.3	Students should be able to discuss the practical applications of Internet of Things in different domains.	3	2	3	3	1	3	3	0	3	2	0	2	3
76	SE5C204B A	Marketing Analytics	CO.SE5C204BA.1	Students should be able to list marketing analytics techniques for making marketing decisions.	3	2	3	3	0	3	3	0	2	2	0	0	2
			CO.SE5C204BA.2	Students should be able to determine appropriate marketing analytics techniques for given marketing situations.	3	2	3	3	0	3	3	0	2	3	0	1	3
			CO.SE5C204BA.3	Students should be able to propose analytical model for a given marketing situation.	3	2	3	3	1	3	2	0	2	2	0	1	3
77	SE5C205B A	Healthcare Analytics	CO.SE5C205BA.1	Students should be able to list analytic techniques for making informed decisions in healthcare organizations.	3	1	2	0	0	1	3	0	1	0	0	2	3
			CO.SE5C205BA.2	Students should be able to determine appropriate analytics techniques for given situation in healthcare organisation.	3	1	2	1	1	2	2	0	1	1	0	2	3
			CO.SE5C205BA.3	Students should be able to discuss the role played by analytics for 21st century healthcare organisations.	3	2	3	1	0	2	0	0	1	0	0	2	3
78	SE5C206B A	Python Programming	CO.SE5C206BA.1	Students should be able to make use of python data structures in different situations.	3	2	3	3	0	3	2	0	0	2	0	0	3
			CO.SE5C206BA.2	Students should be able to examine the purpose of modules and packages in python for s given situation.	3	2	3	3	0	3	3	0	2	0	0	0	3
			CO.SE5C206BA.3	Students should be able to design graphical solutions using appropriate visualization methods in Python for different business scenarios.	3	2	3	3	1	3	2	0	0	2	0	0	3
79	GC10 301	SIP	CO.GC10 301. 1	Apply concepts on job about the Industry and the company along with a professional attitude	3	2	3	1	2	2	1	1	2	1	3	2	2
			CO.GC10 301. 2	Analyse the linkages among different business functions in a given sector	3	2	2	3	2	2	1	1	3	1	1	2	3



			CO.GC10 301. 3	Appraise the business practices of a company and the industry environment	3	2	3	2	2	1	1	1	2	1	2	1	3
			CO.GC10 301. 4	Develop real perspective about business organizations, elaborate Corporate create elaborated report methodologically.	3	2	3	2	1	3	3	1	2	2	2	1	3
80	GC10T302 MKT	LAGS	CO.GC10T302 MKT. 1	Apply relevant Marketing Fundamentals and skills and techniques in real time marketing situations	2	2	3	3	2	2	3	1	2	2	2	2	3
			CO.GC10T302 MKT. 2	To Workout apply and measure a marketing strategy.	3	1	3	1	1	1	1	1	2	2	3	1	3
			CO.GC10T302 MKT. 3	To Optimize your social media marketing presence	2	1	3	3	2	2	3	1	2	2	2	3	2
			CO.GC10T302 MKT. 4	To Use Marketing and Digital Marketing tools and Teams to develop a successful digital marketing campaign plan	3	1	3	3	1	3	1	1	3	2	3	3	2
81	GC10T302 FIN	FMM	CO.GC10T302 FIN.1	Apply the valuation methods for the real life company	3	1	2	1	1	2	3	1	2	2	2	2	2
			CO.GC10T302 FIN.2	Calculate the intrinsic value for the real life company using valuation techniques	2	2	3	2	2	2	2	1	3	2	3	1	3
			CO.GC10T302 FIN.3	Project the financial statement of the given company	3	2	3	1	2	3	1	1	2	1	2	1	2
			CO.GC10T302 FIN.4	Develop a comprehensive review of the given company using financial tools and techniques.	3	1	3	1	2	1	2	1	3	2	3	3	2
82	GC10T302 HR	EE	CO.GC10T302 HR.1	Identify the significant of employee engagement in organizational success	2	1	2	3	1	2	1	1	2	2	2	2	3
			CO.GC10T302 HR.2	Analyze the role of employee experience in driving employee engagement	2	1	3	3	2	1	2	1	3	2	3	2	3
			CO.GC10T302 HR.3	Determine strategies for retaining engaged employees within an organization	2	1	3	1	1	1	3	1	2	1	2	1	1
			CO.GC10T302 HR.4	Discuss the link between employee engagement and employee retention	3	2	3	3	2	2	1	1	3	2	1	3	1
83	GC10T302 OS	BSCM	CO.GC10T302 OS.1	Identify the issues and risks in Operations, Supply Chain Management	2	3	3	3	2	2	1	1	2	1	1	3	2
			CO.GC10T302 OS.2	Analyse the role and responsibility of a SCM Manager for smooth functioning of SCM	3	2	3	1	2	3	3	1	2	2	1	3	3
			CO.GC10T302 OS.3	Explain the tools and techniques used in Process Improvement of OSCM	2	3	2	1	2	2	1	1	2	3	1	1	2
			CO.GC10T302 OS.4	Create flow charts for various process carried out in OSCM	3	1	3	3	2	1	2	1	2	2	1	1	2
84	GC10T302 BA	ASPA	CO.GC10T302 BA.1	Identify the issues and risks in Operations, Supply Chain Management	2	3	3	3	2	2	1	1	2	1	1	3	2
			CO.GC10T302 BA.2	Analyse the role and responsibility of a SCM Manager for smooth functioning of SCM	3	2	3	1	2	3	3	1	2	2	1	3	3



			CO.GC10T302 BA.3	Explain the tools and techniques used in Process Improvement of OSCM	2	3	2	1	2	2	1	1	2	3	1	1	2
			CO.GC10T302 BA.4	Create flow charts for various process carried out in OSCM	3	1	3	3	2	1	2	1	2	2	1	1	2
85	GC5T301	Strategic Management	CO.GC5T301.1	Students should be able to apply concepts of Strategic Management in a given business situation.	3	2	3	1	1	0	3	0	0	0	2	3	0
			CO.GC5T301.2	Students should be able to analyze the business situations with the help of strategic models.	3	2	3	2	0	2	3	0	0	0	2	3	0
			CO.GC5T301.3	Students should be able to assess the strategic decisions taken by different organizations.	3	2	3	3	0	2	3	0	0	0	2	3	0
86	GC5T302	Corporate Governance, Sustainability and Business Ethics	CO.GC5T302.1	Students should be able to apply conceptual foundations of corporate governance and sustainability.	3	2	3	2	0	0	2	0	0	0	3	3	0
			CO.GC5T302.2	Students should be able to Categorizes ethical issues associated with the critical stakeholders.	3	2	3	2	1	0	3	0	1	0	3	3	0
			CO.GC5T302.3	Students should be able to appraise the governance practices of a company.	3	2	3	3	0	0	3	0	0	0	3	3	0
87	GC5T303	Enterprise Performance Management	CO.GC5T303.1	Students should be able to apply various techniques of performance evaluation in a given situation.	3	2	3	0	0	2	3	0	0	0	0	3	0
			CO.GC5T303.2	Students should be able to compare performance evaluation methods across industry.	3	2	3	0	0	2	3	0	0	0	3	3	0
			CO.GC5T303.3	Students should be able to evaluate the performance management system of organization.	3	1	3	2	0	3	3	0	0	0	0	3	0
88	GFE 300A	Cyber Security 3	CO.GFE300A.1	Students should be able to categorize sever management, firewalls, VPN, the role of Information and Network Security.	3	1	1	0	1	2	0	0	0	3	2	2	3
			CO.GFE300A.2	Students should be able to explain the role of Information and Network Security.	3	1	1	2	1	2	0	0	0	3	2	2	3
89	GC5T300 A	Performing Arts - Dance	CO.GC5T 300A.1	Students should be able to apply the aesthetics of four Indian dance forms/ western dance form.	3	3	3	0	0	3	3	1	3	3	3	3	3
			CO.GC5T 300A.2	Students should be able to analyze and explain logically the performing principles of acquired knowledge.	3	3	3	0	0	3	3	1	3	3	3	3	3
			CO.GC5T 300A.3	Students should be able to evaluate the proficiency in chosen style of dance form.	3	3	3	0	0	3	3	1	3	3	2	3	3
			CO.GC5T 300A.4	Students should be able to compose a short dance from dance form taught to him or her.	3	3	3	0	0	3	3	1	3	3	2	3	3
90	GC5T300 B	Performing Arts - Music	CO.GC5T300B.1	Students should be able to make use of ragas in vocal music.	3	3	3	0	0	3	3	1	3	3	2	3	3



			CO.GC5T300B.2	Students should be able to list the various aspects of ragas and their differentiation.	3	3	3	0	0	3	3	1	3	3	1	3	3	
			CO.GC5T300B.3	Students should be able to evaluate vocal music style with the help of basics of music.	3	3	3	0	0	3	3	1	3	3	1	3	3	
			CO.GC5T300B.4	Students should be able to compose a rhythmic piece of vocal music in changing contexts and locales.	3	3	3	0	0	3	3	1	3	3	2	3	3	
91	GC5T300 C	Social Responsibility	CO.GC5T 300C.1	Students should be able to identify the social aspects in organization.	3	3	3	0	0	3	3	1	3	3	2	3	3	
			CO.GC5T 300C.2	Students should be able to analyze the initiatives that contribute Social responsibility for communities.	3	3	3	0	0	3	3	1	3	3	1	3	3	
			CO.GC5T 300C.3	Students should be able to determine the critical aspect of social issues a business organization can address.	3	3	3	0	1	3	3	1	3	3	1	3	3	
			CO.GC5T 300C.4	Students should be able to create a report on social responsibility initiatives undertaken by the student in social organization.	3	3	3	0	1	3	3	1	3	3	2	3	3	
92	GC5T300 D	Yoga-Physical Fitness	CO.GC5T300D.1	Students should be able to make use of yogasana for fitness.	3	0	0	0	0	0	0	0	0	0	0	0	0	
			CO.GC5T300D.2	Students should be able to distinguish various forms of yogasana.	3	3	3	0	0	3	3	1	3	3	1	3	3	
			CO.GC5T300D.3	Students should be able to compile the sequence of asana for physical fitness.	3	3	3	0	0	3	3	1	3	3	1	3	3	
			CO.GC5T300D.4	Students should be able to build a physical activity plan for applying different asana.	3	3	3	0	0	3	3	1	3	3	2	3	3	
93	GC5T300 E	History	CO.GC5T300E.1	Students should be able to identify the factors responsible for historical event.	3	3	3	3	0	3	3	1	3	3	1	3	3	
			CO.GC5T300E.2	Students should be able to list the impact of event on geographical environment.	3	3	3	3	0	3	3	1	3	3	2	3	3	
			CO.GC5T300E.3	Students should be able to evaluate critically the historical event through own blog.	3	3	3	3	0	3	3	1	3	3	3	3	3	
			CO.GC5T300E.4	Students should be able to write an essay on historical event.	3	3	3	3	0	3	3	1	3	3	2	3	3	
94	GC5T300 F	Foreign Language Spanish	CO.GC5T300F.1	Students should be able to construct short sentences for a given situation.	3	3	3	3	0	3	3	1	3	3	2	3	3	
			CO.GC5T300F.2	Students should be able to take part in verbal communication using foreign language.	3	3	3	3	0	3	3	1	3	3	3	3	3	
			CO.GC5T300F.3	Students should be able to explain the particular concept using foreign language.	3	3	3	3	0	3	3	1	3	3	3	3	3	
			CO.GC5T300F.4	Students should be able to compose a paragraph of	3	3	3	3	0	3	3	1	3	3	2	3	3	



		Social Innovation and Enterprise	CO.GC5T300D.2	Students should be able to analyze opportunities and challenges of social entrepreneurship.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			CO.GC5T300D.3	Students should be able to appraise the role of social entrepreneurship in creating innovative responses to critical social / economic needs.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
100	GC5T300E	Introduction to Neuro Linguistic Programming	CO.GC5T300E.1	Students should be able to analyze the role of brain and use of language in day to day circumstances.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			CO.GC5T300E.2	Students should be able to infer one's representational systems thereby increasing self- awareness.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			CO.GC5T300E.3	Students should be able to predict the use of NLP as a tool for personal change.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
101	GFE300A	Cyber Security	CO.GFE300A.1	Students should be able to categorize sever management, firewalls, VPN, the role of Information and Network Security.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			CO.GFE300A.2	Students should be able to explain the role of Information and Network Security.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
102	SC10301M K	Product and Brand Management	CO.SC10301MK.1	Students should be able to identify the elements of Product and Brand Strategy in new-age marketing environment.	3	0	3	2	2	2	3	0	2	3	0	2	0	0	
			CO.SC10301MK.2	Students should be able to appraise the Brand management process of a given organization.	3	2	3	0	2	2	2	0	3	3	2	3	0	0	0
			CO.SC10301MK.3	Students should be able to formulate effective Product and Branding strategies for Consumer and Business products/services.	3	0	3	0	3	3	3	0	2	2	0	2	0	0	0
103	SC10302M K	Strategic Marketing	CO.SC10302MK.1	Students should be able to identify the strategic marketing initiatives used by the companies in real world.	3	0	3	2	2	2	3	0	2	3	0	2	0	0	
			CO.SC10302MK.2	Students should be able to assess strategic marketing options to measure the marketing performance of an organization.	3	2	3	0	2	2	2	0	3	3	2	3	0	0	0
			CO.SC10302MK.3	Students should be able to design marketing Strategy for given business situations.	3	2	3	0	3	3	3	0	2	3	0	2	0	0	0
104	SC10303M K	Integrated Marketing Communication	CO. SC10303MK.1	Students should be able to choose appropriate communication tools along with media vehicles for different products and services.	3	2	3	2	3	2	3	0	2	3	0	2	0	0	
			CO. SC10303MK.2	Students should be able to evaluate the promotional program of an organization.	3	0	3	0	3	3	3	0	3	2	0	2	0	0	0



			CO. SC10303MK.3	Students should be able to design marketing communication plan for a given organization.	3	1	3	0	3	2	2	0	3	3	2	3	0
105	SE5C301M K	Marketing to Emerging Markets & Bottom of the Pyramid	CO.SE5C301MK.1	Students should be able to categorize markets as emerging market, developed market and BOP market.	3	1	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C301MK.2	Students should be able to assess economic and demographic scenarios in BRICS, Next 11, MINT countries.	3	2	3	0	2	2	2	0	3	3	2	3	0
			CO.SE5C301MK.3	Students should be able to develop marketing strategies for Bottom of Pyramid market.	3	1	3	0	3	3	3	0	2	3	0	2	0
106	SE5C302M K	Marketing Across Cultures	CO.SE5C302MK.1	Students should be able to identify the general characteristics of different cultures.	3	2	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5C302MK.2	Students should be able to examine the strategies used to manage cultural diversity for a company.	3	2	3	0	2	2	2	0	3	3	2	3	0
			CO.SE5C302MK.3	Students should be able to plan intercultural marketing communications while doing business.	3	2	3	0	3	3	3	0	2	2	0	2	0
107	SE5C303M K	Direct Marketing and Event Management	CO.SE5C303MK.1	Students should be able to choose appropriate practices of Direct Marketing and Event Management for specific product or service.	3	0	3	2	2	2	3	0	2	2	0	2	0
			CO.SE5C303MK.2	Students should be able to appraise current Trends & Practices in Direct Marketing and Event management for a given organization.	3	2	3	0	2	2	2	0	3	3	2	3	0
			CO.SE5C303MK.3	Students should be able to design Direct Marketing plan and events for different products and services.	3	2	3	0	3	3	3	0	2	2	0	2	0
108	SE5C304M K	Customer Relationship Management	CO.SE5C304MK.1	Students should be able to identify the key terms associated with the relationship marketing.	3	0	3	2	2	2	3	0	2	2	0	2	0
			CO.SE5C304MK.2	Students should be able to compare different approaches of relationship management in a given situation.	3	2	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C304MK.3	Students should be able to discuss the strategies of CRM applied by different companies.	3	3	0	2	3	3	1	2	2	0	2	0	3
109	SE5C305M K	Marketing of IT & ITES	CO.SE5C305MK.1	Students should be able to list the different IT & ITES products in Indian economy.	3	2	3	0	3	3	3	0	3	2	0	2	0
			CO.SE5C305MK.2	Students should be able to appraise suitable marketing strategies for IT & ITES products and services.	3	2	3	0	0	2	2	0	3	3	2	3	0
			CO.SE5C305MK.3	Students should be able to plan suitable marketing	3	2	3	0	3	3	3	0	2	3	0	2	0



				practices for a given IT & ITES organizations.																	
110	SE5C306M K	Analytics for Marketing	CO.SE5C306MK.1	Students should be able to choose different marketing analytics tools and techniques to summarize marketing data.	3	0	3	2	2	2	3	0	2	3	0	2	0				
			CO.SE5C306MK.2	Students should be able to examine suitable marketing analytics framework to solve strategic marketing problems.	3	0	3	0	3	3	3	0	3	3	0	2	0				
			CO.SE5C306MK.3	Students should be able to interpret the given dataset for identifying customer value or making decisions for segmentation or retailing or advertising.	3	2	3	0	0	2	2	0	3	3	2	3	0				
111	SC10301FN	Personal Financial Planning & Wealth Management	CO.SC10301FN.1	Students should be able to apply techniques of Wealth Management for achievement of personal financial goals.	3	3	3	0	0	2	2	0	3	0	0	3	2				
			CO.SC10301FN.2	Students should be able to compare investment instruments used in personal finance.	3	2	2	0	0	2	2	0	3	0	0	2	3				
			CO.SC10301FN.3	Students should be able to create a Financial Plan for real life cases.	3	3	3	0	0	3	3	0	1	2	0	3	3				
112	SC10302FN	Corporate Finance	CO.SC10302FN.1	Students should be able to make use of tools and techniques of Corporate Finance for maximization shareholders wealth.	3	0	2	3	0	0	2	0	2	0	0	2	0				
			CO.SC10302FN.2	Students should be able to evaluate given business scenarios using concepts of Corporate Finance.	2	0	2	2	0	0	3	0	2	0	0	3	2				
			CO.SC10302FN.3	Students should be able to compile the financial decisions taken by company for particular period and comment using Corporate Finance techniques.	3	2	3	3	0	2	3	1	2	2	0	3	2				
113	SC10303FN	Financial Risk Management	CO.SC10303FN.1	Students should be able to apply risk management techniques to given business situations.	3	2	3	0	0	0	2	0	2	0	0	2	2				
			CO.SC10303FN.2	Students should be able to classify different risks associated with business enterprise and banks.	3	2	3	3	2	2	3	0	2	2	0	3	0				
			CO.SC10303FN.3	Students should be able to explain concepts of Financial risk management with respect to Indian Business Environment.	3	2	2	2	2	0	2	0	2	2	0	3	0				
114	SE5C301FN	Retail Banking	CO.SE5C301FN.1	Students should be able to list the retail products & services offered by banks in India.	3	2	3	2	0	0	0	0	2	0	0	3	0				
			CO.SE5C301FN.2	Students should be able to appraise the latest trends and marketing practices followed by banks in India.	3	0	2	0	2	0	0	0	2	0	0	2	0				
			CO.SE5C301FN.3	Students should be able to propose suitable retail	3	2	3	3	2	2	3	0	2	2	0	3	0				



				banking products/services in a given scenario.																	
115	SE5C302FN	Fixed Income Securities	CO.SE5C302FN.1	Students should be able to apply concept of Fixed Income securities for Portfolio decisions.	3	0	3	0	0	0	2	0	0	0	0	0	0	0	0		
			CO.SE5C302FN.2	Students should be able to examine the market characteristics, instruments, selling techniques, pricing and valuation issues with Fixed Income Securities.	3	0	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0
			CO.SE5C302FN.3	Students should be able to determine the value of Fixed Income securities.	3	0	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0
116	SE5C303FN	Principles of Insurance	CO.SE5C303FN.1	Students should be able to classify different insurance products and services available in Indian market.	3	3	2	0	0	0	2	0	0	2	0	3	0				
			CO.SE5C303FN.2	Students should be able to determine the Insurance requirement for the given individual or business case.	3	3	3	0	0	0	3	0	0	2	0	3	0				
			CO.SE5C303FN.3	Students should be able to discuss the features and characteristics of life, health and general insurance.	3	3	3	2	2	0	3	0	2	2	0	3	2				
117	SE5C304FN	Equity Research	CO.SE5C304FN.1	Students should be able to apply the concepts of Business Valuation for developing appropriate equity valuation model.	3	2	3	0	0	2	2	0	0	0	0	3	2				
			CO.SE5C304FN.2	Students should be able to analyze the critical business drivers and important financial indicators of a stock.	3	2	2	2	0	2	2	0	0	0	0	3	2				
			CO.SE5C304FN.3	Students should be able to create an Equity Research Report for a given stock.	3	2	3	2	0	3	3	0	0	0	0	3	3				
118	SE5C306FN	International Financial Management	CO.SE5C306FN.1	Students should be able to classify types of Financial Instruments offered in International Markets.	3	1	3	0	0	2	0	0	0	0	3	0	3				
			CO.SE5C306FN.2	Students should be able to appraise the international currency rates, risks and forecasting techniques.	3	2	2	0	0	3	0	0	2	0	2	2	3				
			CO.SE5C306FN.3	Students should be able to discuss emerging trends in International Financial Markets.	3	1	2	0	0	3	0	0	2	0	2	1	3				
119	SC10301HR	Performance and Total Rewards Management	CO.SC10301HR.1	Students should be able to identify the practices of performance management system observed in the organizations.	3	0	2	0	0	0	2	0	2	2	0	0	0				
			CO.SC10301HR.2	Students should be able to analyze the various elements of compensation.	3	2	3	0	0	0	2	0	2	2	0	0	0				
			CO.SC10301HR.3	Students should be able to choose proper Rewards and Recognition approaches to be used in organizational setup.	3	0	2	0	2	0	2	0	2	2	0	2	0				
120	SC10302HR	Strategic Human	CO.SC10302HR.1	Students should be able to identify the relationship of HR strategy with overall Corporate strategy for	3	2	3	0	2	0	2	0	2	2	0	3	0				



			CO.SE5C305HR.2	Students should be able to analyze the corporate role in managing issues involved in globalizing the HRM Architecture.	2	0	3	3	0	0	2	0	0	0	0	0	0	
			CO.SE5C305HR.3	Students should be able to evaluate the challenges of operating in different geographies and relevant differences in culture.	2	0	3	3	1	0	2	0	2	2	0	0	0	
126	SE5C306HR	Human Resource & Quality Management Systems	CO.SE5C306HR.1	Students should be able to make use of the concept of Total Quality management in organizational context.	3	3	3	0	0	0	2	0	1	2	0	2	0	
			CO.SE5C306HR.2	Students should be able to analyse the role of HR in implementing quality initiatives in the organization.	3	3	3	0	0	0	0	0	1	2	0	0	0	0
			CO.SE5C306HR.3	Students should be able to compare the QMS models used by the organizations to maintain quality.	2	3	3	0	2	2	2	0	1	2	0	0	0	3
127	SC10301OS	Operations Management in Services	CO.SC10301OS.1	Students should be able to measure the service quality using SERVQUAL Model.	3	2	3	0	0	0	2	0	2	0	0	0	0	
			CO.SC10301OS.2	Students should be able to appraise the different operational aspects of services.	3	2	2	2	2	2	1	2	2	1	2	1	3	
			CO.SC10301OS.3	Students should be able to construct service blue print for the given service.	3	2	2	0	0	0	2	0	2	0	0	0	0	
128	SC10302OS	Operations and Supply Chain Strategy	CO.SC10302OS.1	Students should be able to apply operations and supply chain strategy concepts to various business situations.	3	0	2	0	0	0	2	0	0	0	0	1	0	
			CO.SC10302OS.2	Students should be able to analyze the issues and challenges involved in designing the operations and supply chain strategy.	3	0	2	0	1	0	2	0	2	0	0	0	0	
			CO.SC10302OS.3	Students should be able to develop alternatives and plan of actionable insights addressing operations and supply chain issues in business situation.	3	2	2	0	2	2	2	0	2	1	0	2	2	
129	SC10303OS	Enterprises Resource Planning	CO.SC10303OS.1	Students should be able to Interpret the role of ERP technologies in business integration.	3	2	3	2	2	0	2	0	0	0	0	2	2	
			CO.SC10303OS.2	Students should be able to appraise the ERP functional modules.	3	0	3	0	0	0	2	0	1	0	0	2	2	
			CO.SC10303OS.3	Students should be able to explain the criteria for the success and failure of ERP.	3	2	3	0	2	0	2	0	2	2	0	2	2	
130	SE5C301OS	Stores and Warehouse Management	CO.SE5C301OS.1	Students should be able to identify the role and types of Stores & Warehouse Management system for a business organisation.	3	0	3	0	0	0	0	0	0	0	1	0		
			CO.SE5C301OS.2	Students should be able to classify warehouse costs and risks associated with warehouse management operations.	3	0	2	0	0	0	2	0	0	0	0	0	0	



			CO.SE5C301OS.3	Students should be able to appraise Stores & Warehouse Best Practices and Strategies for competitive advantage.	3	0	2	0	0	0	1	0	2	2	0	2	0
131	SE5C302OS	Digital Technology in Operations & Supply Chain Management	CO.SE5C302OS.1	Students should be able to identify the new digital technologies used in value chain system for competitive advantage.	3	1	2	0	2	0	0	0	0	0	3	3	3
			CO.SE5C302OS.2	Students should be able to compare various Business Models in context with Digital Technology in OSCM.	3	2	1	0	0	2	0	0	0	0	2	3	3
			CO.SE5C302OS.3	Students should be able to explain the use of Digitization for futuristic Operations & Supply Chains of businesses.	3	1	1	0	0	0	2	0	0	0	2	3	3
132	SE5C303OS	Supplier Relationship Management	CO.SE5C303OS.1	Students should be able to apply the concept of Supplier Relationship Management for a business scenario.	3	1	0	1	0	2	0	3	2	2	2	1	2
			CO.SE5C303OS.2	Students should be able to analyze supplier selection criteria and supplier performance measurement system of an organization.	3	0	2	0	2	0	2	0	2	0	2	2	0
			CO.SE5C303OS.3	Students should be able to explain a supplier relationship framework for an enterprise.	3	0	2	0	0	0	2	0	0	2	0	0	0
133	SE5C305OS	Taxation in Operations & SCM	CO.SE5C305OS.1	Students should be able to apply key concepts of taxation in Operations and SCM.	3	1	0	0	0	2	0	0	0	2	2	1	2
			CO.SE5C305OS.2	Students should be able to examine the process of billing and invoicing in given transaction.	3	1	2	0	0	0	0	0	0	0	2	0	2
			CO.SE5C305OS.3	Students should be able to interpret different types of bills and components of TCO.	3	1	2	0	0	0	2	0	0	0	2	0	2
134	SE5C306OS	Business Process Re-engineering	CO.SE5C306OS.1	Students should be able to apply the concepts of BPR & KPI's in business environment.	3	2	3	0	2	0	1	0	0	0	0	3	0
			CO.SE5C306OS.2	Students should be able to analyze BPR tools for a business process.	3	0	2	0	0	0	2	0	0	0	0	2	0
			CO.SE5C306OS.3	Students should be able to interpret the enablers and factors related to change management in BPR for a business process.	3	0	3	0	1	0	2	0	0	2	0	2	2
135	SC10301BA	Advanced Statistical Methods using R	CO.SC10301BA.1	Students should be able to apply statistical methods to predict the trends in different business scenarios using R.	3	2	3	2	0	3	3	0	2	0	2	3	3
			CO.SC10301BA.2	Students should be able to list different functions applicable to multiple scenarios in analytical projects.	3	2	3	3	0	2	3	0	2	0	2	3	3
			CO.SC10301BA.3	Students should be able to construct solutions to different business problems	3	3	3	2	0	3	3	0	2	2	0	0	3



				using advanced Statistical Methods.																
136	SC10302BA	Machine Learning	CO.SC10302BA.1	Students should be able to list the key terms in Machine Learning.	3	3	3	3	0	2	2	0	0	2	0	0	3			
			CO.SC10302BA.2	Students should be able to interpret the data using supervised and unsupervised Learning Techniques in a business scenario.	3	3	3	3	0	2	3	0	2	2	0	1	3			
			CO.SC10302BA.3	Students should be able to discuss real world applications of machine learning.	3	2	3	3	1	0	2	0	2	2	0	2	3			
137	SC10303BA	Artificial Intelligence in Business Applications	CO.SC10303BA.1	Students should be able to identify the key concepts of Artificial intelligence in business application.	3	2	3	3	0	2	2	0	2	2	0	2	3			
			CO.SC10303BA.2	Students should be able to classify scores, classes, and clusters from function specific data.	3	0	3	3	0	0	3	0	2	2	0	2	3			
			CO.SC10303BA.3	Students should be able to construct applications of AI in customer service, sales and marketing.	3	2	3	3	0	3	3	0	2	2	2	2	3			
138	SE5C301B A	:-E-commerce Analytics-I	CO.SE5C301BA.1	Students should be able to identify the key concepts in e-commerce analytics.	3	3	3	3	1	2	3	0	2	2	0	0	3			
			CO.SE5C301BA.2	Students should be able to evaluate e-commerce data in given context for taking informed decisions.	3	3	3	3	3	2	3	0	2	2	0	1	3			
			CO.SE5C301BA.3	Students should be able to design the analytics driven strategy for ecommerce businesses.	3	3	3	2	3	2	2	0	3	2	0	1	3			
139	SE5C302B A	Predictive Modelling	CO.SE5C302BA.1	Students should be able to Identify the key concepts in predictive Modeling.	3	2	3	2	2	2	2	0	0	2	0	0	3			
			CO.SE5C302BA.2	Students should be able to choose predictive modeling techniques in different business scenarios.	3	3	3	3	2	3	3	1	0	2	0	1	3			
			CO.SE5C302BA.3	Students should be able to discuss the use of predictive modeling in time series data in different business scenarios.	3	3	3	3	2	0	2	0	1	3	0	0	3			
140	SE5C303B A	Financial Analytics	CO.SE5C303BA.1	Students should be able to analyze the given financial data to achieve accuracy in predictions.	3	2	3	3	2	2	2	0	0	2	0	0	3			
			CO.SE5C303BA.2	Students should be able to explain the fundamental concepts of Financial analytics.	3	3	3	3	2	2	3	0	0	2	0	1	3			
			CO.SE5C303BA.3	Students should be able to construct applications using algorithms for different financial management scenarios.	3	0	3	2	0	3	2	0	2	2	0	1	3			
141	SE5C304B A	Retail Analytics	CO.SE5C304BA.1	Students should be able to apply retail analytics tools and techniques for given dataset in different business situations.	3	3	3	3	2	2	2	0	0	2	2	0	3			
			CO.SE5C304BA.2	Students should be able to analyze the given dataset for merchandising and	3	3	3	3	2	3	2	0	0	2	0	1	3			



				supply chain decisions in retail.																
			CO.SE5C304BA.3	Students should be able to interpret Consumer Buying Behavior and Trends in new age retailing by using given dataset.	3	3	3	3	2	3	2	0	0	2	2	1	3			
142	GC5T401	International Business Management	CO.GC5T401.1	Students should be able to make use of concepts of international trade and businesses.	3	2	3	2	0	0	3	0	0	0	0	3	0			
			CO.GC5T401.2	Students should be able to analyze the critical aspects of MNCs operating in International markets.	3	3	3	3	0	0	3	0	0	0	0	2	3	0		
			CO.GC5T401.3	Students should be able to develop comprehensive report for current global business environment of emerging markets.	3	2	3	2	0	0	3	1	2	0	0	0	3	0		
143	GC5T402	Entrepreneurship and Family Business (EFB)	CO.GC5T402.1	Students should be able to make use of the concepts of entrepreneurship for MSME and family business.	3	2	3	0	0	0	2	3	2	0	0	3	0			
			CO.GC5T402.2	Students should be able to examine the role of competences, and ecosystem in growth of entrepreneurship and family business.	3	2	3	0	0	0	3	3	2	0	2	3	0			
			CO.GC5T402.3	Students should be able to assess Role of Business Models and strategies in growth of start-ups/ family businesses.	3	2	3	2	2	0	3	3	2	0	0	3	0			
144	GFE 400A	Cyber Security IV	CO.GFE 400A.1	Students should be able to explain the security architecture, wireless networks, the role of Security System.	3	1	1	0	1	2	0	0	0	2	2	0	3			
			CO.GFE 400A.2	Students should be able to explain the role of System and Application Security.	3	1	1	0	1	2	0	0	0	2	2	0	3			
145	GC5T 403	MOOCs- Toyota Production Systems	CO.GC5T403OS.1	Identify the seven wastes in production system	3	1	2	1	1	3	1	2	2	1	1	3	3			
			CO.GC5T403OS.2	Examine the Principle of TPS for its success	2	2	2	1	2	2	3	2	1	3	1	2	2			
			CO.GC5T403OS.3	Explain the Toyota Philosophy	3	2	3	3	1	2	2	2	2	3	2	3	3			
			CO.GC5T403OS.4	Elaborate the Tools used in Toyota Production Systems	2	3	3	1	2	2	2	2	2	1	2	2	3			
146	GC5T 403	MOOCs- ORGANIZATION CULTURE	CO.GC5T401 HR.1	Apply feedback to create an action plan for improving organization culture	3	1	3	3	2	2	2	1	1	2	3	3	2			
			CO.GC5T401 HR.2	Point out the challenges in developing a learning culture	2	2	2	3	1	3	2	2	2	2	3	2	3			
			CO.GC5T401 HR.3	Determine elements necessary for sustaining culture	3	3	3	2	1	3	1	2	2	2	2	2	2			
			CO.GC5T401 HR.4	Discuss strategies for creating a toxic free culture	2	3	3	3	2	2	3	2	2	1	2	2	3			
147	GC5T 403	MOOCs - Financial	CO.GC5T403FN.1	Apply the cost information into CVP analysis and Budgeting	3	1	3	1	2	1	2	1	2	3	3	1	2			



		Management – Cost Accounting	CO.GC5T403FN.2	Calculate the cost for the business using costing techniques	2	3	3	2	2	2	1	1	3	3	2	3	3
			CO.GC5T403FN.3	Evaluate the situation on basis of marginal costing techniques.	3	1	2	2	1	2	2	1	2	1	3	3	3
			CO.GC5T403FN.4	Develop a comprehensive review of the concepts and Important terms relating to Costing techniques.	2	3	3	1	2	3	1	1	2	1	2	3	3
148	GC5T 403	MOOCs – Retail Management	CO.GC5T403MKT.1	Apply marketing concepts, models	2	1	2	3	1	1	1	1	2	3	1	1	3
			CO.GC5T403MKT.2	Analyze current marketing scenario	3	2	3	3	2	2	1	1	2	3	3	3	3
			CO.GC5T403MKT.3	Evaluate current marketing trends	2	3	2	3	2	3	2	1	1	1	3	1	3
			CO.GC5T403MKT.4	Create marketing strategies	1	3	2	1	2	2	3	1	1	3	3	3	2
149	GC5T 403	MOOCs- Business Analytics and data mining modelling using R	CO.GC5T403BA.1	Identify different aspects and concepts of data used in maning	3	1	1	0	1	2	0	0	0	2	2	0	3
			CO.GC5T403BA.2	Analyse the techniques applied on data mining	3	1	2	3	1	3	2	2	2	1	1	2	3
			CO.GC5T403BA.3	Explain the data mining algorithm	2	3	2	2	2	1	2	2	2	3	1	1	2
			CO.GC5T403BA.4	Discuss the use of data mining techniques for deriving business intelligence to achieve organizational goals	3	2	2	3	2	3	1	1	3	2	2	3	3
150	SC10401M K	Rural and Agricultural Marketing	CO.SC10401MK.1	Students should be able to apply Marketing concepts in the given Rural and Agricultural environment.	3	0	3	2	2	2	3	0	2	3	0	2	0
			CO.SC10401MK.2	Students should be able to discover the impact of rural and agricultural consumer buying behaviour on marketing decisions of a company.	3	0	3	0	3	3	3	0	3	3	0	2	0
			CO.SC10401MK.3	Students should be able to appraise the marketing strategies of various companies in Rural and Agricultural context.	3	2	3	0	0	2	2	0	3	3	2	3	0
151	SC10402M K	Marketing 4.0	CO.SC10402MK.1	Students should be able to identify traditional and digital marketing practices in real world context.	3	0	3	2	3	2	3	0	2	2	0	2	0
			CO.SC10402MK.2	Students should be able to analyze new age marketing and Omni channel marketing practices along with Marketing productivity Matrices used by different organizations in the digital era.	3	0	3	0	2	3	3	0	3	3	0	2	0
			CO.SC10402MK.3	Students should be able to appraise the Marketing 4.0 tools and techniques applied by a given organization.	3	2	3	0	2	2	2	0	3	3	2	3	0
152	SE5T401M K	Services Operation Management	CO.SE5T401MK.1	Students should be able to identify the service operations functions of a company.	3	0	3	2	2	2	3	0	2	3	0	2	0
			CO.SE5T401MK.2	Students should be able to appraise the service operations practices of a given organization.	3	0	3	0	3	3	3	0	3	2	0	2	0



			CO.SE5T401MK.3	Students should be able to design service operations strategy for a company.	3	3	1	2	3	3	1	2	2	0	2	0	3		
153	SE5T402M K	Corporate Communication and Reputation Management	CO.SE5T402MK.1	Students should be able to distinguish between PR, corporate communication and corporate reputation management.	3	0	3	0	3	3	3	0	3	2	0	2	0		
			CO.SE5T402MK.2	Students should be able to appraise the corporate communication strategy programs of a given company.	3	2	3	0	0	2	2	0	3	3	2	3	0		
			CO.SE5T402MK.3	Students should be able to plan a corporate reputation management program for a given business organization.	3	2	3	0	3	3	3	0	2	3	0	2	0		
154	SE5T403M K	Marketing for Non-profit Organization	CO.SE5T403MK.1	Students should be able to identify marketing practices of NPOs in the context of current marketing environment.	3	2	2	1	2	3	1	2	2	1	2	1	3		
			CO.SE5T403MK.2	Students should be able to compare the marketing practices followed by different non-profit organizations.	3	2	1	2	3	3	1	3	2	0	2	1	3		
			CO.SE5T403MK.3	Students should be able to assess marketing strategies and new trends used in marketing of non-profit organizations.	3	3	0	0	2	2	0	3	3	2	3	1	3		
155	SE5T404M K	Luxury Marketing	CO.SE5T404MK.1	Students should be able to distinguish consumer behaviour with respect to different luxury brands.	3	0	3	0	3	3	3	0	3	3	0	2	0		
			CO.SE5T404MK.2	Students should be able to list the concepts and emerging trends in Luxury marketing.	3	3	0	0	2	2	0	3	3	2	3	1	3		
			CO.SE5T404MK.3	Students should be able to appraise marketing strategies followed by given luxury brand.	3	2	3	0	0	2	2	0	3	3	2	3	0		
156	SC10401FN	Rural and Micro Finance	CO.SC10401FN.1	Students should be able to analyze different rural and micro finance avenues in India.	3	2	3	0	0	0	0	0	0	0	0	0	0		
			CO.SC10401FN.2	Students should be able to appraise the role of Rural & Micro finance Institutions in rural development.	3	2	3	0	2	0	2	0	0	0	0	2	0		
			CO.SC10401FN.3	Students should be able to compile initiatives taken by Financial Institutions for inclusive growth.	3	2	3	0	2	0	2	0	3	2	0	2	0		
157	SC10402FN	Project Finance	CO.SC10402FN.1	Students should be able to identify the process of evaluating financials of a project for given industry.	3	2	2	0	0	0	0	0	0	0	0	2	0		
			CO.SC10402FN.2	Students should be able to evaluate the sources and risks associated with Project Finance	3	2	2	3	2	2	0	0	0	0	0	2	0		
			CO.SC10402FN.3	Students should be able to discuss major aspects of project finance in modern business era.	3	2	2	3	2	2	0	0	3	2	0	2	0		



158	SE5T401FN	Indirect Taxation	CO.SE5T401FN.1	Students should be able to categorize the Goods and Services under GST.	3	2	2	0	0	0	2	1	3	2	0	2	0
			CO.SE5T401FN.2	Students should be able to explain the important concepts associated with Indirect taxes.	2	0	2	0	0	0	0	0	2	2	0	2	0
			CO.SE5T401FN.3	Students should be able to estimate the GST, Custom duty payable for a given situation.	3	2	2	0	2	0	2	1	3	2	0	2	0
159	SE5T402FN	Behavioral Finance	CO.SE5T402FN.1	Students should be able to identify Investor biases, behaviour and preferences for Investment.	3	3	3	0	0	0	0	0	0	0	2	0	
			CO.SE5T402FN.2	Students should be able to explain the behavioural finance theories.	3	3	3	0	0	0	2	0	0	2	0	3	0
			CO.SE5T402FN.3	Students should be able to discuss the concepts and applications of Behavioural Finance.	3	3	3	2	0	0	2	0	2	2	0	3	0
160	SE5T403FN	Financial Reporting and Analysis	CO.SE5T403FN.1	Students should be able to analyze financial statements for making business decisions.	3	0	3	0	0	0	0	0	0	0	0	3	0
			CO.SE5T403FN.2	Students should be able to appraise the concepts of financial reporting and analysis for Indian Companies.	3	0	3	0	0	0	2	0	0	2	0	3	0
			CO.SE5T403FN.3	Students should be able to appraise the quality of financial reporting of a given company.	3	0	3	2	0	0	2	0	0	2	0	3	0
161	SE5T404FN	Corporate Financial Restructuring	CO.SE5T404FN.1	Students should be able to make use of the conceptual framework relating to M&A in given organizational context.	3	0	2	2	0	0	2	0	0	0	0	2	0
			CO.SE5T404FN.2	Students should be able to appraise the role of corporate strategy in Mergers and Acquisitions.	2	2	3	2	2	2	2	0	0	2	0	2	0
			CO.SE5T404FN.3	Students should be able to discuss Corporate Restructuring practices of Indian Companies.	2	2	2	2	2	2	3	0	3	2	2	2	2
162	SC10401HR	Organizational Development and Change Management	CO.SC5T401HR.1	Students should be able to analyze OD Approaches and Models used in organizations.	3	0	3	0	1	2	1	0	2	3	0	1	0
			CO.SC5T401HR.2	Students should be able to choose OD interventions based on organizational diagnosis.	3	2	3	0	2	2	2	0	2	3	0	2	0
			CO.SC5T401HR.3	Students should be able to compile Trends in OD and Change Management.	3	0	3	0	2	2	2	0	2	3	0	2	0
163	SC10402HR	Diversity and Inclusion	CO.SC5T402HR.1	Students should be able to discover the issues and challenges involved in managing a diverse workforce.	3	0	2	0	0	0	0	0	0	2	0	0	0
			CO.SC5T402HR.2	Students should be able to evaluate strategies to deal with workforce diversity & inclusion.	3	0	2	0	0	0	0	0	2	2	0	0	0
			CO.SC5T402HR.3	Students should be able to compile contemporary trends and best practices	2	0	3	0	0	0	0	0	2	2	0	0	0



				adopted by organizations pertaining to diversity and inclusion.																
164	SE5T401HR	Best Practices in Human Resource Management	CO.SE5T401HR.1	Students should be able to identify the best HRM practices across organizations.	2	0	3	0	2	0	2	0	2	2	0	0	0			
			CO.SE5T401HR.2	Students should be able to infer best practices adopted by companies to engage multi-generational workforce.	2	0	3	0	0	0	2	0	0	0	0	0	0	0		
			CO.SE5T401HR.3	Students should be able to compose initiatives taken by organizations in Human Resource Management through benchmarking.	2	0	3	0	0	0	2	0	0	0	0	0	0	0		
165	SE5T402HR	Role of Human Resource in Knowledge Management	CO.SE5T402HR.1	Students should be able to apply the conceptual background and framework of KM in given scenario.	3	0	3	0	0	0	2	0	2	2	0	3	0			
			CO.SE5T402HR.2	Students should be able to examine the role of Organization culture and policies to facilitate KM.	3	0	2	0	0	0	0	0	2	2	0	0	0			
			CO.SE5T402HR.3	Students should be able to decide the use of appropriate CoP in given organizational context.	3	0	2	0	0	2	2	0	2	2	0	0	0			
166	SE5T403HR	Public Relations and Corporate Communications	CO.SE5T403HR.1	Students should be able to Identify the concepts of Corporate Communication, Media and Public Relations in practice.	3	2	3	2	0	2	2	0	2	3	0	3	0			
			CO.SE5T403HR.2	Students should be able to explain the PR and communication strategies designed & practiced by the organizations.	3	2	3	0	0	0	0	0	0	2	0	0	0			
			CO.SE5T403HR.3	Students should be able to compile Communication Plan and PR Activities undertaken by organizations for Brand Visibility.	3	2	3	3	0	3	3	0	0	3	2	3	0			
167	SE5T404HR	International Human Resource Management	CO. SE5T404HR.1	Students should be able to examine the role of external factors on domestic HRM.	2	0	3	0	0	1	0	0	0	0	0	0	2			
			CO. SE5T404HR.2	Students should be able to evaluate practices for managing international workforce.	2	0	3	0	0	1	0	0	0	0	0	0	3			
			CO. SE5T404HR.3	Students should be able to compile the emerging trends in IHRM.	2	0	3	0	0	1	0	0	0	0	0	0	3			
168	SC10401OS	Project Management	CO.SC5T401OS.1	Students should be able to identify the key concepts of project management used across the industries.	3	2	0	0	0	0	1	0	1	0	0	0	0			
			CO.SC5T401OS.2	Students should be able to discover the role of stakeholders in success and failure of projects.	2	2	1	2	2	2	1	0	1	0	1	0	0			
			CO.SC5T401OS.3	Students should be able to appraise the implementation process for successful project management.	3	0	1	0	0	2	0	2	0	1	1	2	2			
169	SC10402OS		CO.SC5T402OS.1	Students should be able to identify the current	2	0	0	2	0	2	2	0	0	0	1	0	0			



		Sustainable Practices in OSCM		sustainable practices in OSCM.															
			CO.SC5T402OS.2		Students should be able to explain the role of sustainability enablers in OSCM.	3	1	0	1	0	2	0	0	0	0	0	2	2	
			CO.SC5T402OS.3	Students should be able to discuss the role of sustainability practices in a given sector.	3	2	3	1	1	2	0	2	2	3	2	3	3		
170	SE5T401OS	Health Safety & Environment	CO.SE5T401OS.1	Students should be able to identify the legislation related to Health Safety and Environment as stated by Government for a given industry/business.	3	1	0	2	0	2	0	0	0	2	2	0	0		
			CO.SE5T401OS.2	Students should be able to analyze impact on health & safety due to Occupational health hazards in a given industry.	2	2	1	0	0	2	0	0	0	0	1	0	2		
			CO.SE5T401OS.3	Students should be able to appraise the HSE practices for a given Industry.	2	0	2	2	0	0	2	0	0	1	0	2	0		
171	SE5T402OS	Theory of Constraints	CO. SE5T402OS.1	Students should be able to Examine the concept and principles of Theory of constraints (TOC).	3	0	0	1	0	0	2	0	0	0	0	0	3		
			CO. SE5T402OS.2	Students should be able to explain Tools of Theory of constraints with real life examples.	2	2	1	1	0	1	0	0	0	0	1	2	0		
			CO. SE5T402OS.3	Students should be able to solve the given problem situation using appropriate tools of theory of constraints.	3	0	2	0	0	0	2	0	0	0	2	0	2		
172	SE5T403OS	World Class Manufacturing	CO.SE5T403OS.1	Students should be able to apply the different tools and framework for enhancing excellence in manufacturing.	2	0	2	2	2	1	0	0	1	0	0	2	2		
			CO.SE5T403OS.2	Students should be able to analyze significance of IT in world class manufacturing practices.	3	2	2	2	0	0	1	0	1	1	0	2	0		
			CO.SE5T403OS.3	Students should be able to interpret the implications of different quality imperatives for WCM.	3	0	3	2	1	2	0	2	2	0	2	3	3		
173	SC10401BA	ETL, Data Profiling and Data Modelling	CO.SC5T401BA.1	Students should be able to identify ETL architecture & its Process for different business scenario.	3	1	3	2	0	3	2	0	3	2	0	1	3		
			CO.SC5T401BA.2	Students should be able to survey different types of data profiling for given dataset.	3	2	3	2	2	3	3	0	3	3	0	1	3		
			CO.SC5T401BA.3	Students should be able to choose appropriate ETL tool in a given scenario.	3	3	3	1	3	3	0	3	2	0	2	3	3		
174	SC10402BA	Spark and Scala	CO.SC5T402BA.1	Students should be able to identify the keywords and functions in spark and Scala.	3	2	3	3	2	0	2	0	0	2	0	1	3		
			CO.SC5T402BA.2	Students should be able to choose appropriate statistical methods using spark & scala in given business scenario.	3	1	3	2	2	3	2	0	1	2	0	1	3		



			CO.SC5T402BA.3	Students should be able to construct visualizations using spark & Scala in a given business scenario.	3	2	3	2	0	2	2	0	0	2	0	1	3
175	SE5T402B A	Big data Project Management	CO.SE5T402BA.1	Students should be able to identify the Key concepts of Big data Project Management.	3	2	3	3	0	0	2	0	0	2	0	0	3
			CO.SE5T402BA.2	Students should be able to evaluate the key activities in given Big data Project.	3	1	3	2	0	3	2	0	3	2	0	0	3
			CO.SE5T402BA.3	Students should be able to design team structure and deliverables for big data project management.	3	2	3	3	0	2	2	0	3	2	0	0	3
176	SE5T403B A	Business Intelligence Platform for Analytics	CO.SE5T403BA.1	Students should be able to identify different ways to create, enhance, customize, and manage reports and charts for a given data.	2	3	2	3	2	1	1	1	2	3	2	3	2
			CO.SE5T403BA.2	Students should be able to interpret the data on a given business intelligence platform.	3	1	3	2	0	3	3	0	0	3	0	1	3
			CO.SE5T403BA.3	Students should be able to create visualizations for given business scenarios.	3	2	3	3	1	3	3	0	2	3	0	1	3
177	SE5T404B A	Cognitive Computing	CO.SE5T404BA.1	Students should be able to list the key concepts in cognitive computing.	3	2	3	0	2	2	1	0	1	0	0	3	3
			CO.SE5T404BA.2	Students should be able to explain the different applications of cognitive computing in a given context.	3	2	2	1	2	3	2	0	2	1	0	3	3
			CO.SE5T404BA.3	Students should be able to evaluate the results produced by the given platforms for the given business scenarios.	3	3	1	0	2	3	2	0	2	0	0	3	3

CO-PSO Mapping matrix of all courses in the program (2020 – 2022) (10)

Table 3.1.3

Sr. No.	Course Code	CO Code	OS-PSO 01	OS-PSO 02	OS-PSO 03	HR-PSO 01	HR-PSO 02	HR-PSO 03	BA-PSO 01	BA-PSO 02	BA-PSO 03	FIN-PSO 01	FIN-PSO 02	FIN-PSO 03	MKT-PSO 01	MKT-PSO 02	MKT-PSO 03	GN-PSO 01	GN-PSO 02	GN-PSO 03
1	GC10101	CO.GC10101.1	0	0	0	0	0	0	0	0	0	3	1	1	1	1	0	3	2	2
		CO.GC10101.2	0	0	0	0	0	0	0	0	0	2	2	1	1	1	1	3	3	1
		CO.GC10101.3	0	1	0	0	0	0	1	0	1	3	2	2	1	1	1	3	2	2
		CO.GC10101.4	0	1	0	0	0	0	1	0	1	3	2	2	1	1	1	3	2	2
2	GC10102	CO.GC10102.1	0	0	2	2	3	1	0	0	0	1	1	2	1	1	0	3	3	1
		CO.GC10102.2	0	0	3	3	3	2	0	0	0	0	2	2	1	1	1	2	2	1
		CO.GC10102.3	0	0	1	3	3	0	0	0	0	1	2	1	1	1	1	3	2	2
3	GC10103	CO GC 10103.1	3	2	3	0	0	0	1	0	0	0	0	0	0	0	0	2	0	2



		CO GC 10103.2	3	3	3	0	1	0	0	1	0	0	0	0	0	1	0	0	0		
		CO GC 10103.3	3	3	3	0	0	0	0	0	1	0	0	0	0	1	0	0	0		
		CO GC 10103.4	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	2	0		
4	GC10104	CO.GC10104.1	0	1	0	0	0	0	2	2	1	2	0	2	0	1	3	3	2	1	
		CO.GC10104.2	0	2	0	0	0	0	3	2	1	1	2	2	0	1	3	3	3	1	
		CO.GC10104.3	0	0	1	0	0	2	3	3	3	0	0	1	0	0	1	0	0	0	
5	GC10105	CO.GC10105.1	1	0	0	0	0	0	3	0	3	1	0	2	0	0	2	3	3	2	
		CO.GC10105.2	1	0	0	0	0	0	3	2	3	1	1	2	0	0	2	3	2	3	
		CO.GC10105.3	0	0	0	0	0	0	3	2	0	2	2	1	0	0	2	3	2	3	
6	GC10106	CO.GC10106.1	0	0	1	0	0	0	0	0	0	2	1	2	3	2	3	3	2	2	
		CO.GC10106.2	0	0	1	0	0	0	0	0	0	1	1	0	3	3	3	3	2	2	
		CO.GC10106.3	0	0	1	0	0	0	0	0	0	1	0	3	3	2	3	3	2	2	
		CO.GC10106.4	0	0	0	0	0	0	0	0	0	1	1	2	3	3	3	3	2	2	
7	GC5T101	CO.GC5T101.1	1	1	1	0	0	0	1	0	0	2	1	1	1	1	1	3	3	1	
		CO.GC5T101.2	2	2	1	0	0	0	0	0	0	3	2	1	0	1	1	3	3	1	
		CO.GC5T101.3	1	1	1	0	0	0	0	0	0	1	2	3	0	1	1	3	3	2	
8	GC5C101	CO.GC5C101.1	1	0	0	0	0	0	0	0	0	2	1	1	1	1	1	3	2	1	
		CO.GC5C101.2	0	0	0	0	0	0	0	0	0	3	2	1	1	1	1	3	1	1	
		CO.GC5C101.3	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	
		CO.GC5C101.4	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	2	2	1	
9	GC5C102	CO.GC5C 102.1	2	2	2	0	0	0	0	0	0	1	1	3	1	0	2	3	2	1	
		CO.GC5C 102.2	0	0	0	0	0	0	0	1	0	2	2	1	1	0	2	3	1	1	
		CO.GC5C 102.3	1	1	1	0	0	0	0	1	0	0	0	3	1	0	3	3	1	1	
		CO.GC5C 102.4	0	0	0	0	0	0	0	1	0	2	2	1	1	0	2	3	1	1	
10	GC5C103	CO.GC5C 103.1	1	0	0	0	0	2	3	2	2	0	0	1	0	0	1	3	0	3	
		CO.GC5C 103.2	0	2	1	0	0	0	1	2	2	2	2	2	0	0	2	3	2	1	
		CO.GC5C 103.3	1	0	1	0	0	2	3	3	2	0	0	1	0	0	1	3	0	3	
11	GC2C101	CO.GC2C 101.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1		
12	GC5C104	CO.GC5C 104.1	0	0	0	0	0	0	0	0	0	2	2	1	0	0	2	3	2	1	
		CO.GC5C 104.2	0	0	0	0	0	0	1	0	0	0	0	3	0	0	2	3	2	1	
		CO.GC5C 104.3	0	2	3	0	0	0	0	1	0	2	2	1	0	0	2	3	2	2	
13	GC5C100 A	CO.GC5C 100A.1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	3	1	1	
		CO.GC5C 100A.2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1	1	1
		CO.GC5C 100A.3	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1	1	1



		CO.GFE100C.2	0	0	0	0	0	0	0	0	0	1	1	2	2	0	0	2	2	2	2
		CO.GFE100C.3	0	0	0	0	0	0	0	0	0	1	1	1	1	1	2	2	2	2	2
25	GFE 100D	CO.GFE 100D.1	0	0	0	0	0	0	3	2	2	0	0	0	3	0	0	0	0	0	1
		CO.GFE 100D.2	0	0	0	0	0	0	3	3	2	0	0	0	1	0	0	0	0	0	2
		CO.GFE 100D.3	0	0	0	0	0	0	3	3	2	0	0	0	1	0	0	0	0	0	1
26	GC10201	CO.GC10201.1	0	0	1	0	0	0	0	0	0	3	2	2	0	0	1	3	1	2	
		CO.GC10201.2	3	3	2	0	0	0	0	0	1	3	2	2	0	0	0	3	1	1	
		CO.GC10201.3	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	3	1	1	
27	GC10202	CO.GC5C202.1	3	3	1	0	0	0	1	1	0	1	2	2	0	0	1	3	2	1	
		CO.GC5C202.2	3	3	1	0	0	0	0	1	0	0	1	2	0	0	1	3	2	1	
		CO.GC5C202.3	3	3	1	0	0	0	0	1	0	1	2	3	0	0	1	3	2	1	
28	GC10T203	CO.GC10203.1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	
		CO.GC10203.2	0	0	0	0	0	0	0	0	0	0	1	2	1	1	1	3	1	2	
		CO.GC10203.3	0	0	0	0	0	0	0	0	0	1	2	3	1	1	1	2	3	1	
29	GC5T201	CO.GC5T202.1	0	0	0	0	0	0	0	0	0	1	2	2	0	0	1	2	1	2	
		CO.GC5T202.2	0	0	1	0	0	0	0	0	0	2	2	2	0	0	1	2	1	2	
		CO.GC5T202.3	0	0	1	0	0	0	0	0	0	2	1	2	0	0	1	2	1	2	
30	GC5C201	CO.GC5C201.1	3	3	1	0	0	0	0	1	2	0	1	1	0	0	0	2	1	2	
		CO.GC5C201.2	3	3	1	0	0	0	2	2	2	1	2	2	0	0	1	2	1	1	
		CO.GC5C201.3	0	0	0	0	0	0	0	1	0	1	2	2	0	0	0	2	1	1	
31	GC5C202	CO.GC5C202.1	1	0	1	0	0	0	0	0	0	2	2	1	0	0	1	3	2	1	
		CO.GC5C202.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	2	
		CO.GC5C202.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	2	
32	GC2C201	CO.GC2C201.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	
33	GFE 200A	CO.GFE 200A.1	0	0	1	0	0	0	0	0	0	2	2	1	0	0	0	3	2	1	
		CO.GFE 200A.2	0	0	1	0	0	0	0	0	0	2	2	1	0	0	0	3	2	1	
34	GFE 200B	CO.GFE200B.1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	3	1	1	
		CO.GFE200B.2	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	3	1	1	
35	GC5C200A	CO.GC5C200A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	
		CO.GC5C200A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3	2	
		CO.GC5C200A.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	
36	GC5C200B	CO.GC5C200B.1	1	1	0	0	0	0	1	0	0	0	1	1	1	1	2	3	1	1	
		CO.GC5C200B.2	0	0	0	0	0	0	0	0	1	0	1	1	0	1	2	2	1	1	
		CO.GC5C200B.3	0	0	0	0	0	0	0	0	0	2	2	2	0	1	2	2	1	1	



37	GC5C200C	CO.GC5C200C.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1	
		CO.GC5C200C.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1
		CO.GC5C200C.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1
38	SC10201MK	CO.SC10201MK.1	0	0	1	0	0	0	0	0	0	1	1	1	3	3	3	0	0	0	
		CO.SC10201MK.2	2	2	1	0	0	0	0	0	0	1	1	2	3	2	3	0	0	0	
		CO.SC10201MK.3	2	2	1	0	0	0	0	0	0	1	1	2	3	2	1	0	0	0	
39	SC10202MK	CO.SC10202MK.1	2	2	2	0	0	0	0	0	1	1	1	3	3	3	0	0	0		
		CO.SC10202MK.2	0	0	0	0	0	0	0	0	0	1	1	2	3	2	3	0	0	0	
		CO.SC10202MK.3	3	3	3	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0	
40	SC10203MK	CO.SC10203MK.1	0	0	1	0	0	0	0	0	0	1	1	3	3	3	0	0	0		
		CO.SC10203MK.2	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0		
		CO.SC10203MK.3	2	2	2	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0	
41	SE5C201MK	CO.SE5C201MK.1	0	0	3	0	0	0	0	0	0	1	1	1	3	3	3	0	0	0	
		CO.SE5C201MK.2	0	0	2	0	0	0	0	0	0	1	2	2	3	2	3	0	0	0	
		CO.SE5C201MK.3	3	3	3	0	0	0	0	0	0	1	2	1	3	3	1	0	0	0	
42	SE5C202MK	CO.SE5C202MK.1	1	1	1	0	0	0	0	0	0	1	1	3	3	3	0	0	0		
		CO.SE5C202MK.2	0	0	1	0	0	0	0	0	0	1	1	2	3	2	3	0	0	0	
		CO.SE5C202MK.3	0	0	1	0	0	0	0	0	0	1	1	1	3	3	1	0	0	0	
43	SE5C203MK	CO.SE5C203MK.1	0	0	0	0	0	0	0	0	0	1	1	1	3	3	3	0	0	0	
		CO.SE5C203MK.2	0	0	0	0	0	0	0	0	0	0	1	2	3	2	3	0	0	0	
		CO.SE5C203MK.3	0	0	0	0	0	0	0	0	0	0	0	1	3	2	1	0	0	0	
44	SE5C204MK	CO.SE5C204MK.1	0	0	1	0	0	0	0	0	0	1	1	3	3	3	0	0	0		
		CO.SE5C204MK.2	0	0	2	0	0	0	1	0	1	0	0	0	3	2	3	0	0	0	
		CO.SE5C204MK.3	0	0	0	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0	
45	SC10201FN	CO.SC10201FN.1	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	
		CO.SC10201FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	
		CO.SC10201FN.3	0	0	1	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	
46	SC10202FN	CO.SC10202FN.1	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	
		CO.SC10202FN.2	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	
		CO.SC10202FN.3	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	
47	SC10203FN	CO.SC10203FN.1	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	
		CO.SC10203FN.2	0	0	0	0	0	0	0	1	1	3	2	1	0	0	0	0	0	0	
		CO.SC10203FN.3	0	0	0	0	0	0	1	0	0	3	3	2	0	0	0	0	0	0	
48	SE5C201FN	CO.SE5C201FN.1	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	
		CO.SE5C201FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	
		CO.SE5C201FN.3	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	



49	SE5C202FN	CO.SE5C202FN.1	1	1	1	0	0	0	0	0	0	2	2	1	0	0	0	0	0				
		CO.SE5C202FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0			
		CO.SE5C202FN.3	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0			
50	SE5C203FN	CO.SE5C203FN.1	2	2	2	0	0	0	3	1	2	3	2	3	0	0	0	0	0	0			
		CO.SE5C203FN.2	0	0	1	0	0	0	2	1	2	3	1	2	0	0	0	0	0	0	0		
		CO.SE5C203FN.3	3	3	1	0	0	0	0	1	0	3	3	3	0	0	0	0	0	0	0		
51	SE5C204FN	CO.SE5C204FN.1	3	3	1	0	0	0	0	1	0	3	2	3	0	0	0	0	0	0	0		
		CO.SE5C204FN.2	3	3	1	0	0	0	0	1	0	3	1	2	0	0	0	0	0	0	0	0	
		CO.SE5C204FN.3	3	3	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0	
52	SE5C205FN	CO.SE5C205FN.1	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	
		CO.SE5C205FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0	
		CO.SE5C205FN.3	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0	
53	SC10201HR	CO.SC10201HR.1	1	1	2	2	2	2	0	0	0	0	1	1	0	0	0	0	0	0	0	0	
		CO.SC10201HR.2	0	0	1	3	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
		CO.SC10201HR.3	0	0	0	2	1	2	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
54	SC10202HR	CO.SC10202HR.1	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	
		CO.SC10202HR.2	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
		CO.SC10202HR.3	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
55	SC10203HR	CO.SC10203HR.1	0	0	1	2	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	
		CO.SC10203HR.2	0	0	1	2	2	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
		CO.SC10203HR.3	0	0	2	2	2	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
56	SE5C201HR	CO.SE5C201HR.1	0	0	1	3	2	2	1	0	2	0	0	1	0	0	0	0	0	0	0	0	
		CO.SE5C201HR.2	0	0	0	3	2	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
		CO.SE5C201HR.3	2	2	1	3	2	2	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
57	SE5C202HR	CO.SE5C202HR.1	1	1	1	3	1	3	2	2	1	0	1	2	0	0	0	0	0	0	0	0	
		CO.SE5C202HR.2	0	0	0	2	2	3	2	2	1	0	0	1	0	0	0	0	0	0	0	0	0
		CO.SE5C202HR.3	1	1	2	3	3	3	3	2	2	0	0	1	0	0	0	0	0	0	0	0	0
58	SE5C203HR	CO.SE5C203HR.1	0	0	0	1	2	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	
		CO.SE5C203HR.2	0	0	0	2	1	1	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0
		CO.SE5C203HR.3	3	2	2	2	2	2	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0
59	SE5C204HR	CO.SE5C204HR.1	3	2	3	1	0	0	0	0	0	2	0	1	0	0	0	0	0	0	0	0	
		CO.SE5C204HR.2	3	3	3	2	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	0
		CO.SE5C204HR.3	3	3	3	3	2	2	0	0	0	2	1	2	0	0	0	0	0	0	0	0	0
60	SE5C205HR	CO.SE5C205HR.1	0	0	0	2	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	
		CO.SE5C205HR.2	0	0	0	3	0	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
		CO.SE5C205HR.3	0	0	0	3	0	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0
61	SE5C206HR	CO.SE5C206HR.1	0	0	0	2	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	
		CO.SE5C206HR.2				1	1	2	2														
		CO.SE5C206HR.3	0	0	0	2	2	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0



62	SC10201OS	CO.SC10201OS.1	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10201OS.2	3	3	3	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0
		CO.SC10201OS.3	3	3	3	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0
63	SC10202OS	CO.SC10202OS.1	3	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10202OS.2	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10202OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
64	SC10203OS	CO.SC10203OS.1	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10203OS.2	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10203OS.3	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
65	SE5C201OS	CO.SE5C201OS.1	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C201OS.2	3	3	3	0	0	2	0	0	0	0	0	0	0	0	0	0	0	1
		CO.SE5C201OS.3	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
66	SE5C202OS	CO.SE5C202OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C202OS.2	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C202OS.3	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
67	SE5C203OS	CO.SE5C203OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C203OS.2	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C203OS.3	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
68	SE5C204OS	CO.SE5C204OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C204OS.2	3	3	3	0	0	0	2	0	0	0	0	0	0	0	0	1	0	0
		CO.SE5C204OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
69	SE5C205OS	CO.SE5C205OS.	3	3	2	0	0	0	0	1	1	0	0	0	0	0	0	0	0	
		CO.SE5C205OS.	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C205OS.	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70	SC10201BA	CO.SC10201BA.1	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0	
		CO.SC10201BA.2	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0	0
		CO.SC10201BA.3	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0	0
71	SC10202BA	CO.SC10202BA.1	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	
		CO.SC10202BA.2	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0	0
		CO.SC10202BA.3	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0
72	SC10203BA	CO.SC10203BA.1	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	
		CO.SC10203BA.2	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0
		CO.SC10203BA.3	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0	0	0	0
73	SE5C201BA	CO.SE5C201BA.1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	
		CO.SE5C201BA.2	0	0	0	0	0	0	2	1	0	0	0	0	0	0	0	0	0	0
		CO.SE5C201BA.3	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0	0
74	SE5C202BA	CO.SE5C202BA.1	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0	
		CO.SE5C202BA.2	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0	0



		CO.SE5C202BA.3	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0	0	0
75	SE5C203BA	CO.SE5C203BA.1	0	0	0	0	0	0	1	2	1	0	0	0	0	0	0	0	0
		CO.SE5C203BA.2	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0
		CO.SE5C203BA.3	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0
76	SE5C204BA	CO.SE5C204BA.1	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
		CO.SE5C204BA.2	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	0	0
		CO.SE5C204BA.3	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
77	SE5C205BA	CO.SE5C205BA.1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0
		CO.SE5C205BA.2	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0
		CO.SE5C205BA.3	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	0	0
78	SE5C206BA	CO.SE5C206BA.1	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0
		CO.SE5C206BA.2	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0
		CO.SE5C206BA.3	0	0	0	0	0	0	2	3	3	0	0	0	0	0	0	0	0
79	GC10 301	CO.GC10 301. 1	3	2	2	2	1	1	1	1	1	2	1	1	3	3	3	2	2
		CO.GC10 301. 2	2	1	1	2	1	1	2	1	1	2	1	1	2	2	3	3	1
		CO.GC10 301. 3	2	1	2	3	2	1	2	1	2	3	1	1	2	3	3	2	2
		CO.GC10 301. 4	2	2	2	2	2	2	1	2	1	2	2	1	3	2	3	3	2
80	GC10T302 MKT	CO.GC10T302 MKT. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0
		CO.GC10T302 MKT. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.GC10T302 MKT. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.GC10T302 MKT. 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
81	GC10T302 FIN	CO.GC10T302 FIN.1	0	0	0	0	0	0	0	0	0	2	3	2	0	0	0	0	0
		CO.GC10T302 FIN.2	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0
		CO.GC10T302 FIN.3	0	0	0	0	0	0	0	0	0	2	3	2	0	0	0	0	0
		CO.GC10T302 FIN.4	0	0	0	0	0	0	0	0	0	1	3	2	0	0	0	0	0
82	GC10T302 HR	CO.GC10T302 HR.1	0	0	0	2	3	1	0	0	0	0	0	0	0	0	0	2	0
		CO.GC10T302 HR.2	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0
		CO.GC10T302 HR.3	0	0	0	3	1	1	0	0	0	0	0	0	0	0	0	0	0
		CO.GC10T302 HR.4	0	0	0	2	2	3	0	0	0	0	0	0	0	0	0	0	0
83	GC10T302 OS	CO.GC10T302 OS.1	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.GC10T302 OS.2	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.GC10T302 OS.3	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.GC10T302 OS.4	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
84	GC10T302 BA	CO.GC10T302 BA.1	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0
		CO.GC10T302 BA.2	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0
		CO.GC10T302 BA.3	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0
		CO.GC10T302 BA.4	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	2	0
85	GC5T301	CO.GC5T301.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	
		CO.GC5T301.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1



		CO.GC5T301.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
86	GC5T302	CO.GC5T302.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	2
		CO.GC5T302.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3
		CO.GC5T302.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2
		CO.GC5T303.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
87	GC5T303	CO.GC5T303.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
		CO.GC5T303.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	2
		CO.GFE300A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
88	GFE 300A	CO.GFE300A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.GC5T 300A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	1
89	GC5T300 A	CO.GC5T 300A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
		CO.GC5T 300A.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
		CO.GC5T 300A.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
		CO.GC5T300B.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	1
90	GC5T300 B	CO.GC5T300B.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
		CO.GC5T300B.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
		CO.GC5T300B.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
		CO.GC5T 300C.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
91	GC5T300 C	CO.GC5T 300C.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T 300C.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T 300C.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T300D.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
92	GC5T300 D	CO.GC5T300D.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1
		CO.GC5T300D.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
		CO.GC5T300D.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
		CO.GC5T300E.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
93	GC5T300 E	CO.GC5T300E.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1
		CO.GC5T300E.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1
		CO.GC5T300E.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1
		CO.GC5T300F.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
94	GC5T300 F	CO.GC5T300F.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T300F.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T300F.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2
		CO.GC5T300G.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
95	GC5T300 G	CO.GC5T300G.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T300G.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T300G.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2
		CO.GC5T300A.1	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	3	3	3
96	GC5T300A	CO.GC5T300A.2	0	0	0	0	0	0	0	0	2	2	2	2	2	2	3	3	3	



		CO.GC5T300A.3	0	0	2	0	0	0	0	0	0	2	2	2	2	2	2	3	3	3	
97	GC5T300B	CO.GC5T300B.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
		CO.GC5T300B.2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0
		CO.GC5T300B.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2
98	GC5T300C	CO.GC5T300C.1	3	3	1	0	0	0	1	1	0	1	2	2	0	0	1	3	2	1	
		CO.GC5T300C.2	3	3	1	0	0	0	0	1	0	0	1	2	0	0	1	3	2	1	
		CO.GC5T300C.3	3	3	1	0	0	0	0	1	0	1	2	3	0	0	1	3	2	1	
99	GC5T300D	CO.GC5T300D.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	
		CO.GC5T300D.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1	
		CO.GC5T300D.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	
100	GC5T300E	CO.GC5T300E.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	
		CO.GC5T300E.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	
		CO.GC5T300E.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	
101	GFE300A	CO.GFE300A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	
		CO.GFE300A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	
102	SC10301MK	CO.SC10301MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SC10301MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	
		CO.SC10301MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
103	SC10302MK	CO.SC10302MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SC10302MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	
		CO.SC10302MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	
104	SC10303MK	CO. SC10303MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO. SC10303MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	
		CO. SC10303MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	
105	SE5C301MK	CO.SE5C301MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5C301MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5C301MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
106	SE5C302MK	CO.SE5C302MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SE5C302MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5C302MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
107	SE5C303MK	CO.SE5C303MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SE5C303MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5C303MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
108	SE5C304MK	CO.SE5C304MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SE5C304MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5C304MK.3	0	0	1	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
109	SE5C305MK	CO.SE5C305MK.1	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5C305MK.2	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5C305MK.3	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	



110	SE5C306MK	CO.SE5C306MK.1	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SE5C306MK.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C306MK.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
111	SC10301FN	CO.SC10301FN.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10301FN.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301FN.3	0	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	0
112	SC10302FN	CO.SC10302FN.1	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0	0	0
		CO.SC10302FN.2	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
		CO.SC10302FN.3	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0	0
113	SC10303FN	CO.SC10303FN.1	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0
		CO.SC10303FN.2	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	0	0
		CO.SC10303FN.3	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0
114	SE5C301FN	CO.SE5C301FN.1	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0
		CO.SE5C301FN.2	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	0	0
		CO.SE5C301FN.3	0	0	0	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0
115	SE5C302FN	CO.SE5C302FN.1	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0
		CO.SE5C302FN.2	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	0	0
		CO.SE5C302FN.3	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	0	0
116	SE5C303FN	CO.SE5C303FN.1	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0	0
		CO.SE5C303FN.2	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0	0
		CO.SE5C303FN.3	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0
117	SE5C304FN	CO.SE5C304FN.1	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0
		CO.SE5C304FN.2	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0
		CO.SE5C304FN.3	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	0	0
118	SE5C306FN	CO.SE5C306FN.1	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0
		CO.SE5C306FN.2	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0
		CO.SE5C306FN.3	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0
119	SC10301HR	CO.SC10301HR.1	1	2	1	3	2	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
		CO.SC10301HR.2	2	2	2	2	2	1	1	0	0	1	1	1	0	0	0	0	0	0	0	0
		CO.SC10301HR.3	1	0	1	2	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
120	SC10302HR	CO.SC10302HR.1	0	1	1	3	2	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
		CO.SC10302HR.2	0	0	1	3	2	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0
		CO.SC10302HR.3	0	0	1	3	2	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
121	SC10303HR	CO.SC10303HR.1	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
		CO.SC10303HR.2	0	0	0	3	2	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
		CO.SC10303HR.3	0	0	0	3	2	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0
122	SE5C301HR	CO.SE5C301HR.1	0	0	0	2	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0
		CO.SE5C301HR.2	0	1	1	3	3	2	0	0	0	0	1	1	0	0	1	0	0	0	0	0
		CO.SE5C301HR.3	0	0	0	3	3	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0



123	SE5C302HR	CO.SE5C302HR.1	0	0	0	1	3	0	0	0	0	0	0	1	1	1	2	0	0	0
		CO.SE5C302HR.2	0	0	0	2	3	0	0	0	0	0	0	1	1	1	2	0	0	0
		CO.SE5C302HR.3	0	0	0	2	3	0	0	0	0	0	0	1	1	1	2	0	0	0
124	SE5C303HR	CO.SE5C303HR.1	0	0	0	2	2	0	0	0	0	0	1	0	0	1	0	0	0	
		CO.SE5C303HR.2	0	0	0	3	2	1	0	0	0	0	0	1	0	0	0	0	0	
		CO.SE5C303HR.3	0	0	0	3	2	2	0	0	0	0	0	1	0	0	1	0	0	
125	SE5C305HR	CO.SE5C305HR.1	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	
		CO.SE5C305HR.2	0	0	0	2	3	0	0	0	0	0	0	1	0	0	0	0	0	
		CO.SE5C305HR.3	0	0	1	3	3	0	0	0	0	0	0	1	0	0	1	0	0	
126	SE5C306HR	CO.SE5C306HR.1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	
		CO.SE5C306HR.2	0	0	1	2	2	0	0	0	0	0	0	1	0	0	0	0	0	
		CO.SE5C306HR.3	0	0	1	2	2	1	0	0	0	0	0	1	0	0	0	0	0	
127	SC10301OS	CO.SC10301OS.1	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10301OS.2	3	3	3	0	0	0	0	0	0	0	0	0	0	0	1	0	0	
		CO.SC10301OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
128	SC10302OS	CO.SC10302OS.1	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10302OS.2	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10302OS.3	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
129	SC10303OS	CO.SC10303OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10303OS.2	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10303OS.3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
130	SE5C301OS	CO.SE5C301OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C301OS.2	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C301OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
131	SE5C302OS	CO.SE5C302OS.1	2	3	2	0	0	0	0	2	1	0	0	0	0	0	0	0	0	
		CO.SE5C302OS.2	3	3	3	0	0	0	1	0	2	0	0	0	0	0	0	0	0	
		CO.SE5C302OS.3	3	3	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0	
132	SE5C303OS	CO.SE5C303OS.1	3	2	2	0	0	0	0	0	0	0	0	0	0	1	0	0		
		CO.SE5C303OS.2	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C303OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
133	SE5C305OS	CO.SE5C305OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C305OS.2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C305OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
134	SE5C306OS	CO.SE5C306OS.1	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C306OS.2	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C306OS.3	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
135	SC10301BA	CO.SC10301BA.1	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	
		CO.SC10301BA.2	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	
		CO.SC10301BA.3	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0	0	0	



136	SC10302BA	CO.SC10302BA.1	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	
		CO.SC10302BA.2	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0	0
		CO.SC10302BA.3	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	0
137	SC10303BA	CO.SC10303BA.1	0	0	0	0	0	0	2	3	2	0	0	0	0	0	0	0	0	
		CO.SC10303BA.2	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0	0	0	0
		CO.SC10303BA.3	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0	0	0
138	SE5C301BA	CO.SE5C301BA.1	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0	
		CO.SE5C301BA.2	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0
		CO.SE5C301BA.3	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0
139	SE5C302BA	CO.SE5C302BA.1	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0	0	
		CO.SE5C302BA.2	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0
		CO.SE5C302BA.3	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0
140	SE5C303BA	CO.SE5C303BA.1	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0	
		CO.SE5C303BA.2	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0
		CO.SE5C303BA.3	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0
141	SE5C304BA	CO.SE5C304BA.1	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	
		CO.SE5C304BA.2	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	0	0	0
		CO.SE5C304BA.3	0	0	0	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0
142	GC5T401	CO.GC5T401.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T401.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
		CO.GC5T401.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
143	GC5T402	CO.GC5T402.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
		CO.GC5T402.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5T402.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
144	GFE 400A	CO.GFE 400A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GFE 400A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2
145	GC5T 403	CO.GC5T403OS.1	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.GC5T403OS.2	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.GC5T403OS.3	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
		CO.GC5T403OS.4	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
146	GC5T401	CO.GC5T401 HR.1	0	0	0	2	3	1	0	0	0	0	1	1	0	0	1	0	0	0
		CO.GC5T401 HR.2	0	0	1	3	3	2	0	0	0	0	0	1	0	0	1	0	0	0
		CO.GC5T401 HR.3	0	0	0	3	3	0	0	0	0	0	1	0	0	0	1	0	0	0
		CO.GC5T401 HR.4	0	0	1	3	3	2	0	0	0	0	0	1	0	0	1	0	0	0
147	GC5T 403	CO.GC5T403FN.1	0	0	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0	0
		CO.GC5T403FN.2	0	0	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0
		CO.GC5T403FN.3	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0
		CO.GC5T403FN.4	0	0	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0	0
148	GC5T 403	CO.GC5T403MKT.1	0	0	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	



		CO.GC5T403MKT.2	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
		CO.GC5T403MKT.3	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
		CO.GC5T403MKT.4	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
149	GC5T 403	CO.GC5T403BA.1	0	0	0	0	0	0	2	2	2	0	0	1	0	0	0	0	0	
		CO.GC5T403BA.2	0	0	0	0	0	0	2	1	1	0	0	1	0	0	0	0	0	
		CO.GC5T403BA.3	0	0	0	0	0	0	3	2	1	0	0	1	0	0	0	0	0	
		CO.GC5T403BA.4	0	0	0	0	0	0	3	2	2	0	0	1	0	0	0	0	0	
150	SC10401MK	CO.SC5T401MK.1	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SC5T401MK.2	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SC5T401MK.3	0	0	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	
151	SC10402MK	CO.SC5T402MK.1	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SC5T402MK.2	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SC5T402MK.3	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
152	SE5T401MK	CO.SE5T401MK.1	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SE5T401MK.2	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5T401MK.3	0	0	1	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
153	SE5T402MK	CO.SE5T402MK.1	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SE5T402MK.2	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5T402MK.3	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
154	SE5T403MK	CO.SE5T403MK.1	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SE5T403MK.2	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5T403MK.3	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
155	SE5T404MK	CO.SE5T404MK.1	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
		CO.SE5T404MK.2	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0	
		CO.SE5T404MK.3	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0	
156	SC10401FN	CO.SC5T401FN.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC5T401FN.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC5T401FN.3	0	0	0	0	0	0	0	0	1	2	2	0	0	0	0	0	0	
157	SC10402FN	CO.SC5T402FN.1	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	
		CO.SC5T402FN.2	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	
		CO.SC5T402FN.3	0	0	0	0	0	0	0	0	2	1	2	0	0	0	0	0	0	
158	SE5T401FN	CO.SE5T401FN.1	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0	
		CO.SE5T401FN.2	0	0	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0	
		CO.SE5T401FN.3	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	
159	SE5T402FN	CO.SE5T402FN.1	0	0	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	
		CO.SE5T402FN.2	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	
		CO.SE5T402FN.3	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	
160	SE5T403FN	CO.SE5T403FN.1	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	
		CO.SE5T403FN.2	0	0	0	0	0	0	0	0	3	3	3	0	0	0	0	0	0	



		CO.SE5T403FN.3	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0
161	SE5T404FN	CO.SE5T401FN.1	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0
		CO.SE5T401FN.2	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0
		CO.SE5T401FN.3	0	0	0	0	0	0	0	0	0	0	3	3	1	0	0	0	0	0
162	SC10401HR	CO.SC5T401HR.1	0	0	0	3	3	2	1	0	0	0	0	0	1	0	0	0	0	0
		CO.SC5T401HR.2	0	0	0	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC5T401HR.3	0	0	0	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0
163	SC10402HR	CO.SC5T402HR.1	0	0	1	3	3	2	0	0	0	0	0	1	0	0	1	0	0	0
		CO.SC5T402HR.2	0	0	0	3	3	0	0	0	0	0	1	0	0	0	1	0	0	0
		CO.SC5T402HR.3	0	0	1	3	3	2	0	0	0	0	0	1	0	0	1	0	0	0
164	SE5T401HR	CO.SE5T401HR.1	0	0	0	3	0	0	0	0	0	0	0	1	0	0	0	0	0	0
		CO.SE5T401HR.2	0	0	0	3	3	0	0	0	0	0	1	1	0	0	1	0	0	0
		CO.SE5T401HR.3	0	0	0	3	3	1	0	0	0	0	1	1	0	0	1	0	0	0
165	SE5T402HR	CO.SE5T402HR.1	0	0	0	2	1	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T402HR.2	0	0	0	3	2	1	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T402HR.3	0	0	0	3	2	1	0	0	0	0	1	0	0	1	0	0	0	0
166	SE5T403HR	CO.SE5T403HR.1	0	0	0	3	2	0	0	0	0	0	1	1	1	2	0	0	0	0
		CO.SE5T403HR.2	0	0	0	3	2	1	1	0	0	0	1	1	1	2	0	0	0	0
		CO.SE5T403HR.3	0	0	0	3	2	1	0	0	0	0	1	1	1	1	2	0	0	0
167	SE5T404HR	CO. SE5T404HR.1	0	0	0	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO. SE5T404HR.2	0	0	0	3	3	0	0	0	0	0	1	1	0	0	0	0	0	0
		CO. SE5T404HR.3	0	0	0	3	3	1	0	0	0	0	1	0	0	0	0	0	0	0
168	SC10401OS	CO.SC5T401OS.1	3	1	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0
		CO.SC5T401OS.2	3	1	1	0	0	0	0	0	0	0	1	1	1	0	0	1	0	0
		CO.SC5T401OS.3	3	2	2	0	0	0	0	0	0	0	1	1	0	0	1	0	0	0
169	SC10402OS	CO.SC5T402OS.1	3	1	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC5T402OS.2	3	2	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
		CO.SC5T402OS.3	3	3	3	0	0	0	0	0	0	0	0	0	0	0	2	1	3	
170	SE5T401OS	CO.SE5T401OS.1	3	1	2	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T401OS.2	3	1	2	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T401OS.3	3	2	2	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0
171	SE5T402OS	CO. SE5T402OS.1	3	1	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO. SE5T402OS.2	3	2	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0
		CO. SE5T402OS.3	3	3	2	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0
172	SE5T403OS	CO.SE5T403OS.1	3	2	1	0	0	0	0	0	0	1	1	1	0	0	1	0	0	0
		CO.SE5T403OS.2	3	2	1	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0
		CO.SE5T403OS.3	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
173	SC10401BA	CO.SC5T401BA.1	0	0	1	0	0	0	2	2	1	0	0	1	0	0	0	0	0	0
		CO.SC5T401BA.2	0	0	1	0	0	0	3	3	3	0	0	1	0	0	0	0	0	0



		CO.SC5T401BA.3	0	2	0	0	0	1	2	2	3	0	0	0	0	0	0	0	0	0
174	SC10402BA	CO.SC5T402BA.1	0	0	1	0	0	0	2	2	1	0	0	1	0	0	0	0	0	0
		CO.SC5T402BA.2	0	0	0	0	0	0	2	2	2	0	0	1	0	0	0	0	0	0
		CO.SC5T402BA.3	0	0	0	0	0	0	2	3	3	0	0	1	0	0	0	0	0	0
175	SE5T402BA	CO.SE5T402BA.1	0	0	0	0	0	0	2	2	2	0	0	1	0	0	0	0	0	0
		CO.SE5T402BA.2	0	0	0	0	0	0	3	2	1	0	0	1	0	0	0	0	0	0
		CO.SE5T402BA.3	0	0	0	0	0	0	3	2	2	0	0	1	0	0	0	0	0	0
176	SE5T403BA	CO.SE5T403BA.1	2	2	2	0	0	0	3	1	2	0	1	1	0	0	1	0	0	0
		CO.SE5T403BA.2	1	1	1	0	0	0	2	2	3	0	1	1	0	0	1	0	0	0
		CO.SE5T403BA.3	2	2	2	0	0	0	2	1	3	0	0	1	0	0	0	0	0	0
177	SE5T404BA	CO.SE5T404BA.1	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	0	0	0
		CO.SE5T404BA.2	0	0	0	0	0	0	2	2	0	0	0	1	0	0	0	0	0	0
		CO.SE5T404BA.3	0	0	0	0	0	0	2	1	2	0	1	1	0	0	0	0	0	0

3.2. Course Outcomes (40)

3.2.1. Describe the assessment tools and processes used to gather the data upon which the evaluation of Course Outcome is based (10)

The attainment of these program outcomes against the set level will determine the success of the program. The Course Outcomes are used to calculate the Direct Attainment level of Program outcomes (COs).

The first step for the faculty in a given department is to formulate the course outcomes (COs) for the course(s). Further, to ensure that the focus is maintained on these COs, the faculty member would determine the measures of assessment, viz., Concurrent Comprehensive Assessment (CCA) and /or Term End Assessments (TEA) that are suitable to ascertain whether a student has met the said outcomes.

Accordingly, a variety of quantitative and qualitative information would be determined to assess the extent to which these outcomes are being met, carefully gauged to the needs and goals of their program.

Each course as per pattern and credit associated with it will have different assessment pattern.:



The evaluation by the Institute for Full Credit Courses shall comprise of two parts: Comprehensive Concurrent Assessment and Term End Assessment.

Comprehensive Concurrent Assessment: (CCA) 50 marks

Each course teacher will conduct two CCAs of 20 and 25 marks each. 5 marks are allocated to overall attendance of the student. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each CCA with the Course Outcomes. Designated academic authority shall approve the scheme of Comprehensive Concurrent Assessment with or without modifications.

The course teacher shall display the approved CCA scheme of the course to student in the course planner, not later than the second week of the term.

Comprehensive Concurrent Assessment Methods: Course teachers shall opt for a combination of one or more CCA methods listed below:

- 1) Class Test
- 2) Open Book Test
- 3) Written Home Assignment
- 4) In-depth Viva-Voce
- 5) Case Study
- 6) Caselet
- 7) Situation Analysis
- 8) Field Visit / Study tour and report of the same
- 9) Small Group Project & Internal Viva-Voce
- 10) Model Development
- 11) Role Play
- 12) Story Telling
- 13) Fish Bowls
- 14) Learning Diary
- 15) Scrap Book / Story of the week / Story of the month
- 16) Creating a Quiz
- 17) Designing comic strips
- 18) Creating Brochures / Bumper Stickers / Fliers



- 19) Creating Crossword Puzzles
- 20) Creating and Presenting Posters
- 21) Writing an Advice Column
- 22) Library Magazines based assessment
- 23) Peer assessment
- 24) Autobiography/Biography
- 25) Writing a Memo
- 26) Work Portfolio
- 27) Book Review
- 28) Drafting a Policy Brief
- 29) Drafting an Executive Summary
- 30) Literature Review
- 31) Term Paper
- 32) Thematic Presentation
- 33) Publishing a Research Paper
- 34) Annotated Bibliography
- 35) Creating Taxonomy
- 36) Creating Concept maps
- 37) Online Exam
- 38) Simulation Exercises
- 39) Gamification Exercises
- 40) Presentation based on Google Alerts
- 41) Webinar based assessment
- 42) Creating Webpage / Website / Blog
- 43) Creating infographics / infomercial
- 44) Creating podcasts / Newscast
- 45) Discussion Boards

Term End Assessment: (TEA) -50 marks



The TEA will have two components. TEA written of 25 marks each comprising of a Written Test and a Practical Assessment and Viva Voce of 25 marks.

At the start of the term, the course teacher will design a practical work assignment for the course as TEA (Practical) Assessment. It can be a group work or individual work. It may involve a field work or case study solution with presentation or report writing on give problem and presentation or any other practical work which meets the course outcome as per the course teacher. The Rubrics will be designed by him or her for the same.

The scheme of TEA (Practical) shall explicitly state the linkages of each TEA parameter in rubrics with the Course Outcomes. Designated academic authority shall approve the scheme of Comprehensive Concurrent Assessment with or without modifications.

The course teacher shall display the approved TEA (Practical) scheme of the course to student in the course planner, not later than the second week of the term.

The TEA written paper will be designed by three paper setters recommended by BoS and appointed by exam committee who are working in academics and considered as expert in that particular course for more than 10 years and are not associated with any Indira Group institutes.

As far as possible the chairman of paper setting committee should be of the level of Associate Professor or above. The paper setters also need to submit the Marking scheme and CO mapping for each question.

3.2.2. Record the attainment of Course Outcomes of all courses with respect to set attainment levels (30)

The course Outcome attainment has two components. Direct attainment and Indirect attainment. Direct attainment is calculated using the marks obtained in the CCA and TEA. While indirect attainment is from Course end survey.

For Direct attainment, following steps are followed:

1. Calculate the attainment level for each CCA.

The attainment criteria are:

Attainment of 3: 60% of student get more that 60% marks in the particular assessment.



Attainment of 2: 55 % of students get more that 60% marks in the particular assessment.

Attainment of 2: 50 % of students get more that 60% marks in the particular assessment.

- Calculate marks allocated with each CO from all the assessments.
- Calculate weightage of each CO in each assessment with respect to total marks allocated to that CO.
- Calculate weightage CO attainment of each Assessment w.r.t to each CO.
- Find out the total wt. attainment for a particular CO by adding the weightage CO attainments for each CO. This is final direct attainment. It has 80 % weightage.
- The indirect attainment is calculated through the Course end survey. In this students are asked to mark an appropriate choice on the 4 point Likert scale of completely agree to Completely Disagree for the given CO statement.
- After that the Average CO is calculated by Wt. Average method with scale as 0, 1,2, and 3 . It is indirect attainment and has weightage of 20%
- The final attainment of CO is calculated as $0.8 \text{ Direct attainment} * 0.20 \text{ Indirect attainment}$.

Attainment of Course Outcomes (Batch 2020 – 2022)

Sr. No	Course Code	Name of Subject	CO No.	CO Direct Attainment (CCA+IEA)	CO Indirect Attainment (COURSE END SURVEY)	Final CO Attainment
1	GC10101	Accounting for Business Decision	CO.GC10101.1	3.0	3.00	3.00
			CO.GC10101.2	3.0	3.00	3.00
			CO.GC10101.3	3.0	3.00	3.00
			CO.GC10101.4	3.0	3.00	3.00
2	GC10102	Behavioral Dynamics and People Management	CO.GC10102.1	2.6	3.00	2.68
			CO.GC10102.2	3.0	3.00	3.00
			CO.GC10102.3	1.0	3.00	1.40
3	GC10103	Operations & Supply Chain Management	CO GC10103.1	2.9	3.00	2.90
			CO GC10103.2	2.8	3.00	2.82
			CO GC10103.3	2.9	3.00	2.90
			CO GC10103.4	2.9	3.00	2.90
4	GC10104	Digital Business	CO.GC10104.1	3.0	3.00	3.00
			CO.GC10104.2	3.0	3.00	3.00
			CO.GC10104.3	3.0	3.00	3.00
5	GC10105	Business Research Methods	CO.GC10105.1	3.0	3.00	3.00



			CO.GC10105.2	3.0	3.00	3.00
			CO.GC10105.3	3.0	3.00	3.00
6	GC10106	Marketing Management	CO.GC10106.1	3.0	3.00	3.00
			CO.GC10106.2	3.0	3.00	3.00
			CO.GC10106.3	3.0	3.00	3.00
			CO.GC10106.4	3.0	3.00	3.00
7	GC5T101	Economic Analysis for Business Decision	CO.GC5T101.1	3.0	3.00	3.00
			CO.GC5T101.2	3.0	3.00	3.00
			CO.GC5T101.3	3.0	3.00	3.00
8	GC5C101	Business Government & Society	CO.GC5C101.1	3.0	3.00	3.00
			CO.GC5C101.2	3.0	3.00	3.00
			CO.GC5C101.3	3.0	3.00	3.00
			CO.GC5C101.4	3.0	3.00	3.00
9	GC5C102	Business Communication	CO.GC5C 102.1	3.0	3.00	3.00
			CO.GC5C 102.2	3.0	3.00	3.00
			CO.GC5C 102.3	3.0	3.00	3.00
			CO.GC5C 102.4	3.0	3.00	3.00
10	GC5C103	Advanced Excel	CO.GC5C 103.1	3.0	3.00	3.00
			CO.GC5C 103.2	3.0	3.00	3.00
			CO.GC5C 103.3	3.0	3.00	3.00
11	GC2C101	Corporate Social Responsibility	CO.GC2C 101.1	3.0	3.00	3.00
12	GC5C104	Foundation of Organization and Management	CO.GC5C 104.1	3.0	3.00	3.00
			CO.GC5C 104.2	3.0	3.00	3.00
			CO.GC5C 104.3	3.0	3.00	3.00
13	GFE100E	Cyber Security 1	CO.GFE 100E.1	3.0	3.00	3.00
			CO.GFE 100E.2	3.0	3.00	3.00
			CO.GFE 100E.3	3.0	3.00	3.00
14	GFE100F	Human Rights 1	CO.GFE 100F.1	3.0	3.00	3.00
			CO.GFE 100F.2	3.0	3.00	3.00
			CO.GFE 100F.3	3.0	3.00	3.00
15	GFE 100A	Fundamentals of Statistics	CO.GFE 100A.1	3.0	3.00	3.00
			CO.GFE 100A.2	3.0	3.00	3.00
			CO.GFE 100A.3	3.0	3.00	3.00
16	GFE 100B	Accounting Fundamentals	CO.GFE 100B.1	3.0	3.00	3.00
			CO.GFE 100B.2	3.0	3.00	3.00
			CO.GFE 100B.3	3.0	3.00	3.00
17	GFE 100C	Entrepreneurship Development I	CO.GFE100C.1	3.0	3.00	3.00
			CO.GFE100C.2	3.0	3.00	3.00
			CO.GFE100C.3	3.0	3.00	3.00
18	GFE 100D	MS Office Fundamentals	CO.GFE 100D.1	3.0	3.00	3.00
			CO.GFE 100D.2	3.0	3.00	3.00
			CO.GFE 100D.3	3.0	3.00	3.00
19	GC10201	Financial Management	CO.GC10201.1	3.0	3.00	3.00



			CO.GC10201.2	3.0	3.00	3.00
			CO.GC10201.3	2.3	3.00	2.47
20	GC10202	Decision Science	CO.GC5C202.1	3.0	3.00	3.00
			CO.GC5C202.2	3.0	3.00	3.00
			CO.GC5C202.3	3.0	3.00	3.00
21	GC10T203	Industry Research	CO.GC10203.1	2.2	2.74	2.30
			CO.GC10203.2	1.0	1.29	1.06
			CO.GC10203.3	2.2	2.27	2.20
22	GC5T201	Legal Aspects of Business	CO.GC5T202.1	3.0	3.00	3.00
			CO.GC5T202.2	3.0	3.00	3.00
			CO.GC5T202.3	3.0	3.00	3.00
23	GC5C201	Statistical Lab	CO.GC5C201.1	3.0	3.00	3.00
			CO.GC5C201.2	3.0	3.00	3.00
			CO.GC5C201.3	3.0	3.00	3.00
24	GC5C202	Geopolitics & World Economic Systems	CO.GC5C202.1	3.0	3.00	3.00
			CO.GC5C202.2	3.0	3.00	3.00
			CO.GC5C202.3	3.0	3.00	3.00
25	GC2C201	Corporate Social Responsibility 2	CO.GC2T201.1	3.0	3.00	3.00
26	GFE 200A	Cyber Security 2	CO.GFE 200A.1	2.6	3.00	2.68
			CO.GFE 200A.2	2.6	3.00	2.68
27	GFE 200B	Human Rights 2	CO.GFE200B.1	2.7	3.00	2.73
			CO.GFE200B.2	2.5	3.00	2.63
28	GC5C200A	Design Thinking and Innovation	CO.GC5C200A.1	2.7	3.00	2.77
			CO.GC5C200A.2	2.8	3.00	2.82
			CO.GC5C200A.3	2.5	3.00	2.63
29	GC5C200B	Entrepreneurship Development II	CO.GC5C200B.1	2.7	2.00	2.57
			CO.GC5C200B.2	2.8	3.00	2.82
			CO.GC5C200B.3	2.5	3.00	2.63
30	GC5C200C	Personal Mastery	CO.GC5C200C.1	2.8	3.00	2.82
			CO.GC5C200C.2	2.9	3.00	2.89
			CO.GC5C200C.3	2.8	3.00	2.83
31	SC10201MK	Sales and Distribution Management	CO.SC10201MK.1	3.0	3.00	3.00
			CO.SC10201MK.2	3.0	3.00	3.00
			CO.SC10201MK.3	3.0	3.00	3.00
32	SC10202MK	Services Marketing	CO.SC10202MK.1	2.8	3.00	2.83
			CO.SC10202MK.2	2.8	3.00	2.84
			CO.SC10202MK.3	2.8	3.00	2.83
33	SC10203MK	Consumer Behaviour	CO.SC10203MK.1	3.0	3.00	3.00
			CO.SC10203MK.2	3.0	3.00	3.00
			CO.SC10203MK.3	3.0	3.00	3.00
34	SE5C201MK	Business to Business Marketing	CO.SE5C201MK.1	2.0	3.00	2.23
			CO.SE5C201MK.2	2.0	3.00	2.23
			CO.SE5C201MK.3	1.9	3.00	2.14



35	SE5C202MK	Digital Marketing	CO.SE5C202MK.1	2.0	3.00	2.23
			CO.SE5C202MK.2	2.0	3.00	2.23
			CO.SE5C202MK.3	1.9	3.00	2.14
36	SE5C203MK	Contemporary Marketing Research	CO.SE5C203MK.1	3.0	3.00	3.00
			CO.SE5C203MK.2	3.0	3.00	3.00
			CO.SE5C203MK.3	3.0	3.00	3.00
37	SE5C204MK	Retail Marketing	CO.SE5C204MK.1	3.0	3.00	3.00
			CO.SE5C204MK.2	3.0	3.00	3.00
			CO.SE5C204MK.3	3.0	3.00	3.00
38	SC10201FN	Indian Financial Institutions and Markets	CO.SC10201FN.1	2.7	3.00	2.78
			CO.SC10201FN.2	2.7	3.00	2.78
			CO.SC10201FN.3	2.6	3.00	2.70
39	SC10202FN	Direct Taxation	CO.SC10202FN.1	2.9	3.00	2.89
			CO.SC10202FN.2	2.8	3.00	2.85
			CO.SC10202FN.3	2.9	3.00	2.90
40	SC10203FN	Commercial Banking	CO.SC10203FN.1	2.8	3.00	2.88
			CO.SC10203FN.2	2.8	3.00	2.82
			CO.SC10203FN.3	2.9	3.00	2.91
41	SE5C201FN	Financial Services	CO.SE5C201FN.1	2.6	3.00	2.72
			CO.SE5C201FN.2	2.8	3.00	2.83
			CO.SE5C201FN.3	2.6	3.00	2.66
42	SE5C202FN	Security Analysis and Portfolio Management	CO.SE5C202FN.1	2.8	3.00	2.83
			CO.SE5C202FN.2	2.8	3.00	2.80
			CO.SE5C202FN.3	2.5	3.00	2.60
43	SE5C203FN	Financial Analysis Using Excel	CO.SE5C203FN.1	2.8	3.00	2.80
			CO.SE5C203FN.2	2.7	3.00	2.80
			CO.SE5C203FN.3	2.5	3.00	2.60
44	SE5C204FN	Business Valuation	CO.SE5C204FN.1	2.1	3.00	2.32
			CO.SE5C204FN.2	2.6	3.00	2.67
			CO.SE5C204FN.3	3.0	3.00	3.00
45	SE5C205FN	Equity Derivatives	CO.SE5C205FN.1	2.1	3.00	2.29
			CO.SE5C205FN.2	2.5	3.00	2.59
			CO.SE5C205FN.3	2.6	3.00	2.66
46	SC10201HR	Talent Management : Planning and Applications	CO.SC10201HR.1	3.0	3.00	3.00
			CO.SC10201HR.2	3.0	3.00	3.00
			CO.SC10201HR.3	3.0	3.00	3.00
47	SC10202HR	Employer Branding	CO.SC10202HR.1	2.2	3.00	2.34
			CO.SC10202HR.2	1.2	3.00	1.56
			CO.SC10202HR.3	0.6	3.00	1.10
48	SC10203HR	Social Security and Labour Welfare Legislation	CO.SC10203HR.1	3.0	3.00	3.00
			CO.SC10203HR.2	3.0	3.00	3.00
			CO.SC10203HR.3	3.0	3.00	3.00
49	SE5C201HR	Learning and Development	CO.SE5C201HR.1	0.1	3.00	0.71



			CO.SE5C201HR.2	0.7	3.00	1.18
			CO.SE5C201HR.3	0.3	3.00	0.81
50	SE5C202HR	Analytics for Human Resource	CO.SE5C202HR.1	2.9	3.00	2.93
			CO.SE5C202HR.2	1.3	3.00	1.65
			CO.SE5C202HR.3	1.1	3.00	1.51
51	SE5C203HR	HR Accounting and Audit	CO.SE5C203HR.1	3.0	1.00	2.60
			CO.SE5C203HR.2	3.0	1.00	2.60
			CO.SE5C203HR.3	3.0	1.00	2.60
52	SE5C204HR	Labour Costing	CO.SE5C204HR.1	3.0	3.00	3.00
			CO.SE5C204HR.2	3.0	3.00	3.00
			CO.SE5C204HR.3	3.0	3.00	3.00
53	SE5C205HR	Human Resource Administration-Systems and Procedures	CO.SE5C205HR.1	3.0	3.00	3.00
			CO.SE5C205HR.2	3.0	3.00	3.00
			CO.SE5C205HR.3	3.0	3.00	3.00
54	SE5C206HR	Human Resource Information Systems	CO.SE5C206HR.1	3.0	3.00	3.00
			CO.SE5C206HR.2	3.0	3.00	3.00
			CO.SE5C206HR.3	3.0	3.00	3.00
55	SC10201OS	Inventory Management	CO.SC10201OS.1	2.9	3.00	2.95
			CO.SC10201OS.2	3.0	3.00	2.98
			CO.SC10201OS.3	3.0	3.00	2.98
56	SC10202OS	Logistics Management	CO.SC10202OS.1	2.9	3.00	2.95
			CO.SC10202OS.2	2.9	3.00	2.95
			CO.SC10202OS.3	3.0	3.00	2.98
57	SC10203OS	Planning and Control of Operations	CO.SC10203OS.1	3.0	3.00	2.96
			CO.SC10203OS.2	3.0	3.00	2.96
			CO.SC10203OS.3	3.0	3.00	2.96
58	SE5C202OS	Six Sigma	CO.SE5C201OS.1	2.9	3.00	2.90
			CO.SE5C201OS.2	2.9	3.00	2.90
			CO.SE5C201OS.3	2.9	3.00	2.95
59	SE5C201OS	Lean Management	CO.SE5C202OS.1	2.9	3.00	2.95
			CO.SE5C202OS.2	2.9	3.00	2.95
			CO.SE5C202OS.3	3.0	3.00	2.97
60	SE5C203OS	International Logistics	CO.SE5C203OS.1	2.9	3.00	2.95
			CO.SE5C203OS.2	2.9	3.00	2.91
			CO.SE5C203OS.3	2.9	3.00	2.88
61	SE5C204OS	Procurement Management	CO.SE5C204OS.1	2.9	3.00	2.91
			CO.SE5C204OS.2	2.9	3.00	2.89
			CO.SE5C204OS.3	2.9	3.00	2.95
62	SE5C205OS	Industry 4.0	CO.SE5C205OS.1	2.9	3.00	2.95
			CO.SE5C205OS.2	2.9	3.00	2.89
			CO.SE5C205OS.3	2.9	3.00	2.91
63	SC10201BA	Business Analytics using R	CO.SC10201BA.1	3.0	3.00	3.00
			CO.SC10201BA.2	3.0	3.00	3.00



			CO.SC10201BA.3	3.0	3.00	3.00
64	SC10202BA	Data Mining	CO.SC10202BA.1	3.0	3.00	3.00
			CO.SC10202BA.2	3.0	3.00	3.00
			CO.SC10202BA.3	3.0	3.00	3.00
65	SC10203BA	Visual Analytics	CO.SC10203BA.1	3.0	3.00	3.00
			CO.SC10203BA.2	3.0	3.00	3.00
			CO.SC10203BA.3	3.0	3.00	3.00
66	SE5C201BA	Data Warehousing Project Life Cycle Management	CO.SE5C201BA.1	3.0	3.00	3.00
			CO.SE5C201BA.2	3.0	3.00	3.00
			CO.SE5C201BA.3	3.0	3.00	3.00
67	SE5C202BA	Social Media, Web and Test Analytics	CO.SE5C202BA.1	3.0	3.00	3.00
			CO.SE5C202BA.2	3.0	3.00	3.00
			CO.SE5C202BA.3	3.0	3.00	3.00
68	SE5C203BA	Internet of Things	CO.SE5C203BA.1	3.0	2.00	2.80
			CO.SE5C203BA.2	3.0	2.00	2.80
			CO.SE5C203BA.3	3.0	2.00	2.80
69	SE5C204BA	Marketing Analytics	CO.SE5C204BA.1	3.0	3.00	3.00
			CO.SE5C204BA.2	3.0	3.00	3.00
			CO.SE5C204BA.3	3.0	3.00	3.00
70	SE5C205BA	Healthcare Analytics	CO.SE5C205BA.1	3.0	3.00	3.00
			CO.SE5C205BA.2	3.0	3.00	3.00
			CO.SE5C205BA.3	3.0	3.00	3.00
71	SE5C206BA	Python Programming	CO.SE5C206BA.1	3.0	3.00	3.00
			CO.SE5C206BA.2	3.0	3.00	3.00
			CO.SE5C206BA.3	3.0	3.00	3.00
72	GC10 301	SIP	CO.GC10 301.1	3.0	3.00	3.00
			CO.GC10 301.2	3.0	3.00	3.00
			CO.GC10 301.3	3.0	3.00	3.00
			CO.GC10 301.4	3.0	3.00	3.00
73	GC5T 301	Strategic Management	CO.GC5T301.1	2.1	3.00	2.27
			CO.GC5T301.2	2.1	3.00	2.27
			CO.GC5T301.3	2.1	3.00	2.31
74	GC5T 302	Corporate Governance, Sustainability and Business Ethics	CO.GC5T302.1	3.0	3.00	3.00
			CO.GC5T302.2	3.0	3.00	3.00
			CO.GC5T302.3	3.0	3.00	3.00
75	GC5T 303	Enterprise Performance Management	CO.GC5T303.1	3.0	3.00	3.00
			CO.GC5T303.2	3.0	3.00	3.00
			CO.GC5T303.3	3.0	3.00	3.00
76	GC5T300A	Indian Economic Development	CO.GC5T300A.1	3.0	3.00	3.00
			CO.GC5T300A.2	3.0	3.00	3.00
			CO.GC5T300A.3	3.0	3.00	3.00
77	GC5T300B	Intellectual Property Rights	CO.GC5T300B.1	3.0	3.00	3.00



			CO.GC5T300B.2	3.0	3.00	3.00
			CO.GC5T300B.3	3.0	3.00	3.00
78	GC5T300C	Qualitative Research Method	CO.GC5T300C.1	3.0	3.00	3.00
			CO.GC5T300C.2	3.0	3.00	3.00
			CO.GC5T300C.3	3.0	3.00	3.00
79	GC5T300D	Social Innovation and Enterprise	CO.GC5T300D.1	3.0	3.00	3.00
			CO.GC5T300D.2	3.0	3.00	3.00
			CO.GC5T300D.3	3.0	3.00	3.00
80	GC5T300E	Introduction to Neuro Linguistic Programming	CO.GC5T300E.1	2.1	3.00	2.28
CO.GC5T300E.2			2.1	3.00	2.28	
CO.GC5T300E.3			2.1	3.00	2.28	
81	GFE300A	Cyber Security	CO.GFE300A.1	3.0	3.00	3.00
			CO.GFE300A.2	3.0	3.00	3.00
82	SC10301MK	Product and Brand Management	CO.SC10301MK.1	2.3	3.00	2.42
			CO.SC10301MK.2	2.3	3.00	2.42
			CO.SC10301MK.3	2.2	3.00	2.38
83	SC10302MK	Strategic Marketing	CO.SC10302MK.1	3.0	3.00	3.00
			CO.SC10302MK.2	3.0	3.00	3.00
			CO.SC10302MK.3	3.0	3.00	3.00
84	SC10303MK	Integrated Marketing Communication	CO. SC10303MK.1	3.0	3.00	3.00
			CO. SC10303MK.2	3.0	3.00	3.00
			CO. SC10303MK.3	3.0	3.00	3.00
85	SE5C301MK	Marketing to Emerging Markets & Bottom of the Pyramid	CO.SE5C301MK.1	3.0	3.00	3.00
			CO.SE5C301MK.2	3.0	3.00	3.00
			CO.SE5C301MK.3	3.0	3.00	3.00
86	SE5C302MK	Marketing Across Cultures	CO.SE5C302MK.1	3.0	3.00	3.00
			CO.SE5C302MK.2	3.0	3.00	3.00
			CO.SE5C302MK.3	3.0	3.00	3.00
87	SE5C303MK	Direct Marketing and Event Management	CO.SE5C303MK.1	3.0	3.00	3.00
			CO.SE5C303MK.2	3.0	3.00	3.00
			CO.SE5C303MK.3	3.0	3.00	3.00
88	SE5C304MK	Customer Relationship Management	CO.SE5C304MK.1	3.0	3.00	3.00
			CO.SE5C304MK.2	3.0	3.00	3.00
			CO.SE5C304MK.3	3.0	3.00	3.00
89	SE5C305MK	Marketing of IT & ITES	CO.SE5C305MK.1	3.0	3.00	3.00
			CO.SE5C305MK.2	3.0	3.00	3.00
			CO.SE5C305MK.3	3.0	3.00	3.00
90	SE5C306MK	Analytics for Marketing	CO.SE5C306MK.1	3.0	3.00	3.00
			CO.SE5C306MK.2	3.0	3.00	3.00
			CO.SE5C306MK.3	3.0	3.00	3.00
91	SC10301FN	Personal Financial Planning & Wealth Management	CO.SC10301FN.1	2.8	3.00	2.82
			CO.SC10301FN.2	2.8	3.00	2.85
			CO.SC10301FN.3	3.0	3.00	3.00



92	SC10302FN	Corporate Finance	CO.SC10302FN.1	3.0	3.00	3.00
			CO.SC10302FN.2	3.0	3.00	3.00
			CO.SC10302FN.3	3.0	3.00	3.00
93	SC10303FN	Financial Risk Management	CO.SC10303FN.1	3.0	3.00	3.00
			CO.SC10303FN.2	3.0	3.00	3.00
			CO.SC10303FN.3	3.0	3.00	3.00
94	SE5C301FN	Retail Banking	CO.SE5C301FN.1	3.0	3.00	3.00
			CO.SE5C301FN.2	3.0	3.00	3.00
			CO.SE5C301FN.3	3.0	3.00	3.00
95	SE5C302FN	Fixed Income Securities	CO.SE5C302FN.1	3.0	2.00	2.80
			CO.SE5C302FN.2	3.0	3.00	3.00
			CO.SE5C302FN.3	3.0	3.00	3.00
96	SE5C303FN	Principles of Insurance	CO.SE5C303FN.1	3.0	2.00	2.80
			CO.SE5C303FN.2	3.0	2.00	2.80
			CO.SE5C303FN.3	3.0	2.00	2.80
97	SE5C304FN	Equity Research	CO.SE5C304FN.1	3.0	3.00	3.00
			CO.SE5C304FN.2	3.0	3.00	3.00
			CO.SE5C304FN.3	3.0	3.00	3.00
98	SE5C306FN	International Financial Management	CO.SE5C306FN.1	1.6	3.00	1.92
			CO.SE5C306FN.2	2.1	3.00	2.26
			CO.SE5C306FN.3	3.0	3.00	3.00
99	SC10301HR	Performance and Total Rewards Management	CO.SC10301HR.1	2.7	3.00	2.73
			CO.SC10301HR.2	2.8	3.00	2.87
			CO.SC10301HR.3	3.0	3.00	3.00
100	SC10302HR	Strategic Human Resource Management	CO.SC10302HR.1	2.0	3.00	2.20
			CO.SC10302HR.2	2.0	3.00	2.20
			CO.SC10302HR.3	3.0	3.00	3.00
103	SC10303HR	Employee Relation Legislations	CO.SC10303HR.1	3.0	3.00	3.00
			CO.SC10303HR.2	3.0	3.00	3.00
			CO.SC10303HR.3	3.0	3.00	3.00
101	SE5C301HR	Talent Retention	CO.SE5C301HR.1	3.0	3.00	3.00
			CO.SE5C301HR.2	3.0	3.00	3.00
			CO.SE5C301HR.3	3.0	2.00	2.80
102	SE5C302HR	Conflict and Negotiation Management	CO.SE5C302HR.1	3.0	2.00	2.80
			CO.SE5C302HR.2	3.0	2.00	2.80
			CO.SE5C302HR.3	3.0	3.00	3.00
103	SE5C303HR	Employee Wellness	CO.SE5C303HR.1	2.0	2.00	2.00
			CO.SE5C303HR.2	2.0	3.00	2.20
			CO.SE5C303HR.3	2.0	2.00	2.00
104	SE5C305HR	Global Trends in Human Capital	CO.SE5C305HR.1	3.0	2.00	2.80
			CO.SE5C305HR.2	3.0	2.00	2.80
			CO.SE5C305HR.3	3.0	1.00	2.60
105	SE5C306HR	Human Resource & Quality Management Systems	CO.SE5C306HR.1	3.0	3.00	3.00



			CO.SE5C306HR.2	3.0	3.00	3.00
			CO.SE5C306HR.3	3.0	3.00	3.00
106	SC10301OS	Operations Management in Services	CO.SC10301OS.1	3.0	3.00	3.00
			CO.SC10301OS.2	3.0	3.00	3.00
			CO.SC10301OS.3	3.0	3.00	3.00
107	SC10302OS	Operations and Supply Chain Strategy	CO.SC10302OS.1	3.0	3.00	3.00
			CO.SC10302OS.2	3.0	3.00	3.00
			CO.SC10302OS.3	3.0	3.00	3.00
108	SC10303OS	Enterprises Resource Planning	CO.SC10303OS.1	3.0	3.00	3.00
			CO.SC10303OS.2	3.0	3.00	3.00
			CO.SC10303OS.3	3.0	3.00	3.00
109	SE5C301OS	Stores and Warehouse Management	CO.SE5C301OS.1	3.0	3.00	3.00
			CO.SE5C301OS.2	3.0	3.00	3.00
			CO.SE5C301OS.3	3.0	3.00	3.00
110	SE5C302OS	Digital Technology in Operations & Supply Chain Management	CO.SE5C302OS.1	3.0	2.00	2.80
			CO.SE5C302OS.2	3.0	2.00	2.80
			CO.SE5C302OS.3	3.0	2.00	2.80
111	SE5C303OS	Supplier Relationship Management	CO.SE5C303OS.1	2.9	2.00	2.70
			CO.SE5C303OS.2	2.7	2.00	2.57
			CO.SE5C303OS.3	2.8	1.00	2.43
112	SE5C306OS	Business Process Re-engineering	CO.SE5C306OS.1	3.0	3.00	3.00
			CO.SE5C306OS.2	3.0	3.00	3.00
			CO.SE5C306OS.3	3.0	2.00	2.80
113	SC10301BA	Advanced Statistical Methods using R	CO.SC10301BA.1	2.2	2.00	2.14
			CO.SC10301BA.2	2.2	2.00	2.15
			CO.SC10301BA.3	3.0	3.00	3.00
114	SC10302BA	Machine Learning	CO.SC10302BA.1	3.0	3.00	3.00
			CO.SC10302BA.2	3.0	3.00	3.00
			CO.SC10302BA.3	3.0	3.00	3.00
115	SC10303BA	Artificial Intelligence in Business Applications	CO.SC10303BA.1	1.2	3.00	1.58
			CO.SC10303BA.2	1.2	3.00	1.57
			CO.SC10303BA.3	1.2	3.00	1.53
116	SE5C301BA	E-commerce Analytics-I	CO.SE5C301BA.1	1.9	3.00	2.10
			CO.SE5C301BA.2	1.9	3.00	2.11
			CO.SE5C301BA.3	1.9	3.00	2.15
117	SE5C302BA	Predictive Modelling	CO.SE5C302BA.1	3.0	3.00	3.00
			CO.SE5C302BA.2	3.0	3.00	3.00
			CO.SE5C302BA.3	3.0	3.00	3.00
118	SE5C303BA	Financial Analytics	CO.SE5C303BA.1	3.0	3.00	3.00
			CO.SE5C303BA.2	3.0	3.00	3.00
			CO.SE5C303BA.3	3.0	3.00	3.00
119	SE5C304BA	Retail Analytics	CO.SE5C304BA.1	3.0	2.00	2.80
			CO.SE5C304BA.2	3.0	2.00	2.80



			CO.SE5C304BA.3	3.0	2.00	2.80
120	GC5T401	International Business Management	CO.GC5T401.1	2.6	3.00	2.71
			CO.GC5T401.2	2.5	2.00	2.40
			CO.GC5T401.3	2.6	2.00	2.46
121	GC5T402	Entrepreneurship and Family Business (EFB)	CO.GC5T402.1	3.0	3.00	3.00
			CO.GC5T402.2	3.0	2.00	2.80
122	GFE 400A	Cyber Security IV	CO.GC5T402.3	3.0	2.00	2.80
			CO.GFE 400A.1	3.0	3.00	3.00
			CO.GFE 400A.2	3.0	3.00	3.00
123	GC5T 403	MOOCs -OSCM	CO.GC5T403.1	2.8	3.00	2.82
			CO.GC5T403.2	2.8	3.00	2.82
			CO.GC5T403.3	2.8	3.00	2.82
			CO.GC5T403.4	2.8	3.00	2.82
124	GC5T 403	MOOCs -HR	CO.GC5T403.1	2.0	3.00	2.24
			CO.GC5T403.2	2.0	3.00	2.24
			CO.GC5T403.3	2.0	3.00	2.24
			CO.GC5T403.4	2.0	3.00	2.24
125	GC5T 403	MOOCs -FIN	CO.GC5T403.1	2.2	3.00	2.33
			CO.GC5T403.2	2.2	3.00	2.33
			CO.GC5T403.3	2.2	3.00	2.33
			CO.GC5T403.4	2.2	3.00	2.33
126	GC5T 403	MOOCs -MKT	CO.GC5T403.1	2.8	3.00	2.82
			CO.GC5T403.2	2.8	3.00	2.82
			CO.GC5T403.3	2.8	3.00	2.82
			CO.GC5T403.4	2.8	3.00	2.82
127	GC5T 403	MOOCs - BA	CO.GC5T403.1	1.7	3.00	1.93
			CO.GC5T403.2	1.7	3.00	1.93
			CO.GC5T403.3	1.7	3.00	1.93
			CO.GC5T403.4	1.7	3.00	1.93
128	SC10401MK	Rural and Agricultural Marketing	CO.SC5T401MK.1	3.0	3.00	3.00
			CO.SC5T401MK.2	3.0	3.00	3.00
			CO.SC5T401MK.3	3.0	3.00	3.00
129	SC10402MK	Marketing 4.0	CO.SC5T402MK.1	3.0	3.00	3.00
			CO.SC5T402MK.2	3.0	3.00	3.00
			CO.SC5T402MK.3	3.0	3.00	3.00
130	SE5T401MK	Services Operation Management	CO.SE5T401MK.1	2.8	3.00	2.82
			CO.SE5T401MK.2	2.7	3.00	2.79
			CO.SE5T401MK.3	2.7	3.00	2.75
131	SE5T402MK	Corporate Communication and Reputation Management	CO.SE5T402MK.1	3.0	3.00	3.00
			CO.SE5T402MK.2	3.0	3.00	3.00
			CO.SE5T402MK.3	3.0	3.00	3.00
132	SE5T404MK	Luxury Marketing	CO.SE5T404MK.1	3.0	3.00	3.00
			CO.SE5T404MK.2	3.0	3.00	3.00



			CO.SE5T404MK.3	3.0	3.00	3.00
133	SC10401FN	Rural and Micro Finance	CO.SC5T401FN.1	2.5	3.00	2.60
			CO.SC5T401FN.2	2.7	3.00	2.76
			CO.SC5T401FN.3	3.0	3.00	3.00
134	SC10402FN	Project Finance	CO.SC5T402FN.1	3.0	3.00	3.00
			CO.SC5T402FN.2	2.7	3.00	2.73
			CO.SC5T402FN.3	2.4	3.00	2.52
135	SE5T401FN	Indirect Taxation	CO.SE5T401FN.1	3.0	3.00	3.00
			CO.SE5T401FN.2	3.0	3.00	3.00
			CO.SE5T401FN.3	3.0	3.00	3.00
136	SE5T402FN	Behavioral Finance	CO.SE5T402FN.1	1.0	3.00	1.40
			CO.SE5T402FN.2	2.0	3.00	2.20
			CO.SE5T402FN.3	2.4	3.00	2.52
137	SE5T403FN	Financial Reporting and Analysis	CO.SE5T403FN.1	3.0	1.00	2.60
			CO.SE5T403FN.2	3.0	1.00	2.60
			CO.SE5T403FN.3	3.0	1.00	2.60
138	SE5T404FN	Corporate Financial Restructuring	CO.SE5T401FN.1	3.0	2.00	2.80
			CO.SE5T401FN.2	3.0	3.00	3.00
			CO.SE5T401FN.3	3.0	3.00	3.00
139	SC10401HR	Organizational Development and Change Management	CO.SC5T401HR.1	3.0	3.00	3.00
			CO.SC5T401HR.2	3.0	3.00	3.00
			CO.SC5T401HR.3	3.0	3.00	3.00
140	SC10402HR	Diversity and Inclusion	CO.SC5T402HR.1	3.0	3.00	3.00
			CO.SC5T402HR.2	3.0	3.00	3.00
			CO.SC5T402HR.3	3.0	3.00	3.00
141	SE5T401HR	Best Practices in Human Resource Management	CO.SE5T401HR.1	2.6	3.00	2.69
			CO.SE5T401HR.2	3.0	3.00	3.00
			CO.SE5T401HR.3	2.3	3.00	2.45
142	SE5T403HR	Public Relations and Corporate Communications	CO.SE5T403HR.1	2.8	3.00	2.87
			CO.SE5T403HR.2	2.7	2.00	2.53
			CO.SE5T403HR.3	2.4	2.00	2.34
143	SC10401OS	Project Management	CO.SC5T401OS.1	3.0	3.00	3.00
			CO.SC5T401OS.2	2.9	3.00	2.89
			CO.SC5T401OS.3	2.9	3.00	2.91
144	SC10402OS	Sustainable Practices in OSCM	CO.SC5T402OS.1	2.9	3.00	2.89
			CO.SC5T402OS.2	2.9	3.00	2.88
			CO.SC5T402OS.3	2.9	3.00	2.94
145	SE5T401OS	Health Safety & Environment	CO.SE5T401OS.1	2.8	3.00	2.83
			CO.SE5T401OS.2	2.6	3.00	2.71
			CO.SE5T401OS.3	2.8	3.00	2.82
146	SE5T402OS	Theory of Constraints	CO. SE5T402OS.1	3.0	3.00	3.00
			CO. SE5T402OS.2	3.0	3.00	3.00
			CO. SE5T402OS.3	3.0	3.00	3.00



147	SE5T403OS	World Class Manufacturing	CO.SE5T403OS.1	3.0	2.00	2.80
			CO.SE5T403OS.2	3.0	1.00	2.60
			CO.SE5T403OS.3	3.0	2.00	2.80
148	SC10401BA	ETL, Data Profiling and Data Modelling	CO.SC5T401BA.1	2.6	3.00	2.66
			CO.SC5T401BA.2	3.0	3.00	3.00
			CO.SC5T401BA.3	3.0	3.00	3.00
149	SC10402BA	Spark and Scala	CO.SC5T402BA.1	3.0	2.00	2.80
			CO.SC5T402BA.2	3.3	1.00	2.84
			CO.SC5T402BA.3	2.7	2.00	2.56
150	SE5T402BA	Big data Project Management	CO.SE5T402BA.1	3.0	3.00	3.00
			CO.SE5T402BA.2	3.0	3.00	3.00
			CO.SE5T402BA.3	3.0	3.00	3.00
151	SE5T403BA	Business Intelligence Platform for Analytics	CO.SE5T403BA.1	1.8	2.00	1.88
			CO.SE5T403BA.2	2.0	3.00	2.20
			CO.SE5T403BA.3	2.1	2.00	2.08

Attainment of Course Outcomes (2021 – 2023)

Sr. No	Course Code	Name of Subject	CO No	CO Direct Attainment (CCA+TEA)	CO Indirect Attainment (COURSE END SURVEY)	Final CO Attainment
1	GC10101	Accounting for Business Decisions	CO.GC10101.1	3.00	3	3.00
			CO.GC10101.2	2.66	3	2.73
			CO.GC10101.3	3.00	3	3.00
2	GC10102	Behaviour Dynamics and People Management	CO.GC10102.1	3.00	3	3.00
			CO.GC10102.2	3.00	3	3.00
			CO.GC10102.3	3.00	3	3.00
3	GC10103	Operation & Supply Chain Management	CO.GC10103.1	3.00	3	3.00
			CO.GC10103.2	3.00	3	3.00
			CO.GC10103.3	3.00	3	3.00
4	GC10104	Digital Business	CO.GC10104.1	2.54	3	2.63
			CO.GC10104.2	2.88	3	2.90
			CO.GC10104.3	2.48	3	2.58
5	GC10105	Business Research Methods	CO.GC10105.1	2.61	3	2.69
			CO.GC10105.2	2.38	3	2.50
			CO.GC10105.3	2.31	3	2.45
6	GC10106	Marketing Management	CO.GC10106.1	3.00	3	3.00
			CO.GC10106.2	1.00	3	1.40
			CO.GC10106.3	2.20	3	2.36
			CO.GC10106.4	2.38	3	2.50
7	GC5T101	Economic Analysis for Business Decisions	CO.GC5T101.1	0.71	3	1.17
			CO.GC5T101.2	1.56	3	1.84



			CO.GC5T101.3	1.76	3	2.01
8	GC5C101	Business Government & Society	CO.GC5C101.1	3.00	3	3.00
			CO.GC5C101.2	3.00	3	3.00
			CO.GC5C101.3	3.00	3	3.00
9	GC5C102	Business Communication	CO.GC5C 102.1	0.43	3	0.94
			CO.GC5C 102.2	0.43	3	0.94
			CO.GC5C 102.3	0.19	3	0.75
10	GC5C103	Advanced Excel	CO.GC5C 103.1	3.00	3	3.00
			CO.GC5C 103.2	3.00	3	3.00
			CO.GC5C 103.3	3.00	3	3.00
11	GC5C104	Foundation of Organization and Management	CO.GC5C 104.1	3.00	3	3.00
			CO.GC5C 104.2	3.00	3	3.00
			CO.GC5C 104.3	3.00	3	3.00
12	GC5C100 A	Performing Arts Dance	CO.GC5C 100A.1	2.78	1	2.42
			CO.GC5C 100A.2	2.78	1	2.42
			CO.GC5C 100A.3	2.82	1	2.46
			CO.GC5C 100A.4	2.81	2	2.65
13	GC5C100 B	Performing Arts Music	CO.GC5C 100B.1	3.00	1	2.60
			CO.GC5C 100B.2	3.00	1	2.60
			CO.GC5C 100B.3	3.00	1	2.60
			CO.GC5C 100B.4	3.00	1	2.60
14	GC5C100 C	Social Responsibility	CO.GC5C 100C.1	3.00	2	2.80
			CO.GC5C 100C.2	3.00	2	2.80
			CO.GC5C 100C.3	3.00	2	2.80
15	GC5C100 D	Yoga-Physical Fitness	CO.GC5C 100D.1	3.00	2	2.80
			CO.GC5C 100D.2	3.00	2	2.80
			CO.GC5C 100D.3	3.00	2	2.80
			CO.GC5C 100D.4	3.00	2	2.80
16	GC5C100 E	History	CO.GC5C 100E.1	3.00	1	2.60
			CO.GC5C 100E.2	3.00	1	2.60
			CO.GC5C 100E.3	3.00	1	2.60
			CO.GC5C 100E.4	3.00	1	2.60
17	GC5C100 F	Foreign Language French	CO.GC5C 100F.1	3.00	1	2.60
			CO.GC5C 100F.2	3.00	1	2.60
			CO.GC5C 100F.3	3.00	1	2.60
			CO.GC5C 100F.4	3.00	1	2.60
18	GC5C100 G	Foreign Language Spanish	CO.GC5C 100G.1	3.00	1	2.60
			CO.GC5C 100G.2	3.00	1	2.60
			CO.GC5C 100G.3	3.00	1	2.60
			CO.GC5C 100G.4	3.00	1	2.60
19	GC10201	Financial Management	CO.GC10201.1	2.94	3	2.95
			CO.GC10201.2	1.65	3	1.92
			CO.GC10201.3	2.96	3	2.96
			CO.GC10201.4	2.95	3	2.96
20	GC10202	Decision Science	CO. GC5C202.1	1.71	3	1.97
			CO. GC5C202.2	1.23	3	1.58
			CO. GC5C202.3	1.39	3	1.72
			CO. GC5C202.4	3.00	3	3.00
21	GC5T201	Legal Aspects of Business	CO.GC5T202.1	1.75	3	2.00
			CO.GC5T202.2	1.95	3	2.16



			CO.GC5T202.3	1.13	3	1.50
			CO.GC5T202.4	1.25	3	1.60
22	GC5C200 A	Design Thinking for Innovation	CO.GC5C200A.1	3.00	2	2.80
			CO.GC5C200A.2	3.00	2	2.80
			CO.GC5C200A.3	3.00	2	2.80
			CO.GC5C200A.4	3.00	2	2.80
			CO.GC5C200B.1	3.00	1	2.60
23	GC5C200 B	Entrepreneurship Development 2	CO.GC5C200B.2	3.00	1	2.60
			CO.GC5C200B.3	3.00	1	2.60
			CO.GC5C200B.4	3.00	1	2.60
			CO.GC5C200C.1	2.70	1	2.36
24	GC5C200 C	Personal Mastery	CO.GC5C200C.2	2.70	1	2.36
			CO.GC5C200C.3	2.70	1	2.36
			CO.GC5C200C.4	2.70	2	2.56
			CO.GC5C200D.1	2.85	2	2.68
25	GC5C200 D	Introduction to NLP	CO.GC5C200D.2	2.78	2	2.62
			CO.GC5C200D.3	2.78	2	2.62
			CO.GC5C200D.4	2.78	1	2.42
			CO.GC5C201.1	3.00	3	3.00
26	GC5C201	Statistical Lab	CO.GC5C201.2	3.00	3	3.00
			CO.GC5C201.3	3.00	3	3.00
			CO.GC5C201.4	3.00	3	3.00
			CO. GC5C202.1	3.00	3	3.00
27	GC5C202	Geopolitics & World Economic	CO. GC5C202.2	3.00	3	3.00
			CO. GC5C202.3	3.00	3	3.00
			CO. GC5C202.4	2.74	3	2.79
			CO.SC10201MK.1	1.99	3	2.19
28	SC10201MK	Sales and Distribution Management	CO.SC10201MK.2	1.06	3	1.45
			CO.SC10201MK.3	2.66	3	2.73
			CO.SC10201MK.4	2.67	3	2.74
			CO.SC10202MK.1	1.37	3	1.70
29	SC10202MK	Services Marketing	CO.SC10202MK.2	1.54	3	1.83
			CO.SC10202MK.3	1.79	3	2.03
			CO.SC10202MK.4	2.91	3	2.93
			CO.SC10203MK.1	2.21	3	2.37
30	SC10203MK	Consumer Behaviour	CO.SC10203MK.2	1.64	3	1.91
			CO.SC10203MK.3	2.36	3	2.49
			CO.SC10203MK.4	2.47	3	2.58
			CO.SE5C201MK.1	2.82	3	2.86
31	SE5C201MK	Business to Business Marketing	CO.SE5C201MK.2	2.73	3	2.78
			CO.SE5C201MK.3	2.87	3	2.90
			CO.SE5C201MK.4	2.66	3	2.72
			CO.SE5C202MK.1	2.80	3	2.84
32	SE5C202MK	Digital Marketing	CO.SE5C202MK.2	2.81	3	2.85
			CO.SE5C202MK.3	2.80	3	2.84
			CO.SE5C202MK.4	2.80	3	2.84
			CO.SE5C203MK.1	2.69	3	2.76
33	SE5C203MK	Contemporary Market Research	CO.SE5C203MK.2	2.72	3	2.77
			CO.SE5C203MK.3	2.69	3	2.76
			CO.SE5C203MK.4	2.69	3	2.76



34	SE5C204MK	Retail Marketing	CO.SE5C204MK.1	2.69	3	2.76
			CO.SE5C204MK.2	2.72	3	2.77
			CO.SE5C204MK.3	2.69	3	2.76
			CO.SE5C204MK.4	2.69	3	2.76
35	SE5C205MK	Marketing of Financial Services	CO.SE5C205MK.1	2.67	3	2.73
			CO.SE5C205MK.2	2.67	3	2.73
			CO.SE5C205MK.3	2.74	3	2.79
			CO.SE5C205MK.4	2.72	3	2.77
36	SE5C206MK	Tourism and Hospitality Management	CO.SE5C206MK.1	2.67	3	2.73
			CO.SE5C206MK.2	2.67	3	2.73
			CO.SE5C206MK.3	2.26	3	2.41
			CO.SE5C206MK.4	2.36	3	2.49
37	SC10201FN	Indian Financial Institutions and Markets	CO.SC10201FN.1	2.86	3	2.89
			CO.SC10201FN.2	2.87	3	2.90
			CO.SC10201FN.3	2.91	3	2.93
			CO.SC10201FN.4	2.92	3	2.93
38	SC10202FN	Financial Services	CO.SC10202FN.1	2.36	3	2.49
			CO.SC10202FN.2	2.54	3	2.63
			CO.SC10202FN.3	2.05	3	2.24
			CO.SC10202FN.4	1.28	3	1.62
39	SC10203FN	Commercial Banking	CO.SC10203FN.1	1.40	3	1.72
			CO.SC10203FN.2	1.48	3	1.78
			CO.SC10203FN.3	2.67	3	2.74
			CO.SC10203FN.4	2.33	3	2.47
40	SE5C201FN	Direct Taxation 1	CO.SE5C201FN.1	2.93	3	2.94
			CO.SE5C201FN.2	2.93	3	2.94
			CO.SE5C201FN.3	2.85	3	2.88
			CO.SE5C201FN.4	2.83	3	2.86
41	SE5C202FN	Security Analysis and Portfolio Management	CO.SE5C202FN.1	2.60	3	2.68
			CO.SE5C202FN.2	2.89	3	2.91
			CO.SE5C202FN.3	1.89	3	2.11
			CO.SE5C202FN.4	2.89	3	2.91
42	SE5C203FN	Finance Analysis using Excel	CO.SE5C203FN.1	2.74	3	2.79
			CO.SE5C203FN.2	2.59	3	2.68
			CO.SE5C203FN.3	2.81	3	2.84
			CO.SE5C203FN.4	2.48	3	2.59
43	SE5C204FN	Business Valuation	CO.SE5C204FN.1	2.89	3	2.91
			CO.SE5C204FN.2	2.91	3	2.93
			CO.SE5C204FN.3	2.89	3	2.91
			CO.SE5C204FN.4	2.91	3	2.92
44	SE5C205FN	Equity Derivatives	CO.SE5C205FN.1	2.59	3	2.68
			CO.SE5C205FN.2	2.55	3	2.64
			CO.SE5C205FN.3	2.77	3	2.82
			CO.SE5C205FN.4	2.77	3	2.82
45	SE5C206FN	Forex and Treasury Management	CO.SE5C206FN.1	0.91	3	1.33
			CO.SE5C206FN.2	1.23	3	1.58
			CO.SE5C206FN.3	1.66	3	1.92
			CO.SE5C206FN.4	2.76	3	2.80
46	SC10201HR	Talent Management: Planning and Acquisition	CO.SC10201HR.1	2.63	3	2.70
			CO.SC10201HR.2	1.76	3	2.01



			CO.SC10201HR.3	1.96	3	2.17
			CO.SC10201HR.4	3.00	3	3.00
47	SC10202HR	Employer Branding	CO.SC10202HR.1	2.39	3	2.51
			CO.SC10202HR.2	2.52	3	2.62
			CO.SC10202HR.3	1.94	3	2.15
			CO.SC10202HR.4	2.08	3	2.26
			CO.SC10203HR.1	1.87	3	2.10
48	SC10203HR	Social Security and Labour Welfare Legislations	CO.SC10203HR.2	2.06	3	2.25
			CO.SC10203HR.3	2.55	3	2.64
			CO.SC10203HR.4	3.00	3	3.00
			CO.SE5C201HR.1	3.00	3	3.00
49	SE5C201HR	Learning and Development	CO.SE5C201HR.2	3.00	3	3.00
			CO.SE5C201HR.3	3.00	3	3.00
			CO.SE5C201HR.4	3.00	3	3.00
			CO.SE5C202HR.1	3.00	3	3.00
50	SE5C202HR	Analytics for Human Resource	CO.SE5C202HR.2	3.00	3	3.00
			CO.SE5C202HR.3	3.00	3	3.00
			CO.SE5C202HR.4	3.00	3	3.00
			CO.SE5C203HR.1	3.00	3	3.00
51	SE5C203HR	HR Accounting and Audit	CO.SE5C203HR.2	3.00	3	3.00
			CO.SE5C203HR.3	3.00	3	3.00
			CO.SE5C203HR.4	3.00	3	3.00
			CO.SE5C205HR.1	3.00	3	3.00
52	SE5C205HR	Human Resource Administration: Systems & Procedures	CO.SE5C205HR.2	3.00	3	3.00
			CO.SE5C205HR.3	3.00	3	3.00
			CO.SE5C205HR.4	3.00	3	3.00
			CO.SC10201OS.1	1.43	3	1.75
53	SC10201OS	Inventory Management	CO.SC10201OS.2	2.17	2	2.14
			CO.SC10201OS.3	1.77	2	1.82
			CO.SC10201OS.4	3.00	3	3.00
			CO.SC10202OS.1	2.05	2	2.04
54	SC10202OS	Logistics Management	CO.SC10202OS.2	2.47	2	2.38
			CO.SC10202OS.3	2.81	3	2.85
			CO.SC10202OS.4	2.89	2	2.71
			CO.SC10203OS.1	3.00	2	2.80
55	SC10203OS	Planning & Control of Operations	CO.SC10203OS.2	1.73	2	1.79
			CO.SC10203OS.3	1.46	3	1.77
			CO.SC10203OS.4	2.13	2	2.10
			CO.SE5C201OS.1	3.00	2	2.80
56	SE5C201OS	Lean Management	CO.SE5C201OS.2	3.00	2	2.80
			CO.SE5C201OS.3	3.00	3	3.00
			CO.SE5C201OS.4	3.00	2	2.80
			CO.SE5C203OS.1	2.55	2	2.44
57	SE5C203OS	International Logistics	CO.SE5C203OS.2	2.55	3	2.64
			CO.SE5C203OS.3	2.76	2	2.60
			CO.SE5C203OS.4	3.00	3	3.00
			CO.SE5C204OS.1	2.55	2	2.44
58	SE5C204OS	Procurement Management	CO.SE5C204OS.2	2.55	2	2.44
			CO.SE5C204OS.3	2.76	2	2.60
			CO.SE5C204OS.4	3.00	2	2.80



59	SE5C205OS	Industry 4.0	CO.SE5C205OS.1	3.00	2	2.80
			CO.SE5C205OS.2	3.00	2	2.80
			CO.SE5C205OS.3	3.00	3	3.00
			CO.SE5C205OS.4	3.00	2	2.80
60	SC10201BA	Business Analytics using R	CO.SC10201BA.1	3.00	3	3.00
			CO.SC10201BA.2	3.00	3	3.00
			CO.SC10201BA.3	1.33	3	1.67
			CO.SC10201BA.4	1.13	3	1.50
61	SC10202BA	Data Mining	CO.SC10202BA.1	1.27	3	1.62
			CO.SC10202BA.2	1.29	3	1.63
			CO.SC10202BA.3	1.59	3	1.87
			CO.SC10202BA.4	2.67	3	2.73
62	SC10203BA	Visual Analytics	CO.SC10203BA.1	2.49	3	2.59
			CO.SC10203BA.2	2.06	3	2.25
			CO.SC10203BA.3	1.76	3	2.01
			CO.SC10203BA.4	2.40	3	2.52
63	SE5C201BA	Data Warehousing Project Life Cycle Management	CO.SE5C201BA.1	3.00	3	3.00
			CO.SE5C201BA.2	3.00	3	3.00
			CO.SE5C201BA.3	3.00	3	3.00
			CO.SE5C201BA.4	3.00	3	3.00
64	SE5C202BA	Social Media, Web and Text Analytics	CO.SE5C202BA.1	3.00	3	3.00
			CO.SE5C202BA.2	3.00	3	3.00
			CO.SE5C202BA.3	3.00	3	3.00
			CO.SE5C202BA.4	3.00	3	3.00
65	SE5C203BA	Internet of Things	CO.SE5C203BA.1	3.00	3	3.00
			CO.SE5C203BA.2	3.00	3	3.00
			CO.SE5C203BA.3	3.00	3	3.00
			CO.SE5C203BA.4	3.00	3	3.00
66	SE5C204BA	Marketing Analytics	CO.SE5C204BA.1	3.00	3	3.00
			CO.SE5C204BA.2	3.00	3	3.00
			CO.SE5C204BA.3	3.00	3	3.00
			CO.SE5C204BA.4	3.00	3	3.00
67	SE5C206BA	Python Programming	CO.SE5C206BA.1	0.39	3	0.91
			CO.SE5C206BA.2	0.33	3	0.87
			CO.SE5C206BA.3	0.31	3	0.85
			CO.SE5C206BA.4	0.39	3	0.91
68	GC10301	SIP***	GC10 301.1	3.00	3	3.00
			GC10 301.2	3.00	3	3.00
			GC10 301.3	3.00	3	3.00
			GC10 301.4	3.00	3	3.00
69	GC10T302 MKT	LAGS	GC5T 302MKT.1	3.00	3	3.00
			GC5T 302MKT.2	3.00	3	3.00
			GC5T 302MKT.3	3.00	3	3.00
			GC5T 302MKT.4	3.00	3	3.00
70	GC10T302 FIN	FMM	GC5T302 FIN.1	3.00	3	3.00
			GC5T302 FIN.2	3.00	3	3.00
			GC5T302 FIN.3	3.00	3	3.00
			GC5T302 FIN.4	3.00	3	3.00
71	GC10T302 HR	EE	GC5T302 HR.1	3.00	3	3.00
			GC5T302 HR.2	3.00	3	3.00



			GC5T302 HR.3	3.00	3	3.00
			GC5T302 HR.4	3.00	3	3.00
72	GC10T302 OS	BSCM	GC5T302 OS.1	3.00	3	3.00
			GC5T302 OS.2	3.00	3	3.00
			GC5T302 OS.3	3.00	3	3.00
			GC5T302 OS.4	3.00	3	3.00
			GC5T302 OS.5	3.00	3	3.00
73	GC10T302 BA	ASPA	GC5T302 BA.1	3.00	3	3.00
			GC5T302 BA.2	3.00	3	3.00
			GC5T302 BA.3	3.00	3	3.00
			GC5T302 BA.4	3.00	3	3.00
74	GC5T301	Strategy Management	CO.GC5T301.1	0.60	3	1.08
			CO.GC5T301.2	1.00	3	1.40
			CO.GC5T301.3	2.33	3	2.47
			CO.GC5T301.4	2.18	3	2.35
75	GC5T302	Corporate Governance, Sustainability and Business Ethics	CO.GC5T302.1	3.00	3	3.00
			CO.GC5T302.2	2.20	3	2.36
			CO.GC5T302.3	3.00	3	3.00
			CO.GC5T302.4	3.00	3	3.00
76	GC5T303	Enterprise Performance Management	CO.GC5T303.1	3.00	3	3.00
			CO.GC5T303.2	3.00	3	3.00
			CO.GC5T303.3	3.00	3	3.00
			CO.GC5T303.4	3.00	3	3.00
77	GC5T300 A	Performing Arts - Dance	CO.GC5T 300A.1	2.50	1	2.20
			CO.GC5T 300A.2	2.60	1	2.28
			CO.GC5T 300A.3	2.40	1	2.12
			CO.GC5T 300A.4	2.55	1	2.24
78	GC5T300 B	Performing Arts - Music	CO.GC5T300B.1	2.60	0	2.08
			CO.GC5T300B.2	2.40	1	2.12
			CO.GC5T300B.3	2.50	0	2.00
			CO.GC5T300B.4	2.40	1	2.12
79	GC5T300 C	Social Responsibility	CO.GC5T 300C.1	3.00	2	2.80
			CO.GC5T 300C.2	3.00	2	2.80
			CO.GC5T 300C.3	3.00	2	2.80
			CO.GC5T 300C.4	3.00	2	2.80
80	GC5T300 D	Yoga-Physical Fitness	CO.GC5T300D.1	3.00	1	2.60
			CO.GC5T300D.2	3.00	1	2.60
			CO.GC5T300D.3	3.00	1	2.60
			CO.GC5T300D.4	3.00	1	2.60
81	GC5T300 E	History	CO.GC5T300E.1	3.00	1	2.60
			CO.GC5T300E.2	3.00	1	2.60
			CO.GC5T300E.3	3.00	1	2.60
			CO.GC5T300E.4	3.00	1	2.60
82	GC5T300 F	Foreign Language Spanish	CO.GC5T300F.1	2.00	0	1.60
			CO.GC5T300F.2	2.10	0	1.68
			CO.GC5T300F.3	2.00	0	1.60
			CO.GC5T300F.4	2.05	0	1.64
83	GC5T300 G	Foreign Language French	CO.GC5T300G.1	2.50	1	2.20
			CO.GC5T300G.2	2.10	1	1.88
			CO.GC5T300G.3	2.00	0	1.60
			CO.GC5T300G.4	2.05	1	1.84



84	SC10301MK	Product & Brand Management	CO.SC10301MK.1	1.65	3	1.92
			CO.SC10301MK.2	0.87	3	1.30
			CO.SC10301MK.3	2.61	3	2.69
			CO.SC10301MK.4	3.00	3	3.00
85	SC10302MK	Strategic Marketing	CO.SC10302MK.1	2.53	3	2.62
			CO.SC10302MK.2	1.25	3	1.60
			CO.SC10302MK.3	3.00	3	3.00
			CO.SC10302MK.4	2.35	3	2.48
86	SC10303MK	Integrated Marketing Communications	CO. SC10303MK.1	1.20	3	1.56
			CO. SC10303MK.2	2.12	3	2.30
			CO. SC10303MK.3	2.80	3	2.84
			CO. SC10303MK.4	2.12	3	2.30
87	SE5C301MK	Marketing to Emerging Markets & Bottom of the Pyramid	CO.SE5C301MK.1	0.26	3	0.81
			CO.SE5C301MK.2	0.28	3	0.83
			CO.SE5C301MK.3	3.00	3	3.00
			CO.SE5C301MK.4	3.00	3	3.00
88	SE5C302MK	Marketing Across Cultures	CO.SE5C302MK.1	3.00	3	3.00
			CO.SE5C302MK.2	3.00	3	3.00
			CO.SE5C302MK.3	3.00	3	3.00
			CO.SE5C302MK.4	3.00	3	3.00
89	SE5C303MK	Direct Marketing and Event Management	CO.SE5C303MK.1	3.00	3	3.00
			CO.SE5C303MK.2	3.00	3	3.00
			CO.SE5C303MK.3	3.00	3	3.00
			CO.SE5C303MK.4	3.00	3	3.00
90	SE5C304MK	Customer Relationship Management	CO.SE5C304MK.1	2.70	3	2.76
			CO.SE5C304MK.2	2.70	3	2.76
			CO.SE5C304MK.3	2.70	3	2.76
			CO.SE5C304MK.4	2.70	3	2.76
91	SE5C305MK	Marketing of IT & ITES	CO.SE5C305MK.1	3.00	3	3.00
			CO.SE5C305MK.2	3.00	3	3.00
			CO.SE5C305MK.3	3.00	3	3.00
			CO.SE5C305MK.4	3.00	3	3.00
92	SE5C306MK	Analytics for Marketing	CO.SE5C306MK.1	0.26	3	0.81
			CO.SE5C306MK.2	0.28	3	0.83
			CO.SE5C306MK.3	3.00	3	3.00
			CO.SE5C306MK.4	3.00	3	3.00
93	SC10301FN	Personal Financial Planning and Wealth Management	CO.SC10301FN.1	2.82	3	2.86
			CO.SC10301FN.2	2.72	3	2.78
			CO.SC10301FN.3	1.64	3	1.92
			CO.SC10301FN.4	2.38	3	2.50
94	SC10302FN	Corporate Finance	CO.SC10302FN.1	1.71	3	1.97
			CO.SC10302FN.2	3.00	3	3.00
			CO.SC10302FN.3	2.69	3	2.75
			CO.SC10302FN.4	2.44	3	2.55
95	SC10303FN	Financial Risk Management	CO.SC10303FN.1	2.72	3	2.77
			CO.SC10303FN.2	2.18	3	2.34
			CO.SC10303FN.3	3.00	3	3.00
			CO.SC10303FN.4	3.00	3	3.00
96	SE5C301FN	Retail Banking	CO.SE5C301FN.1	3.00	3	3.00
			CO.SE5C301FN.2	3.00	3	3.00



			CO.SE5C301FN.3	3.00	3	3.00
			CO.SE5C301FN.4	3.00	3	3.00
97	SE5C302FN	Fixed Income Securities	CO.SE5C302FN.1	3.00	3	3.00
			CO.SE5C302FN.2	2.55	3	2.64
			CO.SE5C302FN.3	2.37	3	2.49
			CO.SE5C302FN.4	3.00	3	3.00
			CO.SE5C303FN.1	3.00	3	3.00
98	SE5C303FN	Principles of Insurance	CO.SE5C303FN.2	3.00	3	3.00
			CO.SE5C303FN.3	3.00	3	3.00
			CO.SE5C303FN.4	3.00	3	3.00
			CO.SE5C304FN.1	3.00	3	3.00
99	SE5C304FN	Equity Research	CO.SE5C304FN.2	3.00	3	3.00
			CO.SE5C304FN.3	3.00	3	3.00
			CO.SE5C304FN.4	3.00	3	3.00
			CO.SE5C305FN.1	3.00	3	3.00
100	SE5C305FN	Currency and Commodity Derivatives	CO.SE5C305FN.2	2.41	3	2.53
			CO.SE5C305FN.3	2.48	3	2.58
			CO.SE5C305FN.4	3.00	3	3.00
			CO.SE5C306FN.1	3.00	3	3.00
101	SE5C306FN	Direct Taxation 2	CO.SE5C306FN.2	3.00	3	3.00
			CO.SE5C306FN.3	3.00	3	3.00
			CO.SE5C306FN.4	3.00	3	3.00
			CO.SC10301HR.1	3.00	3	3.00
102	SC10301HR	Performance and Rewards Management	CO.SC10301HR.2	3.00	3	3.00
			CO.SC10301HR.3	3.00	3	3.00
			CO.SC10301HR.4	3.00	3	3.00
			CO.SC10302HR.1	2.64	3	2.71
103	SC10302HR	Strategic Human Resource Management	CO.SC10302HR.2	3.00	3	3.00
			CO.SC10302HR.3	2.48	3	2.58
			CO.SC10302HR.4	2.41	3	2.52
			CO.SC10303HR.1	3.00	3	3.00
104	SC10303HR	Employee Relations Legislations	CO.SC10303HR.2	2.90	3	2.92
			CO.SC10303HR.3	2.81	3	2.85
			CO.SC10303HR.4	3.00	3	3.00
			CO.SE5C301HR.1	0.41	3	0.92
105	SE5C301HR	Talent Retention	CO.SE5C301HR.2	0.45	3	0.96
			CO.SE5C301HR.3	3.00	3	3.00
			CO.SE5C301HR.4	0.71	3	1.17
			CO.SE5C302HR.1	3.00	3	3.00
106	SE5C302HR	Conflict and Negotiation Management	CO.SE5C302HR.2	3.00	3	3.00
			CO.SE5C302HR.3	3.00	3	3.00
			CO.SE5C302HR.4	3.00	3	3.00
			CO.SE5C304HR.1	3.00	3	3.00
107	SE5C304HR	Role of HR in Mergers and Acquisitions	CO.SE5C304HR.2	3.00	3	3.00
			CO.SE5C304HR.3	3.00	3	3.00
			CO.SE5C304HR.4	3.00	3	3.00
			CO.SE5C305HR.1	3.00	3	3.00
108	SE5C305HR	Global Trends in Human Capital	CO.SE5C305HR.2	3.00	3	3.00
			CO.SE5C305HR.3	3.00	3	3.00
			CO.SE5C305HR.4	3.00	3	3.00



109	SC10301OS	Operations Management in Services	CO.SC10301OS.1	2.29	3	2.43
			CO.SC10301OS.2	3.00	3	3.00
			CO.SC10301OS.3	1.73	3	1.98
			CO.SC10301OS.4	2.68	3	2.74
110	SC10302OS	Operations & SC Strategy	CO.SC10302OS.1	3.00	3	3.00
			CO.SC10302OS.2	3.00	3	3.00
			CO.SC10302OS.3	2.17	3	2.34
			CO.SC10302OS.4	3.00	3	3.00
111	SC10303OS	Enterprises Resource Planning	CO.SC10303OS.1	3.00	3	3.00
			CO.SC10303OS.2	3.00	3	3.00
			CO.SC10303OS.3	3.00	3	3.00
			CO.SC10303OS.4	1.59	3	1.87
112	SE5C301OS	Stores & Warehouse Management	CO.SE5C301OS.1	1.78	3	2.02
			CO.SE5C301OS.2	1.87	3	2.09
			CO.SE5C301OS.3	1.87	3	2.09
			CO.SE5C301OS.4	1.67	3	1.93
113	SE5C302OS	Digital Technology in Operations & Supply Chain Management	CO.SE5C302OS.1	3.00	3	3.00
			CO.SE5C302OS.2	3.00	3	3.00
			CO.SE5C302OS.3	3.00	3	3.00
			CO.SE5C302OS.4	3.00	3	3.00
114	SE5C303OS	Supplier Relationship Management	CO.SE5C303OS.1	3.00	3	3.00
			CO.SE5C303OS.2	3.00	3	3.00
			CO.SE5C303OS.3	3.00	3	3.00
			CO.SE5C303OS.4	3.00	3	3.00
115	SE5C304OS	Quality Management Standards	CO.SE5C304OS.1	3.00	3	3.00
			CO.SE5C304OS.2	3.00	3	3.00
			CO.SE5C304OS.3	3.00	3	3.00
			CO.SE5C304OS.4	3.00	3	3.00
116	SE5C306OS	Business Process Reengineering	CO.SE5C306OS.1	2.37	3	2.49
			CO.SE5C306OS.2	3.00	3	3.00
			CO.SE5C306OS.3	3.00	3	3.00
			CO.SE5C306OS.4	3.00	3	3.00
117	SC10301BA	Advanced Statistical Methods using R	CO.SC10301BA.1	1.65	3	1.92
			CO.SC10301BA.2	2.10	3	2.28
			CO.SC10301BA.3	1.35	3	1.68
			CO.SC10301BA.4	1.35	3	1.68
118	SC10302BA	Machine learning	CO.SC10302BA.1	1.55	3	1.84
			CO.SC10302BA.2	1.35	3	1.68
			CO.SC10302BA.3	1.65	3	1.92
			CO.SC10302BA.4	0.30	3	0.84
119	SC10303BA	Artificial Intelligence in Business Applications	CO.SC10303BA.1	1.80	3	2.04
			CO.SC10303BA.2	1.30	3	1.64
			CO.SC10303BA.3	1.20	3	1.56
			CO.SC10303BA.4	1.20	3	1.56
120	SE5C301BA	E-commerce Analytics –I	CO.SE5C301BA.1	1.50	3	1.80
			CO.SE5C301BA.2	1.50	3	1.80
			CO.SE5C301BA.3	1.50	3	1.80
			CO.SE5C301BA.4	1.50	3	1.80
121	SE5C302BA	Predictive Modelling	CO.SE5C302BA.1	1.50	3	1.80
			CO.SE5C302BA.2	3.00	3	3.00



			CO.SE5C302BA.3	1.80	3	2.04
			CO.SE5C302BA.4	1.80	3	2.04
122	SE5C303BA	Financial Analytics	CO.SE5C303BA.1	1.80	3	2.04
			CO.SE5C303BA.2	1.80	3	2.04
			CO.SE5C303BA.3	3.00	3	3.00
			CO.SE5C303BA.4	3.00	3	3.00
123	SE5C304BA	Retail Analytics	CO.SE5C304BA.1	0.30	3	0.84
			CO.SE5C304BA.2	0.30	3	0.84
			CO.SE5C304BA.3	0.30	3	0.84
			CO.SE5C304BA.4	0.30	3	0.84
124	SE5C305BA	Operations and Supply Chain Analytics	CO.SE5C305BA.1	1.80	3	2.04
			CO.SE5C305BA.2	3.00	3	3.00
			CO.SE5C305BA.3	1.80	3	2.04
			CO.SE5C305BA.4	1.80	3	2.04
125	SE5C306BA	Workforce Analytics	CO.SE5C306BA.1	1.50	3	1.80
			CO.SE5C306BA.2	1.50	3	1.80
			CO.SE5C306BA.3	1.50	3	1.80
			CO.SE5C306BA.4	1.50	3	1.80
126	GC5T401	International Business Management	CO.GC5T401.1	3.00	3	3.00
			CO.GC5T401.2	3.00	3	3.00
			CO.GC5T401.3	1.89	3	2.11
			CO.GC5T401.4	3.00	3	3.00
127	GC5T402	Entrepreneurship and Family Business (EFB)	CO.GC5T402.1	3.00	3	3.00
			CO.GC5T402.2	3.00	3	3.00
			CO.GC5T402.3	2.58	3	2.67
			CO.GC5T402.4	3.00	3	3.00
128	GC5T403 MKT	DSMP	GC5T403 MKT.1	3.00	3	3.00
			GC5T403 MKT.2	3.00	3	3.00
			GC5T403 MKT.3	3.00	3	3.00
			GC5T403 MKT.4	3.00	3	3.00
129	GC5T403 FIN	FMM	GC5T403 FIN.1	3.00	3	3.00
			GC5T403 FIN.2	3.00	3	3.00
			GC5T403 FIN.3	3.00	3	3.00
			GC5T403 FIN.4	3.00	3	3.00
130	GC5T403 HR	OC	GC5T403 HR.1	3.00	3	3.00
			GC5T403 HR.2	3.00	3	3.00
			GC5T403 HR.3	3.00	3	3.00
			GC5T403 HR.4	3.00	3	3.00
131	GC5T403 OS	QMS	GC5T403 OS.1	3.00	3	3.00
			GC5T403 OS.2	3.00	3	3.00
			GC5T403 OS.3	3.00	3	3.00
			GC5T403 OS.4	1.50	3	1.80
132	GC5T403 BA	BADMMR	GC5T403 BA.1	3.00	3	3.00
			GC5T403 BA.2	3.00	3	3.00
			GC5T403 BA.3	3.00	3	3.00
			GC5T403 BA.4	3.00	3	3.00
133	SC10401MK	Rural and Agricultural Marketing	CO.SC5T401MK.1	3.00	3	3.00
			CO.SC5T401MK.2	2.70	3	2.76
			CO.SC5T401MK.3	3.00	3	3.00
			CO.SC5T401MK.4	2.10	3	2.28



134	SC10402MK	Marketing 4.0	CO.SC5T402MK.1	2.70	3	2.76
			CO.SC5T402MK.2	2.70	3	2.76
			CO.SC5T402MK.3	2.76	3	2.81
			CO.SC5T402MK.4	2.14	3	2.31
135	SE5T401MK	Services Operation Management	CO.SE5T401MK.1	1.20	3	1.56
			CO.SE5T401MK.2	0.80	3	1.24
			CO.SE5T401MK.3	1.20	3	1.56
			CO.SE5T401MK.4	0.90	3	1.32
136	SE5T402MK	Corporate Communication and Reputation Management	CO.SE5T402MK.1	0.60	3	1.08
			CO.SE5T402MK.2	2.40	3	2.52
			CO.SE5T402MK.3	3.00	3	3.00
			CO.SE5T402MK.4	1.10	3	1.48
137	SE5T404MK	Luxury Marketing	CO.SE5T404MK.1	1.20	3	1.56
			CO.SE5T404MK.2	1.20	3	1.56
			CO.SE5T404MK.3	0.90	3	1.32
			CO.SE5T404MK.4	1.20	3	1.56
138	SC10401FN	Rural and Micro Finance	CO.SC10401FN.1	3.00	3	3.00
			CO.SC10401FN.2	3.00	3	3.00
			CO.SC10401FN.3	1.68	3	1.94
			CO.SC10401FN.4	2.32	3	2.45
139	SC10402FN	Project Finance	CO.SC10402FN.1	3.00	3	3.00
			CO.SC10402FN.2	3.00	3	3.00
			CO.SC10402FN.3	3.00	3	3.00
			CO.SC10402FN.4	3.00	3	3.00
140	SE5T401FN	Indirect Taxation	CO.SE5T401FN.1	2.14	3	2.31
			CO.SE5T401FN.2	1.50	3	1.80
			CO.SE5T401FN.3	2.57	3	2.66
			CO.SE5T401FN.4	2.31	3	2.45
141	SE5T402FN	Behavioural Finance	CO.SE5T402FN.1	3.00	3	3.00
			CO.SE5T402FN.2	3.00	3	3.00
			CO.SE5T402FN.3	3.00	3	3.00
			CO.SE5T402FN.4	3.00	3	3.00
142	SE5T403FN	Financial Reporting & Analysis	CO.SE5T403FN.1	3.00	3	3.00
			CO.SE5T403FN.2	1.89	3	2.11
			CO.SE5T403FN.3	2.38	3	2.50
			CO.SE5T403FN.4	1.80	3	2.04
143	SE5T404FN	Corporate Financial Restructuring	CO.SE5T401FN.1	3.00	3	3.00
			CO.SE5T401FN.2	3.00	3	3.00
			CO.SE5T401FN.3	3.00	3	3.00
			CO.SE5T401FN.4	3.00	3	3.00
144	SC10401HR	Organizational Development and Change Management	CO.SC10401HR.1	3.00	3	3.00
			CO.SC10401HR.2	3.00	3	3.00
			CO.SC10401HR.3	3.00	3	3.00
			CO.SC10401HR.4	3.00	3	3.00
145	SC10402HR	Diversity and Inclusion	CO.SC10402HR.1	3.00	3	3.00
			CO.SC10402HR.2	3.00	3	3.00
			CO.SC10402HR.3	3.00	3	3.00
			CO.SC10402HR.4	3.00	3	3.00
146	SE5T401HR	Best Practices in HRM	CO.SE5T401HR.1	1.23	3	1.58
			CO.SE5T401HR.2	3.00	3	3.00



			CO.SE5T401HR.3	1.77	3	2.02
			CO.SE5T401HR.4	2.29	3	2.44
147	SE5T402HR	Role of HR in Knowledge Management	CO.SE5T402HR.1	3.00	3	3.00
			CO.SE5T402HR.2	3.00	3	3.00
			CO.SE5T402HR.3	3.00	3	3.00
			CO.SE5T402HR.4	3.00	3	3.00
148	SE5T403HR	Public Relation and Corporate Communication	CO.SE5T403HR.1	2.50	3	2.60
			CO.SE5T403HR.2	3.00	3	3.00
			CO.SE5T403HR.3	3.00	3	3.00
			CO.SE5T403HR.4	3.00	3	3.00
149	SC10401OS	Project Management	CO.SC10401OS.1	3.00	3	3.00
			CO.SC10401OS.2	3.00	3	3.00
			CO.SC10401OS.3	3.00	3	3.00
			CO.SC10401OS.4	2.29	3	2.43
150	SC10402OS	Sustainable Practices in OSCM	CO.SC10402OS.1	1.91	3	2.13
			CO.SC10402OS.2	1.64	3	1.91
			CO.SC10402OS.3	2.11	3	2.29
			CO.SC10402OS.4	2.38	3	2.50
151	SE5T401OS	Health Safety & Environment	CO.SE5T401OS.1	3.00	3	3.00
			CO.SE5T401OS.2	3.00	3	3.00
			CO.SE5T401OS.3	3.00	3	3.00
			CO.SE5T401OS.4	3.00	3	3.00
152	SE5T403OS	World Class Manufacturing	CO.SE5T403OS.1	1.40	3	1.72
			CO.SE5T403OS.2	1.50	3	1.80
			CO.SE5T403OS.3	1.73	3	1.99
			CO.SE5T403OS.4	1.40	3	1.72
153	SC10401BA	ETL, Data Profiling and Data Modelling	CO.SC10401BA.1	2.10	3	2.28
			CO.SC10401BA.2	2.10	3	2.28
			CO.SC10401BA.3	2.70	3	2.76
			CO.SC10401BA.4	1.65	3	1.92
154	SC10402BA	Spark and Scala	CO. SC10402BA.1	1.35	3	1.68
			CO. SC10402BA.2	1.05	3	1.44
			CO. SC10402BA.3	1.00	3	1.40
			CO. SC10402BA.4	1.15	3	1.52
155	SE5T402BA	Big Data project management	CO.SE5T402BA.1	2.40	3	2.52
			CO.SE5T402BA.2	1.35	3	1.68
			CO.SE5T402BA.3	1.00	3	1.40
			CO.SE5T402BA.4	1.48	3	1.78
156	SE5T403BA	Business Intelligence Platform for Analytics	CO.SE5T403BA.1	1.80	3	2.04
			CO.SE5T403BA.2	1.80	3	2.04
			CO.SE5T403BA.3	1.50	3	1.80
			CO.SE5T403BA.4	1.50	3	1.80

3.3. Attainment of Program Outcomes and Program Specific Outcomes (40)

3.3.1 Describe the assessment tools and processes used to gather the data to evaluate and Program Outcomes and Program Specific Outcomes (10)

PO attainment is calculated as follows:

1. It has two components: 80 % Direct and 20% indirect.
2. For Direct component: PO attainment calculated as (CO attainment * CO PO mapping*weightage.). It has weightage of 80%
3. The indirect attainment is done through the survey conducted for Alumni, Employee, Students of final semester and co curricular and extracurricular activity feedback. It has weightage of 20%
4. The final PO attainment is calculated as 0.8 Direct attainment + 0.20 Indirect attainment.

PSO attainment is calculated as follows:

It has only one components as Direct Attainment.

PSO attainment calculated as (CO attainment*CO PSO mapping*weightage.)

3.3.2 POs and PSOs attainment levels (30)

Table No. – 3.2.1 A– Direct POs Attainment (2021 – 2023)

Sr. No	Semester/CO: PO	CO Name	PO1: Domain Knowledge	PO2: Multi Disciplinary	PO03: Domain application	PO04: Global Perspective	PO05: Leadership	PO06: Creativity & Innovativeness	PO07: Decision Making	PO08: Entrepreneurship	PO09: Team Work	PO10: Communication skills	PO11: Values & Ethics	PO12: Lifelong Learning	PO13: Technology driven
1	GC10101	CO.GC10101.1	2.00	1.00	3.00	3.00	0.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00
		CO.GC10101.2	2.73	0.91	1.82	1.82	0.00	0.00	2.73	0.00	1.82	0.00	0.00	1.82	0.00
		CO.GC10101.3	3.00	1.00	3.00	3.00	0.00	0.00	3.00	1.00	2.00	2.00	2.00	3.00	0.00
2	GC10102	CO.GC10102.1	3.00	2.00	3.00	0.00	3.00	0.00	2.00	0.00	2.00	2.00	2.00	3.00	0.00
		CO.GC10102.2	3.00	2.00	2.00	0.00	3.00	2.00	2.00	0.00	2.00	2.00	2.00	3.00	0.00
		CO.GC10102.3	3.00	2.00	2.00	0.00	3.00	2.00	2.00	0.00	2.00	2.00	3.00	3.00	0.00
3	GC10103	CO.GC10103.1	3.00	1.00	3.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	2.00
		CO.GC10103.2	3.00	0.00	3.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	2.00
		CO.GC10103.3	3.00	0.00	3.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00
4	GC10104	CO.GC10104.1	2.63	1.75	2.63	2.63	1.75	2.63	1.75	0.88	1.75	1.75	1.75	1.75	2.63
		CO.GC10104.2	2.90	0.97	2.90	2.90	2.90	2.90	1.94	0.97	2.90	1.94	2.90	1.94	2.90
		CO.GC10104.3	2.58	1.72	2.58	2.58	1.72	2.58	2.58	0.86	2.58	2.58	1.72	0.86	2.58
5	GC10105	CO.GC10105.1	2.69	1.79	1.79	1.79	0.00	1.79	2.69	0.90	0.00	0.00	0.00	1.79	2.69
		CO.GC10105.2	2.50	1.67	1.67	1.67	0.00	1.67	2.50	0.00	1.67	0.00	1.67	1.67	1.67
		CO.GC10105.3	2.45	1.63	1.63	1.63	0.00	2.45	2.45	0.82	1.63	0.00	2.45	1.63	1.63
6	GC10106	CO.GC10106.1	3.00	1.00	3.00	2.00	2.00	2.00	3.00	0.00	3.00	3.00	0.00	2.00	0.00
		CO.GC10106.2	1.40	0.93	1.40	0.00	1.40	1.40	1.40	0.00	1.40	1.40	0.00	0.93	0.00
		CO.GC10106.3	2.36	1.57	2.36	0.00	0.00	1.57	2.36	0.00	2.36	2.36	1.57	2.36	0.00



		CO.GC10106.4	2.50	0.83	2.50	0.00	2.50	2.50	2.50	0.83	2.50	1.67	0.00	1.67	0.00
7	GC5T101	CO.GC5T101.1	1.17	0.78	1.17	0.00	0.00	0.00	1.17	0.00	0.00	0.00	0.00	0.39	0.00
		CO.GC5T101.2	1.84	1.23	1.84	0.00	0.00	0.00	1.84	0.00	0.00	0.00	0.00	0.61	0.00
		CO.GC5T101.3	2.01	1.34	2.01	0.00	0.00	0.00	2.01	0.67	0.00	0.00	0.00	0.67	0.00
8	GC5C101	CO.GC5C101.1	3.00	3.00	2.00	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	1.00	0.00
		CO.GC5C101.2	0.00	3.00	2.00	3.00	0.00	0.00	2.00	0.00	1.00	0.00	2.00	2.00	0.00
		CO.GC5C101.3	3.00	3.00	3.00	2.00	0.00	0.00	2.00	1.00	0.00	0.00	2.00	2.00	0.00
9	GC5C102	CO.GC5C 102.1	0.94	0.63	0.63	0.94	0.63	0.00	0.00	0.00	0.63	0.94	0.00	0.63	0.63
		CO.GC5C 102.2	0.94	0.63	0.63	0.94	0.63	0.00	0.00	0.00	0.63	0.94	0.94	0.63	0.63
		CO.GC5C 102.3	0.75	0.50	0.50	0.75	0.50	0.00	0.00	0.00	0.75	0.75	0.50	0.50	0.50
10	GC5C103	CO.GC5C 103.1	3.00	2.00	3.00	3.00	2.00	2.00	2.00	0.00	3.00	0.00	0.00	1.00	3.00
		CO.GC5C 103.2	3.00	2.00	3.00	0.00	1.00	3.00	2.00	0.00	2.00	2.00	0.00	2.00	3.00
		CO.GC5C 103.3	3.00	2.00	3.00	2.00	3.00	3.00	3.00	0.00	3.00	3.00	0.00	2.00	3.00
11	GC5C104	CO.GC5C 104.1	3.00	2.00	2.00	2.00	0.00	0.00	2.00	1.00	0.00	2.00	2.00	2.00	0.00
		CO.GC5C 104.2	3.00	2.00	2.00	2.00	0.00	0.00	2.00	1.00	0.00	2.00	2.00	2.00	0.00
		CO.GC5C 104.3	3.00	2.00	2.00	3.00	2.00	0.00	2.00	1.00	2.00	2.00	2.00	3.00	0.00
12	GC5C100 A	CO.GC5C 100A.1	2.42	0.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C 100A.2	2.42	0.81	0.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C 100A.3	2.46	0.82	0.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C 100A.4	2.65	0.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13	GC5C100 B	CO.GC5C 100B.1	2.60	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C 100B.2	2.60	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C 100B.3	2.60	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C 100B.4	2.60	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
14	GC5C100 C	CO.GC5C 100C.1	2.80	1.87	0.93	0.00	0.00	0.93	0.93	0.93	0.93	0.93	1.87	0.93	0.93
		CO.GC5C 100C.2	2.80	1.87	0.93	0.00	0.00	0.93	0.93	0.93	0.93	0.93	1.87	0.93	0.93
		CO.GC5C 100C.3	2.80	1.87	0.93	0.00	0.00	0.93	0.93	0.93	0.93	0.93	1.87	0.93	0.93
15	GC5C100 D	CO.GC5C 100D.1	2.80	0.93	1.87	0.00	0.00	0.93	0.93	0.93	0.93	0.93	1.87	0.93	0.93
		CO.GC5C 100D.2	2.80	0.93	0.93	0.00	0.00	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93
		CO.GC5C 100D.3	2.80	0.93	1.87	0.00	0.00	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93
		CO.GC5C 100D.4	2.80	0.93	0.93	0.00	0.00	0.93	0.93	0.93	0.93	0.93	1.87	0.93	0.93
16	GC5C100 E	CO.GC5C 100E.1	2.60	0.87	1.73	0.87	0.00	0.87	0.87	0.87	0.87	0.87	1.73	0.87	0.87
		CO.GC5C 100E.2	2.60	0.87	1.73	0.87	0.00	0.87	0.87	0.87	0.87	0.87	1.73	0.87	0.87
		CO.GC5C 100E.3	2.60	1.73	1.73	1.73	0.00	1.73	1.73	0.87	1.73	1.73	1.73	1.73	1.73
		CO.GC5C 100E.4	2.60	1.73	1.73	1.73	0.00	1.73	1.73	0.87	1.73	1.73	1.73	1.73	1.73
17	GC5C100 F	CO.GC5C 100F.1	2.60	1.73	0.87	0.87	0.00	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87
		CO.GC5C 100F.2	2.60	1.73	1.73	1.73	0.00	1.73	1.73	0.87	1.73	1.73	1.73	1.73	1.73
		CO.GC5C 100F.3	2.60	1.73	1.73	1.73	0.00	1.73	1.73	0.87	1.73	1.73	1.73	1.73	1.73
		CO.GC5C 100F.4	2.60	1.73	0.87	0.87	0.00	0.87	0.87	0.87	0.87	0.87	1.73	0.87	0.87
18	GC5C100 G	CO.GC5C 100G.1	2.60	1.73	0.87	0.87	0.00	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87
		CO.GC5C 100G.2	2.60	1.73	1.73	1.73	0.00	1.73	1.73	0.87	1.73	1.73	0.87	1.73	1.73
		CO.GC5C 100G.3	2.60	1.73	1.73	1.73	0.00	1.73	1.73	0.87	1.73	1.73	1.73	1.73	1.73
		CO.GC5C 100G.4	2.60	1.73	0.87	0.87	0.00	0.87	0.87	0.87	0.87	0.87	1.73	0.87	0.87
19	GC10201	CO.GC10201.1	2.95	1.87	1.97	1.97	1.97	0.00	2.95	1.97	0.00	1.97	1.97	1.97	0.00
		CO.GC10201.2	1.92	1.87	1.28	1.28	0.00	0.00	1.92	0.00	1.28	1.28	0.00	1.28	0.00
		CO.GC10201.3	1.98	1.87	2.96	1.98	0.00	1.98	2.96	0.00	0.00	1.98	0.00	1.98	1.98
		CO.GC10201.4	2.96	2.80	2.96	1.97	0.00	1.97	2.96	1.97	1.97	2.96	1.97	2.96	1.97
20	GC10202	CO. GC5C202.1	1.97	1.73	1.97	1.31	1.31	1.31	1.97	0.00	1.31	0.00	1.97	1.31	0.00
		CO. GC5C202.2	1.58	1.73	1.58	1.05	0.00	1.05	1.58	0.00	1.05	0.00	1.58	1.05	0.00
		CO. GC5C202.3	1.72	0.87	1.72	1.72	1.14	1.14	1.72	0.00	0.57	1.14	1.72	1.14	0.00
		CO. GC5C202.4	3.00	0.87	3.00	3.00	2.00	2.00	3.00	1.00	0.00	0.00	3.00	2.00	0.00
21	GC5T201	CO.GC5T202.1	1.33	1.57	1.33	0.00	0.00	0.00	1.33	0.00	0.00	1.33	1.33	1.33	0.00
		CO.GC5T202.2	2.16	0.00	1.44	0.00	0.00	0.00	1.44	0.00	0.00	1.44	1.44	1.44	0.00
		CO.GC5T202.3	1.50	1.57	1.00	0.00	0.00	0.00	1.50	0.00	0.00	1.00	1.50	1.00	0.00
		CO.GC5T202.4	1.60	1.71	1.07	0.00	0.00	0.00	1.60	0.53	0.00	1.07	1.60	1.07	0.00
22	GC5C200 A	CO.GC5C200A.1	2.80	1.87	2.80	1.87	1.87	1.87	1.87	0.93	1.87	1.87	1.87	1.87	1.87



		CO.GC5C200A.2	2.80	1.87	2.80	1.87	1.87	1.87	1.87	1.87	0.93	1.87	1.87	1.87	1.87
		CO.GC5C200A.3	2.80	1.87	1.87	1.87	1.87	1.87	1.87	1.87	0.93	1.87	1.87	1.87	1.87
		CO.GC5C200A.4	2.80	1.87	1.87	1.87	1.87	1.87	1.87	1.87	0.93	1.87	1.87	0.93	1.87
23	GC5C200 B	CO.GC5C200B.1	2.60	1.73	2.60	1.73	1.73	1.73	1.73	1.73	2.60	1.73	1.73	1.73	1.73
		CO.GC5C200B.2	2.60	1.73	2.60	1.73	1.73	1.73	1.73	1.73	2.60	1.73	1.73	1.73	1.73
		CO.GC5C200B.3	2.60	1.73	1.73	1.73	1.73	1.73	1.73	1.73	2.60	1.73	1.73	1.73	1.73
		CO.GC5C200B.4	2.60	1.73	1.73	1.73	1.73	1.73	1.73	1.73	2.60	1.73	1.73	1.73	1.73
24	GC5C200 C	CO.GC5C200C.1	2.36	1.57	2.36	2.36	1.57	2.36	2.36	0.79	2.36	1.57	2.36	1.57	2.36
		CO.GC5C200C.2	2.36	1.57	2.36	2.36	1.57	2.36	2.36	0.79	2.36	1.57	1.57	1.57	2.36
		CO.GC5C200C.3	2.36	1.57	2.36	2.36	1.57	2.36	2.36	0.79	2.36	1.57	2.36	1.57	2.36
		CO.GC5C200C.4	2.56	1.71	2.56	2.56	1.71	2.56	2.56	0.85	2.56	1.71	2.56	1.71	2.56
25	GC5C200 D	CO.GC5C200D.1	2.68	1.78	2.68	2.68	1.78	2.68	2.68	0.89	2.68	1.78	1.78	1.78	2.68
		CO.GC5C200D.2	2.62	1.75	2.62	2.62	1.75	2.62	2.62	0.87	2.62	1.75	2.62	1.75	2.62
		CO.GC5C200D.3	2.62	1.75	2.62	2.62	1.75	2.62	2.62	0.87	2.62	1.75	1.75	1.75	2.62
		CO.GC5C200D.4	2.42	1.61	2.42	2.42	1.61	2.42	2.42	0.81	2.42	1.61	1.61	1.61	2.42
26	GC5C201	CO.GC5C201.1	3.00	3.00	2.00	2.00	0.00	0.00	2.00	1.00	0.00	2.00	2.00	2.00	0.00
		CO.GC5C201.2	3.00	1.00	2.00	3.00	2.00	0.00	2.00	1.00	2.00	2.00	2.00	3.00	0.00
		CO.GC5C201.3	0.60	3.00	0.40	0.60	0.40	0.00	0.40	0.20	0.40	0.40	0.40	0.40	0.60
27	GC5C202	CO. GC5C202.1	3.00	3.00	2.00	2.00	0.00	0.00	2.00	1.00	0.00	0.00	2.00	2.00	0.00
		CO. GC5C202.2	3.00	3.00	2.00	2.00	0.00	0.00	2.00	1.00	0.00	0.00	2.00	2.00	0.00
		CO. GC5C202.3	3.00	3.00	2.00	3.00	2.00	0.00	2.00	1.00	2.00	0.00	2.00	3.00	0.00
		CO. GC5C202.4	0.60	3.00	0.40	0.60	0.40	0.00	0.40	0.20	0.40	0.40	0.40	0.40	0.60
28	SC10201MK	CO.SC10201MK.1	2.19	2.00	2.19	1.46	1.46	1.46	2.19	0.00	2.19	2.19	0.00	1.46	0.00
		CO.SC10201MK.2	1.45	3.00	1.45	0.00	1.45	1.45	1.45	0.00	1.45	1.45	0.00	0.97	0.00
		CO.SC10201MK.3	2.73	2.00	2.73	0.00	0.00	1.82	2.73	0.00	2.73	2.73	1.82	2.73	0.00
		CO.SC10201MK.4	2.74	2.00	2.74	0.00	2.74	2.74	2.74	0.91	2.74	1.83	0.00	1.83	0.00
29	SC10202MK	CO.SC10202MK.1	1.70	1.13	1.70	1.13	1.13	1.13	1.70	0.00	1.70	1.70	0.00	1.13	0.00
		CO.SC10202MK.2	1.83	1.22	1.83	0.00	1.83	1.83	1.83	0.00	1.83	1.83	0.00	1.22	0.00
		CO.SC10202MK.3	2.03	1.35	2.03	0.00	0.00	1.35	2.03	0.00	2.03	2.03	1.35	2.03	0.00
		CO.SC10202MK.4	2.93	2.93	2.93	0.00	2.93	2.93	2.93	0.00	1.95	1.95	0.00	1.95	0.00
30	SC10203MK	CO.SC10203MK.1	2.37	0.00	2.37	1.58	1.58	1.58	2.37	0.00	1.58	1.58	0.00	1.58	0.00
		CO.SC10203MK.2	1.91	1.27	1.91	0.00	1.91	1.91	1.91	0.00	1.91	1.91	0.00	1.27	0.00
		CO.SC10203MK.3	2.49	1.66	2.49	0.00	1.66	1.66	2.49	0.00	2.49	2.49	1.66	2.49	0.00
		CO.SC10203MK.4	2.58	1.72	2.58	0.00	2.58	2.58	2.58	0.00	2.58	1.72	0.00	1.72	0.00
31	SE5C201MK	CO.SE5C201MK.1	2.86	0.00	2.86	1.91	1.91	1.91	2.86	0.00	2.86	1.91	0.00	1.91	0.00
		CO.SE5C201MK.2	2.78	0.00	2.78	0.00	2.78	2.78	2.78	0.00	2.78	1.86	0.00	1.86	0.00
		CO.SE5C201MK.3	2.90	1.93	2.90	0.00	1.93	1.93	1.93	0.00	2.90	2.90	1.93	2.90	0.00
		CO.SE5C201MK.4	2.72	0.00	2.72	0.00	1.82	2.72	2.72	0.00	1.82	2.72	0.00	1.82	0.00
32	SE5C202MK	CO.SE5C202MK.1	2.84	0.95	2.84	1.89	1.89	1.89	2.84	0.00	1.89	2.84	0.00	1.89	0.00
		CO.SE5C202MK.2	2.85	0.95	2.85	0.00	2.85	2.85	2.85	0.00	2.85	2.85	0.00	1.90	0.00
		CO.SE5C202MK.3	2.84	1.89	2.84	0.00	0.00	1.89	1.89	0.00	2.84	2.84	1.89	2.84	0.00
		CO.SE5C202MK.4	2.84	1.89	2.84	0.00	2.84	2.84	2.84	0.00	2.84	1.89	0.00	1.89	0.00
33	SE5C203MK	CO.SE5C203MK.1	2.76	0.00	2.76	1.84	1.84	1.84	2.76	0.00	1.84	2.76	0.00	1.84	0.00
		CO.SE5C203MK.2	2.77	1.85	2.77	0.00	2.77	2.77	2.77	0.00	2.77	2.77	0.00	1.85	0.00
		CO.SE5C203MK.3	2.76	0.92	2.76	0.00	0.00	1.84	1.84	0.00	2.76	2.76	1.84	2.76	0.00
		CO.SE5C203MK.4	2.76	1.84	2.76	0.00	2.76	2.76	2.76	0.00	1.84	1.84	0.00	1.84	0.00
34	SE5C204MK	CO.SE5C204MK.1	2.76	0.00	2.76	1.84	1.84	1.84	2.76	0.00	1.84	1.84	0.00	1.84	0.00
		CO.SE5C204MK.2	2.77	1.85	2.77	0.00	2.77	2.77	2.77	0.00	2.77	2.77	0.00	1.85	0.00
		CO.SE5C204MK.3	2.76	1.84	2.76	0.00	0.00	1.84	1.84	0.00	2.76	2.76	1.84	2.76	0.00
		CO.SE5C204MK.4	2.76	1.84	2.76	0.00	2.76	2.76	2.76	0.00	1.84	2.76	0.00	1.84	0.00
35	SE5C205MK	CO.SE5C205MK.1	2.73	0.00	2.73	1.82	1.82	1.82	2.73	0.00	1.82	1.82	0.00	1.82	0.00
		CO.SE5C205MK.2	2.73	1.82	2.73	0.00	2.73	2.73	2.73	0.00	2.73	2.73	0.00	0.91	0.00
		CO.SE5C205MK.3	2.79	0.00	2.79	0.00	0.00	1.86	1.86	0.00	2.79	2.79	1.86	2.79	0.00
		CO.SE5C205MK.4	2.77	0.92	2.77	0.00	2.77	2.77	2.77	0.00	1.85	2.77	0.00	2.77	0.00
36	SE5C206MK	CO.SE5C206MK.1	2.73	1.82	2.73	1.82	1.82	1.82	2.73	0.00	1.82	2.73	0.00	0.91	0.00
		CO.SE5C206MK.2	2.73	0.91	2.73	0.00	2.73	2.73	2.73	0.00	2.73	1.82	0.00	1.82	0.00



		CO.SE5C206MK.3	2.41	1.61	2.41	0.00	0.00	1.61	1.61	0.00	2.41	2.41	1.61	2.41	0.00
		CO.SE5C206MK.4	2.49	0.83	2.49	0.00	2.49	2.49	2.49	0.00	1.66	2.49	0.00	1.66	0.00
37	SC10201FN	CO.SC10201FN.1	2.89	0.96	2.89	0.00	0.00	0.00	1.93	0.00	0.00	0.00	0.00	2.89	0.00
		CO.SC10201FN.2	2.90	1.93	2.90	0.00	0.00	0.00	1.93	0.00	0.00	0.00	0.00	2.90	0.00
		CO.SC10201FN.3	2.93	0.98	2.93	0.00	0.00	0.00	1.95	0.00	0.00	0.00	0.00	2.93	0.00
		CO.SC10201FN.4	2.93	1.96	2.93	0.00	0.00	0.00	1.96	0.00	1.96	2.93	0.00	2.93	0.00
38	SC10202FN	CO.SC10202FN.1	2.49	0.00	2.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.49	0.00
		CO.SC10202FN.2	2.63	0.00	2.63	0.00	0.00	0.00	1.76	0.00	0.00	0.00	0.00	1.76	0.00
		CO.SC10202FN.3	2.24	0.00	2.24	0.00	0.00	0.00	1.49	0.00	0.00	0.00	0.00	1.49	0.00
		CO.SC10202FN.4	1.62	0.00	1.62	0.00	0.00	0.00	1.08	0.00	1.08	1.62	0.00	1.08	0.00
39	SC10203FN	CO.SC10203FN.1	1.72	1.15	1.15	1.72	0.00	1.15	0.00	0.00	0.00	0.00	0.00	1.72	0.00
		CO.SC10203FN.2	1.78	1.19	1.78	1.19	0.00	1.19	1.19	0.00	1.19	0.00	0.00	1.19	1.19
		CO.SC10203FN.3	2.74	1.83	1.83	0.00	0.00	0.00	2.74	0.00	0.00	0.00	0.00	2.74	1.83
		CO.SC10203FN.4	2.47	0.82	2.47	1.64	1.64	1.64	2.47	0.00	1.64	1.64	0.00	2.47	0.00
40	SE5C201FN	CO.SE5C201FN.1	2.94	1.96	0.00	0.00	1.96	0.00	1.96	0.00	0.00	0.00	0.00	0.98	0.00
		CO.SE5C201FN.2	2.94	1.96	1.96	0.00	1.96	0.00	1.96	0.98	2.94	1.96	1.96	1.96	0.00
		CO.SE5C201FN.3	1.92	0.96	0.00	1.92	0.00	0.00	0.00	0.00	1.92	1.92	0.00	1.92	0.00
		CO.SE5C201FN.4	2.86	0.95	1.91	0.00	1.91	0.00	0.00	0.95	2.86	1.91	1.91	1.91	0.00
41	SE5C202FN	CO.SE5C202FN.1	2.68	1.79	1.79	1.79	0.00	1.79	1.79	0.00	0.00	0.00	0.00	1.79	0.00
		CO.SE5C202FN.2	1.94	0.00	1.94	1.94	0.00	0.00	2.91	0.00	1.94	0.00	1.94	1.94	0.00
		CO.SE5C202FN.3	1.41	1.41	2.11	1.41	0.00	1.41	1.41	0.00	0.00	1.41	0.00	1.41	1.41
		CO.SE5C202FN.4	1.94	1.94	1.94	1.94	1.94	1.94	2.91	0.00	2.91	1.94	1.94	1.94	1.94
42	SE5C203FN	CO.SE5C203FN.1	1.86	1.86	2.79	1.86	0.00	0.00	2.79	0.00	0.00	0.00	0.00	2.79	2.79
		CO.SE5C203FN.2	2.68	1.78	2.68	1.78	2.68	0.00	2.68	0.89	0.89	0.00	0.00	2.68	1.78
		CO.SE5C203FN.3	2.84	0.95	2.84	1.90	1.90	0.00	2.84	0.00	0.95	1.90	0.00	2.84	1.90
		CO.SE5C203FN.4	2.59	0.86	2.59	2.59	1.72	0.00	2.59	0.86	2.59	2.59	0.00	2.59	2.59
43	SE5C204FN	CO.SE5C204FN.1	2.91	1.94	2.91	2.91	0.97	0.00	1.94	0.00	0.00	0.00	0.00	2.91	2.91
		CO.SE5C204FN.2	2.93	1.95	2.93	1.95	0.00	0.00	1.95	0.00	0.00	0.00	0.00	1.95	2.93
		CO.SE5C204FN.3	2.91	1.94	2.91	1.94	0.00	1.94	2.91	0.00	0.00	1.94	0.00	2.91	2.91
		CO.SE5C204FN.4	2.92	0.97	2.92	1.95	0.00	1.95	2.92	0.00	2.92	2.92	0.00	2.92	0.00
44	SE5C205FN	CO.SE5C205FN.1	2.68	0.00	2.68	0.00	0.00	0.00	2.68	0.00	0.00	0.00	0.00	0.89	0.00
		CO.SE5C205FN.2	2.64	0.00	2.64	0.00	0.00	0.00	2.64	0.00	0.00	0.00	0.00	0.88	0.00
		CO.SE5C205FN.3	2.82	0.00	2.82	0.00	0.00	0.00	2.82	0.00	0.00	0.00	0.00	0.94	0.00
		CO.SE5C205FN.4	2.82	0.00	2.82	0.00	0.00	0.00	2.82	0.00	0.00	0.00	0.00	0.94	0.00
45	SE5C206FN	CO.SE5C206FN.1	1.33	0.00	0.89	0.89	1.33	0.00	0.89	0.44	1.33	0.00	0.00	0.89	0.00
		CO.SE5C206FN.2	1.58	1.05	1.05	0.00	1.58	0.00	1.05	0.53	1.58	0.00	0.00	0.53	0.00
		CO.SE5C206FN.3	1.92	1.28	1.28	1.28	1.92	0.00	1.28	0.00	1.28	0.64	0.00	0.64	0.00
		CO.SE5C206FN.4	2.80	1.87	2.80	1.87	2.80	0.00	2.80	0.93	2.80	1.87	1.87	1.87	1.87
46	SC10201HR	CO.SC10201HR.1	2.70	0.00	2.70	0.00	0.00	0.00	1.80	0.00	0.90	1.80	0.00	1.80	0.00
		CO.SC10201HR.2	2.01	0.00	2.01	0.00	0.00	0.00	1.34	0.00	1.34	1.34	0.00	0.00	1.34
		CO.SC10201HR.3	2.17	0.00	2.17	0.00	0.00	0.00	1.45	0.00	1.45	2.17	0.00	0.00	0.00
		CO.SC10201HR.4	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00
47	SC10202HR	CO.SC10202HR.1	2.51	0.00	2.51	0.00	1.68	1.68	1.68	0.00	1.68	1.68	0.00	0.84	0.00
		CO.SC10202HR.2	2.62	0.00	1.74	0.00	0.00	0.00	0.00	0.00	1.74	1.74	0.00	0.87	0.00
		CO.SC10202HR.3	2.15	0.00	2.15	0.00	1.43	1.43	1.43	0.00	1.43	1.43	0.00	0.72	0.00
		CO.SC10202HR.4	2.26	0.00	2.26	0.00	1.51	1.51	1.51	0.00	1.51	1.51	0.00	0.75	0.00
48	SC10203HR	CO.SC10203HR.1	2.10	1.40	1.40	0.00	0.00	0.00	1.40	0.00	0.70	1.40	0.00	1.40	0.00
		CO.SC10203HR.2	2.25	0.00	1.50	0.00	0.00	1.50	0.00	0.00	0.00	1.50	0.00	0.00	0.00
		CO.SC10203HR.3	2.64	0.00	2.64	0.00	0.00	0.00	1.76	0.00	1.76	1.76	0.00	1.76	0.00
		CO.SC10203HR.4	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00
49	SE5C201HR	CO.SE5C201HR.1	3.00	0.00	2.00	0.00	1.00	0.00	2.00	0.00	2.00	0.00	0.00	1.00	0.00
		CO.SE5C201HR.2	1.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	2.00	0.00
		CO.SE5C201HR.3	1.00	0.00	3.00	0.00	2.00	2.00	2.00	0.00	2.00	2.00	0.00	1.00	0.00
		CO.SE5C201HR.4	3.00	1.00	3.00	0.00	2.00	2.00	2.00	0.00	2.00	2.00	0.00	1.00	0.00
50	SE5C202HR	CO.SE5C202HR.1	2.00	2.00	2.00	0.00	1.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00
		CO.SE5C202HR.2	3.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00



		CO.SE5C202HR.3	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	
		CO.SE5C202HR.4	2.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	
51	SE5C203HR	CO.SE5C203HR.1	2.00	2.00	3.00	0.00	1.00	0.00	2.00	0.00	1.00	2.00	0.00	0.00	0.00	
		CO.SE5C203HR.2	3.00	0.00	2.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5C203HR.3	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
		CO.SE5C203HR.4	3.00	1.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
52	SE5C205HR	CO.SE5C205HR.1	2.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	1.00	2.00	0.00	0.00	0.00	
		CO.SE5C205HR.2	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	
		CO.SE5C205HR.3	2.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	1.00	0.00	
		CO.SE5C205HR.4	2.00	1.00	2.00	0.00	0.00	2.00	2.00	0.00	2.00	0.00	2.00	1.00	0.00	
53	SC10201OS	CO.SC10201OS.1	1.75	1.17	1.75	0.00	1.17	0.00	1.17	0.00	0.00	1.17	0.00	1.75	0.00	
		CO.SC10201OS.2	2.14	0.00	2.14	0.00	0.00	0.00	2.14	0.00	0.00	0.00	0.00	1.43	0.00	
		CO.SC10201OS.3	1.82	1.21	1.82	0.00	1.21	0.00	1.21	0.00	0.00	1.21	1.21	1.21	0.00	
		CO.SC10201OS.4	3.00	1.00	3.00	0.00	2.00	2.00	2.00	0.00	2.00	0.00	0.00	3.00	0.00	
54	SC10202OS	CO.SC10202OS.1	2.04	0.68	2.04	0.00	1.36	0.00	0.00	0.00	0.00	0.00	0.00	1.36	0.00	
		CO.SC10202OS.2	2.38	0.00	1.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.58	0.00	
		CO.SC10202OS.3	2.85	1.90	1.90	1.90	1.90	0.00	1.90	0.00	0.00	1.90	0.00	0.95	0.00	
		CO.SC10202OS.4	2.71	0.00	2.71	0.00	1.81	0.00	1.81	0.00	1.81	1.81	0.00	2.71	1.81	
55	SC10203OS	CO.SC10203OS.1	2.80	1.87	1.87	0.00	0.00	1.87	1.87	0.00	0.00	0.00	0.00	0.93	0.00	
		CO.SC10203OS.2	1.79	1.19	1.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.00	
		CO.SC10203OS.3	1.77	1.18	1.77	0.00	1.18	0.00	1.18	0.00	1.18	1.18	1.18	1.18	0.00	
		CO.SC10203OS.4	2.10	1.40	2.10	2.10	1.40	1.40	1.40	0.00	1.40	1.40	1.40	1.40	1.40	
56	SE5C201OS	CO.SE5C201OS.1	2.80	0.00	1.87	1.87	1.87	1.87	1.87	0.00	1.87	0.93	0.00	0.93	0.00	
		CO.SE5C201OS.2	2.80	1.87	1.87	0.00	0.93	0.00	1.87	0.00	0.00	0.00	0.00	0.93	0.00	
		CO.SE5C201OS.3	3.00	0.00	3.00	0.00	1.00	0.00	3.00	0.00	2.00	0.00	0.00	1.00	0.00	
		CO.SE5C201OS.4	2.80	0.93	2.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.87	0.00	
57	SE5C203OS	CO.SE5C203OS.1	2.44	0.00	1.63	1.63	0.00	0.00	0.00	0.00	0.00	0.81	0.00	0.81	0.00	
		CO.SE5C203OS.2	2.64	0.00	2.64	1.76	0.00	0.00	1.76	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5C203OS.3	2.60	0.00	2.60	0.00	0.00	0.00	0.87	0.00	0.00	0.00	0.00	0.87	0.00	
		CO.SE5C203OS.4	3.00	1.00	3.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	3.00	0.00	
58	SE5C204OS	CO.SE5C204OS.1	2.44	1.63	1.63	1.63	1.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5C204OS.2	2.44	1.63	1.63	0.00	0.00	0.00	1.63	0.00	1.63	0.00	0.00	0.00	0.00	
		CO.SE5C204OS.3	2.60	0.00	1.74	0.00	1.74	0.00	1.74	0.00	0.00	1.74	0.00	1.74	0.00	
		CO.SE5C204OS.4	2.80	0.00	1.87	0.00	0.00	0.00	1.87	0.00	1.87	0.00	1.87	1.87	0.00	
59	SE5C205OS	CO.SE5C205OS.1	2.80	0.93	2.80	1.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.87	1.87	
		CO.SE5C205OS.2	2.80	0.93	2.80	1.87	0.00	0.00	1.87	0.00	0.00	0.00	0.00	1.87	1.87	
		CO.SE5C205OS.3	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	
		CO.SE5C205OS.4	2.80	1.87	2.80	1.87	1.87	0.00	1.87	0.00	0.93	0.00	0.00	2.80	2.80	
60	SC10201BA	CO.SC10201BA.1	3.00	2.00	3.00	2.00	1.00	0.00	2.00	0.00	0.00	1.00	0.00	0.00	3.00	
		CO.SC10201BA.2	3.00	1.00	3.00	2.00	0.00	2.00	3.00	0.00	0.00	2.00	0.00	1.00	3.00	
		CO.SC10201BA.3	1.67	1.11	1.67	1.11	0.00	1.11	1.11	0.00	1.11	1.11	0.00	1.11	1.67	
		CO.SC10201BA.4	1.50	1.00	1.50	1.00	0.50	1.50	1.00	0.00	1.50	1.00	0.00	0.50	1.50	
61	SC10202BA	CO.SC10202BA.1	1.62	0.54	1.08	1.62	0.00	0.00	1.08	0.00	1.08	1.08	1.08	1.08	1.62	
		CO.SC10202BA.2	1.63	0.54	1.63	1.09	0.00	0.00	1.09	0.00	1.09	1.09	0.00	0.54	1.63	
		CO.SC10202BA.3	1.87	0.62	1.87	1.87	1.25	0.00	1.87	0.00	1.25	1.25	0.00	1.25	1.87	
		CO.SC10202BA.4	2.73	0.91	2.73	1.82	0.91	2.73	2.73	0.00	1.82	1.82	0.00	0.91	2.73	
62	SC10203BA	CO.SC10203BA.1	2.59	1.73	2.59	2.59	0.00	2.59	2.59	0.00	2.59	2.59	0.00	1.73	2.59	
		CO.SC10203BA.2	2.25	0.75	2.25	2.25	0.00	2.25	2.25	0.00	1.50	2.25	0.00	0.75	2.25	
		CO.SC10203BA.3	2.01	1.34	2.01	1.34	1.34	2.01	2.01	0.00	1.34	2.01	0.00	0.67	2.01	
		CO.SC10203BA.4	2.52	0.84	2.52	1.68	0.00	2.52	2.52	0.00	2.52	2.52	0.00	1.68	2.52	
63	SE5C201BA	CO.SE5C201BA.1	3.00	1.00	3.00	2.00	2.00	2.00	2.00	0.00	2.00	2.00	0.00	1.00	3.00	
		CO.SE5C201BA.2	3.00	2.00	3.00	2.00	0.00	3.00	3.00	0.00	2.00	2.00	0.00	0.00	3.00	
		CO.SE5C201BA.3	3.00	2.00	3.00	3.00	2.00	3.00	3.00	0.00	3.00	2.00	0.00	0.00	3.00	
		CO.SE5C201BA.4	3.00	1.00	3.00	2.00	2.00	3.00	3.00	0.00	3.00	2.00	0.00	2.00	3.00	
64	SE5C202BA	CO.SE5C202BA.1	3.00	2.00	3.00	3.00	2.00	0.00	3.00	0.00	3.00	2.00	0.00	1.00	3.00	
		CO.SE5C202BA.2	3.00	2.00	3.00	3.00	2.00	0.00	3.00	0.00	3.00	0.00	2.00	2.00	3.00	



		CO.SE5C202BA.3	3.00	1.00	3.00	3.00	2.00	3.00	3.00	0.00	2.00	3.00	2.00	2.00	3.00
		CO.SE5C202BA.4	3.00	1.00	3.00	2.00	0.00	3.00	3.00	0.00	2.00	2.00	0.00	2.00	3.00
65	SE5C203BA	CO.SE5C203BA.1	3.00	2.00	3.00	3.00	2.00	2.00	3.00	0.00	1.00	0.00	0.00	1.00	3.00
		CO.SE5C203BA.2	3.00	2.00	3.00	3.00	2.00	0.00	3.00	0.00	2.00	2.00	2.00	1.00	3.00
		CO.SE5C203BA.3	3.00	1.00	3.00	3.00	0.00	3.00	3.00	0.00	3.00	2.00	2.00	1.00	3.00
		CO.SE5C203BA.4	3.00	2.00	3.00	3.00	1.00	3.00	3.00	0.00	3.00	2.00	0.00	2.00	3.00
66	SE5C204BA	CO.SE5C204BA.1	3.00	2.00	3.00	3.00	0.00	3.00	3.00	0.00	2.00	2.00	0.00	0.00	2.00
		CO.SE5C204BA.2	3.00	2.00	3.00	3.00	0.00	3.00	3.00	0.00	1.00	0.00	0.00	2.00	3.00
		CO.SE5C204BA.3	3.00	2.00	3.00	3.00	0.00	3.00	3.00	0.00	2.00	3.00	0.00	1.00	3.00
		CO.SE5C204BA.4	3.00	2.00	3.00	3.00	1.00	3.00	2.00	0.00	2.00	2.00	0.00	1.00	3.00
67	SE5C206BA	CO.SE5C206BA.1	0.91	0.61	0.91	0.91	0.00	0.91	0.61	0.00	0.00	0.61	0.00	0.00	0.91
		CO.SE5C206BA.2	0.87	0.58	0.87	0.87	0.00	0.87	0.87	0.00	0.58	0.00	0.00	0.00	0.87
		CO.SE5C206BA.3	0.85	0.57	0.85	0.85	0.28	0.85	0.57	0.00	0.00	0.57	0.00	0.00	0.85
		CO.SE5C206BA.4	0.91	0.61	0.91	0.61	0.00	0.91	0.91	0.00	0.61	0.61	0.00	0.30	0.91
68	GC10301	GC10 301.1	3.00	2.00	3.00	1.00	2.00	2.00	1.00	1.00	2.00	1.00	3.00	2.00	2.00
		GC10 301.2	3.00	2.00	2.00	3.00	2.00	2.00	1.00	1.00	3.00	1.00	1.00	2.00	3.00
		GC10 301.3	3.00	2.00	3.00	2.00	2.00	1.00	1.00	1.00	2.00	1.00	2.00	1.00	3.00
		GC10 301.4	3.00	2.00	3.00	2.00	1.00	3.00	3.00	1.00	2.00	2.00	2.00	1.00	3.00
69	GC5T302 MKT	GC5T 302MKT.1	2.00	2.00	3.00	3.00	2.00	2.00	3.00	1.00	2.00	2.00	2.00	2.00	3.00
		GC5T 302MKT.2	3.00	1.00	3.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	3.00	1.00	3.00
		GC5T 302MKT.3	2.00	1.00	3.00	3.00	2.00	2.00	3.00	1.00	2.00	2.00	2.00	3.00	2.00
		GC5T 302MKT.4	3.00	1.00	3.00	3.00	1.00	3.00	1.00	1.00	3.00	2.00	3.00	3.00	2.00
70	GC5T302 FIN	GC5T302 FIN.1	3.00	1.00	2.00	1.00	1.00	2.00	3.00	1.00	2.00	2.00	2.00	2.00	2.00
		GC5T302 FIN.2	2.00	2.00	3.00	2.00	2.00	2.00	2.00	1.00	3.00	2.00	3.00	1.00	3.00
		GC5T302 FIN.3	3.00	2.00	3.00	1.00	2.00	3.00	1.00	1.00	2.00	1.00	2.00	1.00	2.00
		GC5T302 FIN.4	3.00	1.00	3.00	1.00	2.00	1.00	2.00	1.00	3.00	2.00	3.00	3.00	2.00
71	GC5T302 HR	GC5T302 HR.1	2.00	1.00	2.00	3.00	1.00	2.00	1.00	1.00	2.00	2.00	2.00	2.00	3.00
		GC5T302 HR.2	2.00	1.00	3.00	3.00	2.00	1.00	2.00	1.00	3.00	2.00	3.00	2.00	3.00
		GC5T302 HR.3	2.00	1.00	3.00	1.00	1.00	1.00	3.00	1.00	2.00	1.00	2.00	1.00	1.00
		GC5T302 HR.4	3.00	2.00	3.00	3.00	2.00	2.00	1.00	1.00	3.00	2.00	1.00	3.00	1.00
72	GC5T302 OS	GC5T302 OS.1	2.00	3.00	3.00	3.00	2.00	2.00	1.00	1.00	2.00	1.00	1.00	3.00	2.00
		GC5T302 OS.2	3.00	2.00	3.00	1.00	2.00	3.00	3.00	1.00	2.00	2.00	1.00	3.00	3.00
		GC5T302 OS.3	2.00	3.00	2.00	1.00	2.00	2.00	1.00	1.00	2.00	3.00	1.00	1.00	2.00
		GC5T302 OS.4	3.00	1.00	3.00	3.00	2.00	1.00	2.00	1.00	2.00	2.00	1.00	1.00	2.00
73	GC5T302 BA	GC5T302 BA.1	2.00	1.00	2.00	3.00	2.00	3.00	1.00	1.00	3.00	1.00	3.00	1.00	2.00
		GC5T302 BA.2	3.00	1.00	2.00	1.00	2.00	1.00	3.00	2.00	2.00	2.00	2.00	3.00	2.00
		GC5T302 BA.3	2.00	3.00	3.00	2.00	2.00	1.00	1.00	1.00	3.00	2.00	2.00	3.00	2.00
		GC5T302 BA.4	3.00	3.00	3.00	1.00	1.00	3.00	1.00	1.00	2.00	2.00	2.00	3.00	2.00
74	GC5T301	CO.GC5T301.1	1.08	0.72	1.08	0.00	0.00	0.00	1.08	0.00	0.00	0.00	0.72	1.08	0.00
		CO.GC5T301.2	1.40	0.93	1.40	0.93	0.00	0.93	1.40	0.00	0.00	0.00	0.93	1.40	0.00
		CO.GC5T301.3	2.47	1.64	2.47	2.47	0.00	1.64	2.47	0.00	0.00	0.00	1.64	2.47	0.00
		CO.GC5T301.4	2.35	1.56	2.35	2.35	0.00	1.56	2.35	0.00	0.00	0.00	1.56	2.35	0.00
75	GC5T302	CO.GC5T302.1	3.00	2.00	3.00	2.00	0.00	0.00	2.00	0.00	0.00	0.00	3.00	3.00	0.00
		CO.GC5T302.2	2.36	1.57	2.36	1.57	0.00	0.00	2.36	0.00	0.00	0.00	2.36	2.36	0.00
		CO.GC5T302.3	3.00	2.00	3.00	3.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00
		CO.GC5T302.4	3.00	1.00	3.00	3.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00
76	GC5T303	CO.GC5T303.1	3.00	2.00	3.00	0.00	0.00	2.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00
		CO.GC5T303.2	3.00	2.00	3.00	0.00	0.00	2.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00
		CO.GC5T303.3	3.00	1.00	3.00	2.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00
		CO.GC5T303.4	3.00	1.00	3.00	2.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00
77	GC5T300 A	CO.GC5T 300A.1	2.20	2.20	2.20	0.00	0.00	2.20	2.20	0.73	2.20	2.20	2.20	2.20	2.20
		CO.GC5T 300A.2	2.28	2.28	2.28	0.00	0.00	2.28	2.28	0.76	2.28	2.28	2.28	2.28	2.28
		CO.GC5T 300A.3	2.12	2.12	2.12	0.00	0.00	2.12	2.12	0.71	2.12	2.12	1.41	2.12	2.12
		CO.GC5T 300A.4	2.24	2.24	2.24	0.00	0.00	2.24	2.24	0.75	2.24	2.24	1.49	2.24	2.24
78	GC5T300 B	CO.GC5T300B.1	2.08	2.08	2.08	0.00	0.00	2.08	2.08	0.69	2.08	2.08	1.39	2.08	2.08
		CO.GC5T300B.2	2.12	2.12	2.12	0.00	0.00	2.12	2.12	0.71	2.12	2.12	0.71	2.12	2.12



		CO.GC5T300B.3	2.00	2.00	2.00	0.00	0.00	2.00	2.00	0.67	2.00	2.00	0.67	2.00	2.00
		CO.GC5T300B.4	2.12	2.12	2.12	0.00	0.00	2.12	2.12	0.71	2.12	2.12	1.41	2.12	2.12
79	GC5T300 C	CO.GC5T 300C.1	2.80	2.80	2.80	0.00	0.00	2.80	2.80	0.93	2.80	2.80	1.87	2.80	2.80
		CO.GC5T 300C.2	2.80	2.80	2.80	0.00	0.00	2.80	2.80	0.93	2.80	2.80	0.93	2.80	2.80
		CO.GC5T 300C.3	2.80	2.80	2.80	0.00	0.00	2.80	2.80	0.93	2.80	2.80	0.93	2.80	2.80
		CO.GC5T 300C.4	2.80	2.80	2.80	0.00	0.00	2.80	2.80	0.93	2.80	2.80	1.87	2.80	2.80
80	GC5T300 D	CO.GC5T300D.1	2.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5T300D.2	2.60	2.60	2.60	0.00	0.00	2.60	2.60	0.87	2.60	2.60	0.87	2.60	2.60
		CO.GC5T300D.3	2.60	2.60	2.60	0.00	0.00	2.60	2.60	0.87	2.60	2.60	0.87	2.60	2.60
		CO.GC5T300D.4	2.60	2.60	2.60	0.00	0.00	2.60	2.60	0.87	2.60	2.60	1.73	2.60	2.60
81	GC5T300 E	CO.GC5T300E.1	2.60	2.60	2.60	2.60	0.00	2.60	2.60	0.87	2.60	2.60	0.87	2.60	2.60
		CO.GC5T300E.2	2.60	2.60	2.60	2.60	0.00	2.60	2.60	0.87	2.60	2.60	1.73	2.60	2.60
		CO.GC5T300E.3	2.60	2.60	2.60	2.60	0.00	2.60	2.60	0.87	2.60	2.60	2.60	2.60	2.60
		CO.GC5T300E.4	2.60	2.60	2.60	2.60	0.00	2.60	2.60	0.87	2.60	2.60	1.73	2.60	2.60
82	GC5T300 F	CO.GC5T300F.1	1.60	1.60	1.60	1.60	0.00	1.60	1.60	0.53	1.60	1.60	1.07	1.60	1.60
		CO.GC5T300F.2	1.68	1.68	1.68	1.68	0.00	1.68	1.68	0.56	1.68	1.68	1.68	1.68	1.68
		CO.GC5T300F.3	1.60	1.60	1.60	1.60	0.00	1.60	1.60	0.53	1.60	1.60	1.60	1.60	1.60
		CO.GC5T300F.4	1.64	1.64	1.64	1.64	0.00	1.64	1.64	0.55	1.64	1.64	1.09	1.64	1.64
83	GC5T300 G	CO.GC5T300G.1	2.20	2.20	2.20	2.20	0.00	2.20	2.20	0.73	2.20	2.20	1.47	2.20	2.20
		CO.GC5T300G.2	1.88	1.88	1.88	1.88	0.00	1.88	1.88	0.63	1.88	1.88	1.25	1.88	1.88
		CO.GC5T300G.3	1.60	1.60	1.60	1.60	0.00	1.60	1.60	0.53	1.60	1.60	1.60	1.60	1.60
		CO.GC5T300G.4	1.84	1.84	1.84	1.84	0.00	1.84	1.84	0.61	1.84	1.84	1.23	1.84	1.84
84	SC10301MK	CO.SC10301MK.1	1.92	0.00	1.92	1.28	1.28	1.28	1.92	0.00	1.28	1.92	0.00	1.28	0.00
		CO.SC10301MK.2	1.30	0.00	1.30	0.00	1.30	1.30	1.30	0.00	1.30	1.30	0.00	0.86	0.00
		CO.SC10301MK.3	2.69	1.79	2.69	0.00	1.79	1.79	1.79	0.00	2.69	2.69	1.79	2.69	0.00
		CO.SC10301MK.4	3.00	0.00	3.00	0.00	3.00	3.00	3.00	0.00	2.00	2.00	0.00	2.00	0.00
85	SC10302MK	CO.SC10302MK.1	2.62	0.00	2.62	1.75	1.75	1.75	2.62	0.00	1.75	2.62	0.00	1.75	0.00
		CO.SC10302MK.2	1.60	0.00	1.60	0.00	1.60	1.60	1.60	0.00	1.60	1.07	0.00	1.07	0.00
		CO.SC10302MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00
		CO.SC10302MK.4	2.48	1.66	2.48	0.00	2.48	2.48	2.48	0.00	1.66	2.48	0.00	1.66	0.00
86	SC10303MK	CO.SC10303MK.1	1.56	1.04	1.56	1.04	1.56	1.04	1.56	0.00	1.04	1.56	0.00	1.04	0.00
		CO.SC10303MK.2	2.30	0.00	2.30	0.00	2.30	2.30	2.30	0.00	2.30	1.53	0.00	1.53	0.00
		CO.SC10303MK.3	2.84	0.95	2.84	0.00	2.84	1.89	1.89	0.00	2.84	2.84	1.89	2.84	0.00
		CO.SC10303MK.4	2.30	1.53	2.30	0.00	2.30	2.30	2.30	0.00	1.53	2.30	0.00	1.53	0.00
87	SE5C301MK	CO.SE5C301MK.1	0.81	0.00	0.81	0.54	0.81	0.54	0.81	0.00	0.54	0.54	0.00	0.54	0.00
		CO.SE5C301MK.2	0.83	0.28	0.83	0.00	0.83	0.83	0.83	0.00	0.83	0.55	0.00	0.55	0.00
		CO.SE5C301MK.3	3.00	2.00	3.00	0.00	2.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00
		CO.SE5C301MK.4	3.00	1.00	3.00	0.00	3.00	3.00	3.00	0.00	2.00	3.00	0.00	2.00	0.00
88	SE5C302MK	CO.SE5C302MK.1	3.00	2.00	3.00	2.00	2.00	2.00	3.00	0.00	2.00	3.00	0.00	2.00	0.00
		CO.SE5C302MK.2	3.00	2.00	3.00	0.00	3.00	3.00	3.00	0.00	3.00	3.00	0.00	2.00	0.00
		CO.SE5C302MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00
		CO.SE5C302MK.4	3.00	2.00	3.00	0.00	3.00	3.00	3.00	0.00	2.00	2.00	0.00	2.00	0.00
89	SE5C303MK	CO.SE5C303MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	0.00	2.00	2.00	0.00	2.00	0.00
		CO.SE5C303MK.2	3.00	0.00	3.00	0.00	3.00	3.00	3.00	0.00	3.00	2.00	0.00	2.00	0.00
		CO.SE5C303MK.3	3.00	2.00	3.00	0.00	2.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00
		CO.SE5C303MK.4	3.00	2.00	3.00	0.00	3.00	3.00	3.00	0.00	2.00	2.00	0.00	2.00	0.00
90	SE5C304MK	CO.SE5C304MK.1	2.76	0.00	2.76	1.84	1.84	1.84	2.76	0.00	1.84	1.84	0.00	1.84	0.00
		CO.SE5C304MK.2	2.76	1.84	2.76	0.00	2.76	2.76	2.76	0.00	2.76	1.84	0.00	1.84	0.00
		CO.SE5C304MK.3	2.76	1.84	2.76	0.00	0.00	1.84	1.84	0.00	2.76	2.76	1.84	2.76	0.00
		CO.SE5C304MK.4	2.76	1.84	2.76	0.00	2.76	2.76	2.76	0.00	1.84	1.84	0.00	1.84	0.00
91	SE5C305MK	CO.SE5C305MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	0.00	2.00	3.00	0.00	2.00	0.00
		CO.SE5C305MK.2	3.00	2.00	3.00	0.00	3.00	3.00	3.00	0.00	3.00	2.00	0.00	2.00	0.00
		CO.SE5C305MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00
		CO.SE5C305MK.4	3.00	2.00	3.00	0.00	3.00	3.00	3.00	0.00	2.00	3.00	0.00	2.00	0.00
92	SE5C306MK	CO.SE5C306MK.1	0.81	0.00	0.81	0.54	0.54	0.54	0.81	0.00	0.54	0.81	0.00	0.54	0.00
		CO.SE5C306MK.2	0.83	0.00	0.83	0.00	0.83	0.83	0.83	0.00	0.83	0.83	0.00	0.55	0.00



		CO.SE5C306MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00
		CO.SE5C306MK.4	3.00	2.00	3.00	0.00	3.00	3.00	3.00	0.00	2.00	2.00	0.00	2.00	0.00
93	SC10301FN	CO.SC10301FN.1	2.86	2.86	2.86	0.00	0.00	1.91	1.91	0.00	2.86	0.00	0.00	2.86	1.91
		CO.SC10301FN.2	2.78	1.85	1.85	0.00	0.00	1.85	1.85	0.00	2.78	0.00	0.00	1.85	2.78
		CO.SC10301FN.3	1.92	1.28	1.92	0.00	1.28	1.92	1.92	0.00	1.28	1.92	0.00	1.92	0.00
		CO.SC10301FN.4	2.50	2.50	2.50	0.00	0.00	2.50	2.50	0.00	0.83	1.67	0.00	2.50	2.50
94	SC10302FN	CO.SC10302FN.1	1.97	0.00	1.31	1.97	0.00	0.00	1.31	0.00	1.31	0.00	0.00	1.31	0.00
		CO.SC10302FN.2	2.00	0.00	2.00	2.00	0.00	0.00	3.00	0.00	2.00	0.00	0.00	3.00	2.00
		CO.SC10302FN.3	1.83	1.83	1.83	1.83	0.00	0.00	1.83	0.00	1.83	1.83	0.00	2.75	1.83
		CO.SC10302FN.4	2.55	1.70	2.55	2.55	0.00	1.70	2.55	0.85	1.70	1.70	0.00	2.55	1.70
95	SC10303FN	CO.SC10303FN.1	2.77	1.85	2.77	0.00	0.00	0.00	1.85	0.00	1.85	0.00	0.00	1.85	1.85
		CO.SC10303FN.2	2.34	1.56	2.34	0.00	0.00	0.00	1.56	0.00	1.56	0.00	0.00	2.34	1.56
		CO.SC10303FN.3	3.00	2.00	2.00	2.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	3.00	0.00
		CO.SC10303FN.4	3.00	2.00	3.00	3.00	2.00	2.00	3.00	0.00	2.00	2.00	0.00	3.00	0.00
96	SE5C301FN	CO.SE5C301FN.1	3.00	2.00	3.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	3.00	0.00
		CO.SE5C301FN.2	3.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	0.00
		CO.SE5C301FN.3	3.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	2.00	0.00
		CO.SE5C301FN.4	3.00	2.00	3.00	3.00	2.00	2.00	3.00	0.00	2.00	2.00	0.00	3.00	0.00
97	SE5C302FN	CO.SE5C302FN.1	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302FN.2	2.64	0.00	2.64	0.00	0.00	0.00	2.64	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302FN.3	2.49	0.00	2.49	0.00	0.00	0.00	2.49	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302FN.4	3.00	2.00	3.00	0.00	2.00	0.00	3.00	0.00	0.00	2.00	0.00	0.00	0.00
98	SE5C303FN	CO.SE5C303FN.1	3.00	3.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	3.00	0.00
		CO.SE5C303FN.2	3.00	3.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	0.00	3.00	0.00
		CO.SE5C303FN.3	3.00	3.00	3.00	0.00	0.00	0.00	3.00	0.00	0.00	2.00	0.00	3.00	0.00
		CO.SE5C303FN.4	3.00	3.00	3.00	2.00	2.00	0.00	3.00	0.00	2.00	2.00	0.00	3.00	2.00
99	SE5C304FN	CO.SE5C304FN.1	3.00	2.00	3.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	3.00	2.00
		CO.SE5C304FN.2	3.00	2.00	2.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	3.00	2.00
		CO.SE5C304FN.3	3.00	0.00	3.00	2.00	2.00	0.00	3.00	0.00	2.00	2.00	0.00	3.00	3.00
		CO.SE5C304FN.4	3.00	2.00	3.00	2.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	3.00	3.00
100	SE5C305FN	CO.SE5C305FN.1	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C305FN.2	2.53	0.00	2.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C305FN.3	2.58	0.00	2.58	0.00	0.00	0.00	2.58	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C305FN.4	3.00	0.00	3.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00
101	SE5C306FN	CO.SE5C306FN.1	3.00	2.00	3.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
		CO.SE5C306FN.2	3.00	2.00	2.00	0.00	2.00	0.00	2.00	1.00	3.00	2.00	0.00	2.00	0.00
		CO.SE5C306FN.3	2.00	0.00	3.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00
		CO.SE5C306FN.4	3.00	2.00	2.00	0.00	2.00	0.00	3.00	1.00	3.00	2.00	0.00	2.00	0.00
102	SC10301HR	CO.SC10301HR.1	3.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00
		CO.SC10301HR.2	3.00	2.00	3.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00
		CO.SC10301HR.3	3.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00
		CO.SC10301HR.4	3.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00
103	SC10302HR	CO.SC10302HR.1	2.71	1.81	2.71	0.00	1.81	0.00	1.81	0.00	1.81	1.81	0.00	2.71	0.00
		CO.SC10302HR.2	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00
		CO.SC10302HR.3	2.58	0.00	1.72	0.00	1.72	0.00	1.72	0.00	1.72	1.72	0.00	1.72	0.00
		CO.SC10302HR.4	2.52	0.00	1.68	0.00	1.68	0.00	1.68	0.00	1.68	1.68	0.00	1.68	0.00
104	SC10303HR	CO.SC10303HR.1	3.00	2.00	3.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00
		CO.SC10303HR.2	2.92	0.00	2.92	0.00	0.00	0.00	1.95	0.00	1.95	0.00	0.00	0.00	0.00
		CO.SC10303HR.3	2.85	0.00	2.85	0.00	0.00	0.00	1.90	0.00	1.90	0.00	0.00	0.00	0.00
		CO.SC10303HR.4	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
105	SE5C301HR	CO.SE5C301HR.1	0.92	0.00	0.92	0.00	0.00	0.00	0.62	0.00	0.62	0.62	0.00	0.62	0.00
		CO.SE5C301HR.2	0.96	0.00	0.96	0.00	0.00	0.00	0.64	0.00	0.64	0.64	0.00	0.64	0.00
		CO.SE5C301HR.3	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00
		CO.SE5C301HR.4	0.78	0.00	1.17	0.00	0.00	0.00	0.78	0.00	0.78	0.78	0.00	0.00	0.00
106	SE5C302HR	CO.SE5C302HR.1	3.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	0.00
		CO.SE5C302HR.2	3.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	2.00	0.00



		CO.SE5C302HR.3	2.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	3.00	0.00	2.00	0.00
		CO.SE5C302HR.4	2.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	3.00	0.00	2.00	0.00
107	SE5C304HR	CO.SE5C304HR.1	3.00	0.00	3.00	0.00	0.00	0.00	1.00	0.00	2.00	2.00	0.00	0.00	0.00
		CO.SE5C304HR.2	3.00	0.00	2.00	0.00	0.00	2.00	1.00	0.00	2.00	2.00	0.00	2.00	0.00
		CO.SE5C304HR.3	3.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00
		CO.SE5C304HR.4	3.00	0.00	2.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00
108	SE5C305HR	CO.SE5C305HR.1	2.00	0.00	0.00	3.00	0.00	0.00	2.00	0.00	1.00	2.00	0.00	2.00	0.00
		CO.SE5C305HR.2	2.00	0.00	3.00	3.00	0.00	0.00	2.00	0.00	1.00	2.00	0.00	0.00	0.00
		CO.SE5C305HR.3	2.00	0.00	3.00	3.00	0.00	0.00	2.00	0.00	1.00	2.00	0.00	0.00	0.00
		CO.SE5C305HR.4	2.00	0.00	3.00	3.00	0.00	0.00	2.00	0.00	1.00	2.00	0.00	0.00	0.00
109	SC10301OS	CO.SC10301OS.1	2.43	1.62	2.43	0.00	1.62	0.00	1.62	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10301OS.2	3.00	2.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10301OS.3	1.98	1.32	1.98	0.00	0.00	0.00	1.32	0.00	1.32	0.00	0.00	0.00	0.00
		CO.SC10301OS.4	2.74	1.83	1.83	0.00	0.00	0.00	1.83	0.00	1.83	0.00	0.00	0.00	0.00
110	SC10302OS	CO.SC10302OS.1	3.00	0.00	2.00	0.00	1.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
		CO.SC10302OS.2	3.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10302OS.3	2.34	1.56	2.34	0.00	1.56	0.00	1.56	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10302OS.4	3.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00	2.00	1.00	0.00	2.00	2.00
111	SC10303OS	CO.SC10303OS.1	3.00	2.00	3.00	2.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00
		CO.SC10303OS.2	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	1.00	0.00	0.00	2.00	2.00
		CO.SC10303OS.3	3.00	2.00	3.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	0.00	2.00	2.00
		CO.SC10303OS.4	1.87	0.00	1.25	0.00	0.00	1.25	1.25	0.00	0.00	0.00	0.00	1.25	1.25
112	SE5C301OS	CO.SE5C301OS.1	2.02	0.00	2.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C301OS.2	2.09	0.00	1.40	0.00	0.00	0.00	1.40	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C301OS.3	2.09	0.00	2.09	0.00	1.40	0.00	1.40	0.00	1.40	1.40	0.00	0.70	0.00
		CO.SE5C301OS.4	1.93	0.00	1.29	0.00	0.00	0.00	0.64	0.00	1.29	1.29	0.00	1.29	0.00
113	SE5C302OS	CO.SE5C302OS.1	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	3.00	3.00
		CO.SE5C302OS.2	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	3.00	3.00
		CO.SE5C302OS.3	3.00	0.00	3.00	0.00	0.00	0.00	1.00	0.00	0.00	2.00	0.00	3.00	3.00
		CO.SE5C302OS.4	3.00	0.00	3.00	0.00	2.00	0.00	1.00	0.00	0.00	0.00	0.00	2.00	2.00
114	SE5C303OS	CO.SE5C303OS.1	3.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	0.00
		CO.SE5C303OS.2	3.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00
		CO.SE5C303OS.3	3.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00
		CO.SE5C303OS.4	3.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00
115	SE5C304OS	CO.SE5C304OS.1	3.00	0.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00
		CO.SE5C304OS.2	3.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
		CO.SE5C304OS.3	3.00	0.00	2.00	0.00	1.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C304OS.4	3.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00
116	SE5C306OS	CO.SE5C306OS.1	2.49	1.66	2.49	0.00	1.66	0.00	0.83	0.00	0.00	0.00	0.00	2.49	0.00
		CO.SE5C306OS.2	3.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00
		CO.SE5C306OS.3	3.00	0.00	3.00	0.00	1.00	0.00	2.00	0.00	0.00	2.00	0.00	2.00	2.00
		CO.SE5C306OS.4	3.00	0.00	3.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00
117	SC10301BA	CO.SC10301BA.1	1.92	1.28	1.92	1.28	0.00	1.92	1.92	0.00	1.28	0.00	1.28	1.92	1.92
		CO.SC10301BA.2	2.28	1.52	2.28	2.28	0.00	1.52	2.28	0.00	1.52	0.00	1.52	2.28	2.28
		CO.SC10301BA.3	1.68	1.68	1.68	1.12	0.00	1.68	1.68	0.00	1.12	1.12	1.12	1.68	1.68
		CO.SC10301BA.4	1.68	1.68	1.68	1.12	0.00	1.68	1.68	0.00	1.12	1.12	0.00	0.00	1.68
118	SC10302BA	CO.SC10302BA.1	1.84	1.84	1.84	1.84	0.00	1.23	1.23	0.00	0.00	1.23	0.00	0.00	1.84
		CO.SC10302BA.2	1.68	1.68	1.68	1.68	1.12	0.00	1.68	0.00	0.00	1.12	0.00	0.00	1.68
		CO.SC10302BA.3	1.92	1.92	1.92	1.92	0.00	1.28	1.92	0.00	1.28	1.28	0.00	0.64	1.92
		CO.SC10302BA.4	0.84	0.56	0.84	0.84	0.28	0.00	0.56	0.00	0.56	0.56	0.00	0.56	0.84
119	SC10303BA	CO.SC10303BA.1	2.04	1.36	2.04	2.04	0.00	1.36	1.36	0.00	1.36	1.36	0.00	1.36	2.04
		CO.SC10303BA.2	1.64	0.00	1.64	1.64	0.00	0.00	1.64	0.00	1.09	1.09	0.00	1.09	1.64
		CO.SC10303BA.3	1.56	1.04	1.56	1.56	0.00	1.56	1.56	0.00	1.04	1.04	1.04	1.04	1.56
		CO.SC10303BA.4	1.56	1.04	1.56	1.56	0.00	1.56	1.56	0.00	1.04	1.04	1.04	1.04	1.56
120	SE5C301BA	CO.SE5C301BA.1	1.80	1.80	1.80	1.80	0.60	1.20	1.80	0.00	1.20	1.20	0.00	0.00	1.80
		CO.SE5C301BA.2	1.80	1.80	1.80	1.80	1.20	1.20	1.80	0.00	1.20	1.20	0.00	0.60	1.80



		CO.SE5C301BA.3	1.80	1.80	1.80	1.80	1.80	1.20	1.80	0.00	1.20	1.20	0.00	0.60	1.80
		CO.SE5C301BA.4	1.80	1.80	1.80	1.20	1.80	1.20	1.20	0.00	1.80	1.20	0.00	0.60	1.80
121	SE5C302BA	CO.SE5C302BA.1	1.80	1.20	1.80	1.20	1.20	1.20	1.20	0.00	0.00	1.20	0.00	0.00	1.80
		CO.SE5C302BA.2	3.00	3.00	3.00	3.00	2.00	3.00	3.00	0.00	2.00	2.00	0.00	1.00	3.00
		CO.SE5C302BA.3	2.04	2.04	2.04	2.04	1.36	2.04	2.04	0.68	0.00	1.36	0.00	0.68	2.04
		CO.SE5C302BA.4	2.04	2.04	2.04	2.04	1.36	0.00	1.36	0.00	0.68	2.04	0.00	0.00	2.04
122	SE5C303BA	CO.SE5C303BA.1	2.04	2.04	2.04	2.04	1.36	1.36	1.36	0.00	1.36	1.36	0.00	0.68	2.04
		CO.SE5C303BA.2	2.04	1.36	2.04	2.04	1.36	1.36	1.36	0.00	0.00	1.36	0.00	0.00	2.04
		CO.SE5C303BA.3	3.00	3.00	3.00	3.00	2.00	2.00	3.00	0.00	0.00	2.00	0.00	1.00	3.00
		CO.SE5C303BA.4	3.00	0.00	3.00	2.00	0.00	3.00	2.00	0.00	2.00	2.00	0.00	1.00	3.00
123	SE5C304BA	CO.SE5C304BA.1	0.84	0.84	0.84	0.84	0.56	0.56	0.56	0.00	0.00	0.56	0.56	0.00	0.84
		CO.SE5C304BA.2	0.84	0.84	0.84	0.84	0.56	0.84	0.56	0.00	0.00	0.56	0.00	0.28	0.84
		CO.SE5C304BA.3	0.84	0.84	0.84	0.84	0.56	0.84	0.56	0.00	0.00	0.56	0.56	0.28	0.84
		CO.SE5C304BA.4	0.84	0.84	0.84	0.56	0.56	0.84	0.56	0.00	0.56	0.56	0.00	0.00	0.84
124	SE5C305BA	CO.SE5C305BA.1	2.04	2.04	2.04	2.04	0.68	1.36	1.36	0.00	0.00	1.36	0.00	0.00	2.04
		CO.SE5C305BA.2	3.00	3.00	3.00	3.00	0.00	2.00	2.00	0.00	0.00	2.00	0.00	1.00	3.00
		CO.SE5C305BA.3	2.04	2.04	2.04	2.04	0.00	2.04	1.36	0.00	0.00	1.36	0.00	0.68	2.04
		CO.SE5C305BA.4	2.04	2.04	2.04	2.04	1.36	2.04	1.36	0.00	0.00	1.36	0.00	0.68	2.04
125	SE5C306BA	CO.SE5C306BA.1	1.80	1.20	1.80	1.80	1.20	1.20	1.20	0.00	0.00	1.20	0.00	0.60	1.80
		CO.SE5C306BA.2	1.80	1.20	1.80	1.80	1.20	1.20	1.20	0.00	0.00	1.20	0.00	0.60	1.80
		CO.SE5C306BA.3	1.80	1.20	1.80	1.80	0.00	1.80	1.20	0.00	0.60	1.20	0.00	0.00	1.80
		CO.SE5C306BA.4	1.80	1.20	1.80	1.80	0.00	1.20	1.20	0.00	1.20	1.20	0.00	1.20	1.80
126	GC5T401	CO.GC5T401.1	3.00	2.00	3.00	2.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00
		CO.GC5T401.2	3.00	3.00	3.00	3.00	0.00	0.00	3.00	0.00	0.00	0.00	2.00	3.00	0.00
		CO.GC5T401.3	2.11	2.11	2.11	2.11	0.00	0.00	2.11	0.00	0.00	0.00	2.11	2.11	0.00
		CO.GC5T401.4	3.00	2.00	3.00	2.00	0.00	0.00	3.00	1.00	2.00	0.00	0.00	3.00	0.00
127	GC5T402	CO.GC5T402.1	3.00	2.00	3.00	0.00	0.00	0.00	2.00	3.00	2.00	0.00	0.00	3.00	0.00
		CO.GC5T402.2	3.00	2.00	3.00	0.00	0.00	0.00	3.00	3.00	2.00	0.00	2.00	3.00	0.00
		CO.GC5T402.3	2.67	1.78	2.67	1.78	0.00	0.00	2.67	2.67	1.78	0.00	0.00	2.67	0.00
		CO.GC5T402.4	3.00	2.00	3.00	2.00	0.00	0.00	3.00	3.00	2.00	0.00	0.00	3.00	0.00
128	GC5T403 MKT	GC5T403 MKT.1	2.00	1.00	2.00	3.00	1.00	1.00	1.00	1.00	2.00	3.00	1.00	1.00	3.00
		GC5T403 MKT.2	3.00	2.00	3.00	3.00	2.00	2.00	1.00	1.00	2.00	3.00	3.00	3.00	3.00
		GC5T403 MKT.3	2.00	3.00	2.00	3.00	2.00	3.00	2.00	1.00	1.00	1.00	3.00	1.00	3.00
		GC5T403 MKT.4	1.00	3.00	2.00	1.00	2.00	2.00	3.00	1.00	1.00	3.00	3.00	3.00	2.00
129	GC5T403 FIN	GC5T403 FIN.1	3.00	1.00	3.00	1.00	2.00	1.00	2.00	1.00	2.00	3.00	3.00	1.00	2.00
		GC5T403 FIN.2	2.00	3.00	3.00	2.00	2.00	2.00	1.00	1.00	3.00	3.00	2.00	3.00	3.00
		GC5T403 FIN.3	3.00	1.00	2.00	2.00	1.00	2.00	2.00	1.00	2.00	1.00	3.00	3.00	3.00
		GC5T403 FIN.4	2.00	3.00	3.00	1.00	2.00	3.00	1.00	1.00	2.00	1.00	2.00	3.00	3.00
130	GC5T403 HR	GC5T403 HR.1	3.00	1.00	3.00	3.00	2.00	2.00	2.00	1.00	1.00	1.00	3.00	3.00	2.00
		GC5T403 HR.2	2.00	2.00	2.00	3.00	1.00	3.00	2.00	2.00	2.00	2.00	3.00	2.00	3.00
		GC5T403 HR.3	3.00	3.00	3.00	2.00	1.00	3.00	1.00	2.00	2.00	1.00	2.00	2.00	2.00
		GC5T403 HR.4	2.00	3.00	3.00	3.00	2.00	2.00	3.00	2.00	2.00	1.00	2.00	2.00	3.00
131	GC5T403 OS	GC5T403 OS.1	3.00	1.00	2.00	1.00	1.00	3.00	1.00	2.00	2.00	1.00	1.00	3.00	3.00
		GC5T403 OS.2	2.00	2.00	2.00	1.00	2.00	2.00	3.00	2.00	1.00	3.00	1.00	2.00	2.00
		GC5T403 OS.3	3.00	2.00	3.00	3.00	1.00	2.00	2.00	2.00	2.00	3.00	2.00	3.00	3.00
		GC5T403 OS.4	1.20	1.80	1.80	0.60	1.20	1.20	1.20	1.20	1.20	0.60	1.20	1.20	1.80
132	GC5T403 BA	GC5T403 BA.1	3.00	1.00	2.00	3.00	1.00	3.00	2.00	2.00	2.00	1.00	1.00	2.00	3.00
		GC5T403 BA.2	2.00	3.00	2.00	2.00	2.00	1.00	2.00	2.00	2.00	3.00	1.00	1.00	2.00
		GC5T403 BA.3	3.00	2.00	2.00	3.00	2.00	3.00	1.00	1.00	3.00	2.00	2.00	3.00	3.00
		GC5T403 BA.4	2.00	3.00	2.00	3.00	2.00	1.00	1.00	1.00	2.00	3.00	2.00	3.00	2.00
133	SC10401MK	CO.SC5T401MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	0.00	2.00	3.00	0.00	2.00	0.00
		CO.SC5T401MK.2	2.76	0.00	2.76	0.00	2.76	2.76	2.76	0.00	2.76	2.76	0.00	1.84	0.00
		CO.SC5T401MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00
		CO.SC5T401MK.4	2.28	1.52	2.28	0.00	2.28	2.28	2.28	0.00	1.52	1.52	0.00	1.52	0.00
134	SC10402MK	CO.SC5T402MK.1	2.76	0.00	2.76	1.84	2.76	1.84	2.76	0.00	1.84	1.84	0.00	1.84	0.00
		CO.SC5T402MK.2	2.76	0.00	2.76	0.00	1.84	2.76	2.76	0.00	2.76	2.76	0.00	1.84	0.00



		CO.SC5T402MK.3	2.81	1.87	2.81	0.00	1.87	1.87	1.87	0.00	2.81	2.81	1.87	2.81	0.00
		CO.SC5T402MK.4	2.31	1.54	2.31	0.00	1.54	2.31	2.31	0.00	1.54	2.31	0.00	1.54	0.00
135	SE5T401MK	CO.SE5T401MK.1	1.56	0.00	1.56	1.04	1.04	1.04	1.56	0.00	1.04	1.56	0.00	1.04	0.00
		CO.SE5T401MK.2	1.24	0.00	1.24	0.00	1.24	1.24	1.24	0.00	1.24	0.83	0.00	0.83	0.00
		CO.SE5T401MK.3	1.56	1.04	1.56	0.00	0.00	1.04	1.04	0.00	1.56	1.56	1.04	1.56	0.00
		CO.SE5T401MK.4	1.32	0.88	1.32	0.00	1.32	1.32	1.32	0.00	0.88	1.32	0.00	0.88	0.00
136	SE5T402MK	CO.SE5T402MK.1	1.08	0.00	1.08	0.72	0.72	0.72	1.08	0.00	0.72	1.08	0.00	0.72	0.00
		CO.SE5T402MK.2	2.52	0.00	2.52	0.00	2.52	2.52	2.52	0.00	2.52	1.68	0.00	1.68	0.00
		CO.SE5T402MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00
		CO.SE5T402MK.4	1.48	0.99	1.48	0.00	1.48	1.48	1.48	0.00	0.99	1.48	0.00	0.99	0.00
137	SE5T404MK	CO.SE5T404MK.1	1.56	0.00	1.56	1.04	1.04	1.04	1.56	0.00	1.04	1.56	0.00	1.04	0.00
		CO.SE5T404MK.2	1.56	0.00	1.56	0.00	1.56	1.56	1.56	0.00	1.56	1.56	0.00	1.04	0.00
		CO.SE5T404MK.3	1.32	0.88	1.32	0.00	0.00	0.88	0.88	0.00	1.32	1.32	0.88	1.32	0.00
		CO.SE5T404MK.4	1.56	1.04	1.56	0.00	1.56	1.56	1.56	0.00	1.04	1.04	0.00	1.04	0.00
138	SC10401FN	CO.SC10401FN.1	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10401FN.2	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10401FN.3	1.94	1.29	1.94	0.00	1.29	0.00	1.29	0.00	0.00	0.00	0.00	1.29	0.00
		CO.SC10401FN.4	2.45	1.64	2.45	0.00	1.64	0.00	1.64	0.00	2.45	1.64	0.00	1.64	0.00
139	SC10402FN	CO.SC10402FN.1	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
		CO.SC10402FN.2	3.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
		CO.SC10402FN.3	3.00	2.00	2.00	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
		CO.SC10402FN.4	3.00	2.00	2.00	3.00	2.00	2.00	0.00	0.00	3.00	2.00	0.00	2.00	0.00
140	SE5T401FN	CO.SE5T401FN.1	2.31	0.00	1.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.54	0.00
		CO.SE5T401FN.2	1.80	1.20	1.20	0.00	0.00	0.00	1.20	0.60	1.80	1.20	0.00	1.20	0.00
		CO.SE5T401FN.3	1.77	0.00	1.77	0.00	0.00	0.00	0.00	0.00	1.77	1.77	0.00	1.77	0.00
		CO.SE5T401FN.4	2.45	1.63	1.63	0.00	1.63	0.00	1.63	0.82	2.45	1.63	0.00	1.63	0.00
141	SE5T402FN	CO.SE5T402FN.1	3.00	3.00	3.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00
		CO.SE5T402FN.2	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
		CO.SE5T402FN.3	3.00	3.00	3.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	0.00	3.00	0.00
		CO.SE5T402FN.4	3.00	3.00	3.00	2.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	3.00	0.00
142	SE5T403FN	CO.SE5T403FN.1	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
		CO.SE5T403FN.2	2.11	0.00	2.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.11	0.00
		CO.SE5T403FN.3	2.50	0.00	2.50	0.00	0.00	0.00	1.67	0.00	0.00	1.67	0.00	2.50	0.00
		CO.SE5T403FN.4	2.04	0.00	2.04	1.36	0.00	0.00	1.36	0.00	0.00	1.36	0.00	2.04	0.00
143	SE5T404FN	CO.SE5T401FN.1	3.00	0.00	2.00	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00
		CO.SE5T401FN.2	2.00	0.00	2.00	2.00	0.00	0.00	3.00	0.00	3.00	2.00	0.00	2.00	0.00
		CO.SE5T401FN.3	2.00	2.00	3.00	2.00	2.00	2.00	2.00	0.00	0.00	2.00	0.00	2.00	0.00
		CO.SE5T401FN.4	2.00	2.00	2.00	2.00	2.00	2.00	3.00	0.00	3.00	2.00	2.00	2.00	2.00
144	SC10401HR	CO.SC10401HR.1	3.00	0.00	3.00	0.00	0.00	0.00	1.00	0.00	2.00	3.00	0.00	2.00	0.00
		CO.SC10401HR.2	3.00	0.00	3.00	0.00	1.00	2.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00
		CO.SC10401HR.3	3.00	2.00	3.00	0.00	2.00	2.00	2.00	0.00	2.00	3.00	0.00	2.00	0.00
		CO.SC10401HR.4	3.00	0.00	3.00	0.00	2.00	2.00	2.00	0.00	2.00	3.00	0.00	2.00	0.00
145	SC10402HR	CO.SC10402HR.1	3.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00	0.00
		CO.SC10402HR.2	3.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10402HR.3	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00
		CO.SC10402HR.4	2.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00
146	SE5T401HR	CO.SE5T401HR.1	1.06	0.00	0.00	0.00	1.06	0.00	1.06	0.00	1.06	1.06	0.00	0.00	0.00
		CO.SE5T401HR.2	2.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401HR.3	1.34	0.00	2.02	0.00	0.00	0.00	1.34	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401HR.4	1.62	0.00	2.44	0.00	0.00	0.00	1.62	0.00	0.00	0.00	0.00	0.00	0.00
147	SE5T402HR	CO.SE5T402HR.1	3.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	3.00	0.00
		CO.SE5T402HR.2	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00
		CO.SE5T402HR.3	3.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00
		CO.SE5T402HR.4	1.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
148	SE5T403HR	CO.SE5T403HR.1	2.60	1.73	2.60	1.73	0.00	1.73	1.73	0.00	1.73	2.60	0.00	2.60	0.00
		CO.SE5T403HR.2	3.00	2.00	3.00	2.00	0.00	2.00	2.00	0.00	0.00	3.00	0.00	3.00	2.00



		CO.SE5T403HR.3	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00
		CO.SE5T403HR.4	3.00	2.00	3.00	3.00	0.00	3.00	3.00	0.00	0.00	3.00	2.00	3.00	0.00
149	SC10401OS	CO.SC10401OS.1	3.00	2.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
		CO.SC10401OS.2	2.00	2.00	1.00	2.00	2.00	2.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00
		CO.SC10401OS.3	3.00	0.00	1.00	0.00	0.00	2.00	0.00	2.00	0.00	1.00	1.00	2.00	2.00
		CO.SC10401OS.4	2.43	0.00	0.00	0.00	1.62	0.00	0.00	1.62	0.00	0.81	0.00	1.62	1.62
150	SC10402OS	CO.SC10402OS.1	1.42	0.00	0.00	1.42	0.00	1.42	1.42	0.00	0.00	0.00	0.71	0.00	0.00
		CO.SC10402OS.2	1.91	0.64	0.00	0.64	0.00	1.27	0.00	0.00	0.00	0.00	0.00	1.27	1.27
		CO.SC10402OS.3	1.52	0.00	0.76	0.00	1.52	0.00	0.00	0.76	0.00	1.52	0.00	0.00	0.00
		CO.SC10402OS.4	2.50	0.00	0.00	1.67	0.00	0.00	0.83	0.00	0.83	0.00	0.00	0.00	0.00
151	SE5T401OS	CO.SE5T401OS.1	3.00	2.00	2.00	0.00	1.00	0.00	2.00	0.00	0.00	0.00	0.00	1.00	1.00
		CO.SE5T401OS.2	2.00	0.00	2.00	2.00	0.00	0.00	2.00	0.00	0.00	1.00	0.00	2.00	0.00
		CO.SE5T401OS.3	3.00	1.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00
		CO.SE5T401OS.4	2.00	2.00	1.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00
152	SE5T403OS	CO.SE5T403OS.1	1.15	0.00	1.15	1.15	1.15	0.57	0.00	0.00	0.57	0.57	0.00	1.15	1.15
		CO.SE5T403OS.2	1.80	1.20	1.20	1.20	0.00	0.00	0.60	0.00	0.00	0.00	0.00	1.20	0.00
		CO.SE5T403OS.3	1.32	0.00	1.32	1.32	0.00	0.66	0.66	0.66	0.00	0.66	0.00	1.32	1.32
		CO.SE5T403OS.4	1.72	0.00	1.15	1.72	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.15
153	SC10401BA	CO.SC10401BA.1	2.28	0.76	2.28	1.52	0.00	2.28	1.52	0.00	2.28	1.52	0.00	0.76	2.28
		CO.SC10401BA.2	2.28	1.52	2.28	1.52	1.52	2.28	2.28	0.00	2.28	2.28	0.00	0.76	2.28
		CO.SC10401BA.3	2.76	1.84	2.76	2.76	1.84	2.76	2.76	0.00	2.76	2.76	0.00	1.84	2.76
		CO.SC10401BA.4	1.92	0.64	1.92	1.28	1.28	1.92	1.92	0.00	1.92	1.92	0.00	1.28	1.92
154	SC10402BA	CO. SC10402BA.1	1.68	1.12	1.68	1.68	1.12	0.00	1.12	0.00	0.00	1.12	0.00	0.56	1.68
		CO. SC10402BA.2	1.44	0.48	1.44	0.96	0.96	1.44	1.44	0.00	0.00	0.96	0.00	0.48	1.44
		CO. SC10402BA.3	1.40	0.47	1.40	0.93	0.93	1.40	0.93	0.00	0.47	0.93	0.00	0.47	1.40
		CO. SC10402BA.4	1.52	1.01	1.52	1.01	0.00	1.01	1.01	0.00	0.00	1.01	0.00	0.51	1.52
155	SE5T402BA	CO.SE5T402BA.1	2.52	1.68	2.52	2.52	0.00	0.00	1.68	0.00	0.00	1.68	0.00	0.00	2.52
		CO.SE5T402BA.2	1.68	0.56	1.68	1.68	0.00	1.12	1.12	0.00	0.00	1.12	0.00	0.00	1.68
		CO.SE5T402BA.3	1.40	0.47	1.40	0.93	0.00	1.40	0.93	0.00	1.40	0.93	0.00	0.00	1.40
		CO.SE5T402BA.4	1.78	1.19	1.78	1.78	0.00	1.19	1.19	0.00	1.78	1.19	0.00	0.00	1.78
156	SE5T403BA	CO.SE5T403BA.1	2.04	1.36	2.04	1.36	0.00	2.04	1.36	0.00	0.00	1.36	0.00	0.00	2.04
		CO.SE5T403BA.2	2.04	0.68	2.04	1.36	0.00	2.04	2.04	0.00	0.00	2.04	0.00	0.68	2.04
		CO.SE5T403BA.3	1.80	0.60	1.80	1.20	0.00	1.80	1.80	0.00	0.00	1.80	0.00	0.60	1.80
		CO.SE5T403BA.4	1.80	1.20	1.80	1.80	0.60	1.80	1.80	0.00	1.20	1.80	0.00	0.60	1.80
			2.44	1.67	2.26	1.92	1.74	1.93	1.96	1.07	1.88	1.83	1.77	1.81	2.08

Table No. – 3.2.1 B– Indirect POs Attainment (2021 – 2023)

Sr. No.	Indirect Assessment Tool	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13
1	Student Program End Survey	3	3	3	3	3	3	3	3	3	3	3	3	3
2	Co-curricular	3	3	3	3	3	3	3	3	3	3	3	3	3
3	Extra-curricular	3	3	3	3	3	3	3	3	2.8	3	3	3	2.9
4	Industry Feedback	3	3	3	3	3	3	3	3	3	3	3	3	3
5	Alumni	2	3	2	2	3	3	3	3	3	3	3	3	3
	Overall Indirect attainment	2.8	3	2.8	2.8	3	3	3	3	2.96	3	3	3	2.98

Table No. – 3.2.1 C – Final POs Attainment (2021 – 2023)

The PO attainment calculation with 80% weightage to direct attainment and 20% weightage to indirect attainment

	PO1: Domain Knowledge	PO2: Multi/interdisciplinary	PO3: Domain application	PO4: Global Perspective	PO5: Leadership	PO6: Creativity & Innovativeness	PO7: Decision Making	PO8: Entrepreneurship	PO9: Team Work	PO10: Communication skills	PO11: Values & Ethics	PO12: Lifelong Learning	PO13: Technology driven
Overall Direct attainment	2.44	1.67	2.26	1.92	1.74	1.93	1.96	1.07	1.88	1.83	1.77	1.81	2.08
Overall Indirect attainment	2.8	3	2.8	2.8	3	3	3	3	2.96	3	3	3	2.98
0.8 direct	1.95	1.34	1.81	1.53	1.39	1.55	1.57	0.85	1.51	1.47	1.41	1.45	1.66
0.2 indirect	0.56	0.60	0.56	0.56	0.60	0.60	0.60	0.60	0.59	0.60	0.60	0.60	0.60
Final Attainment PO	2.51	1.94	2.37	2.09	1.99	2.15	2.17	1.45	2.10	2.07	2.01	2.05	2.26
Target Attainment PO	2.55	2.25	2.55	2.1	2.1	2.4	2.55	1.8	2.55	2.55	2.4	2.00	2.55

Table No. – 3.2.1 D – PSO Attainment (2021 – 2023)

Sr. No	Course Code	CO CODE	FIN-PSO 01	FIN-PSO 02	FIN-PSO 03	MKT-PSO 01	MKT-PSO 02	MKT-PSO 03	HR-PSO 01	HR-PSO 02	HR-PSO 03	OS-PSO 01	OS-PSO 02	OS-PSO 03	BA-PSO 01	BA-PSO 02	BA-PSO 03	GN-PSO 01	GN-PSO 02	GN-PSO 03	
1	GC10101	CO.GC10101.1	3	1	1	1	1	0	0	0	0	0	0	0	0	0	0	3	2	2	
		CO.GC10101.2	2.7 3	1.8 2	1.8 2	0.9 1	0.9 1	0.9 1	0	0	0	0	0.9 1	0	0.9 1	0	0.9 1	0.9 1	2.7 3	1.8 2	1.8 2
		CO.GC10101.3	2	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	3	3	1
2	GC10102	CO.GC10102.1	1	1	2	1	1	0	2	3	1	0	0	2	0	0	0	0	3	3	1
		CO.GC10102.2	0	2	2	1	1	1	3	3	2	0	0	3	0	0	0	0	2	2	1
		CO.GC10102.3	1	2	1	1	1	1	3	3	0	0	0	1	0	0	0	0	3	2	2
3	GC10103	CO.GC10103.1	2	1	2	0	0	2	0	0	0	3	0	2	0	0	0	0	3	3	1
		CO.GC10103.2	0	0	1	0	0	2	0	0	0	3	2	2	0	0	0	0	3	3	2
		CO.GC10103.3	0	0	0	1	1	2	0	0	0	3	3	2	0	0	0	0	3	2	1
4	GC10104	CO.GC10104.1	1.7 5	0	1.7 5	0	0.8 8	2.6 3	0	0	0	0	0.8 8	0	1.7 5	1.7 5	0.8 8	2.6 3	1.7 5	0.8 8	
		CO.GC10104.2	0.9 7	1.9 4	1.9 4	0	0.9 7	2.9	0	0	0	0	1.9 4	0	2.9	1.9 4	0.9 7	2.9	2.9	0.9 7	
		CO.GC10104.3	1.7 2	0.8 6	1.7 2	0	0.8 6	2.5 8	0	0	0	0	0	0.8 6	2.5 8	1.7 2	2.5 8	2.5 8	1.7 2	2.5 8	
5	GC10105	CO.GC10105.1	0.9	0	1.7 9	0	0	0.9	0	0	0	0.9	0	0	0.9	0	0.9	2.6 9	2.6 9	1.7 9	
		CO.GC10105.2	0.8 3	0.8 3	1.6 7	0	0	0.8 3	0	0	0	0.8 3	0	0	0.8 3	0.8 3	0.8 3	2.5	1.6 7	2.5	
		CO.GC10105.3	1.6 3	1.6 3	0.8 2	0	0	0.8 2	0	0	0	0	0	0	0	0.8 2	0	2.4 5	1.6 3	2.4 5	
6	GC10106	CO.GC10106.1	1	1	0	3	3	3	0	0	0	0	0	1	0	0	0	3	2	2	
		CO.GC10106.2	0.9 3	0.4 7	0.9 3	1.4	0.9 3	1.4	0	0	0	0	0	0	0.4 7	0	0	0	1.4	0.9 3	0.9 3
		CO.GC10106.3	0.7 9	0	2.3 6	2.3 6	1.5 7	2.3 6	0	0	0	0	0	0	0.7 9	0	0	0	2.3 6	1.5 7	1.5 7
		CO.GC10106.4	0.8 3	0.8 3	1.6 7	2.5	2.5	2.5	0	0	0	0	0	0	0	0	0	0	2.5	1.6 7	1.6 7
7	GCST101	CO.GCST101.1	0.7 8	0.3 9	0.3 9	0.3 9	0.3 9	0.3 9	0.3 9	0	0	0	0.3 9	0.3 9	0.3 9	0	0	1.1 7	1.1 7	0.3 9	



		CO.GC5T101.2	1.8 4	1.2 3	0.6 1	0	0.6 1	0.6 1	0	0	0	1.2 3	1.2 3	0.6 1	0	0	0	1.8 4	1.8 4	0.6 1
		CO.GC5T101.3	0.6 7	1.3 4	2.0 1	0	0.6 7	0.6 7	0	0	0	0.6 7	0.6 7	0.6 7	0	0	0	2.0 1	2.0 1	1.3 4
8	GC5C101	CO.GC5C101.1	2	1	1	1	1	1	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5C101.2	3	2	1	1	1	1	0	0	0	0	0	0	0	0	0	3	1	1
		CO.GC5C101.3	1	2	3	1	1	1	0	0	0	0	0	0	0	0	0	3	1	1
9	GC5C102	CO.GC5C 102.1	0.3 1	0.3 1	0.9 4	0.3 1	0	0.6 3	0	0	0	0.6 3	0.6 3	0.6 3	0	0	0	0.9 4	0.6 3	0.3 1
		CO.GC5C 102.2	0.6 3	0.6 3	0.3 1	0.3 1	0	0.6 3	0	0	0	0	0	0	0	0.3 1	0	0.9 4	0.3 1	0.3 1
		CO.GC5C 102.3	0	0	0.7 5	0.2 5	0	0.7 5	0	0	0	0	0.2 5	0.2 5	0.2 5	0	0.2 5	0	0.7 5	0.2 5
10	GC5C103	CO.GC5C 103.1	2	2	2	0	0	2	0	0	0	0	2	1	1	2	2	3	2	1
		CO.GC5C 103.2	1	2	1	0	0	2	0	0	0	0	0	0	1	2	1	3	2	1
		CO.GC5C 103.3	1	1	3	0	0	2	0	0	0	2	2	2	3	3	3	3	3	2
11	GC5C104	CO.GC5C 104.1	0	0	3	0	0	2	0	0	0	0	0	0	1	0	0	3	2	1
		CO.GC5C 104.2	2	2	1	0	0	2	0	0	0	0	0	0	0	0	0	3	2	1
		CO.GC5C 104.3	2	2	1	0	0	2	0	0	0	0	2	3	0	1	0	3	2	2
12	GC5C100 A	CO.GC5C 100A.1	0	0	0.8 1	0	0	0	0	0	0	0	0	0	0	0	0	2.4 2	1.6 1	0.8 1
		CO.GC5C 100A.2	0	0	0.8 1	0	0	0	0	0	0	0	0	0	0	0	0	1.6 1	1.6 1	1.6 1
		CO.GC5C 100A.3	0	0	0.8 2	0	0	0	0	0	0	0	0	0	0	0	0	2.4 6	2.4 6	1.6 4
		CO.GC5C 100A.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.6 5	2.6 5	1.7 7
13	GC5C100 B	CO.GC5C 100B.1	0	0	0.8 7	0.8 7	0	0	0	0	0	0	0	0	0	0	0	2.6	1.7 3	0.8 7
		CO.GC5C 100B.2	0	0	0.8 7	0	0	0	0	0	0	0	0	0	0	0	0	1.7 3	2.6	0.8 7
		CO.GC5C 100B.3	0	0	0.8 7	0	0	0	0	0	0	0	0	0	0	0	0	1.7 3	1.7 3	1.7 3
		CO.GC5C 100B.4	0	0	0.8 7	0	0	0	0	0	0	0	0	0	0	0	0	1.7 3	2.6	1.7 3
14	GC5C100 C	CO.GC5C 100C.1	0	0.9 3	0.9 3	0	0	0	0	0	0	0	0	0	0	0	0	2.8	2.8	1.8 7
		CO.GC5C 100C.2	0	1.8 7	0.9 3	0	0	0	0	0	0	0	0	0	0	0	0	2.8	1.8 7	1.8 7
		CO.GC5C 100C.3	0	0.9 3	1.8 7	0	0	0	0	0	0	0	0	0	0	0	0	1.8 7	2.8	1.8 7
15	GC5C100 D	CO.GC5C 100D.1	0	0.9 3	0.9 3	0	0	0.9 3	0	0	0	0	0	0	0	0	0	2.8	2.8	1.8 7
		CO.GC5C 100D.2	0	0.9 3	0.9 3	0	0	0	0	0	0	0	0	0	0	0	0	1.8 7	2.8	1.8 7
		CO.GC5C 100D.3	0	0.9 3	0.9 3	0	0	0	0	0	0	0	0	0	0	0	0	1.8 7	1.8 7	1.8 7
		CO.GC5C 100D.4	0	0.9 3	0.9 3	0	0	0.9 3	0	0	0	0	0	0	0	0	0	2.8	0.9 3	0.9 3
16	GC5C100 E	CO.GC5C 100E.1	0	0.8 7	0.8 7	0	0	0	0	0	0	0	0	0	0	0	0	2.6	0.8 7	0.8 7
		CO.GC5C 100E.2	0	0.8 7	1.7 3	0	0	0	0	0	0	0	0	0	0	0	0	1.7 3	0.8 7	0.8 7
		CO.GC5C 100E.3	0	1.7 3	0.8 7	0	0	0	0	0	0	0	0	0	0	0	0	2.6	0.8 7	0.8 7
		CO.GC5C 100E.4	0	0.8 7	0.8 7	0	0	0.8 7	0	0	0	0	0	0	0	0	0	2.6	0.8 7	0.8 7
17	GC5C100 F	CO.GC5C 100F.1	0	1.7 3	0.8 7	0	0	0.8 7	0	0	0	0	0	0	0	0	0	2.6	1.7 3	0.8 7
		CO.GC5C 100F.2	0	0.8 7	1.7 3	0	0	0.8 7	0	0	0	0	0	0	0	0	0	2.6	1.7 3	1.7 3
		CO.GC5C 100F.3	0	1.7 3	0.8 7	0	0	0.8 7	0	0	0	0	0	0	0	0	0	2.6	1.7 3	2.6
		CO.GC5C 100F.4	0	0.8 7	0.8 7	0	0	0.8 7	0	0	0	0	0	0	0	0	0	2.6	1.7 3	1.7 3
18	GC5C100 G	CO.GC5C 100G.1	0	1.7 3	0.8 7	0	0	0.8 7	0	0	0	0	0	0	0	0	0	2.6	2.6	0.8 7
		CO.GC5C 100G.2	0	0.8 7	1.7 3	0	0	0.8 7	0	0	0	0	0	0	0	0	0	2.6	1.7 3	0.8 7



		CO.SCI10201MK .3	0.9 1	0.9 1	1.8 2	2.7 3	1.8 2	0.9 1	0	0	0	1.8 2	1.8 2	0.9 1	0	0	0	0	0	0		
		CO.SCI10201MK .4	0	0.9 1	0.9 1	2.7 4	2.7 4	0.9 1	0	0	0	1.8 3	1.8 3	1.8 3	0	0	0	0	0	0	0	
29	SCI10202M K	CO.SCI10202MK .1	0.5 7	0.5 7	0.5 7	1.7	1.7	1.7	0	0	0	1.1 3	1.1 3	1.1 3	0	0	0	0	0	0	0	
		CO.SCI10202MK .2	0.6 1	0.6 1	1.2 2	1.8 3	1.2 2	1.8 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SCI10202MK .3	0	0.6 8	0.6 8	2.0 3	1.3 5	0.6 8	0	0	0	2.0 3	2.0 3	2.0 3	0	0	0	0	0	0	0	0
		CO.SCI10202MK .4	0	0	1.9 5	2.9 3	2.9 3	0.9 8	0	0	0	0	0	0.9 8	0	0	0	0	0	0	0	0
30	SCI10203M K	CO.SCI10203MK .1	0	0.7 9	0.7 9	2.3 7	2.3 7	2.3 7	0	0	0	0	0	0.7 9	0	0	0	0	0	0	0	0
		CO.SCI10203MK .2	0	0.6 4	1.2 7	1.9 1	1.2 7	1.9 1	0	0	0	1.2 7	1.2 7	1.2 7	0	0	0	0	0	0	0	0
		CO.SCI10203MK .3	0	0.8 3	0.8 3	2.4 9	1.6 6	0.8 3	0	0	0	1.6 6	1.6 6	1.6 6	0	0	0	0	0	0	0	0
		CO.SCI10203MK .4	0	0.8 6	1.7 2	2.5 8	2.5 8	0.8 6	0	0	0	1.7 2	2.5 8	1.7 2	0	0	0	0	0	0	0	0
31	SE5C201M K	CO.SE5C201MK .1	0.9 5	0.9 5	0.9 5	2.8 6	2.8 6	2.8 6	0	0	0	0	0	2.8 6	0	0	0	0	0	0	0	0
		CO.SE5C201MK .2	0.9 3	1.8 6	1.8 6	2.7 8	1.8 6	2.7 8	0	0	0	0	0	1.8 6	0	0	0	0	0	0	0	0
		CO.SE5C201MK .3	0.9 7	0.9 7	0.9 7	2.9	1.9 3	0.9 7	0	0	0	1.9 3	1.9 3	1.9 3	0	0	0	0	0	0	0	0
		CO.SE5C201MK .4	0.9 1	1.8 2	0.9 1	2.7 2	2.7 2	0.9 1	0	0	0	2.7 2	2.7 2	2.7 2	0	0	0	0	0	0	0	0
32	SE5C202M K	CO.SE5C202MK .1	0	0.9 5	0.9 5	2.8 4	2.8 4	2.8 4	0	0	0	0.9 5	0.9 5	0.9 5	0	0	0	0	0	0	0	0
		CO.SE5C202MK .2	0.9 5	0.9 5	1.9	2.8 5	1.9	2.8 5	0	0	0	0	0	0.9 5	0	0	0	0	0	0	0	0
		CO.SE5C202MK .3	0.9 5	0.9 5	0.9 5	2.8 4	1.8 9	0.9 5	0	0	0	0	0	0.9 5	0	0	0	0	0	0	0	0
		CO.SE5C202MK .4	0.9 5	0.9 5	0.9 5	2.8 4	2.8 4	0.9 5	0	0	0	0	0	0.9 5	0	0	0	0	0	0	0	0
33	SE5C203M K	CO.SE5C203MK .1	0.9 2	0.9 2	0.9 2	2.7 6	2.7 6	2.7 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C203MK .2	0	0.9 2	1.8 5	2.7 7	1.8 5	2.7 7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C203MK .3	0	0	0.9 2	2.7 6	1.8 4	0.9 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C203MK .4	0.9 2	0.9 2	1.8 4	2.7 6	2.7 6	0.9 2	0	0	0	0	0	0.9 2	0	0	0	0	0	0	0	0
34	SE5C204M K	CO.SE5C204MK .1	0	0.9 2	0.9 2	2.7 6	2.7 6	2.7 6	0	0	0	0	0	0.9 2	0	0	0	0	0	0	0	0
		CO.SE5C204MK .2	0	0	0	2.7 7	1.8 5	2.7 7	0	0	0	0	0	1.8 5	0.9 2	0	0.9 2	0	0	0	0	0
		CO.SE5C204MK .3	0	0.9 2	0.9 2	2.7 6	1.8 4	0.9 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C204MK .4	0	0.9 2	0.9 2	2.7 6	2.7 6	0.9 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35	SE5C205M K	CO.SE5C205MK .1	1.8 2	1.8 2	1.8 2	2.7 3	2.7 3	2.7 3	0	0	0	1.8 2	1.8 2	1.8 2	0	0	0	0	0	0	0	0
		CO.SE5C205MK .2	1.8 2	0.9 1	1.8 2	2.7 3	1.8 2	2.7 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C205MK .3	1.8 6	0.9 3	1.8 6	2.7 9	1.8 6	0.9 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C205MK .4	0.9 2	0.9 2	0.9 2	2.7 7	2.7 7	0.9 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36	SE5C206M K	CO.SE5C206MK .1	0	0.9 1	1.8 2	2.7 3	2.7 3	2.7 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C206MK .2	0	0	0.9 1	2.7 3	1.8 2	2.7 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C206MK .3	0	0.8	0.8	2.4 1	1.6 1	0.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C206MK .4	0	0	0.8 3	2.4 9	2.4 9	0.8 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
37	SCI10201F N	CO.SCI10201FN .1	1.9 3	1.9 3	0.9 6	0	0	0	0	0	0	0.9 6	0.9 6	0.9 6	0	0	0	0	0	0	0	0
		CO.SCI10201FN .2	2.9	1.9 3	0.9 7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SCI10201FN .3	2.9 3	1.9 5	0.9 8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SCI10201FN .4	2.9 3	1.9 6	0.9 8	0	0	0	0	0	0	0	0	0.9 8	0	0	0	0	0	0	0	0
38	SCI10202F N	CO.SCI10202FN .1	0.8 3	0.8 3	0.8 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	



		CO.SC10202FN. 2	2.6 3	1.7 6	0.8 8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10202FN. 3	2.2 4	1.4 9	0.7 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10202FN. 4	1.6 2	1.0 8	0.5 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10203FN. 1	1.7 2	0.5 7	0.5 7	0	0	0	0	0	0	0	0	0.5 7	0	0	0	0	0	0
39	SC10203FN	CO.SC10203FN. 2	1.7 8	1.1 9	0.5 9	0	0	0	0	0	0	0	0	0	0.5 9	0.5 9	0	0	0	
		CO.SC10203FN. 3	2.7 4	0.9 1	1.8 3	0	0	0	0	0	1.8 3	1.8 3	1.8 3	0	0	0	0	0	0	
		CO.SC10203FN. 4	2.4 7	2.4 7	1.6 4	0	0	0	0	0	0	0	0	0.8 2	0	0	0	0	0	
		CO.SE5C201FN. 1	2.9 4	0.9 8	0.9 8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40	SE5C201FN	CO.SE5C201FN. 2	2.9 4	1.9 6	0.9 8	0	0	0	0	0	0	0	0	0	0	0.9 8	0	0	0	
		CO.SE5C201FN. 3	1.9 2	1.9 2	0.9 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C201FN. 4	1.9 1	1.9 1	1.9 1	0	0	0	0	0	0	0	0	0	0.9 5	0	0	0	0	
		CO.SE5C202FN. 1	2.6 8	0.8 9	1.7 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
41	SE5C202FN	CO.SE5C202FN. 2	2.9 1	1.9 4	0.9 7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C202FN. 3	1.4 1	1.4 1	0.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C202FN. 4	2.9 1	1.9 4	0.9 7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C203FN. 1	2.7 9	1.8 6	2.7 9	0	0	0	0	0	1.8 6	1.8 6	1.8 6	2.7 9	0.9 3	1.8 6	0	0	0	
42	SE5C203FN	CO.SE5C203FN. 2	2.6 8	0.8 9	1.7 8	0	0	0	0	0	2.6 8	2.6 8	2.6 8	1.7 8	0.8 9	1.7 8	0	0	0	
		CO.SE5C203FN. 3	2.8 4	0.9 5	1.9	0	0	0	0	0	0	0.9 5	1.9	0.9 5	1.9	0	0	0		
		CO.SE5C203FN. 4	2.5 9	2.5 9	2.5 9	0	0	0	0	0	2.5 9	2.5 9	0.8 6	0	0.8 6	0	0	0		
		CO.SE5C204FN. 1	2.9 1	1.9 4	2.9 1	0	0	0	0	0	2.9 1	2.9 1	0.9 7	0	0.9 7	0	0	0		
43	SE5C204FN	CO.SE5C204FN. 2	2.9 3	0.9 8	1.9 5	0	0	0	0	0	2.9 3	2.9 3	0.9 8	0	0.9 8	0	0	0		
		CO.SE5C204FN. 3	2.9 1	1.9 4	0.9 7	0	0	0	0	0	2.9 1	2.9 1	0	0	0	0	0	0		
		CO.SE5C204FN. 4	2.9 2	1.9 5	1.9 5	0	0	0	0	0	0	0	0.9 7	0	0	0	0	0		
		CO.SE5C205FN. 1	1.7 8	1.7 8	0.8 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
44	SE5C205FN	CO.SE5C205FN. 2	2.6 4	1.7 6	0.8 8	0	0	0	0	0	0	0	0	0	0	0	0	0		
		CO.SE5C205FN. 3	2.8 2	1.8 8	0.9 4	0	0	0	0	0	0	0	0	0	0	0	0	0		
		CO.SE5C205FN. 4	2.8 2	1.8 8	0.9 4	0	0	0	0	0	0	0	0	0	0	0	0	0		
		CO.SE5C206FN. 1	0.8 9	1.3 3	0.8 9	0	0	0	0	0	0.4 4	0.4 4	0.4 4	0	0	0	0	0		
45	SE5C206FN	CO.SE5C206FN. 2	1.5 8	1.0 5	1.5 8	0	0	0	0	0	0	0	0	0	0	0	0	0		
		CO.SE5C206FN. 3	1.9 2	1.2 8	1.2 8	0	0	0	0	0	0	0	0	0	0	0	0	0		
		CO.SE5C206FN. 4	2.8	1.8 7	2.8	0	0	0	0	0	0	0	0	0	0	0	0	0		
		CO.SC10201HR. 1	0	0	0.9	0	0	0	2.7	0.9	0.9	0	0	0.9	0	0	0	0	0	
46	SC10201HR	CO.SC10201HR. 2	0	0.6 7	0.6 7	0	0	0	1.3 4	1.3 4	1.3 4	0.6 7	0.6 7	1.3 4	0	0	0	0		
		CO.SC10201HR. 3	0	0	0.7 2	0	0	0	1.4 5	0.7 2	0	0.7 2	0.7 2	0.7 2	0	0	0	0		
		CO.SC10201HR. 4	0	1	1	0	0	0	2	1	2	0	0	0	0	0	0	0		
		CO.SC10202HR. 1	0	0	0.8 4	0	0	0	1.6 8	0.8 4	0	0	0	0	0	0	0	0		
47	SC10202HR	CO.SC10202HR. 2	0	0	0.8 7	0	0	0	1.7 4	0.8 7	0	0	0	0	0	0	0	0		
		CO.SC10202HR. 3	0	0	0.7 2	0	0	0	1.4 3	0.7 2	0	0	0	0	0	0	0	0		
		CO.SC10202HR. 4	0.7 5	0.7 5	0.7 5	0	0	0	1.5 1	0.7 5	0	0	0	0	0	0	0	0		



48	SC10203HR	CO.SC10203HR.1	0	0.7	0.7	0	0	0	0.7	0.7	0.7	0	0	0.7	0	0	0	0	0	0
		CO.SC10203HR.2	0	0	0.75	0	0	0	1.5	0.75	0	0	0	0.75	0	0	0	0	0	0
		CO.SC10203HR.3	0	0	0.88	0	0	0	1.76	1.76	0	0	0	0.88	0	0	0	0	0	0
		CO.SC10203HR.4	0	1	1	0	0	0	2	2	1	0	0	2	0	0	0	0	0	0
49	SE5C201HR	CO.SE5C201HR.1	0	0	1	0	0	0	2	1	0	1	1	2	0	0	0	0	0	0
		CO.SE5C201HR.2	0	0	1	0	0	0	3	2	2	0	0	1	1	0	2	0	0	0
		CO.SE5C201HR.3	0	1	1	0	0	0	3	2	1	0	0	0	0	0	0	0	0	0
		CO.SE5C201HR.4	0	1	1	0	0	0	3	2	2	2	2	1	0	0	0	0	0	0
50	SE5C202HR	CO.SE5C202HR.1	0	1	2	0	0	0	3	1	3	1	1	1	2	2	1	0	0	0
		CO.SE5C202HR.2	0	0	1	0	0	0	2	2	3	0	0	0	2	2	1	0	0	0
		CO.SE5C202HR.3	0	0	1	0	0	0	3	3	3	0	0	0	3	2	2	0	0	0
		CO.SE5C202HR.4	0	0	1	0	0	0	3	3	3	1	1	2	3	2	2	0	0	0
51	SE5C203HR	CO.SE5C203HR.1	0	1	1	0	0	0	1	2	1	0	0	0	0	0	0	0	0	0
		CO.SE5C203HR.2	1	0	1	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0
		CO.SE5C203HR.3	1	1	1	0	0	0	2	1	1	0	0	0	0	0	0	0	0	0
		CO.SE5C203HR.4	2	2	2	0	0	0	2	2	2	3	2	2	0	0	0	0	0	0
52	SE5C205HR	CO.SE5C205HR.1	0	0	1	0	0	0	1	0	0	1	0	1	0	0	0	0	0	0
		CO.SE5C205HR.2	0	0	1	0	0	0	2	1	1	0	0	0	0	0	0	0	0	0
		CO.SE5C205HR.3	0	1	1	0	0	0	3	0	1	0	0	0	0	0	0	0	0	0
		CO.SE5C205HR.4	0	1	1	0	0	0	3	0	1	0	0	0	0	0	0	0	0	0
53	SC10201OS	CO.SC10201OS.1	0	0	0	0	0	0	0	0	0	1.75	1.75	1.17	0	0	0	0	0	0
		CO.SC10201OS.2	0	0	0	0	0	0	0	0	0	2.14	0.71	0.71	0	0	0	0	0	0
		CO.SC10201OS.3	0	0	0	0	0	0	0	0	0	1.82	1.21	0.61	0	0	0	0	0	0
		CO.SC10201OS.4	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0
54	SC10202OS	CO.SC10202OS.1	0	0	0	0	0	0	0	0	0	2.04	0	1.36	0	0	0	0	0	0
		CO.SC10202OS.2	0	0	0	0	0	0	0	0	0	2.38	0	0.79	0	0	0	0	0	0
		CO.SC10202OS.3	0	0	0	0	0	0	0	0	0	2.85	1.9	1.9	0	0	0	0	0	0
		CO.SC10202OS.4	0	0	0	0	0	0	0	0	0	2.71	2.71	0.9	0	0	0	0	0	0
55	SC10203OS	CO.SC10203OS.1	0	0	0	0	0	0	0	0	0	2.8	0.93	1.87	0	0	0	0	0	0
		CO.SC10203OS.2	0	0	0	0	0	0	0	0	0	1.79	0.6	0.6	0	0	0	0	0	0
		CO.SC10203OS.3	0	0	0	0	0	0	0	0	0	1.77	1.77	1.18	0	0	0	0	0	0
		CO.SC10203OS.4	0	0	0	0	0	0	0	0	0	2.1	2.1	1.4	0	0	0	0	0	0
56	SE5C201OS	CO.SE5C201OS.1	0	0	0	0	0	0	0	0	0	2.8	0.93	1.87	0	0	0	0	0	0
		CO.SE5C201OS.2	0	0	0	0	0	0	0	0	0	2.8	1.87	0.93	0	0	0	0	0	0
		CO.SE5C201OS.3	0	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0
		CO.SE5C201OS.4	0	0	0	0	0	0	0	0	0	2.8	0	0	0	0	0	0	0	0
57	SE5C203OS	CO.SE5C203OS.1	0	0	0	0	0	0	0	0	0	2.44	0	0.81	0	0	0	0	0	0
		CO.SE5C203OS.2	0	0	0	0	0	0	0	0	0	2.64	1.76	0.88	0	0	0	0	0	0
		CO.SE5C203OS.3	0	0	0	0	0	0	0	0	0	2.6	0	0	0	0	0	0	0	0



		CO.SE5C203OS. 4	0	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0
58	SE5C204O S	CO.SE5C204OS. 1	0	0	0	0	0	0	0	0	0	0	2.4 4	0	0.8 1	0	0	0	0	0	0
		CO.SE5C204OS. 2	0	0	0	0	0	0	0	0	0	0	2.4 4	0.8 1	0.8 1	0	0	0	0	0	0
		CO.SE5C204OS. 3	0	0	0	0	0	0	0	0	0	0	2.6	1.7 4	1.7 4	0	0	0	0	0	0
		CO.SE5C204OS. 4	0	0	0	0	0	0	0	0	0	0	2.8	1.8 7	0.9 3	0	0	0	0	0	0
59	SE5C205O S	CO.SE5C205OS. 1	0	0	0	0	0	0	0	0	0	0	2.8	0	0	0	0	0	0	0	0
		CO.SE5C205OS. 2	0	0	0	0	0	0	0	0	0	0	2.8	1.8 7	1.8 7	0	0	0	0	0	0
		CO.SE5C205OS. 3	0	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0
		CO.SE5C205OS. 4	0	0	0	0	0	0	0	0	0	0	2.8	0.9 3	0.9 3	0	0	0	0	0	0
60	SC10201B A	CO.SC10201BA. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3	2	0	0	0
		CO.SC10201BA. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2	0	0	0
		CO.SC10201BA. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	1.1 1	1.6 7	0.5 6	0	0	0
		CO.SC10201BA. 4	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1.5	1	0	0	0
61	SC10202B A	CO.SC10202BA. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	1.0 8	0.5 4	0.5 4	0	0	0
		CO.SC10202BA. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	1.0 9	1.6 3	1.0 9	0	0	0
		CO.SC10202BA. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	1.8 7	1.8 7	1.8 7	0	0	0
		CO.SC10202BA. 4	0	0	0	0	0	0	0	0	0	0	0	0	0	1.8 2	1.8 2	0.9 1	0	0	0
62	SC10203B A	CO.SC10203BA. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	2.5 9	2.5 9	2.5 9	0	0	0
		CO.SC10203BA. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	2.2 5	1.5	2.2 5	0	0	0
		CO.SC10203BA. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	1.3 4	1.3 4	1.3 4	0	0	0
		CO.SC10203BA. 4	0	0	0	0	0	0	0	0	0	0	0	0	0	1.6 8	1.6 8	2.5 2	0	0	0
63	SE5C201B A	CO.SE5C201BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1	0	0	0
		CO.SE5C201BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
		CO.SE5C201BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	0	0
		CO.SE5C201BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2	0	0	0
64	SE5C202B A	CO.SE5C202BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0
		CO.SE5C202BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0
		CO.SE5C202BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0
		CO.SE5C202BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	3	0	0	0
65	SE5C203B A	CO.SE5C203BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1	0	0	0
		CO.SE5C203BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0
		CO.SE5C203BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0
		CO.SE5C203BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2	0	0	0
66	SE5C204B A	CO.SE5C204BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C204BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C204BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0	0
		CO.SE5C204BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
67	SE5C206B A	CO.SE5C206BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	0.6 1	0.6 1	0.6 1	0	0	0
		CO.SE5C206BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	0.5 8	0.8 7	0.5 8	0	0	0



		CO.SE5C206BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0.5 7	0.8 5	0.8 5	0	0	0
		CO.SE5C206BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0.9 1	0.6 1	0.6 1	0	0	0
68	GC10301	GC10 301.1	2	1	1	2	1	2	2	1	1	3	2	2	1	1	1	2	2	2
		GC10 301.2	2	1	1	1	1	2	2	1	1	2	1	1	2	1	1	3	1	2
		GC10 301.3	3	1	1	3	2	3	3	2	1	2	1	2	2	1	2	2	2	1
		GC10 301.4	2	2	1	2	2	3	2	2	2	2	2	2	1	2	1	3	2	2
69	GC10T302 MKT	GC5T 302MKT.1	0	0	0	2	2	3	0	0	0	0	0	0	0	0	0	3	0	0
		GC5T 302MKT.2	0	0	0	3	3	2	0	0	0	0	0	0	0	0	0	0	0	1
		GC5T 302MKT.3	0	0	0	2	2	3	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T 302MKT.4	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	1
70	GC10T302 FIN	GC5T302 FIN.1	2	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T302 FIN.2	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
		GC5T302 FIN.3	2	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		GC5T302 FIN.4	1	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
71	GC10T302 HR	GC5T302 HR.1	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0	2	0	0
		GC5T302 HR.2	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0
		GC5T302 HR.3	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0	0	0	0
		GC5T302 HR.4	0	0	0	0	0	0	2	2	3	0	0	0	0	0	0	0	0	0
72	GC10T302 OS	GC5T302 OS.1	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0
		GC5T302 OS.2	0	0	0	0	0	0	0	0	0	3	1	2	0	0	0	0	0	0
		GC5T302 OS.3	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0	0	0	1
		GC5T302 OS.4	0	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	1	0
73	GC10T302 BA	GC5T302 BA.1	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	0	0
		GC5T302 BA.2	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2	0	0	0
		GC5T302 BA.3	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
		GC5T302 BA.4	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
74	GC5T301	CO.GC5T301.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.0 8	0.7 2	0.3 6
		CO.GC5T301.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.9 3	0.4 7	0.4 7
		CO.GC5T301.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.4 7	1.6 4	0.8 2
		CO.GC5T301.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.3 5	0.7 8	0.7 8
75	GC5T302	CO.GC5T302.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	2
		CO.GC5T302.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.3 6	2.3 6	2.3 6
		CO.GC5T302.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	2
		CO.GC5T302.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3
76	GC5T303	CO.GC5T303.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
		CO.GC5T303.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1
		CO.GC5T303.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	2
		CO.GC5T303.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1
77	GC5T300 A	CO.GC5T 300A.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.2	2.2	0.7 3



		CO.GC5T300A.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.28	1.52	0.76
		CO.GC5T300A.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.41	1.41	0.71
		CO.GC5T300A.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.24	1.49	0.75
78	GC5T300 B	CO.GC5T300B.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.08	2.08	1.39
		CO.GC5T300B.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.41	2.12	1.41
		CO.GC5T300B.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1.33	1.33
		CO.GC5T300B.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.12	1.41	0.71
79	GC5T300 C	CO.GC5T300C.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.8	1.87	0.93
		CO.GC5T300C.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.8	2.8	0.93
		CO.GC5T300C.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.8	2.8	0.93
		CO.GC5T300C.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.8	1.87	0.93
80	GC5T300 D	CO.GC5T300D.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.6	1.73	0.87
		CO.GC5T300D.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.73	1.73	1.73
		CO.GC5T300D.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.6	1.73	1.73
		CO.GC5T300D.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.6	1.73	0.87
81	GC5T300 E	CO.GC5T300E.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.6	1.73	0.87
		CO.GC5T300E.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.73	0.87	0.87
		CO.GC5T300E.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.6	1.73	0.87
		CO.GC5T300E.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.6	1.73	0.87
82	GC5T300 F	CO.GC5T300F.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.6	1.07	0.53
		CO.GC5T300F.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.68	1.12	0.56
		CO.GC5T300F.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.6	1.6	0.53
		CO.GC5T300F.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.64	1.64	1.09
83	GC5T300 G	CO.GC5T300G.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.2	1.47	0.73
		CO.GC5T300G.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.88	1.88	0.63
		CO.GC5T300G.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.6	1.6	0.53
		CO.GC5T300G.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.84	1.23	1.23
84	SC10301M K	CO.SC10301MK.1	0	0	0	1.92	1.92	1.92	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301MK.2	0	0	0	1.3	0.86	1.3	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301MK.3	0	0	0	2.69	1.79	0.9	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10301MK.4	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0
85	SC10302M K	CO.SC10302MK.1	0	0	0	2.62	2.62	2.62	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10302MK.2	0	0	0	1.6	1.07	1.6	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10302MK.3	0	0	0	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10302MK.4	0	0	0	2.48	2.48	0.83	0	0	0	0	0	0	0	0	0	0	0	0
86	SC10303M K	CO.SC10303MK.1	0	0	0	1.56	1.56	1.56	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10303MK.2	0	0	0	2.3	1.53	2.3	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10303MK.3	0	0	0	2.84	1.89	0.95	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10303MK.4	0	0	0	2.3	2.3	0.77	0	0	0	0	0	0	0	0	0	0	0	0



87	SE5C301M K	CO.SE5C301MK .1	0	0	0	0.8 1	0.8 1	0.8 1	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C301MK .2	0	0	0	0.8 3	0.5 5	0.8 3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C301MK .3	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C301MK .4	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	
88	SE5C302M K	CO.SE5C302MK .1	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C302MK .2	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C302MK .3	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C302MK .4	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	
89	SE5C303M K	CO.SE5C303MK .1	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C303MK .2	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C303MK .3	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C303MK .4	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	
90	SE5C304M K	CO.SE5C304MK .1	0	0	0	2.7 6	2.7 6	2.7 6	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C304MK .2	0	0	0	2.7 6	1.8 4	2.7 6	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C304MK .3	0	0	0	2.7 6	1.8 4	2.7 6	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C304MK .4	0	0	0	2.7 6	2.7 6	2.7 6	0	0	0	0	0	0	0	0	0	0	0	0	
91	SE5C305M K	CO.SE5C305MK .1	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C305MK .2	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C305MK .3	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C305MK .4	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	
92	SE5C306M K	CO.SE5C306MK .1	0	0	0	0.8 1	0.8 1	0.8 1	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C306MK .2	0	0	0	0.8 3	0.5 5	0.8 3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C306MK .3	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C306MK .4	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	
93	SC10301F N	CO.SC10301FN. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10301FN. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10301FN. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10301FN. 4	2.5	2.5	1.6 7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
94	SC10302F N	CO.SC10302FN. 1	1.9 7	0.6 6	0.6 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10302FN. 2	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10302FN. 3	2.7 5	2.7 5	1.8 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10302FN. 4	2.5 5	2.5 5	0.8 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
95	SC10303F N	CO.SC10303FN. 1	2.7 7	1.8 5	0.9 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10303FN. 2	1.5 6	1.5 6	0.7 8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10303FN. 3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC10303FN. 4	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
96	SE5C301F N	CO.SE5C301FN. 1	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C301FN. 2	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SE5C301FN. 3	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	



		CO.SE5C301FN. 4	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
97	SE5C302F N	CO.SE5C302FN. 1	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C302FN. 2	2.6 4	0.8 8	1.7 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C302FN. 3	2.4 9	2.4 9	2.4 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C302FN. 4	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
98	SE5C303F N	CO.SE5C303FN. 1	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C303FN. 2	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C303FN. 3	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C303FN. 4	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
99	SE5C304F N	CO.SE5C304FN. 1	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304FN. 2	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304FN. 3	3	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304FN. 4	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 0	SE5C305F N	CO.SE5C305FN. 1	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C305FN. 2	2.5 3	1.6 9	1.6 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C305FN. 3	2.5 8	1.7 2	1.7 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C305FN. 4	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 1	SE5C306F N	CO.SE5C306FN. 1	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C306FN. 2	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C306FN. 3	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C306FN. 4	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 2	SC10301H R	CO.SC10301HR. 1	0	0	1	0	0	0	3	2	1	1	2	1	0	0	0	0	0
		CO.SC10301HR. 2	1	1	1	0	0	0	2	2	1	2	2	2	1	0	0	0	0
		CO.SC10301HR. 3	0	1	1	0	0	0	2	1	0	1	0	1	0	0	0	0	0
		CO.SC10301HR. 4	0	0	1	0	0	0	2	1	1	1	1	1	0	0	0	0	0
10 3	SC10302H R	CO.SC10302HR. 1	0	0	0.9	0	0	0	2.7 1	1.8 1	0	0	0.9	0.9	0	0	0	0	0
		CO.SC10302HR. 2	1	1	1	0	0	0	3	2	0	0	0	1	0	0	0	0	
		CO.SC10302HR. 3	0	0.8 6	0.8 6	0	0	0	2.5 8	1.7 2	0	0	0	0.8 6	0	0	0	0	0
		CO.SC10302HR. 4	0	0	0.8 4	0	0	0	2.5 2	1.6 8	0	1.6 8	1.6 8	1.6 8	0	0	0	0	0
10 4	SC10303H R	CO.SC10303HR. 1	0	0	1	0	0	0	2	1	0	0	0	0	0	0	0	0	
		CO.SC10303HR. 2	0.9 7	0.9 7	0.9 7	0	0	0	2.9 2	1.9 5	0	0	0	0	0	0	0	0	
		CO.SC10303HR. 3	0	0.9 5	0.9 5	0	0	0	2.8 5	1.9	0	0	0	0	0	0	0	0	
		CO.SC10303HR. 4	1	0	1	0	0	0	3	2	1	0	0	0	0	0	0	0	
10 5	SE5C301H R	CO.SE5C301HR .1	0	0	0.3 1	0	0	0.3 1	0.6 2	0	0	0	0	0	0	0	0	0	
		CO.SE5C301HR .2	0.3 2	0.3 2	0.3 2	0	0	0.3 2	0.9 6	0.6 4	0	0	0	0	0	0	0	0	
		CO.SE5C301HR .3	0	1	1	0	0	1	3	3	2	0	1	1	0	0	0	0	
		CO.SE5C301HR .4	0.3 9	0	0.3 9	0	0	0	1.1 7	1.1 7	0.7 8	0	0	0	0	0	0	0	
10 6	SE5C302H R	CO.SE5C302HR .1	0	0	1	1	1	2	1	3	0	0	0	0	0	0	0		
		CO.SE5C302HR .2	0	0	1	1	1	2	1	3	0	0	0	0	1	0	0		



		CO.SE5C302HR .3	0	0	1	1	1	2	2	3	0	0	0	0	0	0	0	0	0	0
		CO.SE5C302HR .4	0	0	1	1	1	2	2	3	0	0	0	0	0	0	0	0	0	0
10 7	SE5C304H R	CO.SE5C304HR .1	2	1	1	0	0	0	3	2	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304HR .2	2	1	1	0	0	1	3	3	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304HR .3	0	1	1	0	0	1	3	3	0	0	0	0	0	0	0	0	0	0
		CO.SE5C304HR .4	0	1	1	0	0	0	3	3	2	0	0	0	0	0	0	0	0	0
10 8	SE5C305H R	CO.SE5C305HR .1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5C305HR .2	0	0	1	0	0	0	2	3	0	0	0	0	0	0	0	0	0	0
		CO.SE5C305HR .3	0	0	1	0	0	1	3	3	0	0	0	1	0	0	0	0	0	0
		CO.SE5C305HR .4	0	0	1	0	0	0	3	3	1	0	0	0	0	0	0	0	0	0
10 9	SC10301O S	CO.SC10301OS. 1	0	0	0	0	0	0	0	0	2.4 3	0.8 1	0.8 1	0	0	0	0	0	0	0
		CO.SC10301OS. 2	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SC10301OS. 3	0	0	0	0	0	0	0	0	1.9 8	1.9 8	1.3 2	0	0	0	0	0	0	0
		CO.SC10301OS. 4	0	0	0	0	0	0	0	0	2.7 4	1.8 3	1.8 3	0	0	0	0	0	0	0
11 0	SC10302O S	CO.SC10302OS. 1	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
		CO.SC10302OS. 2	0	0	0	0	0	0	0	0	3	0	1	0	0	0	0	0	0	0
		CO.SC10302OS. 3	0	0	0	0	0	0	0	0	2.3 4	1.5 6	1.5 6	0	0	0	0	0	0	0
		CO.SC10302OS. 4	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
11 1	SC10303O S	CO.SC10303OS. 1	0	0	0	0	0	0	0	0	3	0	1	0	0	0	0	0	0	0
		CO.SC10303OS. 2	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
		CO.SC10303OS. 3	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
		CO.SC10303OS. 4	0	0	0	0	0	0	0	0	1.8 7	1.2 5	1.2 5	0	0	0	0	0	0	0
11 2	SE5C301O S	CO.SE5C301OS. 1	0	0	0	0	0	0	0	0	2.0 2	0	0.6 7	0	0	0	0	0	0	0
		CO.SE5C301OS. 2	0	0	0	0	0	0	0	0	2.0 9	1.4	1.4	0	0	0	0	0	0	0
		CO.SE5C301OS. 3	0	0	0	0	0	0	0	0	2.0 9	0.7	0.7	0	0	0	0	0	0	0
		CO.SE5C301OS. 4	0	0	0	0	0	0	0	0	1.9 3	0.6 4	0.6 4	0	0	0	0	0	0	0
11 3	SE5C302O S	CO.SE5C302OS. 1	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
		CO.SE5C302OS. 2	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
		CO.SE5C302OS. 3	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
		CO.SE5C302OS. 4	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
11 4	SE5C303O S	CO.SE5C303OS. 1	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0
		CO.SE5C303OS. 2	0	0	0	0	0	0	0	0	3	2	1	0	0	0	0	0	0	0
		CO.SE5C303OS. 3	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0	0
		CO.SE5C303OS. 4	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
11 5	SE5C304O S	CO.SE5C304OS. 1	0	0	0	0	0	0	0	0	3	0	1	0	0	0	0	0	0	0
		CO.SE5C304OS. 2	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0	0
		CO.SE5C304OS. 3	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0	0	0
		CO.SE5C304OS. 4	0	0	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	0
11 6	SE5C306O S	CO.SE5C306OS. 1	0	0	0	0	0	0	0	0	2.4 9	0	0.8 3	0	0	0	0	0	0	0



		CO.SE5C306OS. 2	0	0	0	0	0	0	0	0	0	0	3	1	0	0	0	0	0	0	
		CO.SE5C306OS. 3	0	0	0	0	0	0	0	0	0	0	3	0	1	0	0	0	0	0	
		CO.SE5C306OS. 4	0	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	
11	SC10301B A	CO.SC10301BA. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2 8	1.2 8	1.2 8	0	0	0
		CO.SC10301BA. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	1.5 2	1.5 2	0.7 6	0	0	0
		CO.SC10301BA. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	1.1 2	1.1 2	1.6 8	0	0	0
		CO.SC10301BA. 4	0	0	0	0	0	0	0	0	0	0	0	0	0	1.6 8	1.1 2	1.6 8	0	0	0
11	SC10302B A	CO.SC10302BA. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2 3	1.2 3	0.6 1	0	0	0
		CO.SC10302BA. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	1.6 8	1.1 2	0.5 6	0	0	0
		CO.SC10302BA. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2 8	0.6 4	1.2 8	0	0	0
		CO.SC10302BA. 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0.5 6	0.5 6	0.2 8	0	0	0
11	SC10303B A	CO.SC10303BA. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	1.3 6	2.0 4	1.3 6	0	0	0
		CO.SC10303BA. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	1.0 9	1.6 4	0.5 5	0	0	0
		CO.SC10303BA. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0.5 2	1.5 6	0.5 2	0	0	0
		CO.SC10303BA. 4	0	0	0	0	0	0	0	0	0	0	0	0	0	1.5 6	1.0 4	1.0 4	0	0	0
12	SE5C301B A	CO.SE5C301BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2	0.6	1.2	0	0	0
		CO.SE5C301BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2	0.6	1.2	0	0	0
		CO.SE5C301BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	1.8	1.2	1.8	0	0	0
		CO.SE5C301BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	1.8	1.2	1.8	0	0	0
12	SE5C302B A	CO.SE5C302BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	1.8	1.2	0.6	0	0	0
		CO.SE5C302BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C302BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	1.3 6	1.3 6	1.3 6	0	0	0
		CO.SE5C302BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	2.0 4	1.3 6	2.0 4	0	0	0
12	SE5C303B A	CO.SE5C303BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	2.0 4	1.3 6	1.3 6	0	0	0
		CO.SE5C303BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	1.3 6	0.6 8	1.3 6	0	0	0
		CO.SE5C303BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	3	0	0	0
		CO.SE5C303BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0
12	SE5C304B A	CO.SE5C304BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	0.8 4	0.5 6	0.8 4	0	0	0
		CO.SE5C304BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	0.5 6	0.2 8	0.5 6	0	0	0
		CO.SE5C304BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	0.8 4	0.5 6	0.8 4	0	0	0
		CO.SE5C304BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	0.5 6	0.5 6	0.5 6	0	0	0
12	SE5C305B A	CO.SE5C305BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	2.0 4	2.0 4	2.0 4	0	0	0
		CO.SE5C305BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3	2	0	0	0
		CO.SE5C305BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	2.0 4	1.3 6	0.6 8	0	0	0
		CO.SE5C305BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	2.0 4	0.6 8	1.3 6	0	0	0
12	SE5C306B A	CO.SE5C306BA .1	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2	1.2	1.2	0	0	0
		CO.SE5C306BA .2	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2	1.8	1.8	0	0	0
		CO.SE5C306BA .3	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2	1.8	1.8	0	0	0
		CO.SE5C306BA .4	0	0	0	0	0	0	0	0	0	0	0	0	0	1.2	1.2	1.2	0	0	0



12 6	GCST401	CO.GCST401.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GCST401.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1	
		CO.GCST401.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.1 1	1.4 1	0.7		
		CO.GCST401.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
12 7	GCST402	CO.GCST402.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1		
		CO.GCST402.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	1		
		CO.GCST402.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.6 7	2.6 7	0.8 9		
		CO.GCST402.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3	1		
12 8	GCST403 MKT	GCST403 MKT.1	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0		
		GCST403 MKT.2	0	0	0	2	2	3	0	0	0	0	0	0	0	0	0	0	0	0		
		GCST403 MKT.3	0	0	0	2	3	3	0	0	0	0	0	0	0	0	0	0	0	0		
		GCST403 MKT.4	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0	0		
12 9	GCST403 FIN	GCST403 FIN.1	2	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		GCST403 FIN.2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		GCST403 FIN.3	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		GCST403 FIN.4	2	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
13 0	GCST403 HR	GCST403 HR.1	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0		
		GCST403 HR.2	0	0	0	0	0	0	3	3	1	0	0	0	0	0	0	0	0	0		
		GCST403 HR.3	0	0	0	0	0	0	2	2	1	0	0	0	0	0	0	0	0	0		
		GCST403 HR.4	0	0	0	0	0	0	2	3	1	0	0	0	0	0	0	0	0	0		
13 1	GCST403 OS	GCST403 OS.1	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	0	0	0		
		GCST403 OS.2	0	0	0	0	0	0	0	0	0	0	3	2	2	0	0	0	0	0		
		GCST403 OS.3	0	0	0	0	0	0	0	0	0	0	3	1	1	0	0	0	1	0	1	
		GCST403 OS.4	0	0	0	0	0	0	0	0	0	0	1.2	1.2	0.6	0	0	0	0	0	0	
13 2	GCST403 BA	GCST403 BA.1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1	0	0	0	
		GCST403 BA.2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	0	0	0	
		GCST403 BA.3	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1	0	0	0	
		GCST403 BA.4	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	0	0	
13 3	SC10401M K	CO.SC5T401MK .1	0	0	0	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
		CO.SC5T401MK .2	0	0	0	2.7 6	1.8 4	2.7 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC5T401MK .3	0	0	0	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC5T401MK .4	0	0	0	2.2 8	2.2 8	0.7 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 4	SC10402M K	CO.SC5T402MK .1	0	0	0	2.7 6	2.7 6	2.7 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC5T402MK .2	0	0	0	2.7 6	1.8 4	2.7 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC5T402MK .3	0	0	0	2.8 1	1.8 7	2.8 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC5T402MK .4	0	0	0	2.3 1	2.3 1	2.3 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 5	SE5T401M K	CO.SE5T401MK .1	0	0	0	1.5 6	1.5 6	1.5 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401MK .2	0	0	0	1.2 4	0.8 3	1.2 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401MK .3	0	0	0	1.5 6	1.0 4	1.5 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0



		CO.SE5T401MK .4	0	0	0	1.3 2	1.3 2	1.3 2	0	0	0	0	0	0	0	0	0	0	0
13 6	SE5T402M K	CO.SE5T402MK .1	0	0	0	1.0 8	1.0 8	1.0 8	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T402MK .2	0	0	0	2.5 2	1.6 8	2.5 2	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T402MK .3	0	0	0	3	2	3	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T402MK .4	0	0	0	1.4 8	1.4 8	1.4 8	0	0	0	0	0	0	0	0	0	0	0
13 7	SE5T404M K	CO.SE5T404MK .1	0	0	0	1.5 6	1.5 6	1.5 6	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T404MK .2	0	0	0	1.5 6	1.0 4	1.5 6	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T404MK .3	0	0	0	1.3 2	0.8 8	1.3 2	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T404MK .4	0	0	0	1.5 6	1.5 6	1.5 6	0	0	0	0	0	0	0	0	0	0	0
13 8	SC10401F N	CO.SC10401FN. 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10401FN. 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10401FN. 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10401FN. 4	0.8 2	1.6 4	1.6 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 9	SC10402F N	CO.SC10402FN. 1	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10402FN. 2	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10402FN. 3	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SC10402FN. 4	2	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 0	SE5T401F N	CO.SE5T401FN. 1	2.3 1	1.5 4	1.5 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401FN. 2	1.8	0.6	1.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401FN. 3	1.7 7	1.7 7	2.6 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401FN. 4	2.4 5	2.4 5	0.8 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 1	SE5T402F N	CO.SE5T402FN. 1	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T402FN. 2	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T402FN. 3	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T402FN. 4	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 2	SE5T403F N	CO.SE5T403FN. 1	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T403FN. 2	2.1 1	2.1 1	2.1 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T403FN. 3	2.5	2.5	2.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T403FN. 4	2.0 4	2.0 4	0.6 8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 3	SE5T404F N	CO.SE5T401FN. 1	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401FN. 2	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401FN. 3	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401FN. 4	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 4	SC10401H R	CO.SC10401HR. 1	0	0	1	0	0	0	3	3	1	0	0	0	0	0	0	0	0
		CO.SC10401HR. 2	0	0	1	0	0	0	3	3	2	0	0	0	1	0	0	0	0
		CO.SC10401HR. 3	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	0	0
		CO.SC10401HR. 4	0	0	0	0	0	0	3	3	2	0	0	0	0	0	0	0	0
14 5	SC10402H R	CO.SC10402HR. 1	0	1	1	0	0	1	2	3	1	0	0	0	0	0	0	0	0
		CO.SC10402HR. 2	0	0	1	0	0	1	3	3	2	0	0	1	0	0	0	0	0



		CO.SCI0402HR.3	0	1	0	0	0	1	3	3	0	0	0	0	0	0	0	0	0	
		CO.SCI0402HR.4	0	0	1	0	0	1	3	3	2	0	0	1	0	0	0	0	0	
146	SE5T401HR	CO.SE5T401HR.1	0	0	0.53	0	0	0	1.58	0	0	0	0	0	0	0	0	0	0	
		CO.SE5T401HR.2	0	0	1	0	0	1	3	3	0	0	0	0	1	0	0	0	0	
		CO.SE5T401HR.3	0	0.67	0.67	0	0	0.67	2.02	2.02	0	0	0	0	0	0	0	0	0	0
		CO.SE5T401HR.4	0	0.81	0.81	0	0	0.81	2.44	2.44	0.81	0	0	0	0	0	0	0	0	0
147	SE5T402HR	CO.SE5T402HR.1	0	0	1	0	0	1	2	1	0	0	0	0	0	0	0	0	0	
		CO.SE5T402HR.2	0	0	1	0	0	1	3	2	1	0	0	0	0	0	0	0	0	0
		CO.SE5T402HR.3	0	0	1	0	0	1	3	2	1	0	0	0	0	0	0	0	0	0
		CO.SE5T402HR.4	0	0	1	0	0	1	3	2	1	0	0	0	0	0	0	0	0	0
148	SE5T403HR	CO.SE5T403HR.1	0	0	0.87	0.87	0.87	1.73	2.6	1.73	0	0	0	0	0	0	0	0	0	
		CO.SE5T403HR.2	0	0	1	1	1	2	3	2	1	0	0	0	1	0	0	0	0	0
		CO.SE5T403HR.3	0	0	0	1	1	2	3	2	1	0	0	0	0	0	0	0	0	0
		CO.SE5T403HR.4	0	1	1	1	1	2	3	2	1	0	0	0	0	0	0	0	0	0
149	SCI0401OS	CO.SCI0401OS.1	1	1	1	0	0	1	0	0	0	3	1	1	0	0	0	0	0	0
		CO.SCI0401OS.2	1	1	1	0	0	1	0	0	0	3	1	1	0	0	0	0	0	0
		CO.SCI0401OS.3	0	1	1	0	0	1	0	0	0	3	2	2	0	0	0	0	0	0
		CO.SCI0401OS.4	0.81	0.81	0.81	0	0	0.81	0	0	0	2.43	1.62	1.62	0	0	0	0	0	0
150	SCI0402OS	CO.SCI0402OS.1	0	0	0.71	0	0	0	0	0	0	2.13	0.71	1.42	0	0	0	0	0	0
		CO.SCI0402OS.2	0	0	0.64	0	0	0	0	0	0	1.91	1.27	1.27	0	0	0	0	0	0
		CO.SCI0402OS.3	0	0	0.76	0	0	0	0	0	0	2.29	1.52	1.52	0	0	0	0	0	0
		CO.SCI0402OS.4	0	0	0.83	0	0	0	0	0	0	2.5	2.5	1.67	0	0	0	0	0	0
151	SE5T401OS	CO.SE5T401OS.1	0	0	1	0	0	1	0	0	0	3	1	2	0	0	0	0	0	
		CO.SE5T401OS.2	0	0	1	0	0	1	0	0	0	3	2	2	1	0	0	0	0	0
		CO.SE5T401OS.3	0	0	1	0	0	1	0	0	0	3	1	2	0	0	0	0	0	0
		CO.SE5T401OS.4	0	0	1	0	0	1	0	0	0	3	1	2	0	0	0	0	0	0
152	SE5T403OS	CO.SE5T403OS.1	0.57	0.57	0.57	0	0	0.57	0	0	0	1.72	1.15	0.57	0	0	0	0	0	
		CO.SE5T403OS.2	0	0	0.6	0	0	0.6	0	0	0	1.8	1.2	0.6	0.6	0	0	0	0	0
		CO.SE5T403OS.3	0	0	0.66	0	0	0.66	0	0	0	1.99	0.66	0.66	0	0	0	0	0	0
		CO.SE5T403OS.4	0	0	0.57	0	0	0.57	0	0	0	1.72	0.57	1.15	0	0	0	0	0	0
153	SCI0401BA	CO.SCI0401BA.1	0	0	0.76	0	0	0	0	0	0	0	0.76	1.52	1.52	0.76	0	0	0	
		CO.SCI0401BA.2	0	0	0.76	0	0	0	0	0	0	0	0.76	2.28	2.28	2.28	0	0	0	
		CO.SCI0401BA.3	0	0	0.92	0	0	0	0	0	0	0	0.92	1.84	2.76	0.92	0	0	0	
		CO.SCI0401BA.4	0	0	0.64	0	0	0	0	0	0	0	0.64	1.28	1.28	0.64	0	0	0	
154	SCI0402BA	CO.SCI0402BA.1	0	0	0.56	0	0	0	0	0	0	0	0.56	1.12	1.12	0.56	0	0	0	
		CO.SCI0402BA.2	0	0	0.48	0	0	0	0	0	0	0	0	1.44	0.48	1.44	0	0	0	
		CO.SCI0402BA.3	0	0	0.47	0	0	0	0	0	0	0	0	0.93	0.93	0.93	0	0	0	
		CO.SCI0402BA.4	0	0	0.51	0	0	0	0	0	0	0	0	1.01	1.52	1.52	0	0	0	
155	SE5T402BA	CO.SE5T402BA.1	0	0	0.84	0	0	0	0	0	0	0	0	1.68	1.68	1.68	0	0	0	



		CO.SE5T402BA.2	0	0	0.56	0	0	0	0	0	0	0	0	0	1.12	0.56	0.56	0	0	0
		CO.SE5T402BA.3	0	0	0.47	0	0	0	0	0	0	0	0	0	1.4	0.93	0.47	0	0	0
		CO.SE5T402BA.4	0	0	0.59	0	0	0	0	0	0	0	0	0	1.78	1.19	1.19	0	0	0
156	SE5T403B A	CO.SE5T403BA.1	0	0.68	0.68	0	0	0.68	0	0	0	1.36	1.36	1.36	2.04	0.68	1.36	0	0	0
		CO.SE5T403BA.2	0	0.68	0.68	0	0	0.68	0	0	0	0	0	0	2.04	1.36	2.04	0	0	0
		CO.SE5T403BA.3	0	0.6	0.6	0	0	0.6	0	0	0	0.6	0.6	0.6	1.2	1.2	1.8	0	0	0
		CO.SE5T403BA.4	0	0	0.6	0	0	0	0	0	0	1.2	1.2	1.2	1.2	0.6	1.8	0	0	0

PSO ATTAINMENT (2021 – 2023)

PSO	PSO Final
FN PSO 1	1.93
FN PSO 2	1.43
FN PSO 3	1.20
MK PSO 1	2.14
MK PSO 2	1.81
MK PSO 3	1.61
HR PSO 1	2.31
HR PSO 2	2.02
HR PSO 3	1.45
OS PSO 1	2.21
OS PSO 2	1.55
OS PSO 3	1.24
BA PSO 1	1.59
BA PSO 2	1.37
BA PSO 3	1.45
GN-PSO 01	2.36
GN-PSO 02	1.76
GN-PSO 03	1.19

Table No. – 3.2.1 A– Direct POs Attainment (2020 – 2022)

Sr. No	Semester/CO: PO	CO Name	PO1: Domain Knowledge	PO2: Multi disciplinary	PO03: Domain application	PO04: Global Perspective	PO05: Leadership	PO06: Creativity & Innovation	PO07: Decision Making	PO08: Entrepreneurship	PO09: Team Work	PO10: Communication skills	PO11: Values & Ethics	PO12: Lifelong Learning	PO13: Technology driven
1	GC10101	CO.GC10101.1	3.00	2.00	2.00	3.00	3.00	0.00	2.00	3.00	0.00	2.00	2.00	2.00	2.00
		CO.GC10101.2	3.00	1.00	3.00	3.00	0.00	0.00	3.00	3.00	2.00	2.00	2.00	3.00	0.00
		CO.GC10101.3	3.00	1.00	2.00	2.00	0.00	0.00	3.00	3.00	2.00	0.00	0.00	2.00	0.00
		CO.GC10101.4	3.00	2.00	3.00	2.00	3.00	0.00	3.00	3.00	2.00	2.00	2.00	3.00	0.00
2	GC10102	CO.GC10102.1	2.68	1.79	0.89	2.68	0.89	0.89	0.00	0.00	1.79	1.79	1.79	0.00	0.89
		CO.GC10102.2	3.00	2.00	1.00	3.00	2.00	1.00	0.00	0.00	2.00	2.00	1.00	0.00	2.00
		CO.GC10102.3	1.40	0.93	0.93	1.40	0.93	0.93	0.00	0.00	0.93	1.40	0.47	0.00	0.93
3	GC10103	CO GC10103.1	2.90	0.97	1.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.90	1.93	2.90
		CO GC10103.2	2.82	0.94	1.88	0.00	2.82	1.88	0.00	0.00	1.88	0.00	2.82	0.94	2.82
		CO GC10103.3	2.90	0.97	0.97	0.00	0.00	0.97	0.00	0.00	0.00	0.00	2.90	0.00	1.94
		CO GC10103.4	2.90	0.97	0.00	0.00	0.00	1.94	0.00	0.00	1.94	0.00	1.94	0.00	1.94
4	GC10104	CO.GC10104.1	3.00	3.00	2.00	1.00	3.00	1.00	1.00	1.00	1.00	1.00	1.00	3.00	3.00
		CO.GC10104.2	3.00	2.00	3.00	2.00	2.00	2.00	1.00	1.00	1.00	2.00	1.00	3.00	3.00
		CO.GC10104.3	3.00	3.00	3.00	1.00	3.00	3.00	2.00	2.00	2.00	1.00	2.00	3.00	3.00
5	GC10105	CO.GC10105.1	3.00	3.00	2.00	0.00	2.00	2.00	3.00	3.00	0.00	1.00	2.00	3.00	2.00
		CO.GC10105.2	3.00	2.00	2.00	0.00	2.00	2.00	3.00	3.00	0.00	2.00	2.00	3.00	2.00
		CO.GC10105.3	3.00	2.00	2.00	0.00	3.00	2.00	3.00	3.00	0.00	3.00	2.00	3.00	2.00
6	GC10106	CO.GC10106.1	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00	2.00	0.00
		CO.GC10106.2	3.00	2.00	3.00	0.00	0.00	2.00	3.00	3.00	3.00	3.00	2.00	3.00	0.00
		CO.GC10106.3	3.00	1.00	3.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	0.00	2.00	0.00
		CO.GC10106.4	3.00	3.00	1.00	2.00	3.00	3.00	1.00	1.00	2.00	0.00	2.00	0.00	3.00
7	GC5T101	CO.GC5T101.1	3.00	2.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
		CO.GC5T101.2	3.00	2.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
		CO.GC5T101.3	3.00	2.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00
8	GC5C101	CO.GC5C101.1	3.00	3.00	2.00	2.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	1.00	0.00
		CO.GC5C101.2	3.00	3.00	2.00	3.00	0.00	0.00	2.00	2.00	1.00	0.00	2.00	2.00	0.00



		CO.GC5C101.3	3.00	3.00	1.00	1.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	3.00
		CO.GC5C101.4	3.00	3.00	1.00	1.00	0.00	2.00	0.00	0.00	0.00	2.00	3.00	0.00	3.00
9	GC5C102	CO.GC5C 102.1	3.00	2.00	2.00	3.00	2.00	0.00	0.00	0.00	2.00	3.00	0.00	2.00	2.00
		CO.GC5C 102.2	3.00	2.00	3.00	2.00	0.00	0.00	0.00	0.00	3.00	3.00	2.00	2.00	2.00
		CO.GC5C 102.3	3.00	2.00	2.00	3.00	2.00	0.00	0.00	0.00	3.00	3.00	2.00	2.00	2.00
		CO.GC5C 102.4	3.00	2.00	3.00	2.00	0.00	0.00	0.00	0.00	3.00	1.00	2.00	3.00	3.00
10	GC5C103	CO.GC5C 103.1	3.00	2.00	2.00	1.00	2.00	2.00	1.00	1.00	2.00	0.00	3.00	3.00	3.00
		CO.GC5C 103.2	3.00	2.00	3.00	0.00	1.00	3.00	2.00	2.00	2.00	2.00	0.00	2.00	3.00
		CO.GC5C 103.3	3.00	2.00	2.00	2.00	3.00	2.00	2.00	2.00	3.00	2.00	3.00	3.00	3.00
11	GC2C101	CO.GC2C 101.1	3.00	3.00	3.00	2.00	2.00	1.00	1.00	1.00	3.00	3.00	3.00	0.00	3.00
12	GC5C104	CO.GC5C 104.1	3.00	2.00	2.00	2.00	0.00	0.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00
		CO.GC5C 104.2	3.00	2.00	2.00	2.00	0.00	0.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00
		CO.GC5C 104.3	3.00	2.00	2.00	3.00	2.00	0.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00
13	GFE100E	CO.GFE 100E.1	3.00	1.00	2.00	1.00	1.00	2.00	2.00	2.00	0.00	2.00	2.00	3.00	2.00
		CO.GFE 100E.2	3.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00	0.00	2.00	2.00	3.00	2.00
		CO.GFE 100E.3	3.00	1.00	3.00	1.00	2.00	2.00	2.00	2.00	0.00	3.00	3.00	3.00	2.00
14	GFE100F	CO.GFE 100F.1	3.00	2.00	2.00	1.00	0.00	2.00	0.00	0.00	2.00	2.00	2.00	0.00	2.00
		CO.GFE 100F.2	3.00	2.00	2.00	1.00	0.00	2.00	0.00	0.00	2.00	2.00	2.00	0.00	2.00
		CO.GFE 100F.3	3.00	2.00	2.00	2.00	0.00	2.00	1.00	1.00	2.00	3.00	3.00	0.00	2.00
15	GFE 100A	CO.GFE 100A.1	3.00	2.00	1.00	0.00	1.00	2.00	3.00	3.00	2.00	2.00	2.00	2.00	3.00
		CO.GFE 100A.2	3.00	3.00	1.00	0.00	1.00	2.00	3.00	3.00	2.00	2.00	2.00	2.00	3.00
		CO.GFE 100A.3	3.00	3.00	1.00	0.00	1.00	2.00	3.00	3.00	2.00	2.00	3.00	2.00	3.00
16	GFE 100B	CO.GFE 100B.1	3.00	1.00	3.00	2.00	0.00	0.00	3.00	3.00	2.00	2.00	2.00	3.00	0.00
		CO.GFE 100B.2	3.00	1.00	3.00	2.00	0.00	0.00	3.00	3.00	2.00	2.00	2.00	3.00	0.00
		CO.GFE 100B.3	3.00	1.00	3.00	2.00	2.00	0.00	3.00	3.00	2.00	2.00	2.00	3.00	1.00
17	GFE 100C	CO.GFE100C.1	3.00	3.00	1.00	1.00	2.00	2.00	3.00	3.00	1.00	2.00	2.00	0.00	2.00
		CO.GFE100C.2	3.00	3.00	1.00	1.00	1.00	2.00	3.00	3.00	2.00	2.00	2.00	0.00	2.00
		CO.GFE100C.3	3.00	3.00	1.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00	3.00	0.00	3.00
18	GFE 100D	CO.GFE 100D.1	3.00	2.00	1.00	1.00	2.00	1.00	1.00	1.00	1.00	0.00	1.00	3.00	3.00
		CO.GFE 100D.2	3.00	1.00	0.00	0.00	3.00	1.00	0.00	0.00	2.00	0.00	1.00	3.00	3.00
		CO.GFE 100D.3	3.00	1.00	1.00	2.00	3.00	2.00	1.00	1.00	3.00	0.00	1.00	3.00	3.00
19	GC10201	CO.GC10201.1	3.00	2.00	3.00	2.00	3.00	0.00	3.00	3.00	2.00	2.00	2.00	3.00	1.00
		CO.GC10201.2	3.00	2.00	2.00	2.00	0.00	0.00	3.00	3.00	2.00	2.00	0.00	2.00	0.00
		CO.GC10201.3	1.65	1.65	2.47	1.65	0.00	1.65	2.47	2.47	0.00	1.65	0.00	1.65	1.65



20	GC10202	CO.GC10202.1	3.00	2.00	3.00	2.00	2.00	2.00	2.00	3.00	3.00	2.00	0.00	3.00	2.00	0.00	
		CO.GC10202.2	3.00	1.00	3.00	3.00	2.00	2.00	3.00	3.00	1.00	2.00	3.00	2.00	0.00		
		CO.GC10202.3	3.00	1.00	3.00	3.00	2.00	2.00	3.00	3.00	0.00	0.00	3.00	2.00	0.00		
21	GC10T203	CO.GC10203.1	1.54	1.54	0.77	0.77	0.00	1.54	0.00	0.00	0.77	0.77	2.30	1.54	2.30		
		CO.GC10203.2	1.06	1.06	0.35	0.35	0.00	1.06	0.00	0.00	0.70	0.35	1.06	0.70	1.06		
		CO.GC10203.3	2.20	2.20	0.73	0.73	0.00	2.20	0.00	0.00	1.47	0.73	2.20	1.47	2.20		
22	GC5T201	CO.GC5T202.1	2.00	1.00	2.00	1.00	0.00	0.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00		
		CO.GC5T202.2	3.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00		
		CO.GC5T202.3	3.00	2.00	2.00	1.00	0.00	0.00	3.00	3.00	0.00	2.00	3.00	2.00	0.00		
23	GC5C201	CO.GC5C201.1	3.00	3.00	2.00	2.00	0.00	0.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00		
		CO.GC5C201.2	3.00	1.00	2.00	3.00	2.00	0.00	2.00	2.00	2.00	2.00	2.00	3.00	0.00		
		CO.GC5C201.3	3.00	3.00	2.00	3.00	2.00	0.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	0.00	
24	GC5C202	CO.GC5C202.1	3.00	3.00	2.00	3.00	0.00	0.00	2.00	2.00	0.00	0.00	2.00	2.00	0.00		
		CO.GC5C202.2	3.00	2.00	2.00	3.00	0.00	3.00	2.00	2.00	0.00	1.00	3.00	0.00	3.00		
		CO.GC5C202.3	3.00	3.00	3.00	3.00	0.00	3.00	2.00	2.00	0.00	3.00	3.00	0.00	3.00		
25	GC2C201	CO.GC2T201.1	3.00	2.00	2.00	1.00	1.00	2.00	1.00	1.00	1.00	3.00	3.00	0.00	3.00		
26	GFE 200A	CO.GFE 200A.1	2.68	1.79	1.79	0.89	0.89	0.89	0.89	0.89	1.79	2.68	2.68	1.79	2.68		
		CO.GFE 200A.2	2.68	1.79	1.79	0.89	1.79	2.68	0.89	0.89	1.79	2.68	2.68	1.79	2.68		
27	GFE 200B	CO.GFE200B.1	1.82	0.91	1.82	0.91	0.00	1.82	0.00	0.00	0.91	2.73	2.73	0.00	2.73		
		CO.GFE200B.2	1.75	1.75	0.00	0.88	0.00	1.75	0.00	0.00	0.88	2.63	2.63	0.00	2.63		
28	GC5C200A	CO.GC5C200A.1	2.77	1.85	2.77	1.85	1.85	1.85	1.85	1.85	1.85	1.85	1.85	1.85	1.85		
		CO.GC5C200A.2	2.82	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88		
		CO.GC5C200A.3	2.63	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	0.88	1.75	1.75	
29	GC5C200B	CO.GC5C200B.1	2.57	1.72	2.57	1.72	1.72	1.72	1.72	1.72	1.72	1.72	1.72	1.72	1.72		
		CO.GC5C200B.2	2.82	1.88	2.82	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88	1.88		
		CO.GC5C200B.3	2.63	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75		
30	GC5C200C	CO.GC5C200C.1	2.82	1.88	2.82	2.82	1.88	2.82	2.82	2.82	2.82	1.88	2.82	1.88	2.82		
		CO.GC5C200C.2	2.89	1.92	2.89	2.89	1.92	2.89	2.89	2.89	2.89	1.92	2.89	1.92	2.89		
		CO.GC5C200C.3	2.83	1.89	2.83	2.83	1.89	2.83	2.83	2.83	2.83	1.89	2.83	1.89	2.83		
31	SC10201MK	CO.SC10201MK.1	3.00	2.00	3.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	0.00	2.00	0.00		
		CO.SC10201MK.2	3.00	3.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00	2.00	0.00		
		CO.SC10201MK.3	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	2.00	0.00	2.00	0.00		
32	SC10202MK	CO.SC10202MK.1	2.83	1.88	2.83	1.88	1.88	1.88	2.83	2.83	2.83	2.83	0.00	1.88	0.00		
		CO.SC10202MK.2	2.84	1.89	2.84	0.00	2.84	2.84	2.84	2.84	2.84	2.84	0.00	1.89	0.00		



		CO.SC10202MK.3	2.83	2.83	2.83	0.00	2.83	2.83	2.83	2.83	1.88	1.88	0.00	1.88	0.00
33	SC10203MK	CO.SC10203MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00	0.00	2.00	0.00
		CO.SC10203MK.2	3.00	3.00	0.00	0.00	2.00	2.00	0.00	0.00	3.00	2.00	3.00	1.00	3.00
		CO.SC10203MK.3	3.00	2.00	3.00	0.00	2.00	2.00	3.00	3.00	3.00	3.00	2.00	3.00	0.00
34	SE5C201MK	CO.SE5C201MK.1	2.23	0.00	2.23	1.49	1.49	1.49	2.23	2.23	2.23	1.49	0.00	1.49	0.00
		CO.SE5C201MK.2	2.23	0.00	2.23	0.00	2.23	2.23	2.23	2.23	2.23	1.49	0.00	1.49	0.00
		CO.SE5C201MK.3	2.14	0.00	2.14	0.00	1.42	2.14	2.14	2.14	1.42	2.14	0.00	1.42	0.00
35	SE5C202MK	CO.SE5C202MK.1	2.23	0.74	2.23	1.49	1.49	1.49	2.23	2.23	1.49	2.23	0.00	1.49	0.00
		CO.SE5C202MK.2	2.23	0.74	2.23	0.00	2.23	2.23	2.23	2.23	2.23	2.23	0.00	1.49	0.00
		CO.SE5C202MK.3	2.14	1.42	2.14	0.00	2.14	2.14	2.14	2.14	2.14	1.42	0.00	1.42	0.00
36	SE5C203MK	CO.SE5C203MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	2.00	0.00
		CO.SE5C203MK.2	3.00	1.00	3.00	0.00	0.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00
		CO.SE5C203MK.3	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	2.00	2.00	0.00	2.00	0.00
37	SE5C204MK	CO.SE5C204MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00	0.00	2.00	0.00
		CO.SE5C204MK.2	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00	2.00	0.00
		CO.SE5C204MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00
38	SC10201FN	CO.SC10201FN.1	2.78	1.85	2.78	0.93	0.00	0.00	1.85	1.85	1.85	1.85	1.85	1.85	0.93
		CO.SC10201FN.2	2.78	0.93	2.78	0.00	0.00	0.00	1.85	1.85	0.00	0.00	0.00	2.78	0.00
		CO.SC10201FN.3	2.70	1.80	2.70	0.00	0.00	0.00	1.80	1.80	1.80	2.70	0.00	2.70	0.00
39	SC10202FN	CO.SC10202FN.1	2.89	1.93	2.89	0.00	0.00	0.00	2.89	2.89	0.00	0.00	0.00	1.93	0.00
		CO.SC10202FN.2	2.85	1.90	2.85	0.00	0.00	0.00	2.85	2.85	0.00	1.90	1.90	1.90	0.00
		CO.SC10202FN.3	1.94	0.97	2.90	1.94	0.00	0.97	2.90	2.90	1.94	1.94	1.94	1.94	0.97
40	SC10203FN	CO.SC10203FN.1	2.88	1.92	2.88	0.00	0.00	0.00	1.92	1.92	1.92	1.92	0.00	1.92	0.00
		CO.SC10203FN.2	2.82	1.88	2.82	1.88	0.00	1.88	1.88	1.88	1.88	0.00	0.00	1.88	1.88
		CO.SC10203FN.3	6.79	0.97	2.91	1.94	1.94	1.94	2.91	2.91	1.94	1.94	0.00	2.91	0.00
41	SE5C201FN	CO.SE5C201FN.1	2.72	0.00	2.72	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.72	0.00
		CO.SE5C201FN.2	2.83	0.00	2.83	0.00	0.00	0.00	1.89	1.89	0.00	0.00	0.00	1.89	0.00
		CO.SE5C201FN.3	2.66	0.00	2.66	0.00	0.00	0.00	1.77	1.77	1.77	2.66	0.00	1.77	0.00
42	SE5C202FN	CO.SE5C202FN.1	2.83	1.89	1.89	1.89	0.00	1.89	1.89	1.89	0.00	0.00	0.00	1.89	0.00
		CO.SE5C202FN.2	1.87	0.00	1.87	1.87	0.00	0.00	2.80	2.80	1.87	0.00	1.87	1.87	0.00
		CO.SE5C202FN.3	1.73	1.73	2.60	1.73	0.00	1.73	1.73	1.73	0.00	1.73	0.00	1.73	1.73
43	SE5C203FN	CO.SE5C203FN.1	1.87	1.87	2.80	1.87	0.00	0.00	2.80	2.80	0.00	0.00	0.00	2.80	2.80
		CO.SE5C203FN.2	2.80	1.87	2.80	1.87	2.80	0.00	2.80	2.80	0.93	0.00	0.00	2.80	1.87
		CO.SE5C203FN.3	2.60	0.87	2.60	2.60	1.73	0.00	2.60	2.60	2.60	2.60	0.00	2.60	2.60



44	SE5C204FN	CO.SE5C204FN.1	2.32	1.54	2.32	2.32	0.77	0.00	1.54	1.54	0.00	0.00	0.00	2.32	2.32
		CO.SE5C204FN.2	2.67	1.78	2.67	1.78	0.00	0.00	1.78	1.78	0.00	0.00	0.00	1.78	2.67
		CO.SE5C204FN.3	3.00	2.00	3.00	2.00	0.00	2.00	3.00	3.00	0.00	2.00	0.00	3.00	3.00
45	SE5C205FN	CO.SE5C205FN.1	2.29	0.00	2.29	0.00	0.00	0.00	2.29	2.29	0.00	0.00	0.00	0.76	0.00
		CO.SE5C205FN.2	2.59	0.00	2.59	0.00	0.00	0.00	2.59	2.59	0.00	0.00	0.00	0.86	0.00
		CO.SE5C205FN.3	2.66	0.00	2.66	0.00	0.00	0.00	2.66	2.66	0.00	0.00	0.00	0.89	0.00
46	SC10201HR	CO.SC10201HR.1	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	0.00	2.00
		CO.SC10201HR.2	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	1.00	2.00	0.00	2.00	0.00
		CO.SC10201HR.3	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00
47	SC10202HR	CO.SC10202HR.1	2.34	0.00	2.34	0.00	1.56	1.56	1.56	1.56	1.56	1.56	0.00	0.78	0.00
		CO.SC10202HR.2	1.56	0.00	1.04	0.00	0.00	0.00	0.00	0.00	1.04	1.04	0.00	0.52	0.00
		CO.SC10202HR.3	1.10	0.00	1.10	0.00	0.74	0.74	0.74	0.74	0.74	0.74	0.00	0.37	0.00
48	SC10203HR	CO.SC10203HR.1	3.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	1.00	2.00	0.00	2.00	0.00
		CO.SC10203HR.2	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	2.00	0.00
		CO.SC10203HR.3	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	2.00	0.00
49	SE5C201HR	CO.SE5C201HR.1	0.24	0.00	0.48	0.00	0.00	0.00	0.48	0.48	0.48	0.00	0.00	0.48	0.00
		CO.SE5C201HR.2	0.39	0.00	1.18	0.00	0.79	0.79	0.79	0.79	0.79	0.79	0.00	0.39	0.00
		CO.SE5C201HR.3	0.81	0.27	0.81	0.00	0.54	0.54	0.54	0.54	0.54	0.54	0.00	0.27	0.00
50	SE5C202HR	CO.SE5C202HR.1	2.93	0.00	1.96	0.00	0.00	0.00	1.96	1.96	0.00	0.00	0.00	1.96	0.00
		CO.SE5C202HR.2	1.10	1.10	1.10	0.00	0.55	0.00	1.10	1.10	1.10	1.10	0.00	1.10	0.00
		CO.SE5C202HR.3	1.01	0.50	1.01	0.00	0.00	0.00	0.00	0.00	0.00	1.01	0.00	1.01	0.00
51	SE5C203HR	CO.SE5C203HR.1	1.73	1.73	2.60	0.00	0.87	0.00	1.73	1.73	0.87	1.73	0.00	0.00	0.00
		CO.SE5C203HR.2	2.60	0.00	2.60	0.00	0.00	0.00	1.73	1.73	0.00	0.00	0.00	0.87	0.00
		CO.SE5C203HR.3	2.60	0.87	1.73	0.00	0.00	0.00	1.73	1.73	0.00	0.00	0.00	0.87	0.00
52	SE5C204HR	CO.SE5C204HR.1	3.00	2.00	2.00	0.00	1.00	0.00	3.00	3.00	3.00	2.00	3.00	0.00	2.00
		CO.SE5C204HR.2	3.00	0.00	2.00	0.00	0.00	2.00	3.00	3.00	3.00	0.00	3.00	0.00	2.00
		CO.SE5C204HR.3	3.00	0.00	2.00	0.00	0.00	2.00	3.00	3.00	3.00	0.00	3.00	0.00	3.00
53	SE5C205HR	CO.SE5C205HR.1	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00
		CO.SE5C205HR.2	2.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	1.00	0.00
		CO.SE5C205HR.3	2.00	1.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	2.00	1.00	0.00
54	SE5C206HR	CO.SE5C206HR.1	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C206HR.2	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	1.00	2.00	0.00
		CO.SE5C206HR.3	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	3.00
55	SC10201OS	CO.SC10201OS.1	2.95	0.00	0.00	0.00	0.00	1.97	0.00	0.00	0.00	0.00	1.97	0.00	2.95



		CO.SC10201OS.2	2.98	1.98	2.98	0.00	1.98	0.00	1.98	1.98	0.00	1.98	1.98	1.98	0.00
		CO.SC10201OS.3	2.98	0.99	0.99	1.98	0.00	2.98	0.00	0.00	1.98	0.99	1.98	1.98	2.98
56	SC10202OS	CO.SC10202OS.1	2.95	0.98	2.95	0.00	1.97	0.00	0.00	0.00	0.00	0.00	0.00	1.97	0.00
		CO.SC10202OS.2	2.95	0.00	1.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.97	0.00
		CO.SC10202OS.3	2.98	1.98	1.98	1.98	1.98	0.00	1.98	1.98	0.00	1.98	0.00	0.99	0.00
57	SC10203OS	CO.SC10203OS.1	2.96	1.97	1.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.99	0.00
		CO.SC10203OS.2	2.96	1.97	2.96	0.00	1.97	0.00	1.97	1.97	1.97	1.97	1.97	1.97	0.00
		CO.SC10203OS.3	2.96	1.97	2.96	2.96	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97	1.97
58	SE5C202OS	CO.SE5C201OS.1	2.90	1.94	1.94	0.00	0.97	0.00	1.94	1.94	0.00	0.00	0.00	0.97	0.00
		CO.SE5C201OS.2	2.90	0.97	0.00	1.94	1.94	2.90	0.00	0.00	1.94	0.00	1.94	1.94	1.94
		CO.SE5C201OS.3	2.95	0.98	0.00	1.97	1.97	2.95	0.00	0.00	1.97	0.98	2.95	0.98	2.95
59	SE5C201OS	CO.SE5C202OS.1	2.95	1.97	1.97	0.00	0.98	0.00	1.97	1.97	0.00	0.00	0.00	0.98	0.00
		CO.SE5C202OS.2	2.95	0.98	0.00	1.97	1.97	2.95	0.00	0.00	1.97	0.00	1.97	1.97	1.97
		CO.SE5C202OS.3	2.97	0.99	0.00	1.98	1.98	2.97	0.00	0.00	1.98	0.99	2.97	0.99	2.97
60	SE5C203OS	CO.SE5C203OS.1	2.95	0.00	2.95	1.97	0.00	0.00	1.97	1.97	0.00	0.00	0.00	0.00	0.00
		CO.SE5C203OS.2	2.91	0.97	2.91	0.00	0.00	0.00	0.97	0.97	0.00	0.00	0.00	2.91	0.00
		CO.SE5C203OS.3	2.88	0.96	1.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.92	1.92	2.88
61	SE5C204OS	CO.SE5C204OS.1	2.91	1.94	1.94	1.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C204OS.2	2.89	1.93	1.93	0.96	0.00	1.93	1.93	1.93	1.93	1.93	1.93	1.93	1.93
		CO.SE5C204OS.3	2.95	0.00	1.97	0.00	1.97	0.00	1.97	1.97	1.97	1.97	0.00	1.97	0.00
62	SE5C205OS	CO.SE5C205OS.1	2.95	0.98	2.95	0.98	1.97	1.97	0.00	0.00	1.97	1.97	1.97	2.95	1.97
		CO.SE5C205OS.2	2.89	1.93	1.93	1.93	1.93	1.93	0.00	0.00	0.96	0.96	1.93	2.89	1.93
		CO.SE5C205OS.3	2.91	1.94	2.91	1.94	1.94	0.00	1.94	1.94	0.97	0.00	0.00	2.91	2.91
63	SC10201BA	CO.SC10201BA.1	3.00	2.00	3.00	2.00	1.00	0.00	2.00	2.00	0.00	1.00	0.00	0.00	3.00
		CO.SC10201BA.2	3.00	1.00	3.00	2.00	0.00	2.00	3.00	3.00	0.00	2.00	0.00	1.00	3.00
		CO.SC10201BA.3	3.00	2.00	3.00	2.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00	2.00	3.00
64	SC10202BA	CO.SC10202BA.1	3.00	1.00	2.00	3.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00
		CO.SC10202BA.2	3.00	1.00	3.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	1.00	3.00
		CO.SC10202BA.3	3.00	1.00	3.00	3.00	2.00	0.00	3.00	3.00	2.00	2.00	0.00	2.00	3.00
65	SC10203BA	CO.SC10203BA.1	3.00	2.00	3.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	0.00	2.00	3.00
		CO.SC10203BA.2	3.00	1.00	3.00	3.00	0.00	3.00	3.00	3.00	2.00	3.00	0.00	1.00	3.00
		CO.SC10203BA.3	3.00	2.00	3.00	2.00	2.00	3.00	3.00	3.00	2.00	3.00	0.00	1.00	3.00
66	SE5C201BA	CO.SE5C201BA.1	3.00	2.00	3.00	2.00	0.00	3.00	3.00	3.00	2.00	2.00	0.00	0.00	3.00
		CO.SE5C201BA.2	3.00	2.00	3.00	3.00	2.00	3.00	3.00	3.00	3.00	2.00	0.00	0.00	3.00



		CO.SE5C201BA.3	3.00	1.00	3.00	2.00	2.00	3.00	3.00	3.00	3.00	2.00	0.00	2.00	3.00
67	SE5C202BA	CO.SE5C202BA.1	3.00	2.00	3.00	3.00	2.00	0.00	3.00	3.00	3.00	0.00	2.00	2.00	3.00
		CO.SE5C202BA.2	3.00	1.00	3.00	3.00	2.00	3.00	3.00	3.00	2.00	3.00	2.00	2.00	3.00
		CO.SE5C202BA.3	3.00	1.00	3.00	2.00	0.00	3.00	3.00	3.00	2.00	2.00	0.00	2.00	3.00
68	SE5C203BA	CO.SE5C203BA.1	2.80	1.87	2.80	2.80	1.87	1.87	2.80	2.80	0.93	0.00	0.00	0.93	2.80
		CO.SE5C203BA.2	2.80	0.93	2.80	2.80	0.00	2.80	2.80	2.80	2.80	1.87	1.87	0.93	2.80
		CO.SE5C203BA.3	2.80	1.87	2.80	2.80	0.93	2.80	2.80	2.80	2.80	1.87	0.00	1.87	2.80
69	SE5C204BA	CO.SE5C204BA.1	3.00	2.00	3.00	3.00	0.00	3.00	3.00	3.00	2.00	2.00	0.00	0.00	2.00
		CO.SE5C204BA.2	3.00	2.00	3.00	3.00	0.00	3.00	3.00	3.00	2.00	3.00	0.00	1.00	3.00
		CO.SE5C204BA.3	3.00	2.00	3.00	3.00	1.00	3.00	2.00	2.00	2.00	2.00	0.00	1.00	3.00
70	SE5C205BA	CO.SE5C205BA.1	3.00	1.00	2.00	0.00	0.00	1.00	3.00	3.00	1.00	0.00	0.00	2.00	3.00
		CO.SE5C205BA.2	3.00	1.00	2.00	1.00	1.00	2.00	2.00	2.00	1.00	1.00	0.00	2.00	3.00
		CO.SE5C205BA.3	3.00	2.00	3.00	1.00	0.00	2.00	0.00	0.00	1.00	0.00	0.00	2.00	3.00
71	SE5C206BA	CO.SE5C206BA.1	3.00	2.00	3.00	3.00	0.00	3.00	2.00	2.00	0.00	2.00	0.00	0.00	3.00
		CO.SE5C206BA.2	3.00	2.00	3.00	3.00	0.00	3.00	3.00	3.00	2.00	0.00	0.00	0.00	3.00
		CO.SE5C206BA.3	3.00	2.00	3.00	3.00	1.00	3.00	2.00	2.00	0.00	2.00	0.00	0.00	3.00
72	GC10 301	CO.GC10 301. 1	3.00	2.00	3.00	1.00	2.00	2.00	1.00	1.00	2.00	1.00	3.00	2.00	2.00
		CO.GC10 301. 2	3.00	2.00	2.00	3.00	2.00	2.00	1.00	1.00	3.00	1.00	1.00	2.00	3.00
		CO.GC10 301. 3	3.00	2.00	3.00	2.00	2.00	1.00	1.00	1.00	2.00	1.00	2.00	1.00	3.00
		CO.GC10 301. 4	3.00	2.00	3.00	2.00	1.00	3.00	3.00	3.00	2.00	2.00	2.00	1.00	3.00
73	SC10302MK	CO.SC10302MK.1	2.27	0.00	2.27	1.51	1.51	1.51	2.27	2.27	1.51	2.27	0.00	1.51	0.00
		CO.SC10302MK.2	2.27	1.51	2.27	0.00	1.51	1.51	1.51	1.51	2.27	2.27	1.51	2.27	0.00
		CO.SC10302MK.3	2.31	1.54	2.31	0.00	2.31	2.31	2.31	2.31	1.54	2.31	0.00	1.54	0.00
74	GC5T 302	CO.GC5T302.1	3.00	2.00	3.00	2.00	0.00	0.00	2.00	0.00	0.00	0.00	3.00	3.00	0.00
		CO.GC5T302.2	3.00	2.00	3.00	2.00	1.00	0.00	3.00	0.00	1.00	0.00	3.00	3.00	0.00
		CO.GC5T302.3	3.00	2.00	3.00	3.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00
75	GC5T 303	CO.GC5T303.1	3.00	2.00	3.00	0.00	0.00	2.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00
		CO.GC5T303.2	3.00	2.00	3.00	0.00	0.00	2.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00
		CO.GC5T303.3	3.00	1.00	3.00	2.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	3.00	0.00
76	GC5T300A	CO.GC5T300A.1	3.00	2.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00	3.00
		CO.GC5T300A.2	3.00	2.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00	3.00
		CO.GC5T300A.3	3.00	3.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00	3.00
77	GC5T300B	CO.GC5T300B.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5T300B.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5T300B.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
78	GC5T300C	CO.GC5T300C.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5T300C.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5T300C.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



79	GC5T300D	CO.GC5T300D.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.GC5T300D.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5T300D.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80	GC5T300E	CO.GC5T300E.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.GC5T300E.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
81		GFE300A	CO.GC5T300E.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	CO.GFE300A.1		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
82	SC10301MK	CO.GFE300A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SC10301MK.1	2.42	0.00	2.42	1.61	1.61	1.61	2.42	2.42	1.61	2.42	0.00	1.61	0.00	
		CO.SC10301MK.2	2.42	1.61	2.42	0.00	1.61	1.61	1.61	1.61	2.42	2.42	1.61	2.42	0.00	
83	SC10302MK	CO.SC10301MK.3	2.38	0.00	2.38	0.00	2.38	2.38	2.38	2.38	1.59	1.59	0.00	1.59	0.00	
		CO.SC10302MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	0.00	2.00	3.00	0.00	2.00	0.00	
		CO.SC10302MK.2	3.00	2.00	3.00	0.00	2.00	2.00	2.00	0.00	3.00	3.00	2.00	3.00	0.00	
84	SC10303MK	CO.SC10302MK.3	3.00	2.00	3.00	0.00	3.00	3.00	3.00	0.00	2.00	3.00	0.00	2.00	0.00	
		CO.SC10303MK.1	3.00	2.00	3.00	2.00	3.00	2.00	3.00	3.00	2.00	3.00	0.00	2.00	0.00	
		CO.SC10303MK.2	3.00	0.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	2.00	0.00	2.00	0.00	
85	SE5C301MK	CO.SC10303MK.3	3.00	1.00	3.00	0.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	
		CO.SE5C301MK.1	3.00	1.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	2.00	0.00	2.00	0.00	
		CO.SE5C301MK.2	3.00	2.00	3.00	0.00	2.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	
86	SE5C302MK	CO.SE5C301MK.3	3.00	1.00	3.00	0.00	3.00	3.00	3.00	3.00	2.00	3.00	0.00	2.00	0.00	
		CO.SE5C302MK.1	3.00	2.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	2.00	0.00	
		CO.SE5C302MK.2	3.00	2.00	3.00	0.00	2.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	
87	SE5C303MK	CO.SE5C302MK.3	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	2.00	2.00	0.00	2.00	0.00	
		CO.SE5C303MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00	0.00	2.00	0.00	
		CO.SE5C303MK.2	3.00	2.00	3.00	0.00	2.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	
88	SE5C304MK	CO.SE5C303MK.3	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	2.00	2.00	0.00	2.00	0.00	
		CO.SE5C304MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	2.00	0.00	2.00	0.00	
		CO.SE5C304MK.2	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	2.00	0.00	2.00	0.00	
89	SE5C305MK	CO.SE5C304MK.3	3.00	3.00	0.00	2.00	3.00	3.00	1.00	1.00	2.00	0.00	2.00	0.00	3.00	
		CO.SE5C305MK.1	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	2.00	0.00	2.00	0.00	
		CO.SE5C305MK.2	3.00	2.00	3.00	0.00	0.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	
90	SE5C306MK	CO.SE5C305MK.3	3.00	2.00	3.00	0.00	3.00	3.00	3.00	3.00	2.00	3.00	0.00	2.00	0.00	
		CO.SE5C306MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	2.00	0.00	
		CO.SE5C306MK.2	3.00	0.00	3.00	0.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00	2.00	0.00	
91	SC10301FN	CO.SE5C306MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	2.00	3.00	3.00	2.00	3.00	0.00	
		CO.SC10301FN.1	2.82	2.82	2.82	0.00	0.00	1.88	1.88	1.88	2.82	0.00	0.00	2.82	1.88	
		CO.SC10301FN.2	2.85	1.90	1.90	0.00	0.00	1.90	1.90	1.90	2.85	0.00	0.00	1.90	2.85	
92	SC10302FN	CO.SC10301FN.3	3.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	1.00	2.00	0.00	3.00	3.00	
		CO.SC10302FN.1	3.00	0.00	2.00	3.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	2.00	0.00	
		CO.SC10302FN.2	2.00	0.00	2.00	2.00	0.00	0.00	3.00	3.00	2.00	0.00	0.00	3.00	2.00	
	SC10303FN	CO.SC10302FN.3	3.00	2.00	3.00	3.00	0.00	2.00	3.00	3.00	2.00	2.00	0.00	3.00	2.00	
		CO.SC10303FN.1	3.00	2.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	2.00	2.00	



93		CO.SC10303FN.2	3.00	2.00	3.00	3.00	2.00	2.00	3.00	3.00	2.00	2.00	0.00	3.00	0.00
		CO.SC10303FN.3	3.00	2.00	2.00	2.00	2.00	0.00	2.00	2.00	2.00	2.00	0.00	3.00	0.00
94	SE5C301FN	CO.SE5C301FN.1	3.00	2.00	3.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	3.00	0.00
		CO.SE5C301FN.2	3.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	0.00
		CO.SE5C301FN.3	3.00	2.00	3.00	3.00	2.00	2.00	3.00	3.00	2.00	2.00	0.00	3.00	0.00
95	SE5C302FN	CO.SE5C302FN.1	2.80	0.00	2.80	0.00	0.00	0.00	1.87	1.87	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302FN.2	3.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302FN.3	3.00	0.00	3.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00
96	SE5C303FN	CO.SE5C303FN.1	2.80	2.80	1.87	0.00	0.00	0.00	1.87	1.87	0.00	1.87	0.00	2.80	0.00
		CO.SE5C303FN.2	2.80	2.80	2.80	0.00	0.00	0.00	2.80	2.80	0.00	1.87	0.00	2.80	0.00
		CO.SE5C303FN.3	2.80	2.80	2.80	1.87	1.87	0.00	2.80	2.80	1.87	1.87	0.00	2.80	1.87
97	SE5C304FN	CO.SE5C304FN.1	3.00	2.00	3.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	3.00	2.00
		CO.SE5C304FN.2	3.00	2.00	2.00	2.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	3.00	2.00
		CO.SE5C304FN.3	3.00	2.00	3.00	2.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	3.00	3.00
98	SE5C306FN	CO.SE5C306FN.1	1.92	0.64	1.92	0.00	0.00	1.28	0.00	0.00	0.00	0.00	1.92	0.00	1.92
		CO.SE5C306FN.2	2.26	1.50	1.50	0.00	0.00	2.26	0.00	0.00	1.50	0.00	1.50	1.50	2.26
		CO.SE5C306FN.3	3.00	1.00	2.00	0.00	0.00	3.00	0.00	0.00	2.00	0.00	2.00	1.00	3.00
99	SC10301HR	CO.SC10301HR.1	2.73	0.00	1.82	0.00	0.00	0.00	1.82	1.82	1.82	1.82	0.00	0.00	0.00
		CO.SC10301HR.2	2.87	1.92	2.87	0.00	0.00	0.00	1.92	1.92	1.92	1.92	0.00	0.00	0.00
		CO.SC10301HR.3	3.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00	0.00	2.00	0.00
100	SC10302HR	CO.SC10302HR.1	2.20	1.47	2.20	0.00	1.47	0.00	1.47	1.47	1.47	1.47	0.00	2.20	0.00
		CO.SC10302HR.2	2.20	0.00	2.20	0.00	0.00	0.00	1.47	1.47	1.47	1.47	0.00	1.47	0.00
		CO.SC10302HR.3	3.00	0.00	2.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00	0.00	2.00	0.00
103	SC10303HR	CO.SC10303HR.1	3.00	2.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00
		CO.SC10303HR.2	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00
		CO.SC10303HR.3	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00
101	SE5C301HR	CO.SE5C301HR.1	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	2.00	0.00
		CO.SE5C301HR.2	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00
		CO.SE5C301HR.3	1.87	0.00	2.80	0.00	0.00	0.00	1.87	1.87	1.87	1.87	0.00	0.00	0.00
102	SE5C302HR	CO.SE5C302HR.1	2.80	0.00	1.87	0.00	1.87	0.00	1.87	1.87	1.87	1.87	0.00	1.87	0.00
		CO.SE5C302HR.2	2.80	0.00	1.87	0.00	0.00	0.00	0.93	0.93	0.00	0.00	0.00	1.87	0.00
		CO.SE5C302HR.3	2.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	0.00	3.00	0.00	2.00	0.00
103	SE5C303HR	CO.SE5C303HR.1	1.33	0.00	1.33	0.00	0.00	1.33	0.67	0.67	0.67	1.33	1.33	0.00	1.33
		CO.SE5C303HR.2	1.47	0.00	2.20	0.00	0.73	0.00	0.73	0.73	0.73	1.47	1.47	1.47	1.47
		CO.SE5C303HR.3	1.33	0.00	2.00	0.00	0.67	0.00	0.67	0.67	0.67	1.33	1.33	1.33	1.33
104	SE5C305HR	CO.SE5C305HR.1	1.87	0.00	2.80	2.80	0.00	0.00	1.87	1.87	0.93	1.87	0.00	1.87	0.00
		CO.SE5C305HR.2	1.87	0.00	2.80	2.80	0.00	0.00	1.87	1.87	0.00	0.00	0.00	0.00	0.00
		CO.SE5C305HR.3	1.73	0.00	2.60	2.60	0.87	0.00	1.73	1.73	1.73	1.73	0.00	0.00	0.00
105	SE5C306HR	CO.SE5C306HR.1	3.00	3.00	3.00	0.00	0.00	0.00	2.00	2.00	1.00	2.00	0.00	2.00	0.00
		CO.SE5C306HR.2	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	0.00
		CO.SE5C306HR.3	2.00	3.00	3.00	0.00	2.00	2.00	2.00	2.00	1.00	2.00	0.00	0.00	3.00
	SC10301OS	CO.SC10301OS.1	3.00	2.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00



106		CO.SC10301OS.2	3.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	2.00	1.00	2.00	1.00	3.00
		CO.SC10301OS.3	3.00	2.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00
107	SC10302OS	CO.SC10302OS.1	3.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	1.00	0.00
		CO.SC10302OS.2	3.00	0.00	2.00	0.00	1.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10302OS.3	3.00	2.00	2.00	0.00	2.00	2.00	2.00	2.00	2.00	1.00	0.00	2.00	2.00	0.00
108	SC10303OS	CO.SC10303OS.1	3.00	2.00	3.00	2.00	2.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00
		CO.SC10303OS.2	3.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	1.00	0.00	0.00	2.00	2.00	0.00
		CO.SC10303OS.3	3.00	2.00	3.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00	0.00	2.00	2.00	0.00
109	SE5C301OS	CO.SE5C301OS.1	3.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
		CO.SE5C301OS.2	3.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C301OS.3	3.00	0.00	2.00	0.00	0.00	0.00	1.00	1.00	2.00	2.00	0.00	2.00	2.00	0.00
110	SE5C302OS	CO.SE5C302OS.1	2.80	0.93	1.87	0.00	1.87	0.00	0.00	0.00	0.00	0.00	0.00	2.80	2.80	2.80
		CO.SE5C302OS.2	2.80	1.87	0.93	0.00	0.00	1.87	0.00	0.00	0.00	0.00	1.87	2.80	2.80	0.00
		CO.SE5C302OS.3	2.80	0.93	0.93	0.00	0.00	0.00	1.87	1.87	0.00	0.00	1.87	2.80	2.80	0.00
111	SE5C303OS	CO.SE5C303OS.1	2.70	0.90	0.00	0.90	0.00	1.80	0.00	0.00	1.80	1.80	1.80	0.90	1.80	0.00
		CO.SE5C303OS.2	2.57	0.00	1.71	0.00	1.71	0.00	1.71	1.71	1.71	0.00	1.71	1.71	0.00	0.00
		CO.SE5C303OS.3	2.43	0.00	1.62	0.00	0.00	0.00	1.62	1.62	0.00	1.62	0.00	0.00	0.00	0.00
112	SE5C306OS	CO.SE5C306OS.1	3.00	2.00	3.00	0.00	2.00	0.00	1.00	1.00	0.00	0.00	0.00	3.00	0.00	0.00
		CO.SE5C306OS.2	3.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	0.00	0.00
		CO.SE5C306OS.3	2.80	0.00	2.80	0.00	0.93	0.00	1.87	1.87	0.00	1.87	0.00	1.87	1.87	0.00
113	SC10301BA	CO.SC10301BA.1	2.14	1.43	2.14	1.43	0.00	2.14	2.14	2.14	1.43	0.00	1.43	2.14	2.14	0.00
		CO.SC10301BA.2	2.15	1.44	2.15	2.15	0.00	1.44	2.15	2.15	1.44	0.00	1.44	2.15	2.15	0.00
		CO.SC10301BA.3	3.00	3.00	3.00	2.00	0.00	3.00	3.00	3.00	2.00	2.00	0.00	0.00	3.00	3.00
114	SC10302BA	CO.SC10302BA.1	3.00	3.00	3.00	3.00	0.00	2.00	2.00	2.00	0.00	2.00	0.00	0.00	3.00	3.00
		CO.SC10302BA.2	3.00	3.00	3.00	3.00	0.00	2.00	3.00	3.00	2.00	2.00	0.00	1.00	3.00	3.00
		CO.SC10302BA.3	3.00	2.00	3.00	3.00	1.00	0.00	2.00	2.00	2.00	2.00	0.00	2.00	3.00	3.00
115	SC10303BA	CO.SC10303BA.1	1.58	1.05	1.58	1.58	0.00	1.05	1.05	1.05	1.05	1.05	0.00	1.05	1.58	1.58
		CO.SC10303BA.2	1.57	0.00	1.57	1.57	0.00	0.00	1.57	1.57	1.05	1.05	0.00	1.05	1.57	1.57
		CO.SC10303BA.3	1.53	1.02	1.53	1.53	0.00	1.53	1.53	1.53	1.02	1.02	1.02	1.02	1.53	1.53
116	SE5C301BA	CO.SE5C301BA.1	2.10	2.10	2.10	2.10	0.70	1.40	2.10	2.10	1.40	1.40	0.00	0.00	2.10	2.10
		CO.SE5C301BA.2	2.11	2.11	2.11	2.11	2.11	1.40	2.11	2.11	1.40	1.40	0.00	0.70	2.11	2.11
		CO.SE5C301BA.3	2.15	2.15	2.15	1.44	2.15	1.44	1.44	1.44	2.15	1.44	0.00	0.72	2.15	2.15
117	SE5C302BA	CO.SE5C302BA.1	3.00	2.00	3.00	2.00	2.00	2.00	2.00	2.00	0.00	2.00	0.00	0.00	3.00	3.00
		CO.SE5C302BA.2	3.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	0.00	2.00	0.00	1.00	3.00	3.00
		CO.SE5C302BA.3	3.00	3.00	3.00	3.00	2.00	0.00	2.00	2.00	1.00	3.00	0.00	0.00	3.00	3.00
118	SE5C303BA	CO.SE5C303BA.1	3.00	2.00	3.00	3.00	2.00	2.00	2.00	2.00	0.00	2.00	0.00	0.00	3.00	3.00
		CO.SE5C303BA.2	3.00	3.00	3.00	3.00	2.00	2.00	3.00	3.00	0.00	2.00	0.00	1.00	3.00	3.00
		CO.SE5C303BA.3	3.00	0.00	3.00	2.00	0.00	3.00	2.00	2.00	2.00	2.00	0.00	1.00	3.00	3.00
119	SE5C304BA	CO.SE5C304BA.1	2.80	2.80	2.80	2.80	1.87	1.87	1.87	1.87	0.00	1.87	1.87	0.00	2.80	2.80
		CO.SE5C304BA.2	2.80	2.80	2.80	2.80	1.87	2.80	1.87	1.87	0.00	1.87	0.00	0.93	2.80	2.80
		CO.SE5C304BA.3	2.80	2.80	2.80	2.80	1.87	2.80	1.87	1.87	0.00	1.87	1.87	0.93	2.80	2.80
	GC5T401	CO.GC5T401.1	2.71	1.81	2.71	1.81	0.00	0.00	2.71	2.71	0.00	0.00	0.00	2.71	0.00	0.00



120		CO.GC5T401.2	2.40	2.40	2.40	2.40	0.00	0.00	2.40	2.40	0.00	0.00	1.60	2.40	0.00
		CO.GC5T401.3	2.46	1.64	2.46	1.64	0.00	0.00	2.46	2.46	1.64	0.00	0.00	2.46	0.00
121	GC5T402	CO.GC5T402.1	3.00	2.00	3.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	3.00	0.00
		CO.GC5T402.2	2.80	1.87	2.80	0.00	0.00	0.00	2.80	2.80	1.87	0.00	1.87	2.80	0.00
122	GFE 400A	CO.GC5T402.3	2.80	1.87	2.80	1.87	1.87	0.00	2.80	2.80	1.87	0.00	0.00	2.80	0.00
		CO.GFE 400A.1	3.00	1.00	1.00	0.00	1.00	2.00	0.00	2.80	0.00	2.00	2.00	0.00	3.00
		CO.GFE 400A.2	3.00	1.00	1.00	0.00	1.00	2.00	0.00	2.80	0.00	2.00	2.00	0.00	3.00
123	GC5T 403	CO.GC5T403.1	2.78	0.93	1.85	0.93	0.93	2.78	0.93	2.80	1.85	0.93	0.93	2.78	2.78
		CO.GC5T403.2	1.85	1.85	1.85	0.93	1.85	1.85	2.78	2.80	0.93	2.78	0.93	1.85	1.85
		CO.GC5T403.3	2.78	1.85	2.78	2.78	0.93	1.85	1.85	2.80	1.85	2.78	1.85	2.78	2.78
		CO.GC5T403.4	1.85	2.78	2.78	0.93	1.85	1.85	1.85	2.80	1.85	0.93	1.85	1.85	2.78
124	GC5T 403	CO.GC5T403.1	2.05	0.68	2.05	2.05	1.36	1.36	1.36	2.80	0.68	1.36	2.05	2.05	1.36
		CO.GC5T403.2	1.36	1.36	1.36	2.05	0.68	2.05	1.36	2.80	1.36	1.36	2.05	1.36	2.05
		CO.GC5T403.3	2.05	2.05	2.05	1.36	0.68	2.05	0.68	2.80	1.36	1.36	1.36	1.36	1.36
		CO.GC5T403.4	1.36	2.05	2.05	2.05	1.36	1.36	2.05	2.80	1.36	0.68	1.36	1.36	2.05
125	GC5T 403	CO.GC5T403.1	2.17	0.72	2.17	0.72	1.44	0.72	1.44	2.80	1.44	2.17	2.17	0.72	1.44
		CO.GC5T403.2	1.44	2.17	2.17	1.44	1.44	1.44	0.72	2.80	2.17	2.17	1.44	2.17	2.17
		CO.GC5T403.3	2.17	0.72	1.44	1.44	0.72	1.44	1.44	2.80	1.44	0.72	2.17	2.17	2.17
		CO.GC5T403.4	1.44	2.17	2.17	0.72	1.44	2.17	0.72	2.80	1.44	0.72	1.44	2.17	2.17
126	GC5T 403	CO.GC5T403.1	1.85	0.93	1.85	2.78	0.93	0.93	0.93	2.80	1.85	2.78	0.93	0.93	2.78
		CO.GC5T403.2	2.78	1.85	2.78	2.78	1.85	1.85	0.93	2.80	1.85	2.78	2.78	2.78	2.78
		CO.GC5T403.3	1.85	2.78	1.85	2.78	1.85	2.78	1.85	2.80	0.93	0.93	2.78	0.93	2.78
		CO.GC5T403.4	0.93	2.78	1.85	0.93	1.85	1.85	2.78	2.80	0.93	2.78	2.78	2.78	1.85
127	GC5T 403	CO.GC5T403.1	1.67	0.56	0.56	0.00	0.56	1.11	0.00	2.80	0.00	1.11	1.11	0.00	1.67
		CO.GC5T403.2	1.67	0.56	1.11	1.67	0.56	1.67	1.11	2.80	1.11	0.56	0.56	1.11	1.67
		CO.GC5T403.3	1.11	1.67	1.11	1.11	1.11	0.56	1.11	2.80	1.11	1.67	0.56	0.56	1.11
		CO.GC5T403.4	1.67	1.11	1.11	1.67	1.11	1.67	0.56	2.80	1.67	1.11	1.11	1.67	1.67
128	SC10401MK	CO.SC5T401MK.1	3.00	0.00	3.00	2.00	2.00	2.00	3.00	2.80	2.00	3.00	0.00	2.00	0.00
		CO.SC5T401MK.2	3.00	0.00	3.00	0.00	3.00	3.00	3.00	2.80	3.00	3.00	0.00	2.00	0.00
		CO.SC5T401MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	2.80	3.00	3.00	2.00	3.00	0.00
129	SC10402MK	CO.SC5T402MK.1	3.00	0.00	3.00	2.00	3.00	2.00	3.00	2.80	2.00	2.00	0.00	2.00	0.00
		CO.SC5T402MK.2	3.00	0.00	3.00	0.00	2.00	3.00	3.00	2.80	3.00	3.00	0.00	2.00	0.00
		CO.SC5T402MK.3	3.00	2.00	3.00	0.00	2.00	2.00	2.00	2.80	3.00	3.00	2.00	3.00	0.00
130	SE5T401MK	CO.SE5T401MK.1	2.82	0.00	2.82	1.88	1.88	1.88	2.82	2.80	1.88	2.82	0.00	1.88	0.00
		CO.SE5T401MK.2	2.79	0.00	2.79	0.00	2.79	2.79	2.79	2.80	2.79	1.86	0.00	1.86	0.00
		CO.SE5T401MK.3	2.75	2.75	0.92	1.83	2.75	2.75	0.92	2.80	1.83	0.00	1.83	0.00	2.75
131	SE5T402MK	CO.SE5T402MK.1	3.00	0.00	3.00	0.00	3.00	3.00	3.00	2.80	3.00	2.00	0.00	2.00	0.00
		CO.SE5T402MK.2	3.00	2.00	3.00	0.00	0.00	2.00	2.00	2.80	3.00	3.00	2.00	3.00	0.00
		CO.SE5T402MK.3	3.00	2.00	3.00	0.00	3.00	3.00	3.00	2.80	2.00	3.00	0.00	2.00	0.00
	SE5T404MK	CO.SE5T404MK.1	3.00	0.00	3.00	0.00	3.00	3.00	3.00	2.80	3.00	3.00	0.00	2.00	0.00



132		CO.SE5T404MK.2	3.00	3.00	0.00	0.00	2.00	2.00	0.00	2.80	3.00	2.00	3.00	1.00	3.00
		CO.SE5T404MK.3	3.00	2.00	3.00	0.00	0.00	2.00	2.00	2.80	3.00	3.00	2.00	3.00	0.00
133	SC10401FN	CO.SC5T401FN.1	2.60	1.73	2.60	0.00	0.00	0.00	0.00	2.80	0.00	0.00	0.00	0.00	0.00
		CO.SC5T401FN.2	2.76	1.84	2.76	0.00	1.84	0.00	1.84	2.80	0.00	0.00	0.00	1.84	0.00
		CO.SC5T401FN.3	3.00	2.00	3.00	0.00	2.00	0.00	2.00	2.80	3.00	2.00	0.00	2.00	0.00
134	SC10402FN	CO.SC5T402FN.1	3.00	2.00	2.00	0.00	0.00	0.00	0.00	2.80	0.00	0.00	0.00	2.00	0.00
		CO.SC5T402FN.2	2.73	1.82	1.82	2.73	1.82	1.82	0.00	2.80	0.00	0.00	0.00	1.82	0.00
		CO.SC5T402FN.3	2.52	1.68	1.68	2.52	1.68	1.68	0.00	2.80	2.52	1.68	0.00	1.68	0.00
135	SE5T401FN	CO.SE5T401FN.1	3.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	3.00	2.00	0.00	2.00	0.00
		CO.SE5T401FN.2	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	2.00	0.00
		CO.SE5T401FN.3	3.00	2.00	2.00	0.00	2.00	0.00	2.00	2.00	3.00	2.00	0.00	2.00	0.00
136	SE5T402FN	CO.SE5T402FN.1	1.40	1.40	1.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.93	0.00
		CO.SE5T402FN.2	2.20	2.20	2.20	0.00	0.00	0.00	1.47	1.47	0.00	1.47	0.00	2.20	0.00
		CO.SE5T402FN.3	2.52	2.52	2.52	1.68	0.00	0.00	1.68	1.68	1.68	1.68	0.00	2.52	0.00
137	SE5T403FN	CO.SE5T403FN.1	2.60	0.00	2.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.60	0.00
		CO.SE5T403FN.2	2.60	0.00	2.60	0.00	0.00	0.00	1.73	1.73	0.00	1.73	0.00	2.60	0.00
		CO.SE5T403FN.3	2.60	0.00	2.60	1.73	0.00	0.00	1.73	1.73	0.00	1.73	0.00	2.60	0.00
138	SE5T404FN	CO.SE5T404FN.1	2.80	0.00	1.87	1.87	0.00	0.00	1.87	1.87	0.00	0.00	0.00	1.87	0.00
		CO.SE5T404FN.2	2.00	2.00	3.00	2.00	2.00	2.00	2.00	2.00	0.00	2.00	0.00	2.00	0.00
		CO.SE5T404FN.3	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	2.00	2.00	2.00	2.00
139	SC10401HR	CO.SC5T401HR.1	3.00	0.00	3.00	0.00	1.00	2.00	1.00	1.00	2.00	3.00	0.00	1.00	0.00
		CO.SC5T401HR.2	3.00	2.00	3.00	0.00	2.00	2.00	2.00	2.00	2.00	3.00	0.00	2.00	0.00
		CO.SC5T401HR.3	3.00	0.00	3.00	0.00	2.00	2.00	2.00	2.00	2.00	3.00	0.00	2.00	0.00
140	SC10402HR	CO.SC5T402HR.1	3.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00
		CO.SC5T402HR.2	3.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00
		CO.SC5T402HR.3	2.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00
141	SE5T401HR	CO.SE5T401HR.1	1.79	0.00	2.69	0.00	1.79	0.00	1.79	1.79	1.79	1.79	0.00	0.00	0.00
		CO.SE5T401HR.2	2.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401HR.3	1.64	0.00	2.45	0.00	0.00	0.00	1.64	1.64	0.00	0.00	0.00	0.00	0.00
142	SE5T403HR	CO.SE5T403HR.1	2.87	1.91	2.87	1.91	0.00	1.91	1.91	1.91	1.91	2.87	0.00	2.87	0.00
		CO.SE5T403HR.2	2.53	1.69	2.53	0.00	0.00	0.00	0.00	0.00	0.00	1.69	0.00	0.00	0.00
		CO.SE5T403HR.3	2.34	1.56	2.34	2.34	0.00	2.34	2.34	2.34	0.00	2.34	1.56	2.34	0.00
143	SC10401OS	CO.SC5T401OS.1	3.00	2.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00
		CO.SC5T401OS.2	1.93	1.93	0.96	1.93	1.93	1.93	0.96	0.96	0.96	0.00	0.96	0.00	0.00
		CO.SC5T401OS.3	2.91	0.00	0.97	0.00	0.00	1.94	0.00	0.00	0.00	0.97	0.97	1.94	1.94
144	SC10402OS	CO.SC5T402OS.1	1.93	0.00	0.00	1.93	0.00	1.93	1.93	1.93	0.00	0.00	0.96	0.00	0.00
		CO.SC5T402OS.2	2.88	0.96	0.00	0.96	0.00	1.92	0.00	0.00	0.00	0.00	0.00	1.92	1.92
		CO.SC5T402OS.3	2.94	1.96	2.94	0.98	0.98	1.96	0.00	0.00	1.96	2.94	1.96	2.94	2.94
145	SE5T401OS	CO.SE5T401OS.1	2.83	0.94	0.00	1.89	0.00	1.89	0.00	0.00	0.00	1.89	1.89	0.00	0.00
		CO.SE5T401OS.2	1.81	1.81	0.90	0.00	0.00	1.81	0.00	0.00	0.00	0.00	0.90	0.00	1.81
		CO.SE5T401OS.3	1.88	0.00	1.88	1.88	0.00	0.00	1.88	1.88	0.00	0.94	0.00	1.88	0.00
	SE5T402OS	CO. SE5T402OS.1	3.00	0.00	0.00	1.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	3.00



146		CO. SE5T402OS.2	2.00	2.00	1.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00	2.00	0.00
		CO. SE5T402OS.3	3.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	2.00	0.00	2.00
147	SE5T403OS	CO.SE5T403OS.1	1.87	0.00	1.87	1.87	1.87	0.93	0.00	0.00	0.93	0.00	0.00	1.87	1.87
		CO.SE5T403OS.2	2.60	1.73	1.73	1.73	0.00	0.00	0.87	0.87	0.87	0.87	0.00	1.73	0.00
		CO.SE5T403OS.3	2.80	0.00	2.80	1.87	0.93	1.87	0.00	0.00	1.87	0.00	1.87	2.80	2.80
148	SC10401BA	CO.SC5T401BA.1	2.66	0.89	2.66	1.77	0.00	2.66	1.77	1.77	2.66	1.77	0.00	0.89	2.66
		CO.SC5T401BA.2	3.00	2.00	3.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	0.00	1.00	3.00
		CO.SC5T401BA.3	3.00	3.00	3.00	1.00	3.00	3.00	0.00	0.00	2.00	0.00	2.00	3.00	3.00
149	SC10402BA	CO.SC5T402BA.1	2.80	1.87	2.80	2.80	1.87	0.00	1.87	1.87	0.00	1.87	0.00	0.93	2.80
		CO.SC5T402BA.2	2.84	0.95	2.84	1.89	1.89	2.84	1.89	1.89	0.95	1.89	0.00	0.95	2.84
		CO.SC5T402BA.3	2.56	1.71	2.56	1.71	0.00	1.71	1.71	1.71	0.00	1.71	0.00	0.85	2.56
150	SE5T402BA	CO.SE5T402BA.1	3.00	2.00	3.00	3.00	0.00	0.00	2.00	2.00	0.00	2.00	0.00	0.00	3.00
		CO.SE5T402BA.2	3.00	1.00	3.00	2.00	0.00	3.00	2.00	2.00	3.00	2.00	0.00	0.00	3.00
		CO.SE5T402BA.3	3.00	2.00	3.00	3.00	0.00	2.00	2.00	2.00	3.00	2.00	0.00	0.00	3.00
151	SE5T403BA	CO.SE5T403BA.1	1.25	1.88	1.25	1.88	1.25	0.63	0.63	0.63	1.25	1.88	1.25	1.88	1.25
		CO.SE5T403BA.2	2.20	0.73	2.20	1.47	0.00	2.20	2.20	2.20	0.00	2.20	0.00	0.73	2.20
		CO.SE5T403BA.3	2.08	1.39	2.08	2.08	0.69	2.08	2.08	2.08	1.39	2.08	0.00	0.69	2.08

Table No. – 3.2.1 B– Indirect POs Attainment (2020 2022)

SR. NO.	Indirect Assesment Tool	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13
1	Student Program End Survey	3	3	3	3	3	3	3	3	3	3	3	3	3
2	Co-curricular	3	3	3	3	3	3	3	3	3	3	3	3	3
3	Extra-curricular	2	2	2	3	2	3	2	2	2	3	2	2	2
4	Industry Feedback	3	3	3	3	3	3	3	3	3	3	3	3	3
5	Alumni	3	3	3	3	3	3	3	3	3	3	3	3	3
	Overall Indirect Attainment	2.8	2.8	2.8	3	2.8	3	2.8	2.8	2.8	3	2.8	2.8	2.8

Table No. – 3.2.1 C – Final POs Attainment (2020 – 2022)

The PO attainment calculation with 80% weightage to direct attainment and 20% weightage to indirect attainment

	PO1: Domain Knowledge	PO2: Multi0disciplinary	PO3: Knowledge application	PO4: Global Perspective	PO5: Leadership	PO6: Creativity & Innovativeness	PO7: Decision Making	PO8: Entrepreneurship	PO9: Team Work	PO10: Communication skills	PO11: Values & Ethics	PO12: Lifelong Learning	PO13: Technology0driven
Overall Direct Attainment	2.69	1.83	2.39	2.00	1.88	2.12	2.16	2.25	1.96	2.03	2.02	1.99	2.45
Overall Indirect Attainment	2.60	2.40	2.40	2.60	2.60	2.40	2.80	2.20	2.80	2.80	2.60	2.80	2.60
0.8 direct	2.15	1.46	1.92	1.60	1.50	1.70	1.73	1.80	1.57	1.63	1.62	1.59	1.96
0.2 indirect	0.52	0.48	0.48	0.52	0.52	0.48	0.56	0.44	0.56	0.56	0.52	0.56	0.52
Final PO Attainment	2.67	1.94	2.40	2.12	2.02	2.18	2.29	2.24	2.13	2.19	2.14	2.15	2.48
Target PO Attainment	2.55	2.25	2.55	2.10	2.10	2.40	2.55	1.80	2.55	2.55	2.40	2.25	2.55

Table No. – 3.2.1 D – PSO Attainment (2020 – 2022)

Sr. No	Course Code	CO Code	FN PSO 1	FN PSO 2	FN PSO 3	MK PSO 1	MK PSO 2	MK PSO 3	HR PSO 1	HR PSO 2	HR PSO 3	OSCM PSO 1	OSCM PSO 2	OSCM PSO 3	BA PSO 1	BA PSO 2	BA PSO 3	GN PSO 1	GN PSO 2	GN PSO 3	
1	GC10101	CO.GC10101.1	3.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	
		CO.GC10101.2	2.00	2.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	1.00	
		CO.GC10101.3	3.00	2.00	2.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	1.00	3.00	2.00	2.00
		CO.GC10101.4	3.00	2.00	2.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	1.00	3.00	2.00	2.00
2	GC10102	CO.GC10102.1	0.89	0.89	1.79	0.89	0.89	0.00	1.79	2.68	0.89	0.00	0.00	1.79	0.00	0.00	0.00	2.68	2.68	0.89	
		CO.GC10102.2	0.00	2.00	2.00	1.00	1.00	1.00	3.00	3.00	2.00	0.00	0.00	3.00	0.00	0.00	0.00	2.00	2.00	1.00	
		CO.GC10102.3	0.47	0.93	0.47	0.47	0.47	0.47	1.40	1.40	0.00	0.00	0.00	0.47	0.00	0.00	0.00	1.40	0.93	0.93	
3	GC10103	CO 103.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.90	1.93	2.90	0.97	0.00	0.00	1.93	0.00	1.93	



		CO 103.2	0.00	0.00	0.00	0.00	0.00	0.94	0.00	0.94	0.00	2.82	2.82	2.82	0.00	0.94	0.00	0.00	0.00	0.00
		CO 103.3	0.00	0.00	0.00	0.00	0.00	0.97	0.00	0.00	0.00	2.90	2.90	2.90	0.00	0.00	0.97	0.00	0.00	0.00
		CO 103.4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.90	1.94	2.90	0.00	0.00	0.00	0.00	1.94	0.00
4	GC10 104	CO.GC10104.1	2.00	0.00	2.00	0.00	1.00	3.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	2.00	1.00	3.00	2.00	1.00
		CO.GC10104.2	1.00	2.00	2.00	0.00	1.00	3.00	0.00	0.00	0.00	0.00	2.00	0.00	3.00	2.00	1.00	3.00	3.00	1.00
		CO.GC10104.3	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	2.00	0.00	0.00	1.00	3.00	3.00	3.00	0.00	0.00	0.00
5	GC10 105	CO.GC10105.1	1.00	0.00	2.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	3.00	0.00	3.00	3.00	3.00	2.00
		CO.GC10105.2	1.00	1.00	2.00	0.00	0.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	3.00	2.00	3.00	3.00	2.00	3.00
		CO.GC10105.3	2.00	2.00	1.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	0.00	3.00	2.00	3.00
6	GC10 106	CO.GC10106.1	2.00	1.00	2.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00	2.00	2.00
		CO.GC10106.2	1.00	1.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00	2.00	2.00
		CO.GC10106.3	1.00	0.00	3.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00	2.00	2.00
		CO.GC10106.4	1.00	1.00	2.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00
7	GCST 101	CO.GCST101. 1	2.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00	3.00	3.00	1.00
		CO.GCST101. 2	3.00	2.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00	2.00	2.00	1.00	0.00	0.00	0.00	3.00	3.00	1.00
		CO.GCST101. 3	1.00	2.00	3.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00	3.00	3.00	2.00
8	GCSC 101	CO.GCSC101. 1	2.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00
		CO.GCSC101. 2	3.00	2.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	1.00
		CO.GCSC101. 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	3.00	2.00	3.00
		CO.GCSC101. 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	0.00	2.00	2.00	1.00
9	GCSC 102	CO.GCSC 102.1	1.00	1.00	3.00	1.00	0.00	2.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	3.00	2.00	1.00
		CO.GCSC 102.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GCSC 102.3	0.00	0.00	3.00	1.00	0.00	3.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00	1.00	0.00	3.00	1.00	1.00
		CO.GCSC 102.4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10	GCSC 103	CO.GCSC 103.1	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	2.00	1.00	0.00	0.00	3.00	2.00	2.00	3.00	0.00	3.00
		CO.GCSC 103.2	2.00	2.00	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	1.00	1.00	2.00	2.00	3.00	2.00	1.00
		CO.GCSC 103.3	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	2.00	1.00	0.00	1.00	3.00	3.00	2.00	3.00	0.00	3.00
11	GC2C 101	CO.GC2C 101.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00
12	GCSC 104	CO.GCSC 104.1	2.00	2.00	1.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00
		CO.GCSC 104.2	0.00	0.00	3.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	3.00	2.00	1.00
		CO.GCSC 104.3	2.00	2.00	1.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	3.00	0.00	1.00	0.00	3.00	2.00	2.00
13	GFE1 00E	CO.GFE 100E.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
		CO.GFE 100E.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	1.00
		CO.GFE 100E.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
14	GFE1 00F	CO.GFE 100F.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	2.00
		CO.GFE 100F.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	2.00
		CO.GFE 100F.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	2.00



1 5	GFE 100A	CO.GFE 100A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	
		CO.GFE 100A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00
		CO.GFE 100A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00
1 6	GFE 100B	CO.GFE 100B.1	3.00	3.00	3.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	
		CO.GFE 100B.2	3.00	3.00	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	
		CO.GFE 100B.3	3.00	3.00	3.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	
1 7	GFE 100C	CO.GFE100C. 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	1.00	1.00	2.00	3.00	1.00	1.00		
		CO.GFE100C. 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00		
		CO.GFE100C. 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00		
1 8	GFE 100D	CO.GFE 100D.1	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	1.00	
		CO.GFE 100D.2	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	2.00	0.00	0.00	2.00	
		CO.GFE 100D.3	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	2.00	0.00	0.00	1.00	
1 9	GC10 201	CO.GC10201.1	3.00	2.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00	1.00	2.00		
		CO.GC10201.2	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	2.00	0.00	0.00	1.00	3.00	1.00	1.00		
		CO.GC10201.3	1.65	1.65	0.82	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.47	0.82	0.82	
2 0	GC10 202	CO.GC5C202. 1	1.00	2.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00	3.00	1.00	1.00	1.00	0.00	3.00	2.00	1.00		
		CO.GC5C202. 2	3.00	3.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	1.00	2.00	0.00	0.00	0.00	0.00	3.00	2.00		
		CO.GC5C202. 3	1.00	2.00	3.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00	3.00	1.00	0.00	1.00	0.00	3.00	2.00	1.00		
2 1	GC10 T203	CO.GC10203.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.54	0.00	0.00	0.00	1.54	1.54	1.54		
		CO.GC10203.2	0.00	0.35	0.70	0.35	0.35	0.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.06	0.35	0.70		
		CO.GC10203.3	0.73	1.47	2.20	0.73	0.73	0.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.47	2.20	0.73		
2 2	GC5T 201	CO.GC5T202. 1	1.00	2.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	2.00		
		CO.GC5T202. 2	2.00	2.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	2.00	1.00	2.00		
		CO.GC5T202. 3	2.00	1.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	2.00	1.00	2.00		
2 3	GC5C 201	CO.GC5C201. 1	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	1.00	0.00	1.00	2.00	2.00	1.00	2.00		
		CO.GC5C201. 2	1.00	2.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00	3.00	1.00	2.00	2.00	2.00	2.00	1.00	1.00		
		CO.GC5C201. 3	1.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	1.00	1.00		
2 4	GC5C 202	CO.GC5C202. 1	2.00	2.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	3.00	2.00	1.00		
		CO.GC5C202. 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	2.00		
		CO.GC5C202. 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	2.00		
2 5	GC2C 201	CO.GC2T201. 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00		
2 6	GFE 200A	CO.GFE 200A.1	1.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
		CO.GFE 200A.2	1.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
2 7	GFE 200B	CO.GFE200B. 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
		CO.GFE200B. 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		



2 8	GC5C 200A	CO.GC5C200 A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.GC5C200 A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C200 A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2 9	GC5C 200B	CO.GC5C200 B.1	0.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.GC5C200 B.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C200 B.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 0	GC5C 200C	CO.GC5C200 C.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C200 C.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC5C200 C.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 1	SC102 01MK	CO.SC10201M K.1	1.00	1.00	1.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10201M K.2	1.00	1.00	2.00	3.00	2.00	3.00	0.00	0.00	0.00	2.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10201M K.3	1.00	1.00	2.00	3.00	2.00	1.00	0.00	0.00	0.00	2.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 2	SC102 02MK	CO.SC10202M K.1	0.94	0.88	0.88	2.64	2.64	2.64	0.00	0.00	0.00	1.76	1.76	1.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10202M K.2	0.95	0.88	1.76	2.64	1.76	2.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10202M K.3	0.00	0.88	0.88	2.64	1.76	0.88	0.00	0.00	0.00	2.64	2.64	2.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 3	SC102 03MK	CO.SC10203M K.1	0.00	1.00	1.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10203M K.2	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10203M K.3	0.00	1.00	1.00	3.00	2.00	1.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 4	SE5C 201M K	CO.SE5C201 MK.1	0.74	0.76	0.76	2.27	2.27	2.27	0.00	0.00	0.00	0.00	0.00	2.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C201 MK.2	0.74	1.52	1.52	2.27	1.52	2.27	0.00	0.00	0.00	0.00	0.00	1.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C201 MK.3	0.71	1.52	0.76	2.27	2.27	0.76	0.00	0.00	0.00	2.27	2.27	2.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 5	SE5C 202M K	CO.SE5C202 MK.1	0.00	1.00	1.00	3.00	3.00	3.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C202 MK.2	0.74	1.00	2.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C202 MK.3	0.71	1.00	1.00	3.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 6	SE5C 203M K	CO.SE5C203 MK.1	1.00	1.00	1.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C203 MK.2	0.00	1.00	2.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C203 MK.3	0.00	0.00	1.00	3.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 7	SE5C 204M K	CO.SE5C204 MK.1	0.00	1.00	1.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C204 MK.2	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
		CO.SE5C204 MK.3	0.00	1.00	1.00	3.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 8	SC102 01FN	CO.SC10201F N.1	2.78	2.89	1.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10201F N.2	2.78	1.93	0.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10201F N.3	2.70	1.90	0.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00



3 9	SC102 02FN	CO.SC10202F N.1	2.89	2.45	1.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SC10202F N.2	2.85	2.90	1.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10202F N.3	2.90	2.66	1.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4 0	SC102 03FN	CO.SC10203F N.1	2.88	2.86	1.91	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10203F N.2	2.82	1.93	0.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.97	0.97	0.00	0.00	0.00	0.00
		CO.SC10203F N.3	2.91	2.66	1.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.89	0.00	0.00	0.00	0.00	0.00	0.00
4 1	SE5C 201FN	CO.SE5C201F N.1	0.91	0.91	0.91	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C201F N.2	2.83	1.89	0.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C201F N.3	2.66	1.77	0.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4 2	SE5C 202FN	CO.SE5C202F N.1	1.89	1.68	0.84	0.00	0.00	0.00	0.00	0.00	0.00	0.84	0.84	0.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C202F N.2	2.80	1.68	0.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C202F N.3	2.60	1.68	0.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4 3	SE5C 203FN	CO.SE5C203F N.1	2.80	1.87	2.80	0.00	0.00	0.00	0.00	0.00	0.00	1.87	1.87	1.87	2.80	0.93	1.87	0.00	0.00	0.00	0.00
		CO.SE5C203F N.2	2.80	0.93	1.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.93	1.87	0.93	1.87	0.00	0.00	0.00	0.00	
		CO.SE5C203F N.3	2.60	2.60	2.60	0.00	0.00	0.00	0.00	0.00	0.00	2.60	2.60	0.87	0.00	0.87	0.00	0.00	0.00	0.00	0.00
4 4	SE5C 204FN	CO.SE5C204F N.1	2.32	1.55	2.32	0.00	0.00	0.00	0.00	0.00	0.00	2.32	2.32	0.77	0.00	0.77	0.00	0.00	0.00	0.00	0.00
		CO.SE5C204F N.2	2.67	0.89	1.78	0.00	0.00	0.00	0.00	0.00	0.00	2.67	2.67	0.89	0.00	0.89	0.00	0.00	0.00	0.00	0.00
		CO.SE5C204F N.3	3.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4 5	SE5C 205FN	CO.SE5C205F N.1	1.53	1.53	0.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C205F N.2	2.59	1.72	0.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C205F N.3	2.66	1.77	0.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4 6	SC102 01HR	CO.SC10201H R.1	0.00	1.00	1.00	0.00	0.00	0.00	2.00	2.00	2.00	1.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10201H R.2	0.00	0.00	1.00	0.00	0.00	0.00	3.00	1.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10201H R.3	0.00	1.00	1.00	0.00	0.00	0.00	2.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4 7	SC102 02HR	CO.SC10202H R.1	0.00	0.00	0.78	0.00	0.00	0.00	1.56	0.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10202H R.2	0.00	0.00	0.52	0.00	0.00	0.00	1.04	0.52	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10202H R.3	0.00	0.00	0.37	0.00	0.00	0.00	0.74	0.37	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4 8	SC102 03HR	CO.SC10203H R.1	0.00	0.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10203H R.2	0.00	0.00	1.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10203H R.3	0.00	1.00	1.00	0.00	0.00	0.00	2.00	2.00	1.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4 9	SE5C 201H R	CO.SE5C201H R.1	0.00	0.00	1.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	1.00	1.00	0.00	2.00	0.00	0.00	0.00	0.00
		CO.SE5C201H R.2	0.00	1.00	1.00	0.00	0.00	0.00	3.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C201H R.3	0.00	1.00	1.00	0.00	0.00	0.00	3.00	2.00	2.00	2.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5 0	SE5C 202H R	CO.SE5C202H R.1	0.00	0.98	1.95	0.00	0.00	0.00	2.93	0.98	2.93	0.98	0.98	0.98	1.95	1.95	0.98	0.00	0.00	0.00	



		CO.SESC202H R.2	0.00	0.00	0.35	0.00	0.00	0.00	0.70	0.70	1.06	0.00	0.00	0.00	0.70	0.70	0.35	0.00	0.00	0.00
		CO.SESC202H R.3	0.00	0.00	0.30	0.00	0.00	0.00	0.90	0.90	0.90	0.30	0.30	0.60	0.90	0.60	0.60	0.00	0.00	0.00
5	SE5C 203H R	CO.SESC203H R.1	0.00	0.87	0.87	0.00	0.00	0.00	0.87	1.73	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC203H R.2	0.87	0.87	0.87	0.00	0.00	0.00	1.73	0.87	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC203H R.3	1.73	1.73	1.73	0.00	0.00	0.00	1.73	1.73	1.73	2.60	1.73	1.73	0.00	0.00	0.00	0.00	0.00	0.00
5	SE5C 204H R	CO.SESC204H R.1	2.00	0.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC204H R.2	2.00	1.00	1.00	0.00	0.00	0.00	2.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC204H R.3	2.00	1.00	2.00	0.00	0.00	0.00	3.00	2.00	2.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00
5	SE5C 205H R	CO.SESC205H R.1	0.00	0.00	1.00	0.00	0.00	0.00	2.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC205H R.2	0.00	1.00	1.00	0.00	0.00	0.00	3.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC205H R.3	0.00	1.00	1.00	0.00	0.00	0.00	3.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5	SE5C 206H R	CO.SESC206H R.1	0.00	0.80	0.00	0.00	0.00	0.00	1.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC206H R.2	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.80	1.60	0.00	0.00	0.00	1.60	0.00	0.00	0.00	0.00	0.00
		CO.SESC206H R.3	0.00	0.00	0.80	0.00	0.00	0.00	1.60	1.60	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5	SC102 01OS	CO.SCI0201O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	2.95	1.97	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0201O S.2	0.00	0.00	1.98	0.00	0.00	0.00	0.00	0.00	0.00	2.98	2.98	2.98	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0201O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.98	2.98	2.98	0.00	0.00	1.98	0.00	0.00	0.00
5	SC102 02OS	CO.SCI0202O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	0.00	1.97	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0202O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	0.00	0.98	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0202O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.98	1.98	1.98	0.00	0.00	0.00	0.00	0.00	0.00
5	SC102 03OS	CO.SCI0203O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.96	0.99	0.99	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0203O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.96	2.96	1.97	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0203O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.96	2.96	1.97	0.00	0.00	0.00	0.00	0.00	0.00
5	SE5C 202OS	CO.SESC202O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	0.00	0.98	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC202O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	2.95	2.95	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC202O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.97	1.98	0.99	0.00	0.00	0.00	0.00	0.00	0.00
5	SE5C 201OS	CO.SESC201O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.90	0.97	1.94	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC201O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.94	2.90	2.90	2.90	0.00	0.00	0.00	0.00	0.00	0.97
		CO.SESC201O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	2.95	2.95	0.00	0.00	0.00	0.00	0.00	0.00
6	SE5C 203OS	CO.SESC203O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	0.00	0.98	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC203O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.91	1.94	0.97	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC203O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.88	2.88	1.92	0.00	0.00	0.00	0.00	0.00	1.92
6	SE5C 204OS	CO.SESC204O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.91	0.00	0.97	0.00	0.00	0.00	0.00	0.00	0.00



		CO.SESC204O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.89	2.89	2.89	1.93	0.00	0.00	0.96	0.00	0.00
		CO.SESC204O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	1.97	1.97	0.00	0.00	0.00	0.00	0.00	0.00
6	SE5C 205OS	CO.SESC205O S.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.95	2.95	1.97	0.00	0.98	0.98	0.00	0.00	0.00
		CO.SESC205O S.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.89	2.89	1.93	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SESC205O S.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.91	0.97	0.97	0.00	0.00	0.00	0.00	0.00	0.00
6	SC102 01BA	CO.SCI0201B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	3.00	2.00	0.00	0.00	0.00
		CO.SCI0201B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	2.00	0.00	0.00	0.00
		CO.SCI0201B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	3.00	2.00	0.00	0.00	0.00
6	SC102 02BA	CO.SCI0202B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	1.00	0.00	0.00	0.00
		CO.SCI0202B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	3.00	2.00	0.00	0.00	0.00
		CO.SCI0202B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00
6	SC102 03BA	CO.SCI0203B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00
		CO.SCI0203B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00
		CO.SCI0203B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	3.00	0.00	0.00	0.00
6	SE5C 201B A	CO.SESC201B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00
		CO.SESC201B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00
		CO.SESC201B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	2.00	0.00	0.00	0.00
6	SE5C 202B A	CO.SESC202B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	0.00
		CO.SESC202B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	0.00
		CO.SESC202B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	3.00	0.00	0.00	0.00
6	SE5C 203B A	CO.SESC203B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.93	1.87	0.93	0.00	0.00	0.00
		CO.SESC203B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	1.87	1.87	0.00	0.00	0.00
		CO.SESC203B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.87	0.93	1.87	0.00	0.00	0.00
6	SE5C 204B A	CO.SESC204B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00
		CO.SESC204B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00
		CO.SESC204B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00
7	SE5C 205B A	CO.SESC205B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
		CO.SESC205B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	0.00
		CO.SESC205B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	1.00	2.00	0.00	0.00	0.00
7	SE5C 206B A	CO.SESC206B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00
		CO.SESC206B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	3.00	2.00	0.00	0.00	0.00
		CO.SESC206B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	3.00	3.00	0.00	0.00	0.00



7 2	GC10 301	CO.GC10.301. 1	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.GC10.301. 2	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC10.301. 3	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GC10.301. 4	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7 3	GCST 301	CO.GCST301. 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00
		CO.GCST301. 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	1.00
		CO.GCST301. 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00
7 4	GCST 302	CO.GCST302. 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	2.00
		CO.GCST302. 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00
		CO.GCST302. 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00
7 5	GCST 303	CO.GCST303. 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	1.00
		CO.GCST303. 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	1.00
		CO.GCST303. 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	2.00
7 6	GCST 300A	CO.GCST300 A.1	2.00	1.60	1.60	1.60	1.60	1.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.40	2.40	2.40
		CO.GCST300 A.2	2.00	1.60	1.60	1.60	1.60	1.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.40	2.40	2.40
		CO.GCST300 A.3	2.00	1.60	1.60	1.60	1.60	1.60	0.00	0.00	0.00	0.00	1.60	0.00	0.00	1.60	0.00	0.00	2.40	2.40	2.40
7 7	GCST 300B	CO.GCST300B .1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.60	0.00
		CO.GCST300B .2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.00	0.00	0.00	0.00	0.00	0.80	1.60	0.00
		CO.GCST300B .3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.80	1.60
7 8	GCST 300C	CO.GCST300C .1	3.00	2.40	0.80	0.00	0.00	0.00	0.80	0.80	0.00	0.80	1.60	1.60	0.00	0.00	0.80	2.40	1.60	0.80	
		CO.GCST300C .2	3.00	2.40	0.80	0.00	0.00	0.00	0.80	0.80	0.00	0.80	1.60	1.60	0.00	0.00	0.80	2.40	1.60	0.80	
		CO.GCST300C .3	3.00	2.40	0.80	0.00	0.00	0.00	0.80	0.80	0.00	0.80	1.60	2.40	0.00	0.00	0.80	2.40	1.60	0.80	
7 9	GCST 300D	CO.GCST300 D.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.80	0.80
		CO.GCST300 D.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.60	0.80	0.80
		CO.GCST300 D.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.80	0.80
8 0	GCST 300E	CO.GCST300E .1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.80
		CO.GCST300E .2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.80	0.00
		CO.GCST300E .3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.80	0.00
8 1	GFE3 00A	CO.GFE300A. 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.40	1.60	0.80
		CO.GFE300A. 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.40	1.60	0.80
8 2	SC103 01MK	CO.SCI0301M K.1	0.00	0.00	0.00	2.86	2.86	2.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0301M K.2	0.00	0.00	0.00	3.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0301M K.3	0.00	0.00	0.00	2.93	2.93	2.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8 3	SC103 02MK	CO.SCI0302M K.1	0.00	0.00	0.00	2.86	2.86	2.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCI0302M K.2	0.00	0.00	0.00	2.86	1.91	0.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



		CO.SC10302M K.3	0.00	0.00	0.00	2.93	2.93	0.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8	SC103 03MK	CO. SC10303MK.1	0.00	0.00	0.00	2.87	2.87	2.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO. SC10303MK.2	0.00	0.00	0.00	2.88	1.92	0.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO. SC10303MK.3	0.00	0.00	0.00	2.92	2.92	0.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8	SE5C 301M K	CO.SE5C301 MK.1	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C301 MK.2	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C301 MK.3	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8	SE5C 302M K	CO.SE5C302 MK.1	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302 MK.2	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302 MK.3	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8	SE5C 303M K	CO.SE5C303 MK.1	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C303 MK.2	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C303 MK.3	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8	SE5C 304M K	CO.SE5C304 MK.1	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C304 MK.2	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C304 MK.3	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
8	SE5C 305M K	CO.SE5C305 MK.1	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C305 MK.2	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C305 MK.3	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SE5C 306M K	CO.SE5C306 MK.1	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C306 MK.2	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C306 MK.3	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SC103 01FN	CO.SC10301F N.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10301F N.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10301F N.3	3.00	2.83	1.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SC103 02FN	CO.SC10302F N.1	3.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10302F N.2	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10302F N.3	3.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SC103 03FN	CO.SC10303F N.1	3.00	1.66	0.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10303F N.2	3.00	0.83	1.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10303F N.3	3.00	1.66	1.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SE5C 301FN	CO.SE5C301F N.1	3.00	1.36	1.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



		CO.SE5C301F N.2	3.00	2.04	1.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C301F N.3	2.00	0.68	0.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SE5C 302FN	CO.SE5C302F N.1	2.80	1.87	1.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302F N.2	3.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302F N.3	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SE5C 303FN	CO.SE5C303F N.1	2.80	1.84	0.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C303F N.2	2.80	1.84	0.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C303F N.3	0.93	0.61	0.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SE5C 304FN	CO.SE5C304F N.1	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C304F N.2	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C304F N.3	3.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SE5C 306FN	CO.SE5C306F N.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.92	1.28	0.64	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C306F N.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.26	1.50	0.75	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C306F N.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
9	SC103 01HR	CO.SC10301H R.1	0.00	0.00	0.91	0.00	0.00	0.00	2.74	1.82	0.91	0.91	1.82	0.91	0.00	0.00	0.00	0.00	0.00
		CO.SC10301H R.2	0.96	0.96	0.96	0.00	0.00	0.00	1.91	1.91	0.96	1.91	1.91	1.91	0.96	0.00	0.00	0.00	0.00
		CO.SC10301H R.3	0.00	1.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
1	SC103 02HR	CO.SC10302H R.1	0.00	0.00	0.73	0.00	0.00	0.00	2.20	1.47	0.00	0.00	0.73	0.73	0.00	0.00	0.00	0.00	0.00
		CO.SC10302H R.2	0.73	0.73	0.73	0.00	0.00	0.00	2.20	1.47	0.00	0.00	0.00	0.73	0.00	0.00	0.00	0.00	0.00
		CO.SC10302H R.3	0.00	1.00	1.00	0.00	0.00	0.00	3.00	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
1	SC103 03HR	CO.SC10303H R.1	0.00	0.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10303H R.2	0.00	1.00	1.00	0.00	0.00	0.00	3.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC10303H R.3	1.00	0.00	1.00	0.00	0.00	0.00	3.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	SE5C 301H R	CO.SE5C301H R.1	0.00	0.00	1.00	0.00	0.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C301H R.2	0.00	1.00	1.00	0.00	0.00	1.00	3.00	3.00	2.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C301H R.3	0.93	0.00	0.93	0.00	0.00	0.00	2.80	2.80	1.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	SE5C 302H R	CO.SE5C302H R.1	0.00	0.00	0.93	0.93	0.93	1.87	0.93	2.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302H R.2	0.00	0.00	0.93	0.93	0.93	1.87	1.87	2.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C302H R.3	0.00	0.00	1.00	1.00	1.00	2.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



1 0 3	SE5C 303H R	CO.SE5C303H R.1	0.00	0.00	0.67	0.00	0.00	0.67	1.33	1.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5C303H R.2	0.00	0.00	0.73	0.00	0.00	0.00	0.00	2.20	1.47	0.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C303H R.3	0.00	0.00	0.67	0.00	0.00	0.67	2.00	1.33	1.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1 0 4	SE5C 305H R	CO.SE5C305H R.1	0.00	0.00	0.93	0.00	0.00	0.00	0.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5C305H R.2	0.00	0.00	0.93	0.00	0.00	0.00	1.87	2.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C305H R.3	0.00	0.00	0.87	0.00	0.00	0.87	2.60	2.60	0.00	0.00	0.00	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1 0 5	SE5C 306H R	CO.SE5C306H R.1	0.00	0.00	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.80	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5C306H R.2	0.00	0.00	0.80	0.00	0.00	0.00	1.60	1.60	0.00	0.00	0.00	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5C306H R.3	0.00	0.00	0.80	0.00	0.00	0.00	1.60	1.60	0.80	0.00	0.00	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1 0 6	SC103 01OS	CO.SC10301O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.73	2.73	1.82	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SC10301O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.87	2.87	2.87	0.00	0.00	0.00	0.96	0.00	0.00	
		CO.SC10301O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	
1 0 7	SC103 02OS	CO.SC10302O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SC10302O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SC10302O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	
1 0 8	SC103 03OS	CO.SC10303O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SC10303O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SC10303O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	
1 0 9	SE5C 301OS	CO.SE5C301O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.60	0.00	0.87	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5C301O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.60	1.73	1.73	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5C301O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.60	0.87	0.87	0.00	0.00	0.00	0.00	0.00	0.00	
1 1 0	SE5C 302OS	CO.SE5C302O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.87	2.80	1.87	0.00	1.87	0.93	0.00	0.00	0.00	
		CO.SE5C302O S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	2.80	2.80	0.93	0.00	1.87	0.00	0.00	0.00	
		CO.SE5C302O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	2.80	1.87	0.93	0.00	0.00	0.00	0.00	0.00	
1 1 1	SE5C 303OS	CO.SE5C303O S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.70	1.80	1.80	0.00	0.00	0.00	0.90	0.00	0.00		



		CO.SESC3030 S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SESC3030 S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.57	1.71	0.86	0.00	0.00	0.00	0.00	0.00	
1	SE5C 306OS	CO.SESC3060 S.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.40	0.00	0.80	0.00	0.00	0.00	0.00	0.00	
1		CO.SESC3060 S.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.40	0.80	0.00	0.00	0.00	0.00	0.00	0.00	
2		CO.SESC3060 S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	0.00	0.93	0.00	0.00	0.00	0.00	0.00	0.00
1	SC103 01BA	CO.SCI0301B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.87	1.87	1.87	0.00	0.00	
1		CO.SCI0301B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.87	1.87	0.93	0.00	0.00	
3		CO.SCI0301B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	3.00	0.00	0.00	
1	SC103 02BA	CO.SCI0302B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.66	1.66	0.83	0.00	0.00	
1		CO.SCI0302B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	2.00	0.00	0.00	
4		CO.SCI0302B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	1.00	0.00	0.00	
1	SC103 03BA	CO.SCI0303B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.32	1.99	1.32	0.00	0.00	
1		CO.SCI0303B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.33	1.99	0.66	0.00	0.00	
5		CO.SCI0303B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.90	1.27	1.27	0.00	0.00	
1	SE5C 301B A	CO.SESC301B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	2.00	0.00	0.00	
1		CO.SESC301B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	
6		CO.SESC301B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	
1	SE5C 302B A	CO.SESC302B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00	0.00	0.00	
1		CO.SESC302B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	
7		CO.SESC302B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	
1	SE5C 303B A	CO.SESC303B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	2.00	0.00	0.00	
1		CO.SESC303B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	
8		CO.SESC303B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	
1	SE5C 304B A	CO.SESC304B A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	1.87	2.80	0.00	0.00	
1		CO.SESC304B A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.87	0.93	1.87	0.00	0.00	
9		CO.SESC304B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	1.87	2.80	0.00	0.00	
1	GCST 401	CO.GCST401. 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00



2																				
0		CO.GCST401.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	2.80	0.93
		CO.GCST401.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	1.87	0.93
1	GCST 402	CO.GCST402.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	3.00	1.00
2		CO.GCST402.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	1.87	0.93
1		CO.GCST402.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	2.80	0.93
2	GFE 400A	CO.GFE 400A.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2		CO.GFE 400A.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	GCST 403	CO.GCST403 OS.1	2.82	0.94	0.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2		CO.GCST403 OS.2	2.82	1.88	1.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3		CO.GCST403 OS.3	2.82	0.94	0.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.94	0.00	0.94
		CO.GCST403 OS.4	1.88	1.88	0.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	GCST 403	CO.GCST401 HR.1	0.00	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.75	0.75	0.75	0.75	0.00	0.00	0.75	0.00	0.00	0.00
2		CO.GCST401 HR.2	0.00	0.00	0.75	1.49	0.00	0.00	0.00	0.00	0.00	0.75	0.00	0.75	0.00	0.00	0.75	0.00	0.00	0.00
4		CO.GCST401 HR.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.75	0.00	0.75	0.00	0.00	0.00	0.75	0.00	0.00	0.00
		CO.GCST401 HR.4	0.00	0.00	0.75	1.49	0.00	0.00	0.00	0.00	0.00	0.75	0.00	0.75	0.00	0.00	0.75	0.00	0.00	0.00
1	GCST 403	CO.GCST403F N.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.56	2.33	0.78	2.33	0.78	0.00	0.00	0.00	0.00	0.00	0.00
2		CO.GCST403F N.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.56	1.56	1.56	1.56	1.56	0.00	0.00	0.00	0.00	0.00	0.00
5		CO.GCST403F N.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.33	2.33	0.78	2.33	0.78	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GCST403F N.4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.56	2.33	0.78	2.33	0.78	0.00	0.00	0.00	0.00	0.00	0.00
1	GCST 403	CO.GCST403 MKT.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.82	1.88	1.88	0.00	0.00	0.00
2		CO.GCST403 MKT.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.88	1.88	1.88	0.00	0.00	0.00
6		CO.GCST403 MKT.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.88	1.88	1.88	0.00	0.00	0.00
		CO.GCST403 MKT.4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.88	1.88	1.88	0.00	0.00	0.00
1	GCST 403	CO.GCST403B A.1	0.00	0.00	0.00	0.00	1.29	1.29	1.29	0.00	0.00	0.64	0.00	0.64	0.00	0.00	0.00	0.00	0.00	0.00
2		CO.GCST403B A.2	0.00	0.00	0.00	0.00	1.29	0.64	0.64	0.00	0.00	0.64	0.00	0.64	0.00	0.00	0.00	0.00	0.00	0.00
7		CO.GCST403B A.3	0.00	0.00	0.00	0.00	1.93	1.29	0.64	0.00	0.00	0.64	0.00	0.64	0.00	0.00	0.00	0.00	0.00	0.00
		CO.GCST403B A.4	0.00	0.00	0.00	0.00	1.93	1.29	1.29	0.00	0.00	0.64	0.00	0.64	0.00	0.00	0.00	0.00	0.00	0.00
1	SC104 01MK	CO.SCST401 MK.1	0.00	0.00	0.00	2.83	2.83	2.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2		CO.SCST401 MK.2	0.00	0.00	0.00	2.74	1.82	2.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8		CO.SCST401 MK.3	0.00	0.00	0.00	2.74	1.82	0.91	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	SC104 02MK	CO.SCST402 MK.1	0.00	0.00	0.00	2.63	2.63	2.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCST402 MK.2	0.00	0.00	0.00	2.25	1.50	2.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



2		CO.SC5T402 MK.3	0.00	0.00	0.00	2.25	1.50	2.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
1	3	SE5T4 01MK	CO.SE5T401M K.1	0.00	0.00	0.00	2.08	2.08	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5T401M K.2	0.00	0.00	0.00	2.00	1.33	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
		CO.SE5T401M K.3	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.67	0.00	0.00	0.00	0.00	0.00
1	3	SE5T4 02MK	CO.SE5T402M K.1	0.00	0.00	0.00	2.08	2.08	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T402M K.2	0.00	0.00	0.00	2.25	1.50	2.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T402M K.3	0.00	0.00	0.00	2.25	2.25	2.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	3	SE5T4 04MK	CO.SE5T404M K.1	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T404M K.2	0.00	0.00	0.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T404M K.3	0.00	0.00	0.00	3.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	3	SC104 01FN	CO.SC5T401F N.1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC5T401F N.2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC5T401F N.3	1.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	3	SC104 02FN	CO.SC5T402F N.1	3.00	3.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC5T402F N.2	2.73	2.73	2.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SC5T402F N.3	1.68	0.84	1.68	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	3	SE5T4 01FN	CO.SE5T401F N.1	3.00	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401F N.2	2.00	2.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401F N.3	3.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	3	SE5T4 02FN	CO.SE5T402F N.1	0.93	0.53	0.27	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T402F N.2	2.20	1.07	1.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T402F N.3	2.52	1.92	1.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	3	SE5T4 03FN	CO.SE5T403F N.1	2.60	2.60	2.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T403F N.2	2.60	2.60	2.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T403F N.3	2.60	2.60	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1	3	SE5T4 04FN	CO.SE5T401F N.1	2.80	2.80	0.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401F N.2	3.00	2.20	0.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401F N.3	3.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1		SC104 01HR	CO.SC5T401H R.1	0.00	0.00	0.44	0.00	0.00	0.00	1.33	1.33	0.89	0.00	0.00	0.00	0.44	0.00	0.00	0.00	0.00



3 9																			
		CO.SCST401H R.2	0.00	0.00	0.00	0.00	0.00	0.00	1.47	1.47	0.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCST401H R.3	0.00	0.00	0.00	0.00	0.00	0.00	1.46	1.46	0.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1 4 0	SC104 02HR	CO.SCST402H R.1	0.00	0.00	0.59	0.00	0.00	0.59	1.77	1.77	1.18	0.00	0.00	0.59	0.00	0.00	0.00	0.00	0.00
		CO.SCST402H R.2	0.00	0.47	0.00	0.00	0.00	0.47	1.40	1.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SCST402H R.3	0.00	0.00	0.50	0.00	0.00	0.50	1.51	1.51	1.01	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00
1 4 1	SE5T4 01HR	CO.SE5T401H R.1	0.00	0.00	0.80	0.00	0.00	0.00	2.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401H R.2	0.00	0.80	0.80	0.00	0.00	0.80	2.40	2.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401H R.3	0.00	0.80	0.80	0.00	0.00	0.80	2.40	2.40	0.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1 4 2	SE5T4 03HR	CO.SE5T403H R.1	0.00	0.00	0.76	0.76	0.76	1.51	2.27	1.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		CO.SE5T403H R.2	0.00	0.00	0.71	0.71	0.71	1.42	2.13	1.42	0.71	0.00	0.00	0.00	0.71	0.00	0.00	0.00	0.00
		CO.SE5T403H R.3	0.00	0.65	0.65	0.65	0.65	1.29	1.94	1.29	0.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1 4 3	SC104 01OS	CO.SCST401O S.1	1.00	1.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	3.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
		CO.SCST401O S.2	0.96	0.96	0.96	0.00	0.00	0.96	0.00	0.00	0.00	2.89	0.96	0.96	0.00	0.00	0.00	0.00	0.00
		CO.SCST401O S.3	0.00	0.97	0.97	0.00	0.00	0.97	0.00	0.00	0.00	2.91	1.94	1.94	0.00	0.00	0.00	0.00	0.00
1 4 4	SC104 02OS	CO.SCST402O S.1	0.00	0.00	0.76	0.00	0.00	0.00	0.00	0.00	0.00	2.29	0.76	1.53	0.00	0.00	0.00	0.00	0.00
		CO.SCST402O S.2	0.00	0.00	0.76	0.00	0.00	0.00	0.00	0.00	0.00	2.28	1.52	1.52	0.00	0.00	0.00	0.00	0.00
1 4 5	SE5T4 01OS	CO.SCST402O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.34	2.34	2.34	0.00	0.00	0.00	1.56	0.78
		CO.SE5T401O S.1	0.00	0.00	0.74	0.00	0.00	0.74	0.00	0.00	0.00	2.23	0.74	1.49	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401O S.2	0.00	0.00	0.70	0.00	0.00	0.70	0.00	0.00	0.00	2.11	0.70	1.41	0.00	0.00	0.00	0.00	0.00
		CO.SE5T401O S.3	0.00	0.00	0.74	0.00	0.00	0.74	0.00	0.00	0.00	2.22	1.48	1.48	0.74	0.00	0.00	0.00	0.00
1 4 6	SE5T4 02OS	CO. SE5T402OS.1	0.00	0.00	0.80	0.00	0.00	0.80	0.00	0.00	0.00	2.40	0.80	0.80	0.00	0.00	0.00	0.00	0.00
		CO. SE5T402OS.2	0.00	0.00	0.80	0.00	0.00	0.80	0.00	0.00	0.00	2.40	1.60	0.80	0.00	0.00	0.00	0.00	0.00
		CO. SE5T402OS.3	1.00	0.80	0.80	0.00	0.00	0.80	0.00	0.00	0.00	2.40	2.40	1.60	0.00	0.00	0.00	0.00	0.00
1 4 7	SE5T4 03OS	CO.SE5T403O S.1	0.93	0.93	0.93	0.00	0.00	0.93	0.00	0.00	0.00	2.80	1.87	0.93	0.00	0.00	0.00	0.00	0.00
		CO.SE5T403O S.2	0.00	0.00	0.87	0.00	0.00	0.87	0.00	0.00	0.00	2.60	1.73	0.87	0.87	0.00	0.00	0.00	0.00
		CO.SE5T403O S.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.80	2.80	1.87	0.00	0.00	0.00	0.00	0.00
1	SC104 01BA	CO.SCST401B A.1	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	2.00	2.00	1.00	0.00	0.00	



4																				
8		CO.SCST401B A.2	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	3.00	3.00	3.00	0.00	0.00	0.00	
1 4 9	SC104 02BA	CO.SCST401B A.3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	0.00	2.00	2.00	3.00	0.00	0.00	0.00
		CO.SCST402B A.1	0.00	0.00	0.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.93	1.87	1.87	0.93	0.00	0.00	0.00
		CO.SCST402B A.2	0.00	0.00	0.87	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.73	1.73	1.73	0.00	0.00	0.00
		CO.SCST402B A.3	0.00	0.00	0.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.87	2.80	2.80	0.00	0.00	0.00
1 5 0	SE5T4 02BA	CO.SE5T402B A.1	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	0.00	0.00	0.00	
		CO.SE5T402B A.2	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	1.00	0.00	0.00	0.00	
		CO.SE5T402B A.3	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	2.00	2.00	0.00	0.00	0.00	
1 5 1	SE5T4 03BA	CO.SE5T403B A.1	0.00	0.93	0.93	0.00	0.00	0.93	0.00	0.00	0.00	1.87	1.87	1.87	2.80	0.93	1.87	0.00	0.00	0.00
		CO.SE5T403B A.2	0.00	1.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	1.00	1.00	2.00	2.00	3.00	0.00	0.00	0.00
		CO.SE5T403B A.3	0.00	0.00	0.93	0.00	0.00	0.00	0.00	0.00	0.00	1.87	1.87	1.87	1.87	0.93	2.80	0.00	0.00	0.00

PSO ATTAINMENT (2020 – 2022)

PSO	PSO Final
FN PSO 1	2.09
FN PSO 2	1.49
FN PSO 3	1.25
MK PSO 1	2.20
MK PSO 2	1.88
MK PSO 3	1.76
HR PSO 1	1.79
HR PSO 2	1.53
HR PSO 3	1.23
OS PSO 1	2.10
OS PSO 2	1.79
OS PSO 3	1.35
BA PSO 1	1.94
BA PSO 2	1.68
BA PSO 3	1.76
GN-PSO 01	1.94
GN-PSO 02	1.53
GN-PSO 03	1.24



CRITERION 4

**CURRICULUM &
LEARNING PROCESS**

**Criterion 4 Curriculum & Learning Process**

125

4.1. Curriculum (50)**4.1.1. State the process for designing the program curriculum (10)**

Designing a curriculum involves a dynamic and iterative process that considers the institute's unique identity, the needs of its stakeholders, and the evolving landscape of business education. The process of designing the curriculum is given below, where the following entities play a crucial role.

Internal Academic Council: The Internal Academic Council comprising of the Director, Deputy Director and the Learning Facilitators initiate the process by deliberating upon the Vision, Mission, Program Education Objectives and Program Outcomes. These deliberations are then cascaded down in the Faculty Meeting.

Faculty: The deliberations done earlier are discussed with all faculty members. The brainstorming process aids in comprehending the course teacher's points of view. The talks at this level result in determining the program structure

Department Faculty: The next stage in the process is identifying the courses and the electives as per the program structure. The discussions now are done at the specialization department. Each department discusses the courses to be added in each semester. The inputs are taken from the existing syllabus of the parent university i.e. The SPPU, other renowned Universities, Industry Feedback from Placement cell, Alumni and the existing students. After corroborating the inputs from all the stakeholders, the Course outcomes are defined and then detailed syllabus for the particular specialization is finalized. The syllabus is then presented to the Board of Studies for suggestions and approval.

Board of Studies: The Board of Studies comprising of Industry Experts, Subject Experts from other Universities and Alumni review the syllabus and suggest necessary changes, which are then incorporated and presented to The Academic Council for further approval.

Academic Council: The Academic Council reviews the syllabus presented by different Board of Studies and approves the syllabus after suggesting any changes if required. The syllabus is then sent to parent university after presenting it to the Governing Body.

Governing Body: The Governing Body is the final authority for approval of syllabus.



4.1.2. State the components of the curriculum (15)

Table No. – 4.1.2

Components of Curriculum (Batch 2021 – 2023)

Course Component	Curriculum Content (% of total number of credits of the program)	Total number of contact hours	Total number of credits
Program Core	73.45%	1245	83
Program Electives	17.70%	300	20
Open Electives	3.54%	60	4
Summer Project	5.30%	360	6
Any other (Specify)			
Total number of Credits			113

4.1.3. Transaction of the Curriculum (10)

Table No. – 4.1.3

Seminars, project works may be considered as practical

Course Code	Course Title	Total Number of Contact Hours				No. of Credits
		Lecture (L)	Tutorial (T)	Practical (P)	Total Hours	
GC10101	Accounting for Business Decision	30	11	17	44	3
GC10102	Behavioral Dynamics and People Management	30	12	18	45	3
GC10103	Operations & Supply Chain Management	30	10	20	45	3
GC10104	Digital Business	33	12	12	45	3
GC10105	Business Research Methods	34	10	11	45	3
GC10106	Marketing Management	32	16	10	46	3
GC5T101	Economic Analysis for Business Decisions	23	6	8	30	2
GC5C101	Business Government and Society	20	8	8	28	2
GC5C102	Business Communication	20	10	10	30	2
GC5C103	Advanced Excel	15	10	20	30	2
GC5C104	Foundation of Organization and Management	19	10	12	30	2
Foundation Course Mandatory						
GFE100E	Cyber Security 1	0	0	0	0	0
GFE100F	Human Rights 1	0	0	0	0	0
GC5C100	Enrichment Course	15	10	20	30	2
(Any One)	Performing Arts	0	0	0	0	0



	Foreign Language Spanish	0	0	0	0	0
	Foreign Language French	0	0	0	0	0
	Social Responsibility	0	0	0	0	0
	Yoga-Physical Fitness	0	0	0	0	0
	History	0	0	0	0	0
Foundation Course Elective						
(Any Two)	Statistics Fundamentals	0	0	0	0	0
	Accounting Fundamentals	0	0	0	0	0
	Entrepreneurship Development 1	0	0	0	0	0
	MS office fundamentals	0	0	0	0	0
Semester 2						
GC10201	Financial Management	30	14	14	44	3
GC10202	Decision Science	35	10	10	45	3
GC10T203	Industry Research	12	18	46	44	3
GC5T202	Legal Aspects of Business	20	0	20	30	2
GC5C201	Statistical Lab	20	9	11	30	2
GC5C202	Geopolitics and World Economic System	21	9	9	30	2
Foundation Course Mandatory						
GFE200A	Cyber Security 2	0	0	0	0	0
GFE200B	Human Rights 2	0	0	0	0	0
GC5C200	Open Course	15	10	20	30	2
(Any One)	Design Thinking for Innovation	0	0	0	0	0
	Entrepreneurship Development 2	0	0	0	0	0
	Personal Mastery	0	0	0	0	0
	Introduction to NLP	0	0	0	0	0
SC10201	Specialization Core 1	31	14	12	44	3
SC10202	Specialization Core 2	30	10	10	40	3
SC10203	Specialization Core 3	30	18	10	44	3
SE5C201	Specialization Elective 1	20	10	10	30	2
SE5C202	Specialization Elective 2	20	10	10	30	2
SE5C203	Specialization Elective 3	20	8	12	30	2
SE5C204	Specialization Elective 4	19	8	12	29	2
SE5C205	Specialization Elective 5	0	0	0	0	0
SE5C206	Specialization Elective 6	0	0	0	0	0
Semester 3						
GC10301	SIP***	0	0	180	90	6
GC10T302	MOOCs	15	10	20	30	2
GC5T301	Strategy Management	24	9	3	30	2
GC5T302	Corporate Governance, Sustainability and Business Ethics	24	9	3	30	2
GC5T303	Enterprise Performance Management	21	9	9	30	2
GFE300A	Cyber Security 3	0	0	0	0	0
GC5T300	Enrichment Course	15	10	20	30	2
	Performing Arts	0	0	0	0	0
	Performing Arts	0	0	0	0	0
	Foreign Language Spanish	0	0	0	0	0
	Foreign Language French	0	0	0	0	0
	Social Responsibility	0	0	0	0	0
	Yoga-Physical Fitness	0	0	0	0	0



	History	0	0	0	0	0
SC10301	Specialization Core 1	35	10	10	45	3
SC10302	Specialization Core 2	35	10	10	45	3
SC10303	Specialization Core 3	35	10	10	45	3
SE5C301	Specialization Elective 1	20	10	10	30	2
SE5C302	Specialization Elective 2	20	10	10	30	2
SE5C303	Specialization Elective 3	18	14	10	30	2
SE5C304	Specialization Elective 4	20	10	10	30	2
SE5C305	Specialization Elective 5	0	0	0	0	0
SE5C306	Specialization Elective 6	0	0	0	0	0
Semester 4						
GC5T401	International Business Management	20	10	10	30	2
GC5T402	Entrepreneurship, New-Venture Creation and Family Business	20	10	10	30	2
GFE400A	Cyber Security 4	0	0	0	0	0
GC5T403	MOOCs	15	10	20	30	2
SC10401	Specialization Core 1	20	10	10	30	3
SC10402	Specialization Core 2	20	10	10	30	3
SE5T401	Specialization Elective 1	20	10	12	31	2
SE5T402	Specialization Elective 2	20	10	10	30	2
SE5T403	Specialization Elective 3	0	0	0	0	0
SE5T404	Specialization Elective 4	0	0	0	0	0
Total		1041	464	759	1654	113

4.1.4. Overall quality and level of program curriculum (15)

The Governance Philosophy of Indira Institute of Management, Pune (IIMP) encompasses an approach of holistic development of the students. The objective of this approach is to facilitate overall development of the students. The students are given an environment to learn from, and respond effectively to, situations as they arise. The curriculum is designed to provide students with a strong foundation in the fundamentals of management, as well as exposure to emerging trends and best practices in the industry. The courses are taught by experienced faculty members who are experts in their respective fields.

The courses in the curriculum are planned with a judicious mix of different pedagogies viz. case studies, games, activities, videos, situational analysis etc. to enable the students

- i. to adopt a cross functional and interdisciplinary approach
- ii. to augment the capabilities of innovativeness and creativeness in solving complex business problems
- iii. to articulate and communicate effectively



iv. to showcase value centered leadership by possessing strong ethical and humane values

The delivery is planned meticulously and shared with the students before the start of the semester. Every prescribed course has a course outline and a detailed session plan, prepared by the course teacher. The session plan includes details of the pedagogical methods, pre-reading material, post session assignments/activities. The session plan is reviewed, discussed and approved by the Deputy Director before the start of the semester.

The course is conducted in accordance with the given timetable, course outline and session plan. The teacher facilitates the learning of the students with in class and beyond the classroom activities. Continuous Concurrent Assessments are taken by the course teacher which are planned and mapped with the Course Outcome. The Course Outcomes are further mapped with the Program Outcomes and PO attainment level is calculated at the end of the course.

With the above skills the students will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment.

IIMP relentlessly endeavours to achieve excellence in all spheres of business and management education. It strives to groom students to evolve into responsible corporate citizens with the right sets of skills, competencies, attitudes and values to excel in the challenging business environment of future. To keep pace with the current trends, abundant stress is given to co-curricular and extra-curricular activities. IIMP spends equal amount of time in these activities as in delivering the curriculum. IIMP also offers a number of value-added programs, such as workshops, seminars, guest lectures, industry visits, award functions. These programs provide students with opportunities to interact with industry experts and learn about the latest trends in the business world.

Here are some specific examples of the strengths of the program curriculum at IIMP:

- The curriculum is well-rounded and covers a broad range of topics in management.
- The courses are taught by experienced and qualified faculty members.

- The curriculum is updated regularly to reflect the latest trends in the industry.
- The program offers a variety of elective courses, allowing students to specialize in their areas of interest.
- The program provides students with opportunities for internships and research projects.
- The program offers a number of value-added programs, such as workshops, seminars, and guest lectures, industry visits, award functions etc.

4.2. Learning Processes (75)

4.2.1. Describe Processes followed to improve quality of Teaching & Learning (20)

The IIMP relentlessly endeavors to achieve excellence in all spheres of management education. It strives to groom students to evolve into responsible corporate citizens with the right sets of skills, competencies, attitudes and values to excel in the challenging business environment of future. The academic calendar has been aligned with the syllabi, co-curricular and extra-curricular activities. IIMP spends equal amount of time in co-curricular and extracurricular activities as we spend in delivering the curriculum. In addition to the regular curriculum, teachers are involved in preparing various modules required for providing practical focus through lectures, workshops and seminars to meet the set goals. The Institute always strives to inculcate newer methodology and pedagogy to the teaching learning process, and makes improvements with the help of feedback from the students every semester.

Direction setting and evolution of focus areas for the upcoming year is done by the Chairperson and the trustees along with the concerned Director in the Board of Directors meeting. A Faculty meeting in the month of May is conducted by the Director involving all teachers to plan for the next academic year, keeping in view the focus areas. Thus, Academic Calendar and Activity plan is prepared well in advance. In faculty meetings the Director/Dy. Director takes a review of the work done and planning for the future.

The focus of teaching learning process at IIMP is continuous improvement and development, not only in students but also in faculty members. The Institute has a Quality Assurance Cell for planning and review of existing academic and administrative systems and initiating necessary amendments, if required. Apart from the statutory committees the institute has also constituted additional committees that play a major role of communicating the planned



initiatives at different levels, within the institute. Faculty forms a major part of these committees and ensures the implementation of policies thereof, especially by focusing on the holistic development of the students. The Director sets the direction of the academic development for the year. The Institute has a unique concept of learning facilitators for each specialization viz. General Management, Marketing, Finance, HR, Business Analytics and Operation & Supply Chain. The common inputs to be given for the 1st year students are decided through brainstorming by the faculty members in the faculty meetings. The seven pointers (Academics, Domain Application, Communication, Values, Logical Thinking, General & Business Awareness and Physical Fitness) on which all inputs are focused is a result of such brainstorming. The planning of the events and extra-curricular activities is also done with the consent of all faculty members during the faculty meetings and the faculty members are involved in execution of these activities.

Seven Pointers for Holistic Development are:

1. Academics
2. Application oriented Domain Knowledge
3. Communication
4. General/ Business Awareness
5. Logical Thinking
6. Value based thinking
7. Physical Fitness.

In addition to the regular curriculum, teachers are involved in preparing various modules required for providing practical focus through lectures, workshops and seminars to meet the set goals. The Institute always strives to inculcate newer methodology and pedagogy to the teaching learning process, and makes improvements with the help of feedback from the students every semester. The below mentioned initiatives are planned based on the seven pointers for Holistic Development, Values of the Institute, PO's and the PEO's

**MBA Program Educational Objectives and Program Outcomes:**

Values	Program Educational Objectives	Program Outcomes
▪ Domain & Cross-Functional Aspect	PEO1: An MBA Graduate will exhibit System Thinking Approach in integrating core, cross-functional and inter-disciplinary aspects of management leading to organizational excellence.	PO1: Domain Knowledge- Ability to apply principles and framework of management theories to real world business scenario/context. PO2: Multi-disciplinary- Ability to co-create mutually valued outcomes in multi-disciplinary structure/ ecosystem PO3: Domain Application Ability to practically apply the Domain Knowledge gained .
▪ Innovation	PEO2: An MBA graduate will be a solution driven leader, demonstrating creativity and innovativeness, in decision making process working effectively with multi-cultural teams, for providing solutions to complex business problems.	PO4: Global Perspective- Ability to appreciate and evaluate global scenarios and apply multidimensional approach to business environment. PO5: Leadership- Ability to lead themselves and others in a diversified, cross-cultural environment to achieve organizational goals. PO6: Creativity & Innovativeness- Ability to identify and analyze complex business and social problems by applying principles of creativity and innovativeness. PO7: Decision Making- Ability to arrive at optimal and sustainable solutions by prioritizing, evaluating and selecting from alternative courses of action through research based knowledge. PO8: Entrepreneurship- Ability to identify ideas and leverage on entrepreneurial skills in creating tangible and sustainable business solutions. PO9: Team Work- Ability to contribute cohesively towards accomplishment of pre-set goals.
▪ Communication	PEO3: An MBA Graduate will be able to articulate and communicate,	PO10: Communication skills-



	effectively, on complex aspects of management with the business community and society at large.	Ability to comprehend, prepare effective reports, design documents, make presentations, receive and interpret information & disseminate clear instructions.
▪ Humane	PEO4: An MBA Graduate will showcase value centered leadership by possessing strong ethical and humane values, enabling him/her to assume a pivotal role in various sectors of the Indian and Global Economy.	PO11: Values & Ethics- Ability to recognize, articulate and apply ethical principles in various professional, social and personal context.
▪ Youthfulness	PEO5: An MBA Graduate will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment	PO12: Lifelong Learning- Ability to learn, unlearn, relearn the requisite skills and behaviour to deal with complex and dynamic societal and business environment. PO13: Technology-driven- Ability to attain, identify and apply latest technological tools to sustain in technology-driven era.

- a) **Course Planners:** Every faculty prepares a course planner for each course that they teach. The course planners include session-wise input that will be covered along with the Pedagogy planned, the pre-reading material made available, and post-session activity designed, for each course of every semester. The course planner also includes the assessments planned for evaluation along with rubrics and the mapping of course outcomes with the assessments. The course planner is submitted before the commencement of each semester. It is designed by the way of discussions with senior faculty and the feedback given by students at the end of every semester. The revisions, if required is done in consultation with the Learning Facilitator of the respective specialization, Dy. Director and the Director of the Institution.
- b) **Pedagogy** - Apart from regular chalk and board lecture, pedagogy like Case study, Role plays, Live exercises, Group Activities, small group discussion are also used for effective delivery. Use of videos, video cases, development of E-content is an inseparable tool. Students are also taught to design, circulate and implement tools like Google forms /



Google Drive. This helps in Preparing Questionnaire for Data Collection in the course of Business Research Methods. Further, use of software's like SPSS and R is prominent for Data Analysis. Case Study based learning - Case studies are an integral part of the learning experience and they provide insights into the problem-solving approach that companies take and how they achieve desired results.

- **Case lets:** These are small cases developed by faculty members for their respective subjects. Current information related to a concept or subject is summarized in the form of a case which support the formal method of teaching. Through these technique students get an insight of the current scenario related to the subject and this helps them to build their knowledge about the various practical aspects of business.
- **Role-plays:** Role-plays as utilized by some faculty as a teaching pedagogy serves as an effective technique that allows students to explore realistic situations by interacting with other people in a managed way. It allows students to develop an experiential approach and try different strategies in a supported environment, for instance demonstrating an effective sales strategy. It is a very flexible teaching approach because it requires no special tools, technology or environments; for example, student could work through a role-play exercise just as effectively in a lecture hall as in a seminar room.
- **Situation Analysis:** Situation Analysis is an inherent part of pedagogy at IIMP. Also, it is duly applied in concurrent and term-end evaluation. It improvises the thinking pattern of student in various critical decision-making areas of business; helps students understand the concept in the line of theory and practicality, helps identify the current and potential strategy to be applied while doing a gap analysis. Overall, it provides a comprehensive analytical outlook.
- **Student Industry Integrated Learning:** Through this method the students are introduced to learn deeper through application of Domain in practice. It is a well-accepted school of thought that the Students can learn better only by getting exposed into practical and live problems of industry or organisations.
To suffice this the methodology called Student Industry Integrated Learning was introduced in Strategic Marketing



- **Mini Projects/Research based Assignments:** Students are allotted assignments as part of different subjects by faculty with the intent of enhancing their research aptitude for gathering and analyzing data.
 - **Group Projects:** Students in each class are divided into groups of 15 (mentoring groups) and groups of 5 (based on interpersonal traits). Group work can be an effective method to motivate students, encourage active learning and develop planning, cooperative learning, critical thinking, and decision-making skills. This technique at helps students to learn to contribute effectively to a team environment.
 - **Research Papers:** Research paper discussion is another method used by faculty for involving students in learning the current aspects of various concepts. Since faculty themselves undertake research, they share the knowledge gained by them in classrooms with the students. Students also learn about the nuances of undertaking research.
- c) **Field Assignments:** Field assignments provide an opportunity for learners to apply theoretical knowledge in practical situations, enhancing their understanding and problem-solving skills. Hands-on experiences gained through field assignments can lead to deeper learning, as they involve active participation, observation, and critical reflection. Hands-on experiences gained through field assignments can lead to deeper learning, as they involve active participation, observation, and critical reflection. Field work assignments are a part of majority of our term end assessments.
- d) **Learnings through Co-curricular and Extra-Curricular Activities** – The Institute believes in honing the planning, organizing and team building skills, through organization of numerous academic events. The mentoring groups organize and manage the campus events like ‘Curious’- International Level Case study competition, Alumni meet and various Group Level events giving a platform to the students to organize and participate. These events give relevant exposure to the students to interact and learn through this exposure.
- i) **Curious** – IIMP organizes Curious – An International Case Study Competition for Post Graduate Management students and faculty. The live case is designed by one of our faculty members. Analysis of the case and submission of solution is done online and a team of reputed persons from industry, faculty of other institutes judge the participants



and worthy candidates are awarded with cash prize, trophy and a certificate. The teams who participate include students and faculty members.

17th edition of Curious-2022, an online international case study competition that presented real-life business challenges, providing a remarkable platform for aspiring managers to showcase their exceptional problem-solving skills.

Students from India and overseas countries, including the UK, Canada, and Germany, put forth their innovative solutions, making it a truly global event. After rigorous evaluations by an esteemed panel of experts, the winners emerged as shining stars.

Winners of Curious 2022

Name of Participants	Name of the Institute	Category	Prize
1) Dr. Deepali Surana 2) Mr. Vivek Satendra Prasad	Jaywant Shikshan Prasarak Mandal's Rajarshi Shahu College Of Engineering, Pune.	Winner	Cash Prize Rs. 51,000/- Certificate, Trophy.
1. Mr.Raviraj Khillare	Berlin School of Business and Innovation, Berlin Germany	1 st Runner Up	Cash Prize Rs 21,000/- Certificate, Trophy
1. Dr. Sarang Dani 2. Mr. Aaryan Shinde 3. Mr. Shreyas Kulkarni, 4. Mr. Soham Salve	Naralkar Institute of Career Development and Research, Pune.	2 nd Runner Up	Cash Prize Rs 11,000/- Certificate, Trophy.
1. Mr. Akash Rajwant Sharma 2. Mr. Shubham Wadnere	Indira School of Business Studies, Pune (MBA).	IGI Prize	Cash Prize Rs 10,000/- Certificate,

- e) **Outdoor Management Training - OMT** (Outdoor Management Training) is a unique Training program designed for the students of Indira Group of Institutes wherein the focus shifts from the classroom to Mother Nature, who is an expert teacher herself. OMT aims to build one's leadership skills, teamwork abilities, decision making skills, crisis management skills. Today OMT is widely recognized by the corporate sector as an effective training technique for developing the personality of their executives. Indira has introduced this program with a view to provide an edge to its students. The students get a chance to play



management games in teams and every team is monitored by a faculty member, who gives his lessons based on the nature of the game and the performance exhibited by the students. A common de-briefing is given by experience faculty members at the end of the day.

- f) **Industry visits:** The industry visits play a crucial role in bridging the gap between theory and practice. As part of its commitment to providing students with a holistic learning experience, IIMP organizes industry visits to renowned companies. These visits offer students the opportunity to witness real-world operations, gain industry insights, and develop a deeper understanding of business practices thereby enriching their learning experience.

The industry visit generally begins with an orientation session where students are provided with an overview of the company's background, its industry presence, and its core competencies. The students then embark on a guided tour of the company's facilities, where they witness firsthand the operational aspects of the business.

Industry Visits Undertaken

Name of Industry	Address	Number of Students	Semester
2023 – 2024			
Jawaharlal Nehru Port Authority, Mumbai	Admin Building, Sheva, Uran, Raigad - 400 707.	25	III
2022 - 2023			
Bombay Stock Exchange (BSE)	Phiroze Jeejeebhoy Towers, Dalal St, Kala Ghoda, Fort, Mumbai, Maharashtra 400001	119	I
Kirloskar Pneumatics Pvt Ltd	Kirloskar Pneumatic Co. Ltd. Plot No.1, Hadapsar Industrial Estate, Pune- 411 013, State- Maharashtra, India	11	I
Cotton King	Plot No. 21/22/23, Baramati Hi-tech, Textile Park, Baramati	102	I
TATA Power Company	TATA Power Company, At Post Bhira Ta. Mangaon, Distt-Raigad 402308	20	I
2021-2022			
Jawaharlal Nehru Port Authority, Mumbai	Admin Building, Sheva, Uran, Raigad - 400 707.	55	I
Cotton King	Plot No. 21/22/23, Baramati Hi-tech, Textile Park, Baramati	82	I
M Torq Control India ,	E10/19/b-3 MIDC Road, Near Lear Automotive MIDC , Bhosari Pune , Maharashtra 411026	15	I



Radheshyam Wellpack Pvt Ltd	Plot No. PAP-G100/1, Phase 3, MIDC, Village Kuruli, Chakan Pune 410501	40	I
Esquire Healthcare and Logistics Pvt Ltd.	Gat No. 513/517, Kalewadi, Village Wagholi, Tal. Haveli, Pune-412207	41	I
2020-2021 - No visits conducted during this time due to Pandemic			

g) Career and Leadership Development Program: Business environment is experiencing radical and rapid changes. The business climate has undergone a tremendous change since liberalization of Indian economy. As rightly said by Robert Kaplan, today's business is passing through the information age as against the earlier industrial age. No wonder if expectations of industry from academic institutions, especially management institutions, have risen to substantial heights. Career and Leadership Development Programme (CLDP) is a systematic programme designed by IIMP to expose the students to the latest concepts in various subjects, current trends in the industry and innovative practices followed by the established managers.

The program includes workshop, seminars and certification courses. The seminars and workshops can be Developmental and Co-curricular. Developmental seminars represent the extension of academics covering latest developments and recent trends within the particular subject. While Co-curricular events are intended towards the practical inputs which are not covered in the University syllabus but are required for sustainable development and growth of the students.

In the first year a common program is done for all the students. It covers aspects like familiarization with each specialization, personality development and characteristics of a budding manager. It makes sure that the young bright students are ready to become an energetic, matured future manager

In the second year, the program is bifurcated according to the specialization (such as Marketing, Finance or Human resource etc.) chosen by the students. Specialized inputs are given as per the current requirements of the industry for each specialization so as to prepare the students to get a head start in their career.



- **Workshops / Seminars** - Various companies visit the campus of the institute for the placement of the students. Based on their feedback, Guest lectures, workshops, seminars are organized for students to help them to be ready for industry.
- **Indira Diversity Awards:** Indira Group of Institutes (IGI), Pune hosted the 1st edition of the Indira Diversity Awards on 21st January 2023. Winners were announced at the grand ceremony attended by 5000+ students, staff & corporates.

The Chief guest for the event was, Col. Rahul Bali (Retd.). The evening began with an inspirational address by Col. Rahul Bali (Retd) and endearing vision of Indira Group shared by Dr. Tarita Shankar about the journey of 29 years of IGI. She specified the sense of collective achievement in celebrating diversity awards which drives every member of Indira family to give their best.

40+ specially abled professionals & entrepreneurs were awarded for their fabulous achievements along with various organizations for their contributions towards society. Students of IGI got an opportunity to witness the live ceremony which will help them to improve their cultural engagement & self-motivation.

The Grand Ceremony also witnessed dance performances by IIMP BBA students and specially abled artists from Team Drzya. The stage was then set ablaze by the electrifying Live Performance by B Praak, a renowned singer who had the entire audience groove to his foot-tapping numbers.

The Indira Diversity Awards serve as a reminder that every individual has the ability to make a difference and contribute towards society. Such award ceremonies are an inspiration for everyone and Indira Group of Institutes, Pune has set an excellent example.

- **Brand Slam** - Indira Group strongly believes in creating innovative platforms for corporate interface with our students through excellent innovative practices. Indira Brand Slam (IBS) is a premier conclave attracting India's Best Corporate and Business Minds to Campus. Our students get an opportunity to interact with hundreds of Industry Speakers and Innovative brands. The 11th edition of the Indira Brand Slam Summit and Awards, organized by the esteemed Indira Group of Institutes (IGI) on October 27, 2023, had the theme "A Makeover of Marketing and Branding in the New Era." For the



first time, this event took place at Sahara Star, Mumbai, commemorating 30 years of IGI's presence.

- **Abhivyakti** - Indira Institute of Management has come up with a unique concept termed as “Abhivyakti” which was started in the year 2016.

Abhivyakti is a blend of 3 different activities: Book Review, Sectorial Presentation and Business Quiz conducted on Saturdays. Book Review & Sectorial Presentation activities are presented in groups assigned to the students. All the groups participate in each of the activity to make learning a great success.

Book Review: 12 books are identified for this activity. Each group is given 3 books on which they need to submit a written report and prepare a presentation without PowerPoint.

Sectorial Presentation: In sectorial Presentation, each group study the sectors and present the report. Here, the students get first-hand knowledge about various sectors and the current market trends in these sectors.

Business Quiz: To inculcate the habit of reading and to remain updated in this fast paced world, Online business quiz was introduced. The quiz will be conducted by MINT.

- **Readers Club:** The Readers Club is an initiative to enhance Reading Skills of students, that has depleted through past few years. The Readers Club gives an opportunity to interact with peers and get different insights into each book or each story. The students participate and read at least 5 books of their choice from the library. They discuss the characters and inspiring statements, stories from them and prepare a video to share with all the students. Best 3 Readers Club videos get attractive prizes, and all participating students get marks in Business Communication subject.

This year students participated enthusiastically and submitted at least 32 videos. It increased the library usage as well as we could bring back students to library and read once again!!

- **Mentoring** - Indira firmly believes in moulding the future managers by providing personal guidance in their development. Towards this end, a mentoring program has been



institutionalized to counsel the students on the key aspects that they need to focus on, to become effective managers and future leaders. The program also covers issues connected with the recruitment and selection process and how the students can confidently face such processes. Under this programme, a group of students is assigned a faculty mentor for counselling and guidance. The group stays with the mentor for the 1st Semester and he/she will act as their friend, philosopher and guide in all matters. The Learning Facilitator is the mentor for the students from 2nd Semester onwards. Group sessions as well as one on one session are included in the program.

- **Newsletters:** This is an initiative taken up by the members of the Finance specialization. Faculty and students are assigned responsibility to identify financial news items and publish it in the quarterly newsletter “Finbitz” that is circulated to Students, Alumni, Faculty & Staff. These are discussed in class to understand application of theoretical concepts and also to understand recent trends in the business world. Students assigned for the activity analyse the financial news and prepare a write up to be further published in the newsletter.
- **Social Responsibility Initiatives -** There is a conscious effort at the Institute to inspire the students to take responsibility and initiatives in the Social Segment. A series of activities are planned which will be helpful for the society as a whole and create a holistic development by sensitizing students towards Health, Gender and Environmental matters by inculcating beliefs that are driven for the betterment of the society. Some of the activities were successfully executed in association with various NGOs.

Joy of Giving activity is done every year on teacher’s day. For last 2 consecutive years, the students and staff have donated more than 500 kg of Rice and 500 kg of Dal to two NGOs namely, Samparc and Navkshiti. This activity is completely done by the students thus giving them a sense of responsibility and belongingness towards society.

The Institute has introduced an elective course wherein students have to participate in some CSR projects of the NGO assigned to them. The students were engaged in teaching differently abled and slum children. They were happy to work on Social Media marketing, content writing, visits to the projects and CSR coordination. The students were also engaged in spreading awareness about blood donation and women defense in nearby societies. The students worked hard to reconnect with nature and helped in creating a dense



urban forest. Some students joined NGO who promoted healthy life style by encouraging sustainable practices in waste management. The students were sensitized by providing help, imbibe a sense of empathy and to work for overall wellbeing of needy animals.

- **Alpha Batch of Bright Students** - The Institute has an MOU with YUGMA to give inputs related to the above. Each student has an industry mentor.

The Alpha program is designed to provide exceptional students with a unique opportunity to receive intensive training & guidance for enhancing their career journey. The Alpha Program is an exclusive initiative that selects the top 10% of the batch of an institute through a meticulous selection process for an extraordinary journey to build their career. The selection process for the Alpha batch consists of two rounds, designed to assess the potential, academic capabilities, and overall suitability of the students for the program. In the initial round, the shortlisting is based on rigorous evaluation of various parameters, including 60% throughout academic, Business Communication grades, Discovery Interview scores & MBA Semester -1 pass status. The Second round is a Group Interview.

The students are selected based on the following criteria:

Parameters	Scores
• Discovery interview	21 and more
• Business Communication	3.75 and more
• SSC, HSC	60% and more
• Status	PASS

The inputs given in the program include:

- Gallup Strengths Finder- Identifies 5 top strengths.
- Improvement Plans – Post Strengths Assessment
- Summer Internship Presentation Guidance
- Simulated Interviews
- Business Awareness
- Sector and Company Specific knowledge
- Case studies

Benefits of the program

- Specialized sessions, assessments, and mentoring for career development
- Tailored mentoring support to help students achieve their unique career aspirations
- Personalized guidance from senior mentors to gain clarity about career paths
- One mentor allocated for a group of students (e.g., 6-7 students - one mentor)



- Focused guidance on resume polishing, LinkedIn profile enhancement, and external company preparation (e.g., True Consulting)
- Opportunity to be part of an elite group and excel in career advancement.

Sessions conducted for Alpha Batch 2022-24

Interventions	Description/Topics covered	Month of completion	Mentoring Hours	Attendance	Mentors
Alpha batch- Introduction session	Students were introduced to Alpha program, its offerings and the benefits. Focus required by selected top 10% students to enhance their capability for enhanced career opportunities	August 2023	1	82%	Sanjiv Kumar Tripathy
Alpha batch- Selection Interviews	Top 20% of students were interviewed in groups of 5 where students were assessed on select parameters for selection to Alpha batch	August 2023	5	93%	Siva Rangaswamy
Alpha batch- Briefing session	Post-selection of the top 10% of the batch, the Alpha students were briefed about the interventions planned under Alpha program	August 2023	1	100%	Sanjiv Kumar Tripathy
Alpha batch- Gallup assessment	30-minute online questionnaire that assesses students' strengths using global Gallup tool	October 2023	NA	100%	Online Gallup system
Alpha batch- Gallup debrief	A Gallup-certified mentor helped students understand their report, top 5 strengths, and provided valuable mentoring on how to leverage their top strengths to enhance their careers	November 2023	7	41.60%	Shital Andharia
Alpha batch - SIP interviews	30 min interview on assessing effectiveness of the SIP completed by Alpha student's basis Projects, Targets, assignments etc. Feedback provided by Mentors on SIP completed including SIP project articulation, experience gained while working in corporate environment, achievements during SIP and how to leverage SIP experience during Campus placements	November 2023	15.5	86.11%	Shantanu Sen Sharma, Nitesh Rajdeo, Sanjiv Kumar Tripathy, Ravi Ramanathan, Siva Rangaswamy, Atul Nevase
Faculty Development Program	A session for IIMP MBA faculty on Industry Research Program including coverage for students.	August 2023	3	NA	Sanjiv Kumar Tripathy
Personal Interviews - 1	Simulated HR round interviews by Mentors (for 15 min/ students) to check their preparedness for CV-based interviews. Both verbal and written feedback shared with students.	September 2023	53	63%	Aparna Gulawani, Simple Jaiswal, Karan Batra, Swapna Menon, Sanjay Sharma,



					Shekhar Kulkarni, Kashish Jain
Last Mile support sessions (Companies Covered: FIS Global, EY, Piramal Capital and Housing Finance, Artee Flow Controls Pvt. Ltd)	Students were orientated about relevant sector, analysis of the company, JD for specific roles, skills required and how to prepare for specific company interview	February 2024	5.5	-	Dr. Srinivas Chunduru, Sanjiv Kumar Tripathy

- **Remedial Sessions for Weak Students** – The students who cannot cope with certain courses and need additional hand holding are provided with remedial sessions in which the concepts are simplified and their doubts are clarified for better understanding.

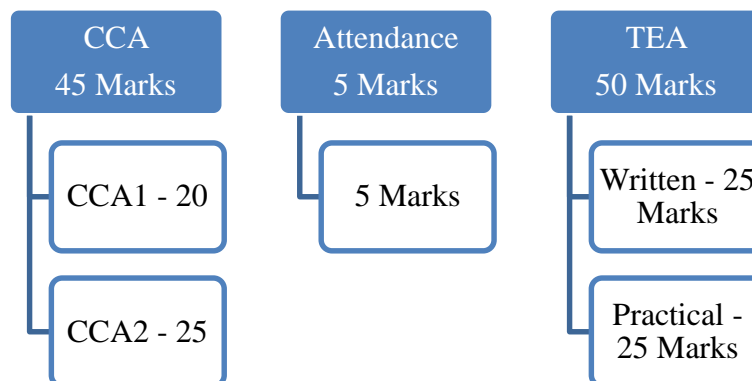
4.2.2. Quality of continuous assessment and evaluation processes (40)

The assessment methods at IIMP are designed to ensure that students are assessed on a variety of skills and knowledge. The assessments are also designed to be fair and transparent. Students are provided with clear rubrics and marking schemes for each assessment, so that they understand how they will be evaluated. The assessment process ensures that the students learn and develop the skills and knowledge they need to be successful in their careers. The assessments also provide feedback to students on their progress, so that they can identify areas where they need to improve.

The various examinations are conducted as per the Rules and Regulations and also as per the Examination schemes approved by respective Board of Studies.



ASSESSMENT PATTERN



1. The students shall be evaluated for his/her academic performance in a Course through Comprehensive Concurrent Assessment, Term End Written Examination and Term End Practical Examination.
2. All the three credit subjects will be of 100 Marks and will be evaluated through Comprehensive Concurrent Assessment, Term End Written Examination and Term End Practical Examination.
3. The two credit subjects will be of 50 marks and will be evaluated through Comprehensive Concurrent Assessment or/and Term End Written Examination and Term End Practical Examination.

Guidelines for conducting Comprehensive Concurrent Assessment (CCA): The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each CCE with the Course Outcomes and define the targeted attainment levels for each CO.

- i. Designated academic authority shall approve the scheme of Comprehensive Concurrent Assessment with or without modifications.
- ii. The course teacher shall display the approved CCA scheme of the course in course planner, not later than the second week of the term.
- iii. Each CCA item shall be of minimum 5 marks.
- iv. For any course of 2 or 3 credits, a minimum of two CCA assessments are undertaken. The final scores shall be converted using an average formula.



- v. At the end of the term aggregate CCA scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board.

Course teacher shall evaluate the performance of the students in the respective courses. Performance shall be evaluated by the following evaluation tools:

- Class Test
- Open Book Test
- Written Home Assignment
- In-depth Viva-Voce
- Case Study
- Caselet
- Situation Analysis
- Field Visit / Study tour and report of the same
- Small Group Project & Internal Viva-Voce
- Model Development
- Role Play
- Story Telling
- Fish Bowls
- Learning Diary
- Scrap Book / Story of the week / Story of the month
- Creating a Quiz
- Designing comic strips
- Creating Brochures / Bumper Stickers / Fliers
- Creating Crossword Puzzles
- Creating and Presenting Posters
- Writing an Advice Column
- Library Magazines based assessment
- Peer assessment
- Autobiography/Biography
- Writing a Memo
- Work Portfolio
- Book Review
- Drafting a Policy Brief
- Drafting an Executive Summary
- Literature Review
- Term Paper
- Thematic Presentation
- Publishing a Research Paper
- Annotated Bibliography
- Creating Taxonomy
- Creating Concept maps
- Online Exam
- Simulation Exercises
- Gamification Exercises
- Presentation based on Google Alerts



- Webinar based assessment
- Creating Webpage / Website / Blog
- Creating Infographics / Infomercial
- Creating podcasts / Newscast
- Discussion Boards

The Deputy Director shall check and approve the marks in consultation with Chairman of Examination Committee for all the courses and hand over the copy of the same to the examination department.

The Academic department will display it on notice board for students' reference and resolve grievances of students if any.

A. Term End examinations:

At the conclusion of each semester, there will be a Term End Examination for every course, encompassing the entire syllabus and further segmented into two components:

- 25 Marks for Term End Written Exams
- 25 Marks for Term End Practical Exams

The Practical component of the Term End Examination is evaluated in a very unique way. Students are assigned fieldwork tasks across the majority of courses. These assignments are meticulously crafted by the faculty to ensure that students not only attain the course outcomes but also grasp the practical implications of the theoretical concepts learned in the classroom. Students engage in primary or secondary research by visiting organizations or delving deeply into sector-specific knowledge, adhering to specified parameters. These assignments may be completed individually or in groups, as directed by the faculty.

Upon data collection, students compile comprehensive reports and present their findings to Industry Experts invited by the Learning Facilitators in consultation with the course teacher. These experts conduct viva voce assessments, engaging with the students to evaluate their work. During the viva voce sessions, Industry Experts also provide valuable insights and feedback to enhance the students' understanding and performance.



4.2.3. Quality of student reports/dissertation (15)

The students undergo Summer Internship Program after semester two. The duration of internship is 45 to 60 days. It has a weightage of 6 credits and 200 marks.

Before the students start their summer project, the Learning Facilitator conducts an orientation programme for the students undergoing project work. A well designed structure and timelines are given to the students during this orientation program. A session is also arranged regarding what to expect from the SIP for all the students.

Each student is allocated an internal guide from the specialization department. They have to discuss & consult with their respective Faculty Guides to undertake the summer project. When the students join their companies they are allocated an external guide who generally is the reporting authority of the student in the company. The students have to constantly be in touch with their faculty guides & their work is supervised by their respective faculty guides. The faculty guide provides assistance to the students on selecting a topic of relevance based on the area of research suggested or given by the external guide. In this process they are supposed to go through a literature survey by reading various articles, journals & books relevant to their area of research. The students are expected to follow the fundamentals of research to start their study. Students are guided to use statistical tools depending on their areas of study & instructed to follow research methodology.

Guidelines given to the students for Summer Internship Project (SIP):

Each student shall undertake an Summer Internship Project (SIP) for a minimum of 45 days at the end of the second semester. The total credits for SIP are 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The student may take up an SIP in his/her intended area of specialization or in any other functional area of management. The SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. The SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working



by the student on a given task/assignment/project/ etc. in an organization / industry. By carrying out an SIP will sensitize the students to the demands of the workplace.

Each student shall maintain an SIP Learning Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Learning Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide.

The SIP report must reflect 6 to 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Executive Summary
4. Organization profile
5. Outline of the problem/task undertaken
6. Research methodology & data analysis (in case of research projects only)
7. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
8. Learning of the student through the project
9. Contribution to the host organization
10. References in appropriate referencing styles. (APA, MLA, Harvard, etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate/ NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report in the stipulated time. The Institute shall conduct an internal evaluation of the SIP for 50 marks (20 marks by internal guide, 25 marks for cross viva by faculty within the department and 5 marks for class attendance.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Semester III. One hard copy of the SIP report is returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

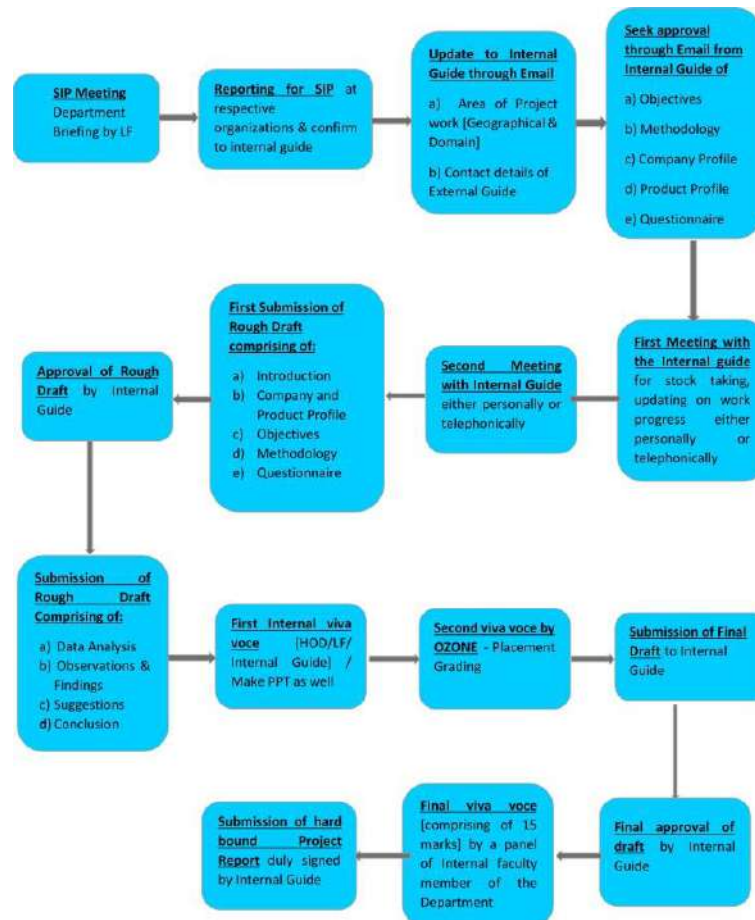


The viva-voce shall evaluate the SIP based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Semester I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience
- 9.

Calendar for Summer Internship Project, 2023 (MBA Batch 2022- 2024)	
Date	Activity
25 th May 2023	YUGMA - SIP BRIEFING
	Meeting with internal guides and SIP briefing
30 th May 2023	Updating SIP status through mail to Internal guide
	Updating your Internal Guide through email about following:
	a) Area of Project work and Topic finalisation b) Contact details of External Guide(if you got an SIP)
15 th June 2023	Submission of research proposal to Internal Guide
15 th to 30 th June 2023	Approval of Proposal by Internal Guide
Till 5 th July, 2023	(a) Methodology (b) Questionnaire designing and its approval from respective Internal Guides
15 th July 2023	Mid SIP review by Guide (Data collection progress and issues if any.)
11 th September 2023	Reporting about the entire SIP work (On campus) and Approving Company and Sector chapters by SIP guide
14 th October 2023	Presentation of the project work based on the work done along with the first draft report on SIP
21 st October 2023	Review and feedback of Rough Draft by Internal Guide
First week of November 2023	First Internal viva voce by department
Last week of November 2023	Submission of Project Report approved by Internal Guide.
TEA	Marks
PPT presentation	50
Viva-voce	50
Project Report (Alumni)	50
Total marks	150
INDIRA INSTITUTE OF MANAGEMENT- PUNE	
Internal	Marks
Attendance	5
Project Guide	25
Cross Viva (Internal Faculty within Dept.)	20
Total marks	50

SIP / DISSERTATION PROCESS FLOW CHART



Emphasis is laid on the quality of their work, right from writing the objectives to research methodology to data analysis, observation and findings. Proper referencing is taught to them as per the guidelines given. The department conducts interval viva-voce (which includes presenting their work in the form of power point presentation), before the students finalize their work in the form of a report. At the end of their project a panel of industry expert is appointed who conducts Viva-voce examination for them.



CRITERION 5

STUDENT QUALITY AND PERFORMANCE



CRITERION 5	Student Quality and Performance	100
--------------------	--	------------

Table 5.1 – Student Intake

Item	CAY 2023 - 2024	CAYm1 2022 – 2023	CAYm2 2021 – 2022	CAYm3 2020 – 2021	CAYm4 2019 – 2020
Approved Intake	300	300	300	300	240
Number of students admitted (N)	330	334	323	313	261

Over & Above Details:

2023-24 - J & K Seat -01, EWS Seat – 22, TFWS - 09

2022-23 – J & K Seat -01, PIO Seat – 01, EWS Seat – 21, TFWS - 11 (2 Cancelled)

2021-22 - EWS Seat – 15, TFWS Seat – 08.

2020-21 – J & K Seat -01, EWS Seat – 12, TFWS Seat – 07. (7 Cancelled)

2019-20 – J & K Seat -01, PIO Seat – 01, EWS Seat – 21. (01 Cancelled)

Table 5.2 – Success Rate

Year of entry	Number of students admitted (N)	Number of students who have completed	
		I Year	II Year
CAY 2023-2024	330		
CAY m1 2022-2023	334	253	
CAY m2 (LYG) 2021-2022	323	285	285
CAY m3 (LYG m1) 2019-2021	313	291	293
CAY m4 (LYG m2) 2018-2019	261	224	254

5.1. Enrollment Ratio (Admissions) (20)

Enrolment Ratio= Number of students admitted/ Sanctioned intake

Academic Year	Sanctioned Intake	No. of Students Admitted	Enrolment Ratio
2023 - 2024	300	330	110%
2022-2023	300	334	111.33%
2021-2022	300	323	107.67%
2020-2021	300	313	104.33%

**5.2. Success Rate (Students clearing in minimum time) (10)**

S.I. = Number of students completed program in minimum duration / Number of students admitted

Average SI = Mean of Success Index (SI) for past three batches
Success rate = $10 \times \text{Average SI}$

Item	2021 - 2023	2020 – 2022	2019 - 2021
Number of students admitted (N)	323	313	261
Number of students who have graduated within the stipulated period of a program	286	293	254
Success Index (SI)	0.89	0.94	0.97
Average SI	0.93		

5.3. Final Year Academic Performance (Percentage marks scored) (10)

Successful students are those who have passed in all final year courses.

Academic Performance	2021 - 2023	2020 – 2022	2019 - 2021
Mean of final Year Grade Point Average of all successful Students on a 10-point scale (X)	8.33	8.53	8.87
Total no. of successful students (Y)	286	293	254
Total no. of students appeared in the examination (Z)	315	302	259
API = $x * (Y/Z)$	7.56	8.28	8.70
Average API = $(AP1 + AP2 + AP3)/3$	8.18		

5.4. Placement, Higher Studies and Entrepreneurship (40)**5.4.1. Placement (30)**

Assessment Points = $30 \times \text{average placement}$; N is the total no. of students admitted in first year

Item	2021-2023	2020-2022	2019-2021
Total Number of students admitted in first Year of the program (N)	323	313	261
No. of students placed in companies or Government Sector (x)	283	259	202
No. of students pursuing Ph.D. / Higher Studies (y)	0	1	0
No. of students turned entrepreneur (In the areas related to management discipline) (z)	3	1	3
$x + y + (1.2*z) =$	286.6	261.2	205.6
Placement Index: $x + y + (1.2*z) N$	0.89	0.83	0.79
Average placement = $(P1 + P2 + P3)/3$	0.84		
Assessment Points = $30 \times \text{average placement}$	25.10		



5.4.2. Quality of Placement (10)

Item	2021 – 2023	2020 – 2022	2019 - 2021
	Management Stream (M1)	Management Stream (M2)	Management Stream (M3)
No. of students placed:	283	259	202
Median Salary for Placement	6.57	5.52	5
Highest Salary	10.86	11.5	8.89

Provide the placement data in the below mentioned format with the name of the program and the assessment year:

INDIRA INSTITUTE OF MANAGEMENT, PUNE					
MBA BATCH 2021 – 2023					
S.no.	Name of the student placed	Enrolment No.	Name of the Employer	Appointment letter	
				Reference No.	Date
1	Abhishek Pramod Rajebhosale	21IIMPMB A04	HDFC Bank Ltd		30-03-2023
2	Ajay Bhagwat Aynile	21IIMPMB A16	TCS	TCSL/CT20224105547/Pune	13-02-2023
3	Ajinkya Sanjay Shinde	21IIMPMB A19	Firstcry.com		14-04-2023
4	Akash Sudhakar Pulate	21IIMPMB A21	HDFC Bank		30-03-2023
5	Akshay Premdas Rathod	21IIMPMB A25	Kantar	GDC/HR/OFF/2023	23-05-2023
6	Aman Asifiqbal Mokashi	21IIMPMB A29	Hafele India Pvt Ltd		13-12-2022
7	Anjali Shivpalsingh Gaherwar	21IIMPMB A41	HUL		13-05-2023
8	Ankita Arun Wadhe	21IIMPMB A42	Atul Limited	HR/OFFER/MT/23-24/61	14-12-2022
9	Ankita Jayant Dabke	21IIMPMB A43	1to1 Help		23-12-2022
10	Anujith Ajith Nair	21IIMPMB A46	WDD Advertising		15-05-2023
11	Arpan Bhushan Shah	21IIMPMB A51	Reliance Retail	HR/MAY/23/B1/61099974/60551828/1001469315	31-05-2023
12	Arpita Prabhakar Pojge	21IIMPMB A52	Grand View Research		07-02-2023
13	Ashwin Sanjay Bafna	21IIMPMB A55	Aditya Birla Group-Grasim Paints		01-01-2023
14	Dishant Manhas	21IIMPMB A75	Nielsen IQ		11/21/2022
15	Divyanshi Gyanendra Jain	21IIMPMB A76	1to1 Help		23-12-2023
16	Harsh Kirti Patel	21IIMPMB A86	Xanadu Realty		22-12-2023



17	Krunal Shrikrushna Gawhale	21IIMPMB A109	HDFC Bank Ltd		30-03-2023
18	Kuldeep Dnyaneshwar Gayke	21IIMPMB A112	Gulf Oil		14-04-2023
19	Kunal Bharat Wagh	21IIMPMB A113	Nielsen IQ		12/20/2022
20	Mansi Subhash Banik	21IIMPMB A122	Aditya Birla Group-Grasim Paints		01-01-2023
21	Mayur Laxman Patil	21IIMPMB A128	Nielsen IQ		12/20/2022
22	Nayan Jayant shinde	21IIMPMB A137	HDFC Bank		30-03-2023
23	Onkar Dattatray Pawar	21IIMPMB A146	ITC Limited		23-03-2023
24	Pawan chandrashekh ar hire	21IIMPMB A149	Marico Ltd		28-04-2023
25	Prajakta Pradiprao Apotikar	21IIMPMB A158	HDFC Bank		30-03-2023
26	Pranav Laxman Taware	21IIMPMB A159	<u>LEGRAND</u>		19-05-2023
27	Pranav Nandkishor Khandare	21IIMPMB A160	TCS	TCSL/CT20224109393/Pune	13-02-2023
28	Prasad Haushiram Randhe	21IIMPMB A163	Bandhan Bank	BBL/HR/72003/2022-2023	14-02-2023
29	Pritesh ashok kuwar	21IIMPMB A167	Reliance Retail	HR/MAY/23/B1/61096331/60551837/1001469306	31-05-2023
30	Rajiv Bharat Kamble	21IIMPMB A176	Guardians		30-12-2022
31	Rushabh Satish Bulbule	21IIMPMB A189	Aditya Birla Group-Grasim Paints		01-01-2023
32	Rushikesh Vijaykumar Sharanathe	21IIMPMB A193	Kolte Patil Developers Ltd		10-11-2022
33	Sachchidanand Pramod Bhavsar	21IIMPMB A195	Reliance Retail	HR/JUN/23/B1/61099743/60551845/1001470098	02-06-2023
34	Sagar Gorakshanath Hadawale	21IIMPMB A197	Global Market Insights.		15-11-2022
35	Saikiran shrinivas sajj a	21IIMPMB A204	Marico Ltd		28-04-2023
36	Sameer Jahangir Inamdar	21IIMPMB A206	Kolte Patil Developers Ltd		10-11-2022
37	Sandesh Rupesh Lohakare	21IIMPMB A210	Nielsen IQ		12/20/2022
38	Sanket Dileep Mhetre	21IIMPMB A212	Extramarks Education India Pvt. Ltd.		07-11-2022
39	Saurabh Rajendra Bhamare	21IIMPMB A217	Global Market Insights/HDFC Bank		
40	Shruti Ishwar Raghvani	21IIMPMB A244	Nielsen IQ		11/21/2022
41	Shubham Ashok Tanpure	21IIMPMB A247	HDFC Bank		30-03-2023
42	Shubham Sanjay Kulkarni	21IIMPMB A253	Grand View Research		07-02-2023



43	Siddesh Abhay Jagtap	21IIMPMB A260	Leadsquared		20-02-2023
44	Siddharth Madhukar Shinde	21IIMPMB A261	Grand View Research		04-08-2022
45	Sonali Ganesh Landge	21IIMPMB A269	Ultratech Cement Ltd		07-02-2023
46	Suraj Sunil Yadav	21IIMPMB A279	Reliance Retail	HR/MAY/23/B1/61099 259/60551831/100146 9304	31-05-2023
47	Tejas Dilip Kandekar	21IIMPMB A288	Sorigin Logistics Services Pvt. Ltd/Sunfire Technologies Pvt. Ltd.		02-06-2023
48	Utkarsh Rajmuni Tirpude	21IIMPMB A292	Bajaj Allianz General Insurance (BAGIC)		17-03-2023
49	Vishal Bhat	21IIMPMB A311	BLUESTONE		29-11-2022
50	Yash Sanjay Thorat	21IIMPMB A317	Reliance Retail		31-05-2023
51	Soniya Sharma	21IIMPMB A271	Deloitte (KS Profile)		22-06-2023
52	Bhakti sundar devkar	21IIMPMB A58	Aditya Birla Group-Grasim Paints		01-01-2023
53	Pradyumn Wankhade	21IIMPMB A156	Bonito		12-01-2023
54	Shardha Mankar	21IIMPMB A230	Bonito		12-01-2023
55	Amit Tayawade	21IIMPMB A35	Kansai Nerolac Paints		26-04-2023
56	Mayur Satpute	21IIMPMB A129	Himalaya Wellness		12-06-2023
57	Kashyap Puri	20IIMPMB A111	Xanadu Realty		09-01-2023
58	Aarya Kishor Gangakhedkar	21IIMPMB A01	Kotak Mahindra Bank	179656	18-01-23
59	Abhishek Sandeep Dhondge	21IIMPMB A05	Tata Technologies		18-01-23
60	Aditya Anjay Singh	21IIMPMB A09	HDFC Bank		30-03-2023
61	Aditya Pramodrao shrirao	21IIMPMB A10	UTI AMC Ltd		15-11-2022
62	Aishwarya Jayant choudhary	21IIMPMB A11	LTI Mindtree	LTIMindtree/HR/Campus/MG1/2023	09-05-2023
63	Aishwarya Kiran Bhosale	21IIMPMB A12	ANZ Bank		07-Mar-23
64	Ajay Niranjan Gurjar	21IIMPMB A17	SBI Life Insurance		01-03-2023
65	Akshay Subhash Pendavale	21IIMPMB A26	Ujjivan Small Finance Bank		17-01-2023
66	Akshay Vijay Shringarputale	21IIMPMB A27	HDFC Bank		30-03-2023
67	Amar Surendra Mundekar	21IIMPMB A32	HDFC Bank		30-03-2023
68	Ambar Mukesh Bheda	21IIMPMB A33	Factset		12-10-2022



69	Aniket Devnath Kolhe	21IIMPMB A36	ICICI Bank	1384445119	21-05-2023
70	Aniket Sandip Bitode	21IIMPMB A37	HDFC Bank		30-03-2023
71	Anjali jagannath ganiga	21IIMPMB A40	HDFC Bank		30-03-2023
72	Anup Ananta Tambade	21IIMPMB A47	PNB MetLife India Insurance Co. Ltd.		12-12-2022
73	Anushka Somnath Dhikale	21IIMPMB A48	ANZ Bank		01-03-2023
74	Daivik Dnyaneshwar Amale	21IIMPMB A66	ANZ Bank		01-03-2023
75	Digvijay Ramchandra Kulkarni	21IIMPMB A73	HDFC Bank		30-03-2023
76	Gaurav Milind Chaudhari	21IIMPMB A78	ICICI Bank	1384444228	21-05-2023
77	Gaurav Rajendra Natu	21IIMPMB A79	HDFC AMC		23-03-2023
78	Gunjan Nagorao Parate	21IIMPMB A83	AXIS Mutual Fund		26-06-2023
79	Jaya Prakash Khabrani	21IIMPMB A96	HDFC Bank		30-03-2023
80	Kashish Dilip Bhutwani	21IIMPMB A101	HDFC Bank		30-03-2023
81	Kaustubh Ashok Sankpal	21IIMPMB A102	SBI Mutual Funds	SBIFM/HR/2023/100	02-02-2023
82	Kedar Sanjay Joshi	21IIMPMB A103	ANZ Bank		01-03-2023
83	Khushbu Jaideep Deshmukh	21IIMPMB A105	ICICI HOME FINANCE		03-03-2023
84	Madhura Nitin Deshpande	21IIMPMB A115	ANZ Bank		08-03-2023
85	Mahesh Sarang Sawarkar	21IIMPMB A118	HDFC Bank		30-03-2023
86	Mansi Niteen Kakde	21IIMPMB A121	HDFC Bank		30-03-2023
87	Mansi Yogesh Patil	21IIMPMB A123	HDFC Bank		30-03-2023
88	Marmik Ghanshyam Bodele	21IIMPMB A124	FIS GLOBAL		24-03-2023
89	MEGHA PUNDALIK URKUDE	21IIMPMB A132	Kotak Mahindra Bank		17-01-2023
90	MITALI MANISH AGRAWAL	21IIMPMB A133	Acuity Knowledge Partners		27-03-2023
91	Namita Bhau Avhad	21IIMPMB A135	FactSet		24-03-2023
92	Nasim Hamid Sayyed	21IIMPMB A136	FIS GLOBAL		24-03-2023
93	Nidhi Jitendra Bagde	21IIMPMB A139	Surya Software Systems Pvt Ltd		11-04-2023
94	Omkar Shrikant Chaitanya	21IIMPMB A144	Deloitte (KS Profile)		22-06-2023
95	Onkar Umesh Patil	21IIMPMB A147	Kotak Mahindra Bank		14-01-2023
96	Prachi jadhav	21IIMPMB A153	HDFC Bank Ltd		



97	Pranav Nitin Gokhale	21IIMPMB A161	ANZ Bank		01-03-2023
98	Prathamesh Sanjayrao Deshmukh	21IIMPMB A165	HDFC Bank		30-03-2023
99	Priyanka Shrivastava	21IIMPMB A170	HDFC Bank Ltd		
100	Rajesh Sahu	21IIMPMB A175	ANZ Bank		07-03-2023
101	Ranjeet Rajesh Khairnar	21IIMPMB A178	HDFC Bank		30-03-2023
102	Ravindra Dinkar Wasekar	21IIMPMB A181	HDFC Bank		30-03-2023
103	Rohini Rajesh Andhale	21IIMPMB A187	ANZ Bank		07-03-2023
104	Rushikesh Balasaheb Vaidya	21IIMPMB A190	Ujjivan Small Finance Bank/SBI Mutual Funds	SBIFM/HR/2023/97	01-02-2023
105	Rutuja Ramesh Bochare	21IIMPMB A194	HDFC Bank		30-03-2023
106	Sagar Ramrao Sonwane	21IIMPMB A198	HDFC Bank		30-03-2023
107	Sandesh Bhausahab Jadhav	21IIMPMB A208	ICICI HOME FINANCE		24-05-2023
108	Sanket Balaji Desai	21IIMPMB A211	HDFC Bank		30-03-2023
109	Saurabh Shashikant Gade	21IIMPMB A218	Ujjivan Small Finance Bank		17-01-2023
110	Saurao kiran mohare	21IIMPMB A221	FIS GLOBAL		24-03-2023
111	Sejal Deepak Mittal	21IIMPMB A222	Reval Analytical Services Pvt Ltd.		19-12-2022
112	Shantanu Suhas Munagekar	21IIMPMB A227	HDFC Bank		30-03-2023
113	Shanu Rajpal	21IIMPMB A228	Tech Mahindra		09-03-2023
114	SHEETAL SHARMA	21IIMPMB A231	FIS GLOBAL		24-03-2023
115	Shivani Rajendra Bhagwat	21IIMPMB A232	HDFC Bank Ltd		
116	Shreya Deepak Malthane	21IIMPMB A234	HDFC Bank		30-03-2023
117	Shripad Vyankatrao Potdar	21IIMPMB A241	HDFC Bank		30-03-2023
118	Shriraj Ravindra Deshmukh	21IIMPMB A242	ANZ Bank		01-03-2023
119	Shrutika Babasaheb Shirsath	21IIMPMB A246	Deloitte Tax Consultant		28-02-2023
120	Shubham Sanjay Rajpure	21IIMPMB A254	Tech Mahindra	962658 /2218884/NTR/Permt	02-06-2023
121	Shweta Ulhas Yadav	21IIMPMB A258	AAIS Global		01-02-2023
122	Sonal Kumbhare	21IIMPMB A266	Easiloan		29-01-2023
123	Sonal Vijay Vaidya	21IIMPMB A268	HDFC Bank		30-03-2023
124	Srushti Ravindra Deshmukh	21IIMPMB A275	HDFC Bank/ICICI Bank		30-03-2023



125	Sumedh Muley	21IIMPMB A277	Ujjivan Small Finance Bank		06-05-2023
126	Suryadeo Chandrashekhar Yadav	21IIMPMB A280	SBI Life Insurance		01-03-2023
127	Swarup Dhanaji Jadhav	21IIMPMB A283	Ernst & Young		02-03-2023
128	TANAY SANJEEV AYDAV	21IIMPMB A284	HDFC Bank		24-03-2023
129	Vaibhav Raosaheb Gadekar	21IIMPMB A294	SBI Mutual Funds	SBIFM/HR/2023/100	02-02-2023
130	Vaishnavi Babruvan Kejkar	21IIMPMB A296	Blue Dart Express Limited		01-02-2023
131	Vaishnavi Bhikaji Vhankhanday	21IIMPMB A297	HDFC Bank Ltd		
132	Vanshika Deepak More	21IIMPMB A299	Ujjivan Small Finance Bank		04-05-2023
133	Vipool Kumar	21IIMPMB A308	Deloitte (KS Profile)		22-06-2023
134	Vivek Dnyaneshwar Naik	21IIMPMB A314	HDFC Bank		
135	Yash Krishna Patil	21IIMPMB A316	HFFC (Home First Finance Company)		09-12-2022
136	Deandra Esmond Mcleod	21IIMPMB A68	Tata Communication		23-05-2023
137	Kranti Bhagwan Bhojane	21IIMPMB A108	HNI Corporations		18-03-2023
138	Malhar Keshav Deshmukh	21IIMPMB A119	4A Financial Technologies Pvt Ltd (4Fin)		13-03-2023
139	Sagarika Rajesh Pande	21IIMPMB A200	Kirloskar Brothers	OT/23-24/TE/1	31-03-2023
140	Shreya Dhanraj Mange	21IIMPMB A235	LTI Mindtree	LTIMindtree/HR/Campus/MG1/2023	09-05-2023
141	Shubham Suresh Patil	21IIMPMB A256	Reliance Retail	HR/NOV/22/B1/61112505/60551784/1001362326	28-11-2022
142	Ajay Rajesh Lahoti	21IIMPMB A18	Writer Corporation		07-11-2022
143	Ameya Sudhakar Munje	21IIMPMB A34	PWC		
144	Aniket Vilas Pawar	21IIMPMB A38	Intuitive Technology Partners		12-12-2022
145	Chetan Suresh Gharate	21IIMPMB A63	Trinamix		27-12-2022
146	Devendra Raghunath Suryawanshi	21IIMPMB A71	TKE Elevator	HR/TRG/23/HQ/0022	07-02-2023
147	Gayatri Chintamani Raut	21IIMPMB A81	Tata Technologies		18-01-2023
148	Harshada Sunil Patil	21IIMPMB A88	Icertis		16-12-2023
149	Kamesh Diwakar Sarode	21IIMPMB A99	Icertis		16-12-2023
150	Laukik Rajendra Chankeshwara	21IIMPMB A114	Blue Dart Express Limited		01-02-2023



151	Niteesh Pramod Sali	21IIMPMB A143	Atul Limited / Trinamix		27-12-2022
152	Piyush Yuvraj Gaud	21IIMPMB A152	AAIS Global		01-02-2023
153	Pradnya Prasanna Deshmukh	21IIMPMB A155	Icertis		16-12-2022
154	Purvash Jagdish Deshmukh	21IIMPMB A172	Blue Dart Express Limited		01-02-2023
155	Sanskruiti Ajit Rakibe	21IIMPMB A214	Trinamix		27-12-2022
156	Shreyas Santosh Deshmukh	21IIMPMB A237	Reliance Retail	HR/MAY/23/B1/61100 016/60551841/100146 9342	31-05-2023
157	Sourabh Kiran Gaikwad	21IIMPMB A272	Kaizen Institute		04-02-2023
158	Swapnil Santosh Naikwadi	21IIMPMB A281	Intuitive Technology Partners		12-12-2022
159	Tanmayi Ajitkumar Sankpal	21IIMPMB A287	InstaSine Power Technologies Pvt. Ltd.		09-12-2022
160	Vaibhav Chandrashekhar Bhadlikar	21IIMPMB A293	Tata Auto Comp System Ltd		12-01-2023
161	Varad kishor korde	21IIMPMB A300	Blue Dart Express Limited		01-02-2023
162	Vinit Bhagwan Vaval	21IIMPMB A307	Markets & Markets		14-12-2022
163	Vishal Ajinath Zanje	21IIMPMB A309	SOPAN O&M		05-05-2023
164	Akshay Arvind Karangutkar	21IIMPMB A23	UpsideLMS		30-11-2022
165	AMAR NANAJI DHEWALE	21IIMPMB A31	CIRCULANTS	CSPL/HR/F09	01-05-2023
166	Atul Sagarkumar terkar	21IIMPMB A56	MetaMorphoSys Technologies		12-07-2023
167	Datta pravin gawande	21IIMPMB A67	Pinnacle Industries	PMS/HR/OFFER/2023	28-01-2023
168	Gaurav Santosh Uikey	21IIMPMB A80	Himalaya Wellness		12-07-2023
169	Hitesh Sunil Bhamre	21IIMPMB A94	Logic Pursuits		10-01-2023
170	Kapil Narayan Shendre	21IIMPMB A100	TKE Elevator	HR/TRG/23/HQ/0024	07-02-2023
171	Neha Ashok Jawalkar	21IIMPMB A138	Grand View Research		04-05-2023
172	Pranshul Agrawal	21IIMPMB A162	Bike Bazaar		12-12-2022
173	Raj Shailesh Chopane	21IIMPMB A174	Poonawalla fincorp		22-03-2023
174	Sahil Niraj Walke	21IIMPMB A202	CIRCULANTS	CSPL/HR/F09	10-05-2023
175	Sejal Shrilal Mall	21IIMPMB A223	Bike Bazaar		22-11-2022
176	Shubham Nagendra Tarale	21IIMPMB A251	Mother Dairy	MDFVPL/RECT	28-02-2023
177	Taniya Shyam Morkhade	21IIMPMB A286	Bike Bazaar		22-11-2022



178	Shubham Sambhaji Kale	21IIMPMB A252	Markets & Markets		14-12-2022
179	Sagar Dulba Dhakne	21IIMPMB A196	SAMMS Juke Box (SAMMS)		August 22, 2023
180	Anvay Ramesh Deshpande	21IIMPMB A50	Deloitte Tax Consultant	adchroff/2023	10-07-2023
181	Harshal Rajesh Jambhulkar	21IIMPMB A90	HDFC Bank		30-03-2023
182	Harshvardhan Sanjay Dhare	21IIMPMB A91	ICICI Securities	1384444228 CJ24161292	01-08-2023
183	Nikhil Navanath Godage	21IIMPMB A141	FEDERAL BANK		26-Jul-23
184	Rahul Shivnani	21IIMPMB A173	ANZ Bank		21-Jul-23
185	Sanket Hemant Sathe	21IIMPMB A213	Deloitte Tax Consultant		17-07-2023
186	Sarvesh Nitin Joshi	21IIMPMB A215	FEDERAL BANK		29-Jul-23
187	Abhinay Sanjay Bairagi	21IIMPMB A02	Flextronics Technologies Pvt. Ltd		10-Jul-23
188	Sahil Gurudeo Jane	21IIMPMB A201	APPSTRAIL TECHNOLOGIES		No date mentioned on offer letter
189	Akash Dattatraya Pawar	21IIMPMB A20	FEDERAL BANK	HR TAD/B/PR-42740/OP-645/2023-24	01-Sep-23
190	Aditya Ajit Padekar	21IIMPMB A08	Deloitte Tax Consultant		
191	Farhina Nafis Sheikh	21IIMPMB A77	Deloitte Tax Consultant		
192	Mayuri Bharat Ubale	21IIMPMB A130	Deloitte Tax Consultant		
193	Sejal Umesh Bang	21IIMPMB A224	Deloitte Tax Consultant		
194	Shubhangi Gupta	21IIMPMB A257	Deloitte Tax Consultant		
195	Vedanti Arvind Vaidya	21IIMPMB A303	Deloitte Tax Consultant		
196	Vishwjeet Singh	21IIMPMB A313	Deloitte Tax Consultant		
197	Siddhi Narendra Sandbhor	21IIMPMB A263	Grand View Research		
198	Vaibhav Bokde	21IIMPMB A295	Grand View Research		
199	Nihal Arun Dethe	21IIMPMB A140	Tata Technologies		
200	Meetesh Murlidhar Wadi	21IIMPMB A131	Bajaj Allianz General Insurance (BAGIC)		
201	Payal Adinath Ghalme	21IIMPMB A151	Bajaj Allianz General Insurance (BAGIC)		



202	Sonali Raghu Yadav	21IIMPMB A270	Bajaj Allianz General Insurance (BAGIC)		
203	Shreyash Manohar Ubhare	21IIMPMB A238	Genie Infotech Private Limited		
204	Shubham Sudhakar Kale	21IIMPMB A252	Guardians		
205	Vijay Anil Karanjule	21IIMPMB A304	Guardians		
206	Rohan Shivaji Duduknale	21IIMPMB A186	ANZ Bank		
207	Urvi dinesh Munot	21IIMPMB A291	ANZ Bank		
208	Shubham Madhukar Nikam	21IIMPMB A250	HDFC Life Insurance		
209	Disha MaheshKumar Choure	21IIMPMB A74	HDFC Bank		
210	Ritik Ravindra Malekar	21IIMPMB A182	HDFC Bank		
211	Vrushali Anil Jyotik	21IIMPMB A315	Bike Bazaar		
212	Prathamesh Sanjayrao Deshmukh	21IIMPMB A165	HDFC Bank		
213	Yashdeep Singh Chhabada	21IIMPMB A318	Kalolwala & Associates Pvt. Ltd.		
214	Tanay Sudesh Jain	21IIMPMB A285	Reliance Retail		
215	Ashok vijay kachave	21IIMPMB A53	Asian paints Ltd.		
216	Ritu Nandlal Pataliya	21IIMPMB A184	The Insight Partners		
217	Hanu Tiwari	21IIMPMB A84	Intuitive Technology Partners		
218	Saloni Kamalsingh Bais	21IIMPMB A205	Kohinoor		
219	Rushikesh Vijaykumar Sharanathe	21IIMPMB A193	Kolte Patil Developers Ltd		
220	Sameer Jahangir Inamdar	21IIMPMB A206	Kolte Patil Developers Ltd		
221	Priyanka Balasaheb Shinde	21IIMPMB A168	Tata Technologies		
222	Sumeet Adhale	21IIMPMB A278	Icertis		
223	Aditi Anil Ghogare	21IIMPMB A07	WDD Advertising		
224	Shreyash Suresh More	21IIMPMB A239	ICICI Prudential		
225	Akshay Narendra Pawar	21IIMPMB A24	Entertainment Network India Limited (Radio Mirchi)		
226	Komalkumar Jeevan Patil	21IIMPMB A107	FEDERAL BANK		
227	Anushri Sanjay Patil	21IIMPMB A49	FEDERAL BANK		



228	Vedant Rajendra Kothawade	21IIMPMB301	FEDERAL BANK		
229	Avanti Gopalrao Deshmukh	21IIMPMB57	HDFC Bank		
230	Harish Mude	21IIMPMB85	Xanadu Realty		
231	Bhushan Devidas Mule	21IIMPMB59	Airtel		
232	Mahendra Hiranjan Mohane	21IIMPMB116	Airtel		
233	Saurabh Sopanrao Dhavale	21IIMPMB220	Piramal Capital & Housing Finance Limited		
234	Ujjwal Chandrakant Pagar	21IIMPMB290	Crompton Greaves Consumer Electrical Ltd		
235	Sahil Shashikant Jadhav	21IIMPMB203	SBI Mutual Funds		
236	Chirag Dipak Deogade	21IIMPMB65	Bonito		
237	Vishwajeet Kedarnath Aute	21IIMPMB312	Kotak Mahindra Bank		
238	Anuja Aniruddha Kulkarni	21IIMPMB45	Metamorphosys Technologies		
239	Deepak Suresh Rajbhar	21IIMPMB69	HDFC Bank		
240	Mayur Ashok Shivade	21IIMPMB125	HDFC Bank		
241	Onkar Bhagwat Thorat	21IIMPMB145	HDFC Bank		
242	Samruddhi Sunil Kalbande	21IIMPMB207	TKE Elevator		
243	Akshita Laxman Pedgulwar	21IIMPMB28	Citi Bank		
244	Priyanka Sanjay Mahale	21IIMPMB171	Citi Bank		
245	Riya Rajesh Bhandari	21IIMPMB185	Indigo Paints		
246	Rushikesh Dayanand Ghante	21IIMPMB191	HDFC Bank		
247	Srushti Mukeshkumar Mittal	21IIMPMB273	HDFC Bank		
248	Ritik Shardchandra Shambharkar	21IIMPMB183	ICICI Prudential		
249	Vedant vijay santan	21IIMPMB302	ICICI Prudential		
250	Pawan Prakash Nemade	21IIMPMB150	Ernst & Young		
251	Satyajit Mahadev Kalekar	21IIMPMB216	AU Small Finance Bank Limited		
252	Siddhi Balaji Kanthewad	21IIMPMB262	Fundsroom		
253	Kshitija Vishal Bhandari	21IIMPMB111	Mahindra Logistics		
254	Shrutik Dilip Patil	21IIMPMB245	YugmaVMentor		



255	Mayur Gangadhar Bari	21IIMPMB A126	Kotak Mahindra Bank/ HDFC Bank		
256	Achal Shital Shingavi	21IIMPMB A06	HDFC Bank		
257	Ravi Ashok Pandit	21IIMPMB A180	HDFC Bank		
258	VISHAL KUMAR CHOUDHARY	21IIMPMB A310	HDFC Bank		
259	Jayshree khodke	21IIMPMB A98	FIS GLOBAL		
260	Rohit Sudhakar Tijare	21IIMPMB A188	Kolte Patil Developers		
261	Prachi Sagar Thamke	21IIMPMB A154	Velotio Technologies		
262	Komal Sunil Dethe	21IIMPMB A106	SA Technologies		
263	Sandesh Jotiram Gore	21IIMPMB A209	Clodura.AI		
264	Bhushan Mahendra Dhake	21IIMPMB A60	Veritas Technologies LLC		
265	Shreeya Ravindra Teke	21IIMPMB A233	Genzeon Solutions Pvt. Ltd.		
266	Rakeshkumar Dnyandeo Nimbalkar	21IIMPMB A177	MagicStone		
267	Shubham Madhukar Martand	21IIMPMB A249	APPSTRAIL TECHNOLOGIES		
268	Tushar Rahul Meshram	21IIMPMB A289	Mondelez		
269	Suhrida Chakraborty	21IIMPMB A276	Ptechnosoft		
270	Harshada Tulshiram Hiwale	21IIMPMB A89	Kolte Patil Developers Ltd		
271	Shruti Bharat Wagh	21IIMPMB A243	Optimum Data Analytics		
272	Devang Kailas Patil	21IIMPMB A70	SG Analytics		
273	Ketan Sarjerao Shrikhande	21IIMPMB A104	Yogesh Enterprise		
274	Swaradha Anil Nadange	21IIMPMB A282	Yogesh Enterprise		
275	Srushti Pravin Rane	21IIMPMB A274	Aliengena Captive Pvt. Ltd		
276	Bipin Keshao Gajbhiye	21IIMPMB A61	True Elements		
277	Mayur Laxman Dhum	21IIMPMB A127	True Elements		
278	Shashank Mahesh Chandak	21IIMPMB A229	Green Planet Solution		
279	Akash Kandalkar	21IIMPMB A22	UP Market Research		
280	Aishwarya Patil	21IIMPMB A15	Kelvion India Pvt. Ltd		
281	Krishna Gavate	20IIMPMB A119	Kelvion India Pvt. Ltd		
282	Ashutosh Pramod Mahajan	21IIMPMB A54	Morningstar India		



283	Shanant Rajesh Dhurve	21IIMPMBAA226	RAK Ceramics		
INDIRA INSTITUTE OF MANAGEMENT, PUNE					
MBA BATCH 2020 – 2022					
S.no.	Name of the student placed	Enrollment No.	Name of the Employer	Appointment letter	
				Reference No.	Date
1	Aalhad Kaliram Gaikwad	20IIMPMBAA01	PhonePe		08-11-2021
2	Aarya Sachin Tambat	20IIMPMBAA02	HDFC Bank		26-05-2022
3	Abhaysinha Dhananjayrao Rajenimbalkar	20IIMPMBAA04	Om Trans Logistics Limited/ Teltonika		02-06-2022
4	Abhijit Laxman Antre	20IIMPMBAA05	FIS GLOBAL		20-12-2021
5	Abhishek Rajkumar Shinde	20Iimpmba07	Broker Network		
6	Aditya Kamalakar Chaudhari	20IIMPMBAA09	HDFC Bank		26-05-2022
7	Aditya Rajesh Udate	20IIMPMBAA10	Trinamix		18-12-2021
8	Aditya Sanjay More	20IIMPMBAA11	HDFC Bank		26-05-2022
9	Aditya Soni	20IIMPMBAA12	PWC		11-02-2022
10	Aditya Sunil Pawar	20Iimpmba13	AU Small Finance Bank		
11	Aditya Vikas Kumbharkar	20IIMPMBAA14	ICICI Bank		01-01-2022
12	Aishwarya Manoj Gharmalkar	20IIMPMBAA15	HDFC Bank		26-05-2022
13	Aishwarya sharad bhutada	20IIMPMBAA16	Bajaj Allianz Life Insurance Corporation		30-12-2021
14	Ajay Dnyanoba Tiwar	20IIMPMBAA17	e-Emphasys		21-11-2021
15	Ajinkya Dhakad	20IIMPMBAA22	Datametica Solutions Pvt. Ltd.	DM/HR/2021-22/0128	16-10-2021
16	Ajinkya Laxmikant Lad	20IIMPMBAA20	Trinamix		21-10-2021
17	Ajinkya Madhav Chimote	20IIMPMBAA21	ICICI Bank		01-01-2022
18	Akansha JibodhKumar Singh	20IIMPMBAA24	PWC		11-02-2022
19	Akash Suresh Pawar	20IIMPMBAA25	Skyhigh Security		29-04-2022
20	Akhillesh Ramchandra Patil	20IIMPMBAA26	Capgemini	6112557/1286071	26-03-2022
21	Akshata Santosh sonar	20IIMPMBAA27	Tata Power		May-22
22	Akshay Mahadev Bangar	20IIMPMBAA28	e-Emphasys		21-11-2021
23	Akshay Praod Bafna	20IIMPMBAA29	Purnartha Investment Advisers		15-10-2021



24	Akshay Sanjay Nainwar	20IIMPMB A30	Marico		15-11-2021
25	Alka Kumari	20IIMPMB A31	Deloitte (KS)		27-06-2022
26	Ameya Dilip Khonde	20IIMPMB A32	NielsenIQ		23-03-2022
27	Ameya Vijay Mahajan	20IIMPMB A33	Grand View Research		16-01-2021
28	Amita Nilawar	20IIMPMB A34	HashedIn by Deloitte		17-11-2021
29	Anand Dilip Pawar	20IIMPMB A36	HDFC Bank		26-05-2022
30	Anandkumar Namdeo Yemjelwar	20IIMPMB A38	ICICI Securities		16-12-2021
31	ANANDKUMAR VISHWAS NIKAM	20IIMPMB A39	Reliance JIO BP	5175/66690386/15224 447/200122/1232	23-06-2022
32	Aniket Sandesh Shende	20IIMPMB A40	HDFC Life		23-12-2021
33	Aniket Vijay Joshi	20IIMPMB A41	e-Emphasys		21-11-2021
34	Anirudha Balasaheb Shelar	20Iimpmba42	KPIT Technologies Ltd		
35	Anirudha Vasudeo Bharambe	20IIMPMB A43	JM Financial		14-12-2021
36	Anisha Mahendra Jambhulkar	20IIMPMB A44	AviraInsights		7 th February 2022
37	Ankush Rana	20IIMPMB A45	PWC		11-02-2022
38	Ankush Sahadevrao Nawalkar	20IIMPMB A46	HDFC Bank		26-05-2022
39	Anmol Tarachand Munne	20IIMPMB A47	Bajaj Allianz General Insurance (BAGIC)		30-12-2021
40	ANSHU PRALHAD PATEL	20IIMPMB A48	HashedIn by Deloitte		17-11-2021
41	Anuja Rangnath Mate	20IIMPMB A49	L&T Infotech	1384211945	18-11-2021
42	Anuja Sham Tipare	20IIMPMB A50	ICICI Bank		01-01-2022
43	Anurag Pramodrao Bhawate	20IIMPMB A51	TCS	TCSL/CT20223881403 /Pune	23-06-2022
44	Anurag Sanjiv Atkare	20IIMPMB A52	Marico		12-11-2021
45	Aparajita Arvind Kadam	20IIMPMB A53	Deloitte Tax Consultant		27-06-2022
46	Apurva Atul Jain	20IIMPMB A55	PWC		11-02-2022
47	Arjun Kaul	20IIMPMB A57	HashedIn by Deloitte		17-11-2021
48	Ashish Sanjay Padhyar	20IIMPMB A58	Bharat Forge		23-03-2022
49	Ashutosh Dongardive	20IIMPMB A59	Xanadu Realty		20-12-2021
50	Ashwini Shivaji Khilari	20IIMPMB A61	Reliance JIO BP	5175/67863637/15247 433/310122/1752	23-06-2022
51	Ashwini Tryambak Ladhe	20IIMPMB A62	TATA CONSULTANCY SERVICES	TCSL/CT20213790426 /Pune	12-01-2022



52	Atharva Avinash Dangat	20IIMPMB A63	Reliance Retail	HR/JUN/22/B1/596598 19/60478874/1001229 892	03-06-2022
53	Atharva Hatewar	20IIMPMB A64	AdLift		16-10-2021
54	Atharva ramesh hasegaonkar	20IIMPMB A65	Interactive Brokers(IBKR)		18-04-2022
55	Atharva Sudam Khedekar	20IIMPMB A66	PWC		11-02-2022
56	Avanti Wadhonkar	20IIMPMB A67	TATA CONSULTANCY SERVICES	TCSL/CT20213784592 /Pune	12-01-2022
57	Avantika Prakashbhai Patel	20IIMPMB A68	HDFC Limited		25-11-2021
58	Avishkar Omkar Badve	20IIMPMB A70	Global Market Insights	TCSL/CT20213785601 /Pune	19-12-2021
59	Banti Gupta	20IIMPMB A71	ICICI Securities	CJ23159725	18-12-2021
60	Bhagyashri Punamsing Dongarjal	20IIMPMB A73	Global Market Insights		19-12-2021
61	Bhushan Anil Mohite	20IIMPMB A74	Bajaj Consumer care	MUM/22-23/001	05-10-2021
62	Bhushan Pandharinath Badwaik	20IIMPMB A75	HDFC Bank		26-05-2022
63	Bhushan Sahebrav Pawar	20IIMPMB A76	Trinamix		12-10-2021
64	Blessy Mathai	20IIMPMB A78	Fujitsu Consulting India Pvt. Ltd.		20-11-2021
65	Chetana Arun Deshmukh	20IIMPMB A79	Catenon		23-12-2021
66	Chinmay Sapkale	20IIMPMB A80	Huron Consulting Group		26-10-2021
67	Darshan Mangesh Sakle	20IIMPMB A81	PWC		11-02-2022
68	DEEPA KASHINATH MAPARI	20IIMPMB A82	Emcure Pharmaceuticals		
69	Devayani Santosh Mhaske	20IIMPMB A83	PWC		11-02-2022
70	Dhananjay Laxmikant Tathe	20IIMPMB A84	PhonePe /Bharat Forge		22-10-2021
71	Dhanashri Arun Shaharkar	20IIMPMB A85	PWC		11-02-2022
72	Durgesh Shirsavkar	20IIMPMB A88	Mondelez International-/ITC		05-04-2022
73	Ekta Gajanan Dixit	20IIMPMB A90	Markets&Markets		09-11-2021
74	Gaurakshi Prafulla Nimbalkar	20IIMPMB A91	JM Financial		August 10, 2022
75	Gaurav Ingle	20IIMPMB A92	HashedIn by Deloitte		17-11-2021
76	Gauri Pankaj Nikam	20IIMPMB A93	GEP		15-12-2021
77	Girish Vasant Pangavhane	20IIMPMB A94	Schlumberger		27-09-2021



78	Gunjan Manoj Gundecha	20IIMPMB A95	Capgemini	6112879/1360971,	23-03-2022
79	Harshad Dipak More	20IIMPMB A96	NielsenIQ		23-03-2022
80	Harshada Rajendra Deshpande	20IIMPMB A97	TATA CONSULTANCY SERVICES	TCSL/CT20213786118 /Pune	12-01-2022
81	Harshal Manohar Kothawade	20IIMPMB A98	PWC		11-02-2022
82	Harshlata Raju Madavi	20IIMPMB A99	TK Elevator	HR/COE/22/HQ/10290	15-12-2021
83	Hitesh Ravindra Yewale	20IIMPMB A101	HashedIn by Deloitte		17-11-2021
84	Hrushikesh Dnyaneshwar Dahale	20IIMPMB A102	Asian Paints Limited		12/0322
85	Hrushikesh Rajendra Kakade	20IIMPMB A103	Deloitte Tax Consultant		27-06-2022
86	Hrushikesh Rajesh Vandekar	20IIMPMB A104	NielsenIQ		23-03-2022
87	Ishika Mohta	20IIMPMB A105	Reliance JIO BP		23-06-2022
88	JOHNSON BENNY FRANCIS	20IIMPMB A108	Infogence Global Research		18-02-2022
89	Jushal omprakash dalal	20IIMPMB A109	Anand Rathi		14-12-2021
90	Kalyani Kolge	20IIMPMB A110	PWC		11-02-2022
91	Kaustubh Pradeep Patil	20IIMPMB A113	Anand Rathi		06-12-2021
92	Kaustubh Shriram Kshatriya.	20IIMPMB A114	HDFC Bank		26-05-2022
93	Kedar Satish Zende	20IIMPMB A115	ANZ Bank		15/1021
94	Kirankumar Nilkanth Kadam	20IIMPMB A117	PhonePe		28-Nov-22
95	Komal Rawat	20IIMPMB A118	HDFC Bank		26-05-2022
96	Krishna Diliprao Gavate	20Iimpmba119	IndiaMart		
97	Krunal Pundlik Patil	20IIMPMB A120	HDFC AMC Ltd		19-05-2022
98	Kunal Mohan Deshpande	20IIMPMB A121	ANZ Bank		28-10-2021
99	Lisha Jaywant Desale	20IIMPMB A123	Deloitte Associate Solution Advisor - Risk & Financial Advisory		27-06-2022
100	Lucy Sah	20IIMPMB A124	HDFC Bank		26-05-2022
101	Manasi Bhawarathi	20IIMPMB A126	Wheels EMI		22-10-2021
102	Mandar chandrakant Kapse	20IIMPMB A127	Zenith Rubber		12-01-2022
103	Mansi Damodhar Ghayal	20IIMPMB A128	HashedIn by Deloitte		17-11-2021
104	Mayur Sunil Patil	20Iimpmba129	Elite Landbase Pvt Ltd		
105	Megh Mahesh Karambelkar	20IIMPMB A130	Markets&Markets		26-11-2021
106	Milind Dattatraya Gawade.	20IIMPMB A131	Clean Harbors India LLP	CHIOFR/22#0931	June 30, 2023



107	MOSMI SANJAY SONAWANE	20Iimpmba132	Deloitte Associate Solution Advisor - Risk & Financial Advisory		
108	Mrinal Vaibhav Kadam	20Iimpmba133	KPIT Technologies Ltd		
109	Mrunal Ashish Radke	20IIMPMB A134	Global Market Insights	TCSL/CT20213785404 /Pune	26-12-2021
110	Mrunal Ganesh Dale	20IIMPMB A135	PWC		11-02-2022
111	Nachiket Rajiv Ranadive	20IIMPMB A137	The Hackett Group		18-02-2022
112	Nachiket Subhash Bidwai	20IIMPMB A138	NielsenIQ		23-03-2022
113	Nayan Nitin Patil	20IIMPMB A139	SG Group		16-04-2022
114	Neha Shreepal Jain	20Iimpmba141	Motilal Oswal		
115	Nehal Satish Sangewar	20IIMPMB A142	HashedIn by Deloitte		17-11-2021
116	Nidhi kalpesh Mehta	20IIMPMB A143	Deloitte Associate Solution Advisor - Risk & Financial Advisory		27-06-2022
117	NIHAL BALRAJ RANE	20IIMPMB A145	HDFC Bank		26-05-2022
118	Niharika Bhawanikant Kaswan	20Iimpmba146	EVOSYS		
119	Nikhil Ramesh Rao Shinde	20IIMPMB A147	PWC	1384217445	11-02-2022
120	Nikita Sanjay Shah	20IIMPMB A148	ICICI Bank		01-01-2022
121	Nikita Vishnu Patil	20IIMPMB A149	TK Elevator		23-12-2021
122	Nishant Ramesh Tayade	20IIMPMB A150	Jana Small Finance Bank	OPAR28485	22-12-2021
123	Omkar Sidram Mudkanna	20IIMPMB A152	Repos Energy India Pvt Ltd. – (08)		05-11-2021
124	Pankaj Ashok Ingole	20IIMPMB A153	PhonePe		
125	Pankaj Suresh Khairnar	20IIMPMB A154	e-Clerx		05-01-2022
126	Parikshit Vasant Indore	20IIMPMB A155	FIS GLOBAL		23-12-2022
127	Pavan Awari Vidyadhar	20IIMPMB A158	Infogence Global Research	TCSL/CT20213801486 /Pune	05-02-2022
128	Pavan Ganesh Bhandarkar	20IIMPMB A157	PWC		11-02-2022
129	Payal Omprakash Banwani	20IIMPMB A159	FIS GLOBAL		04th January 2022
130	Piyushsingh Rathod	20IIMPMB A160	Allcargo Logistics Ltd		22-02-2022
131	Pooja Kishor Patil	20IIMPMB A161	Huron Consulting Group		13-12-2021
132	Pooja Rajendra Magar	20IIMPMB A162	PWC		10-Feb-22



133	Prabhat Tushar Ahale	20IIMPMB A163	PWC		11-02-2022
134	Prafull Satish Bhamare	20IIMPMB A165	Skyhigh Security		05-04-2022
135	Pragalbha Sanjay Pandey	20IIMPMB A166	PWC		11-02-2022
136	Pragati Shailendra Khedekar	20IIMPMB A167	TATA CONSULTANCY SERVICES	TCSL/DT2021883593 3/Pune	12-01-2022
137	Prajakta Parag Kulkarni	20IIMPMB A168	Morningstar Company		25-11-2021
138	Prajwal Nanabhau Khaire	20IIMPMB A169	ICICI Securities	CJ23159723	August 08, 2022
139	Pranay Ganeshrao Dhande	20IIMPMB A172	e-Emphasys		18-11-2021
140	Pranjali Masalia	20IIMPMB A173	FIS GLOBAL		24-11-2021
141	Prasad Vinod Khandal	20IIMPMB A174	Axis Bank	AXISB/LOA/RH34814 4/21439	15-03-2022
142	Prasenjit Pradip Mahajan	20IIMPMB A175	PWC		11-02-2022
143	Prashant Rajendra Dehadray	20IIMPMB A176	Johnson	MT/SB/OL/SG/2022	13-01-2022
144	Prathamesh Mahesh Kulkarni	20IIMPMB A177	TK Elevator	Reference No. : HR/TRG/22/HQ/0009	04-01-2021
145	Prathamesh Shivaji Mane	20IIMPMB A178	NielsenIQ		23-03-2022
146	Pratik Bhawe	20IIMPMB A179	MOTILAL OSWAL FINANCIAL SERVICES LTD		22-06-2022
147	PRITESH PRATAP LINGAYAT	20IIMPMB A180	Anand Rathi		16-12-2021
148	Radhey Rajesh Gulhane	20IIMPMB A181	Transparency Research		26-02-2022
149	Rahul Lotan Bhosale	20IIMPMB A182	General Mills		
150	Rahul Mohankumar Nair	20IIMPMB A183	PWC		11-02-2022
151	Rishabh Kaushik	20IIMPMB A187	Deloitte Tax Consultant		27-06-2022
152	Ritesh Dinanath Gore	20IIMPMB A188	Visible Alpha		18-12-2021
153	RITESH POKE	20IIMPMB A189	Adfactors Pr		05-02-2022
154	Rituraj Singh	20IIMPMB A190	HDFC Bank		26-05-2022
155	Rohan Narayan Jathar	20IIMPMB A193	MOTILAL OSWAL FINANCIAL SERVICES LTD		06-06-2022
156	Rohan Sakhare	20IIMPMB A194	Trinamix		24-03-2022
157	Rohini Purushottam Somwanshi	20IIMPMB A195	SG Group		15-06-2022
158	Rohit Kumar Ojha	20IIMPMB A196	Reliance JIO BP	5175/67174538/15188 585/180122/1353	18-01-2022
159	Roushan Kumar	20IIMPMB A197	Kotak Mahindra Bank Ltd		05-12-2021



160	Rucha Thakare	20IIMPMB A198	Huron Consulting Group		25-10-21
161	Rukmini Suryawanshi	20IIMPMB A199	PWC		11-02-2022
162	Rupesh Dnyaneshwar Koratkar	20IIMPMB A200	Global Market Insights/Evosys		05-12-2021
163	Rushikesh Ashok Kale	20IIMPMB A201	PhonePe		
164	Rushikesh Suresh Janorkar	20IIMPMB A205	FIS GLOBAL		04th January 2022
165	Rutuja Rajaram Dongare	20IIMPMB A206	FIS GLOBAL		18-12-2021
166	Saahini Bidyut Pramanik	20IIMPMB A207	PWC		11-02-2022
167	Sachin Bhojraj Nakade	20IIMPMB A208	AU Small Finance Bank	HR-Rec: /22-23/2430237	04-06-2022
168	Sachin Rajendra Gaikwad	20IIMPMB A209	Grand View Research		16-01-2021
169	Sai Nitin Sawant	20IIMPMB A210	PWC		11-02-2022
170	Sakshi Dilip Sarode	20IIMPMB A212	NielsenIQ		23-03-2022
171	Sakshi Dnyaneshwar Jumde	20IIMPMB A213	UpsideLMS		22-04-2022
172	Sakshi Pradip Gotmare	20IIMPMB A214	HashedIn by Deloitte		17-11-2021
173	Samarth Dattatraya Dawande	20IIMPMB A215	ICICI Bank	384212816	01-01-2022
174	Samarth Vijay Mali	20IIMPMB A216	Deloitte (KS)		27-06-2022
175	Samiksha Sanjay Bhume	20IIMPMB A217	Deloitte Associate Solution Advisor - Risk & Financial Advisory		27-06-2022
176	Samiksha Vinayak Deshmukh	20IIMPMB A218	PWC		11-02-2022
177	Samruddhi Malvindra Gawande	20IIMPMB A219	Kantar Global Delivery Centre	GDC/HR/OFF/2022	
178	Sandesh Santosh Jadhav	20IIMPMB A220	NielsenIQ		23-03-2022
179	Sanika Barpute	20Iimpmba222	Reliance Retail		
180	Sanket Vasanta Chandekar	20IIMPMB A224	HDFC Bank Reliance Retail	HR/MAY/22/B1/59662 010/60448683/100122 4520	26-05-2022
181	Santosh Dhondiram Bhumare	20IIMPMB A225	NielsenIQ		23-03-2022
182	Sarang Dinesh Awasthi	20Iimpmba226	Café Coffee Day		
183	Saurabh Ganesh Gohil	20IIMPMB A227	NielsenIQ	PD/2022	23-03-2022
184	Saurabh Shalik Naik	20IIMPMB A228	Bharat Forge		16-02-2022
185	Saurabh Sharma	20IIMPMB A230	ICICI Securities		21-12-2021



186	Saurav Raj	20IIMPMB A231	PWC		11-02-2022
187	Sayali Yashwant Patil	20IIMPMB A233	FIS GLOBAL		14-12-2021
188	Shantanu Babarao Hiwanj	20IIMPMB A235	Reliance Retail	HR/MAY/22/B1/59661663/60448682/1001224426	03-06-2022
189	Shantanu Pakhale	20IIMPMB A234	Reliance Retail	HR/APR/22/B1/59748598/60433799/1001193262	03-06-2022
190	Sharad Shivaji Gaikwad	20IIMPMB A236	GODREJ PROPERTI ES/HDFC Bank	TCSL/DT20217519063/Pune	11-11-2021
191	Shekhar Madhav Shejul	20IIMPMB A238	NielsenIQ		23-03-2022
192	Shekhar Ramrao Bhujang	20IIMPMB A239	Grand View Research		16-01-2021
193	Shekhar Vilas Tikone	20IIMPMB A240	ITC Limited		05-12-2021
194	Shilpi Umesh Shroff	20IIMPMB A241	PWC		11-02-2022
195	Shivani Desai	20IIMPMB A205	Huron Consulting Group		05-May-22
196	Shivani pravin Bhavsar	20IIMPMB A244	Deloitte Tax Consultant		27-06-2022
197	Shivani Shailesh Patel	20IIMPMB A245	TCS	TCSL/CT20213785407/Pune	12-01-2022
198	Shivraj Prashant Ghorpade	20IIMPMB A246	HDFC Bank Reliance Retail	HR/MAY/22/B1/59660782/60448680/1001224479	26-05-2022
199	Shraddha Palve	20IIMPMB A247	Deloitte Tax Consultant		27-06-2022
200	Shraddha Ramesh Bhokare	20IIMPMB A248	Deloitte Associate Solution Advisor - Risk & Financial Advisory		27-06-2022
201	Shraddha Sunil Ahire	20IIMPMB A249	HDFC Limited		Nov. 2021
202	Shreyash Padamtintiwari	20IIMPMB A251	HDFC Bank		26-05-2022
203	Shruti Santosh Bhamare	20IIMPMB A253	TCS	TCSL/CT20213784434/Pune	25-02-2022
204	Shubham Agrawal	20IIMPMB A258	Om Trans Logistics Limited		24-12-2021
205	Shubham Ashok Khachane	20IIMPMB A254	HDFC Bank		26-05-2022
206	Shubham Ashok Pazare	20IIMPMB A255	HDFC Bank		26-05-2022
207	SHUBHAM JANARDAN SHELKE	20IIMPMB A257	Berger Paints India Limited		15-10-2021
208	Shubham Rajesh Moholkar	20IIMPMB A259	HashedIn by Deloitte		17-11-2021
209	Shubham Rajesh Sankhala	20IIMPMB A260	FIS GLOBAL		05-12-2021



210	Shubham Ravindranath Rajas	20IIMP MBA262	Schaeffler India Limited	Ref: HR/PGET/04/22	21-04-2022
211	Shubham Suresh Sorte	20IIMP MBA263	SKOLAR EDTECH PVT LTD		18-10-2021
212	Shubham Vikram Gaikwad	20IIMP MBA264	Haldiram		16-10-2021
213	Shubhangi Bhimrao Sawale	20IIMP MBA265	PWC		11-02-2022
214	Shweta Suhas bangale	20IIMP MBA266	PWC		11-02-2022
215	Siddhesh Satish Patil	20IIMP MBA268	HDFC Bank		26-05-2022
216	Siddhi gopal mali	20IIMP MBA269	PWC		11-02-2022
217	Smith Parashram Shinde	20IIMP MBA270	Deloitte Associate Solution Advisor - Risk & Financial Advisory		27-06-2022
218	Sneha Bapusaheb Tambe	20IIMP MBA272	PWC		11-02-2022
219	Sneha Daniel	20IIMP MBA271	Huron Consulting Group		19-10-2021
220	Sneha Todkar	20IIMP MBA273	Visible Alpha		23-12-2021
221	Snehesh Suresh Kasturwar	20IIMP MBA274	HDFC		26-05-2022
222	Soham Thange	20IIMP MBA275	FIS GLOBAL		22-12-2021
223	Sourabh Sonkusare	20IIMP MBA277	KPIT Technologies Ltd		24.08.2022
224	Sumedh Ajay Malkunaik	20IIMP MBA278	Deloitte Associate Solution Advisor - Risk & Financial Advisory		19-11-2022
225	Sumedh Dharmendra Jadhav	20Iimpmba279	Machintel		
226	Supriya Pandurang Karale	20IIMP MBA280	PWC		11-02-2022
227	Suraj Ramesh Sonone	20IIMP MBA282	HDFC Bank		26-05-2022
228	Taniya Rajesh Mehta	20IIMP MBA283	Hindustan Unilever Limited (HUL)		18-12-2021
229	Tanmay Prakash Kekan	20IIMP MBA284	Kalyani Technoforge Ltd.		12-10-2021
230	Tanuj Barai	20IIMP MBA285	Allied Analytics LLP		19-10-2021
231	Tarun Pitambar Bhavnani	20IIMP MBA286	Reliance Retail	HR/JUN/22/B1/59661480/60478875/1001229128	03-06-2022
232	Tejas Liladhar Atram	20IIMP MBA288	Grand View Research		16-01-2021
233	TEJAS PRAKASH KHOBRA GADE	20IIMP MBA289	NielsenIQ		23-03-2022
234	Tejas Sanjay Wadekar	20IIMP MBA290	Grand View Research		16-01-2021
235	Tejas Sukale	20IIMP MBA287	Deloitte (RM)/Deloitte (KS)		27-06-2022
236	Tejaswa Vidyadhar Kittad	20IIMP MBA291	Deloitte (KS)		27-06-2022



237	Triveni Krishnarao Palaskar	20IIMPMB A292	PWC		11-02-2022
238	Triveni Sudhakar Nagmote	20IIMPMB A293	ICICI Securities	CJ23159732	14-02-2022
239	Uma Pralobh Kulkarni	20IIMPMB A294	Emcure Pharmaceuticals		18-03-2022
240	Utkarsh Ramdas Mahajan	20IIMPMB A295	Infogence Global Research		19-12-2021
241	Vaibhav Ingole	20IIMPMB A297	Property Pistol Realty Pvt. Ltd.		22nd September 2021
242	Vaibhav Krishnakumar Bijamwar	20IIMPMB A296	Federal Bank	HR TAD/B/PR-40854/OFP-533/2022-23	29-Aug-22
243	Vaishnavi Pramod Turaskar	20IIMPMB A299	e-Clerx		02-12-2021
244	Vaishnavi Shashikant Guntoorkar	20IIMPMB A300	Deloitte Associate Solution Advisor - Risk & Financial Advisory		27-06-2022
245	Varad Vijay Mujumdar	20Iimpmba301	Edelweiss Wealth Management		
246	Varuthi rajkumar Mishra	20IIMPMB A302	Reliance Retail		03-06-2022
247	Vedanti Nitin Wadgaonkar	20IIMPMB A303	CAPGEMINI		06-06-2022
248	Vedashree Shrikant Nandurkar	20IIMPMB A304	Datametica Solutions Pvt. Ltd.		16-10-2021
249	Vikrant Ashok Pagar	20IIMPMB A305	Grand View Research		16-01-2021
250	Viraj Shankar Tikudave	20IIMPMB A307	NielsenIQ		23-03-2022
251	Vishal Prakash Chaudhari	20IIMPMB A309	NielsenIQ		23-03-2022
252	Vishakha Uttamrao Kirange	20IIMPMB A308	HDFC Ltd		05-07-2022
253	VISHAL SANJAY GIRHE	20IIMPMB A310	PWC		11-02-2022
254	Vishal Suryakant Takawane	20IIMPMB A311	TCS	TCSL/CT20213784593 /Delhi	04-03-2022
255	Vishali Koul	20IIMPMB A312	Zirca Digital Solutions	ZCA338/2022-23	09-05-2022
256	Vishvajit Avinash Patil	20IIMPMB A313	Indigo Paints Limited		23-12-2021
257	VIVEK KUMAR	20IIMPMB A314	Property Pistol Realty Pvt. Ltd.		25th January 2021
258	Yash Umesh Rathi	20IIMPMB A315	Deloitte (KS)	PD/2022	27-06-2022
259	YOGENDRA KUMAR SAHU	20IIMPMB A317	Kolte Patil Developers Ltd		05-01-2022



INDIRA INSTITUTE OF MANAGEMENT, PUNE					
MBA BATCH 2019 – 2021					
S.no.	Name of the student placed	Enrollment No.	Name of the Employer	Appointment letter	
				Reference No.	Date
1	Abhijeet Ramesh Bodke	19IIMPMB A1	Naukri.com		04-05-2021
2	ABHIJIT VASANT LANDE	19IIMPMB A2	ICICI Bank	1384032504	05-01-2021
3	Abhilash Bhagawantrao Suryawanshi	19IIMPMB A3	ICICI Bank	1384032503	05-01-2021
4	ABHINAV DWIVEDI	19IIMPMB A4	BYJU'S		05-05-2021
5	Abhishek Arvind Vairale	19IIMPMB A7	HFFC		12-11-2020
6	Aditya Milind Shevante	19IIMPMB A10	Better Technology Labs. (Ready Contacts)		23-12-20
7	Adityakumar Ramjas Sharma	19IIMPMB A8	HDFC LIMITED		14-06-2021
8	Adwait Rajesh Kidile	19IIMPMB A11	Tata Technologies		23-07-2021
9	Amitabh Kulkarni	19IIMPMB A132	Absolute Reports		04-01-2021
10	Amruta Nandre	19IIMPMB A133	Yojana Industries		19-01-2021
11	ANIKET ASHOK ZADE	19IIMPMB A28	Hittich India Pvt. Ltd.		26-07-2021
12	Aniket Rajesh Bhandari	19IIMPMB A27	ICICI Bank	1384041543	05-01-2021
13	Ankita Gajanan Kherde	19IIMPMB A66	AXIS BANK		04-01-2021
14	Anuj Pandit Sabapure	19IIMPMB A32	ICICI SECURITIES		Apr-21
15	Ashay Rewatkumar Borkar	19IIMPMB A34	ICICI Bank	1384041944	05-01-2021
16	ASHISH SANJAY DESHMUKH	19IIMPMB A70	Denave Pvt. Ltd.		25-09-2020
17	Ashwin Shyam Dhamecha	19IIMPMB A73	ITC		15-01-2021
18	Chinmay Mohan Acharya	19IIMPMB A77	Wheels EMI		18-10-2020
19	Chirag Meshram	19IIMPMB A79	Property Pistol		25-11-2020
20	Dhruv Mangesh Moghe	19IIMPMB A40	ICICI Securities		16-01-2021
21	Dhwanit Pradip Karhade	19IIMPMB A83	Looks Studio		21-02-2021
22	Divya Madhukar Raut	19IIMPMB A85	Icertis		05-03-2021
23	Faraz Ahmad	19IIMPMB A86	Paytm		08-09-2021
24	Gaurav Dilip Dabhade	19IIMPMB A196	Cybage Software Pvt. Ltd.		12-11-2020
25	Jetal Yograj Bondre	19IIMPMB A46	ICICI Bank	1384050785	05-01-2021
26	Kanika Pandey	19IIMPMB A48	Deloitte		19-04-2021



27	Madhuri shirish khadse	19IIMPMBAA91	Marico limited		15-11-2020
28	Mahesh Babanrao Pawar	19IIMPMBAA197	Federal Bank.	HRTAD/B/PR-39640/OFP/20/2021-22	Jun.2021
29	Manish Kishor Dekate	19IIMPMBAA52	HFFC		26-11-2020
30	Meghna Dharamdas Budhlani	19IIMPMBAA53	ICICI Bank		05-01-2021
31	Mohammad Yasir	19IIMPMBAA201	ICICI Bank	1384041545	05-01-2021
32	Nidhi Mahantappa Tolmare	19IIMPMBAA94	Investo Xpert		05-03-2021
33	Nikita Dilip Gaikwad	19IIMPMBAA210	Cybage Software Pvt. Ltd.		29-03-2021
34	Niraj Rajesh Somani	19IIMPMBAA211	ICICI Bank	1284041560	05-01-2021
35	Prasad Yashwant Jadhav	19IIMPMBAA100	HDFC Bank		10-06-2021
36	Prashant Diliprao Khadke	19IIMPMBAA219	ICICI Prudential Life Insurance		05-01-2021
37	Preksha Prashant Ainchwar	19IIMPMBAA165	SBI General Insurance	SBIGIC/HR/OF/2122/0197	18-01-2021
38	Rahul Sangappa Lokhande	19IIMPMBAA104	NoPaperForms		Feb. 2021
39	Rahul vijaysing Rajput	19IIMPMBAA105	Indigo Paints	INDIGO PAITNS/SSO/OFFER LETTER/25/9/2/21	Feb. 2021
40	Rahul Shashikant Joshi	19IIMPMBAA59	ICICI Bank	1384041557	05-01-2021
41	Rahul Arun Kakad	19IIMPMBAA60	ITC		Jan.2021
42	Rakhi Purushottam Mundhada	19IIMPMBAA106	HDFC Ltd		Feb. 2021
43	Ravi Madhukar Suste	19IIMPMBAA223	Datametica	DM-DOC-HR-03	Jun. 2021
44	Ruhi Rajeshwar Bobade	19IIMPMBAA227	TCS		21-01-2021
45	Rushabh Abhay Shingi	19IIMPMBAA228	HDFC Bank		10-06-2021
46	Sachin rajhans wahane	19IIMPMBAA173	Property Pistol		15-11-2020
47	Sameer Subhashrao Raut	19IIMPMBAA232	ICICI Bank	1384028961	05-01-2021
48	Sanjeet Baba Narnaware	19IIMPMBAA233	ICICI Bank	1384042176	05-01-2021
49	Sanket Vilas Shitole	19IIMPMBAA234	ICICI Bank	1384044793	05-01-2021
50	Shubham Goraksha Shelke	19IIMPMBAA251	Cybage Software Pvt. Ltd.		15-11-2020
51	SHUBHAM GOPAL PATIL	19IIMPMBAA249	Property Pistol		13-01-21
52	Shweta Tikaram Amgaonkar	19IIMPMBAA252	HFFC		28-01-2021



53	SIDDHANT MAHENDRA JAGTAP	19IIMPMB A254	Rishabh Instruments Pvt. Ltd.	HR/OL/404	15-01-2021
54	Snehanjali Tanaji Saste	19IIMPMB A120	Tata Technologies		20-07-2021
55	Subodh Rambhau Bhagat	19IIMPMB A121	Hittich India Pvt. Ltd.		15-07-2021
56	SUMIT KUMAR SARASWAT	19IIMPMB A257	ICICI Bank		05-01-2021
57	Surbhi Anil Kalamkar	19IIMPMB A183	Deloitte		19-04-2021
58	Swapnil Anil Taskar	19IIMPMB A259	HDFC Bank		10-06-2021
59	Swapnil Anil Patil	19IIMPMB A186	Absolute Reports		16-05-2021
60	Tejas Dnyaneshwar Husukale	19IIMPMB A123	ICICI Prudential Life Insurance		22-01-2021
61	Utkarsh Arun Shikhare	19IIMPMB A124	ICICI Bank	1384050797	05-01-2021
62	Vaibhav Rajendra Mahajan	19IIMPMB A187	Tech Mahindra		16-03-2021
63	Vipul Ramesh Ahuja	19IIMPMB A189	ITC		15-04-2021
64	Vrushali Nandkumar Ghorpade	19IIMPMB A192	HFFC		16-12-2020
65	Yash Shirke	19IIMPMB A193	IDFC Bank Limited		23-04-2021
66	Vivek Kumar	19IIMPMB A263	Property Pistol		06-01-2021
67	Kiran Kanthewad	19IIMPMB A150	Property Pistol		06-01-2021
68	Devesh Chandra	19IIMPMB A81	Pinclick		Dec-20
69	Prasad Warad	19IIMPMB A162	ICICI Bank	1384041554	05-01-2021
70	Akshay Bhagwat Bornare	19IIMPMB A18	TCS	TCSL/CT20203588712 /PUNE	21-01-2021
71	Akshay Anand Bhalerao	19IIMPMB A17	Citi Bank		Jan.2021
72	Akshay Hiranman Kakade	19IIMPMB A19	PWC		26-03-2021
73	Akshay Vitthalrao kawde	19IIMPMB A20	HDFC Bank		10-06-2021
74	Alpesh Suresh Hiran	19IIMPMB A23	SS&C Technologies Inc		23-08-2021
75	Anuja Nirmalkumar Khatke	19IIMPMB A68	Deloitte		19-04-2021
76	Ashutosh Tripathi	19IIMPMB A72	ICICI Securities		12-01-2021
77	Ashwini Madhukar Chavan	19IIMPMB A134	PWC		26-03-2021
78	Chatianya Chandrakant Zirkande	19IIMPMB A75	ICICI Bank	1384041556	05-01-2021
79	Chaitanya Balkrishna Pandare	19IIMPMB A74	Capgemini		05-11-2021
80	Deepika Keshav Bawankar	19IIMPMB A38	HDFC Life		21-01-2021
81	Dewangan Balram Kakpure	19IIMPMB A82	ICICI securities		15-11-20



82	Divya Dhanesh Bhandari	19IIMPMB A41	ICICI Bank		19-06-2021
83	Divyangini Anil Wani	19IIMPMB A42	PWC		26-03-2021
84	Gaurav Sopan Rane	19IIMPMB A140	TCS		21-01-2021
85	Kajal Atulkumar Nanavati	19IIMPMB A88	ICICI Prudential Life Insurance		05-01-2021
86	Kaustubh C Hajare	19IIMPMB A148	Capgemini		05-11-2021
87	Mayurkumar Manohar Golait	19IIMPMB A200	ICICI Bank	1384042174	05-01-2021
88	Nainika Sanjay Kala	19IIMPMB A93	HDFC Bank		10-06-2021
89	Navdeep Singh Shekhawat	19IIMPMB A205	ICICI bank	1384097966	05-01-2021
90	Neha Naresh Phansalkar	19IIMPMB A207	Deloitte		19-04-2021
91	POOJA SANTRAM RAJAK	19IIMPMB A98	PWC		26-03-2021
92	Pooja Balaji Raut	19IIMPMB A215	e-Emphasys		Jan. 2021
93	Pooja Anil Chunamari	19IIMPMB A214	PWC		26-03-2021
94	Prafulla Gajanan Dhoble	19IIMPMB A99	Capgemini		05-11-2021
95	Prathamesh Jagan Taywade	19IIMPMB A57	ICICI Prudential Life Insurance		22-01-2021
96	Pratik Sunil Tiwari	19IIMPMB A102	SG_Analytics		15-07-2021
97	Kukreja Raj Sanjay	19IIMPMB A222	FIS Global		17-08-2021
98	Roopali Gonnade	19IIMPMB A169	ICICI Bank	1384028790	05-01-2021
99	Sakshi Pramod Patil	19IIMPMB A175	HDFC Bank		10-06-2021
100	Salil Amit Sabnis	19IIMPMB A176	ICICI Bank	1384028975	05-01-2021
101	Samiksh Kishore	19IIMPMB A112	PWC		26-03-2021
102	Sapna Golhar	19IIMPMB A177	Deloitte		19-04-2021
103	Sejal Sanjay Duggad	19IIMPMB A236	Darashaw & Co. Pvt. Ltd.	SEJ/DCPL/HR/OFFF/141020/15102	19-04-2021
104	Shirish Narayan Bagal	19IIMPMB A239	IDFC Bank Limited		13-03-2021
105	Shivani Prakash Jadhao	19IIMPMB A115	BNY MELLON		23-04-2021
106	Shraddha Sawkare	19IIMPMB A242	BNY MELLON		21-01-2021
107	Shravani Rajesh Tambat	19IIMPMB A116	ICICI Bank	1384044110	05-01-2021
108	Shriya Sudhakar Chavan	19IIMPMB A245	PWC		26-03-2021
109	Shruti Prakashrao Londhe	19IIMPMB A247	SS&C Technologies Inc		25-08-2020
110	Shruti Madan Bajare	19IIMPMB A117	Capgemini		05-11-2021
111	Siddesh Vinu Lawar	19IIMPMB A119	ICICI securities		Jun-21
112	Siddhant Kabra	19IIMPMB A255	Darashaw & Co. Pvt. Ltd.		19-10-2020
113	Sushilkumar Suresh Dongre	19IIMPMB A258	Citi Bank		16-11-2020



114	Swapnesh Gajbhiye	19IIMPMB A185	ICICI Bank	1384028801	05-01-2021
115	Vishwa Mahendra Wankhede	19IIMPMB A262	SBI Bank		22-03-2021
116	Vivek Kadam	19IIMPMB A191	S G Analytics		15-03-2021
117	Shantanu Shinde	19IIMPMB A238	HDFC Bank		10-06-2021
118	Akshay Chipade	19IIMPMB A131	HDFC Bank		10-06-2021
119	Athira Harish Nair	19IIMPMB A135	Cybage Software		08-02-2021
120	Gurpreet Kaur	19IIMPMB A45	Reliance Retail	HR/JUN/B1/58692100/60191960/1000987205	04-06-2021
121	Pallabita Saha	19IIMPMB A55	Reliance Retail	HR/JUN/B1/58694269/60191961/1000987200	04-06-2021
122	Pallavi Prakash Phulsunge	19IIMPMB A212	KPMG Global Services Private		Aug-21
123	Prashant Sambhaji Jadhav	19IIMPMB A163	Reliance Retail	HR/JUN/B1/59374236/60251338/1001039052	04-06-2021
124	Sacchi Vijaykumar Agrawal	19IIMPMB A230	Wheels EMI		15-03-2021
125	Srushti annappa bhatt	19IIMPMB A179	Cybage Software		08-02-2021
126	Abhiraj Sunil Deshmukh	19IIMPMB A5	e-Emphasys		19-02-2021
127	Aniruddha Vijaykumar Rapatwar	19IIMPMB A29	Hyosubg India Pvt. Ltd.		26-03-2021
128	Rajas Sanjay Belsare	19IIMPMB A61	NoPaperForms		19-02-2021
129	Rohit Tambe	19IIMPMB A225	Aligned Automation Services Pvt. Ltd		26-11-2020
130	Rushabh Umakant Birajdar	19IIMPMB A172	Infrabeat Technology		05-01-2021
131	Rutuja Sharad Shah	19IIMPMB A229	Vodafone Idea Ltd		05-07-2021
132	Shivam Ketan Kapadi	19IIMPMB A240	Trinamix		
133	Sujaya Chandrashekhar Pethe	19IIMPMB A181	Deloitte		19-04-2021
134	SURAJ RAGHUNATH PONDE	19IIMPMB A122	Federal Bank.		20-07-2021
135	Syed Musawir Syed Moin	19IIMPMB A203	TCS		21-01-2021
136	THILAK SHETTY	19IIMPMB A260	iThrive Healing & Beyond		16-12-2020
137	Tushar Prakash Patil	19IIMPMB A261	Reliance Retail	HR/May/21/B1/59038777/60191180/1000985123	04-06-2021
138	Zeeshan Ahmad Khan	19IIMPMB A194	Infrabeat		16-03-2021
139	Kajal Bhagat	19IIMPMB A47	Neeyamo		Jun-21



140	Aishwarya Kailas Dange	19IIMPMB A13	TCS	TCSL/PUNE/BPS/TR AINEE	21-01-2021
141	Ankita Sudhakar Sakhare	19IIMPMB A31	TCS	TCS/2021-22/CC-C2/1254548	21-01-2021
142	Bhagyashree Muniraj Suryawanshi	19IIMPMB A36	Data Bridge Market Research		Apr-21
143	Faraaz Mukhtar Shaikh	19IIMPMB A44	Simplify Healthcare		Apr-21
144	Gourav Bhatt	19IIMPMB A195	Tech Mahindra	818345/1891940/NTR/PERMT	21-03-2021
145	Hrishikesh Sunil Kant	19IIMPMB A143	Tech Mahindra	818356/1892176/NTR/PERMT	21-03-2021
146	Mandar Mahesh Karanjkar	19IIMPMB A198	Data Bridge Market Research		Apr-21
147	Namrata Bhalchandra Mukane	19IIMPMB A204	Neosoft Technologies		15-11-2021
148	Namrata vishwas Deshmukh	19IIMPMB A159	Quardant Knowledge Solutions		26-09-2021
149	Nikita Vilas Maske	19IIMPMB A96	Data Bridge Market Research		03-08-2021
150	Niranjan Bhadane	19IIMPMB A97	TCS	TCSL/DT2020743687 2/PUNE	21-01-2021
151	Rugveda Yogendra Sherkar	19IIMPMB A226	Cybage Software Pvt. Ltd.		12-11-2020
152	Sajal Kishor Patle	19IIMPMB A64	Upwards Fintech Services Private Limited		15-06-2021
153	Shreyas vikas Puranik	19IIMPMB A65	Cybage Software Pvt. Ltd.		12-11-2020
154	Chinmay Rangnath Kamble	19IIMPMB A78	Hittich India Pvt. Ltd.		25-07-2021
155	Karan Surendra Vaidya	19IIMPMB A147	ICICI Bank		05-01-2021
156	Mokshada Lalitchandra Shinde	19IIMPMB A158	HDFC Bank		10-06-2021
157	Nikit Anil Gandhi	19IIMPMB A208	ICICI Bank		05-01-2021
158	Nikita Ghanshyam kadhao.	19IIMPMB A95	NielsenIQ		13-04-2021
159	Nikita Anil Bhosale	19IIMPMB A209	HDFC LIMITED		25-06-2021
160	Koustubh Sudhir Kulkarni	19IIMPMB A89	Capgemini		05-11-2021
161	Mallika Srivastava	19IIMPMB A156	Deloitte		19-04-2021
162	Priyanka Sanjay Shelke	19IIMPMB A221	Capgemini		05-11-2021
163	Dnyanraj Nandkumar Chavan	19IIMPMB A138	e-Emphasys		19-02-2021
164	Rahul Govardhan Dole	19IIMPMB A103	Ur Own Teacher		06-06-2021



165	Mamta Sinha	19IIMPMB A51	ICICI Prudential Life Insurance		20-01-2021
166	Krishna Parkhe	19IIMPMB A154	ICICI Bank		05-01-2021
167	Vidhi Sharma	19IIMPMB A188	HDFC Bank		10-06-2021
168	Subodh Pradeep Sahastrabuddhe	19IIMPMB A256	TCS	TCSL/CT20203592969 /PUNE	21-01-2021
169	Vaibhav Sanjay Godse	19IIMPMB A126	Deloitte		19-04-2021
170	Sourabh Gharge	19IIMPMB A113	Huron Consulting Group		15-10-2020
171	Abhishek Dilip Chaudhari	19IIMPMB A130	ICICI SECURITIES		
172	Abhishek Sunil Dhekle	19IIMPMB A6	HDFC Bank		
173	Agnitej Wagh	19IIMPMB A12	Deloitte (KS)		
174	Akash Pramod Sarode	19IIMPMB A15	Deepak Phenolics		
175	Alisha Kamble	19IIMPMB A22	Kalyani Technoforge		
176	Amandeep Bhatia	19IIMPMB A24	Avalara Technology		
177	Ashutosh Choudhari	19IIMPMB A71	ICICI Bank		
178	Ayush Singh Tomar	19IIMPMB A35	Creative Land Asia		
179	Chatuksha Kapadnis	19IIMPMB A76	Ernst & Young LLP		
180	Chinmay Chandankhede	19IIMPMB A37	KPMG Global Services		
181	Gayatri Gaikwad	19IIMPMB A141	Deloitte (KS)		
182	Kajal Khobragade	19IIMPMB A144	ICICI Securities		
183	Kiran Shyamnani	19IIMPMB A49	e-Emphasys		
184	Komal Nandankar	19IIMPMB A50	Deloitte (KS)		
185	Koyana Anil Betawar	19IIMPMB A152	Infosys BPM Limited		
186	Krishna Jaiswal	19IIMPMB A153	Property Pistol		
187	Neha Maske	19IIMPMB A206	Datametica Solutions Private Limited		
188	Nital Patil	19IIMPMB A54	ICICI Bank		
189	Pradeep Singh	19IIMPMB A99	Anukul Chandra Foods		
190	Pradnya Suresh Bhagwat	19IIMPMB A216	IDFC Bank Limited		
191	Praful Raghatate		Globelfex		
192	Prathamesh Prakash Bhagwat	19IIMPMB A161	Cybage Software Pvt. Ltd.		
193	Pratik Pratap Borse	19IIMPMB A101	Indigo Paints		
194	Pratiksha Tiwari	19IIMPMB A220	Deloitte (RFA Profile)		
195	Rahul Ahirrao	19IIMPMB A58	Panasonic		
196	Ram Sanjay Agrawal	19IIMPMB A107	HDFC Bank		
197	RISHABH KUMAR SINGH	19IIMPMB A224	Property Pistol		
198	Rishabh Upwanshi	19IIMPMB A63	Hettich India Pvt. Ltd.		



199	Rozy Singh	19IIMP MBA110	Deloitte (RFA Profile)		
200	Sayali Bangale	19IIMP MBA114	HDFC LIFE		
201	Shrutartha Deshmukh	19IIMP MBA246	ICICI Prudential Life Insurance		
202	Shubham Popat Arde	19IIMP MBA248	Unilink Marketing LLP		

5.5. Student Diversity (5)

(Diversity may include Experience, Gender diversity, Qualification, Geographic diversity (within state, outside state, outside country), ESCS)

Year	Sanctioned Intake		No. of students admitted						Total	
			Within State	Outside State	Other Country	Management Stream	Other Streams	Fresher		Experienced*
2023	300	M	213	14	0	44	183	198	29	227
		F	96	7	0	14	89	85	18	103
2022	300	M	211	8	0	44	175	200	19	219
		F	101	12	1	19	94	98	15	113
2021	300	M	202	12	0	33	181	181	33	214
		F	104	5	0	31	78	99	10	109
2020	300	M	194	14	0	40	168	157	51	208
		F	100	5	0	11	94	89	16	105

5.6. Professional Activities (15)

5.6.1. Students' participation in Professional societies/chapters and organizing management events (10)

(Provide relevant details)

A. Student Chapter:

Indira Institute of Management Pune signed an MOU with Project Management Institute (PMI): President of PMI Pune-Deccan India Chapter on 28th October 2023. The Purpose and Objectives of this collaboration aimed to elevate educational standards and promote excellence in project management practices. The MoU signified a commitment to fostering future leaders in this field through the exchange of knowledge, resources, and collaborative initiatives.

B. Students Participation in events:

Students at IIMP play an important role in organizing various events held at the Institute. Each event has a student coordinator and a group of students working in various committees under the guidance of faculty. The students are actively involved in each and every event organized at the Institute. They work in close coordination with the faculty right from the planning stage to the



implementation stage. The experience of being a member of an event organizing committee can help students develop their leadership skills, time management skills, and problem-solving skills.

- a) **Induction** – The Student council plays an important role during the Induction of the new batch. They ensure that the new students are made comfortable in the Institute
- b) **Talentine** - This is an annual event that aims to showcase the talent and skills of the fresh batch of students in performing arts. Talentine sees a huge turnout of participating students in various events such as solo and group dances, mimicry, skits, vocal and instrumental music and many more. This event is solely managed by the Senior Students for the participating Juniors.
- c) **Curious - An International Case Study Competition:** This competition is for Post Graduate Management Students and Faculty members. It has proved to be a platform for aspiring managers to showcase and prove their problem solving and analytical mettle by analysing a live case. The students are involved in calling and inviting entries from various colleges across the nation.
- d) **Annual Day / Alumni Meet** - Annual Day of IIMP is an endeavour to reward the contributions made by present as well as recently graduated students, in the growth of the institute. The four categories of awards conferred are: “Brand of IIMP (Global Mind-set)”, “Star of IIMP (Academics)”, “Asset of IIMP (Placements)” and “Entrepreneur of IIMP (Entrepreneurial Venture)”. On this day the recent passed out batch of Alumni is invited for the Annual Day Celebration as the Asset of IIMP and the Star of IIMP are from this batch. After the Annual Day Celebration IIMP organizes an Alumni Meet where the Alumni are invited for a get together and Dinner.
- e) **Conferences** - At IIMP, we firmly believe in providing our students with a well-rounded and enriching educational experience. One of the ways we achieve this is by actively encouraging and facilitating their participation in conferences. Conferences serve as platforms where the latest research, innovations, and industry trends are discussed. By attending conferences, our students have the opportunity to learn from experts, gain insights into cutting-edge developments, and expand their knowledge beyond the classroom.
- f) **Brand Slam** - Indira Group strongly believes in creating innovative platforms for corporate interface with our students through excellent innovative practices. Indira Brand



Slam (IBS) is a premier conclave attracting India's Best Corporate and Business Minds to Campus. Our students get an opportunity to interact with hundreds of Industry Speakers and Innovative brands showcase their products and services to thousands of IGI students. The event brings forward learnings on what businesses are doing to transform and redesign themselves in the Indian Business Environment. It is an event for the industry stalwarts to hold up the beacon of their experience for students to shape the leaders of tomorrow.

- g) **Indira Diversity Awards** - The Indira Diversity Awards serve as a reminder that every individual has the ability to make a difference and contribute towards society. Such award ceremonies are an inspiration for everyone and Indira Group of Institutes, Pune has set an excellent example. Indira Group of Institutes (IGI), Pune hosted the 1st edition of the Indira Diversity Awards on 21st January 2023. Winners were announced at the grand ceremony attended by 5000+ students, staff & corporates. 40+ specially abled professionals & entrepreneurs were awarded for their fabulous achievements along with various organizations for their contributions towards society. Students of IGI got an opportunity to witness the live ceremony which will help them to improve their cultural engagement & self-motivation.
- h) **Abhivyakti** - - Indira Institute of Management has come up with a unique concept termed as "Abhivyakti" which was started in the year 2016.

Abhivyakti is a blend of 3 different activities: Book Review, Sectorial Presentation and Business Quiz conducted on Saturdays. Book Review & Sectorial Presentation activities are presented in groups assigned to the students. All the groups participate in each of the activity to make learning a great success.

- i) **Sports Week** - Indira Institute of Management is committed to provide not only quality education, but also sensitizes the students about importance of health and healthy life. IIMP provides various sports facilities and organizes intra-college sports competition like Basketball, Volleyball, Football, Cricket, Chess, Table Tennis, and Badminton.

The Sports Week at Indira Institute of Management not only fostered physical fitness and sportsmanship but also served as a catalyst for fostering teamwork, discipline, and leadership qualities among our students. It created a sense of belonging and community



within the institute and reminded everyone of the importance of maintaining a balanced and healthy lifestyle.

- j) **OMT - Outdoor Management Training** is a unique Training program designed for the students of Indira Group of Institutes wherein the focus shifts from the classroom to Mother Nature, who is an expert teacher herself. OMT aims to build one's leadership skills, teamwork abilities, decision making skills, crisis management skills. It promotes the holistic development of the student through a series of adventure and outdoor experiences. Today OMT is widely recognized by the corporate sector as an effective training technique for developing the personality of their executives. Indira has introduced this program with a view to provide an edge to its students. The students get a chance to play management games in teams and every team is monitored by a faculty member, who gives his lessons based on the nature of the game and the performance exhibited by the students. A common de-briefing is given by experience faculty members at the end of the day.

5.6.2. Students' publications (05)

(List the publications along with the names of the authors and publishers, etc.)

Sr. No	Student Authors	Faculty Authors	Conference
2023			
1	Sahil Walke	Punam Bhoyar	Confluence -2023
2	Shekhar Tikone	Dipanjay Bhalerao	Confluence -2023
2022			
1	Ajinkya Lad	Dr. Nitin Joshi	Journal, PURANA -Vol LXIV, No.1(IV)
2	Niteesh Sali	Dr. Nitin Joshi	20th AIMS International conference on Management, IIM Kozikode
3	Niteesh P. Sali	Dr. Nitin Joshi	20th AIMS International Conference on Management
4	Pranshul Agrawal	Dr. Punam Bhoyar	IJFANS International Journal of Food and Nutritional Sciences
5	1. Amar Dhewale 2. Kshitija Bhandari 3. Saurabh Gade 4. Sejal Mall 5. Shubham Sanap	Dr. Punam Bhoyar	Bengal Past and Present
2021			
1	1. Atharva Dangat 2. Varuthi Mishra 3. Ashwini Ladhe 4. Prathamesh Mane 5. Smith Shinde	Dr. Dipanjay Bhalerao	The Journal of oriental Research Madras
2	1. Ashutosh Dongardive 2. Omkar Mudakkanna 3. Pankaj Ingole	Dr. Dipanjay Bhalerao	Journal of Education Rabindra Bharati University a Refereed Journal



	4. Shivani Patel 5. Vaibhav Ingole		
3	1. Aditya Pawar 2. Avishkar Badve 3. Shekhar Shejul 4. Shivraj Ghorpade 5. Sumedh Jadhav	Dr. Dipanjay Bhalerao	Journal of Education Rabindra Bharati University a Refereed Journal
4	1. Akshay Nainwar 2. Lisha Desale 3. Taniya Mehta 4. Shubham Gaikwad 5. Shubham Moholkar	Dr. Dipanjay Bhalerao	Journal of Education Rabindra Bharati University a Refereed Journal
5	1. Rushukesh Kale 2. Abhaysinha Rajenimbalkar 3. Hrushikesh Vandekar 4. Bhagyashri Dongarjal	Dr. Dipanjay Bhalerao	Journal of Education Rabindra Bharati University a Refereed Journal
6	1. Shekhar Tikone 2. Harshad More 3. Harshlata Madavi 4. Nachiket Ranadive 5. Niharika Kaswan	Dr. Dipanjay Bhalerao	Journal of Bengal, Past and Present
7	1. Aditya Deshpande 2. Anisha Jambhulkar 3. Viraj Tikudve 4. Shubham Agrawal	Dr. Dipanjay Bhalerao	ShodhSamhita- Journal of Fundamental and Comparative research
2020			
1	1. Johnson Francis 2. Mosmi Sonawane 3. Utkarsh Mahajan 4. Vikrant Kokate	Dr. Dipanjay Bhalerao	ShodhSamhita- Journal of Fundamental and Comparative research
2	5. Aalhad Gaikwad 6. Anmol Munne 7. Anurag Atkare 8. Bhushan Badwaik 9. Gauri Nikam	Dr. Dipanjay Bhalerao	Madhya Pradesh Journal of Social Sciences
2019			
1	1. Prashant Jejurkar 2. Brijnandan Yadav 3. Tushar Mistry		IIM(Amritsar) Secured 2 nd position
2	1. Madhuri Khadse 2. Ashish Deshmukh 3. Rushabh Birajdar		27th Business School Affaire and Dewang Mehta National Education Awards -2019



CRITERION 6

FACULTY ATTRIBUTES AND CONTRIBUTIONS



CRITERION 6	Faculty Attributes and Contributions	250
--------------------	---	------------

2023 – 2025 (Updated till February 2024)														
Sr	Name of the faculty Member	Qualification			Association with the Institution	Designation	Date on which Designated as Professor/Associate Professor	Date of joining the institution	Specialization	Academic Research			Currently Associated (Y/N) Date of Leaving	Nature of association
		Degree (Highest Degree)	University	Year of attaining higher qualification						Research Paper publications	Ph. D Guidance	Faculty Receiving Ph. D during the Assessment Years		
1	Dr. Pandit Mali	Ph. D.	SPPU	2011	Permanent	Director	25-Jul-11	15-Apr-04	Marketing				Y	Regular
2	Dr. Ashutosh Misal	Ph. D.	SPPU	2005	Probation	Professor	1-Sep-23	01-Sep-22	HRM				Y	Regular
3	Dr. Pallavi Sajjanapwar	Ph. D.	SPPU	2016	Permanent	Professor/ Deputy Director	3-Apr-17	15-Jun-05	Marketing				Y	Regular
4	Dr. Sanjay Bhale	Ph. D.	JU	2004	Permanent	Professor	1-Oct-21	05-Oct-15	Marketing				Y	Regular
5	Dr. Digambar Sakore	Ph. D.	SPPU	2018	Permanent	Professor	1-Mar-22	01-Jul-08	Marketing				Y	Regular
6	Dr. Punam Bhoiyar	2+S8		2011	Permanent	Professor	1-Oct-22	05-Jan-09	Computer				Y	Regular
7	Mr. G. Sakthivadivel	MMS	IIMA	2019	Probation	Professor of Practice	-	17-Jul-23	Marketing				Y	Regular
8	Dr. Sanjaykumar Patil	Ph. D.	NMU	2017	Permanent	Associate Professor	3-Apr-17	02-Sep-11	Mktg				Y	Regular
9	Dr. Purvi Shah	Ph. D.	SPPU	2018	Permanent	Associate Professor	1-Jul-19	01-Aug-05	Finance				Y	Regular
10	Dr. Rita Dangre	Ph. D.	SPPU	2018	Permanent	Associate Professor	1-Oct-21	06-Dec-10	Marketing				Y	Regular
11	Dr. Dipanjay Bhalerao	Ph. D.	KBCN MU	2019	Permanent	Associate Professor	1-Oct-21	03-Jan-11	Mktg & Materials				Y	Regular
12	Dr. Ravi Bhandari	Ph. D.	SRTM U	2018	Permanent	Associate Professor	1-Oct-22	01-Jul-20	Financial Management				Y	Regular
13	Dr. Nitin Joshi	Ph. D.	RTMNU	2017	Permanent	Associate Professor	1-Oct-22	11-Jan-21	Business Management				Y	Regular
14	Dr. S P Singh	Ph. D.	SPPU	2012	Probation	Associate Professor	-	20-Jul-22	Systems				Y	Regular
15	Dr. Sulbha Waghmare	Ph. D.	SPPU	2018	Permanent	Assistant Professor	-	19-Jul-05	H.R.				Y	Regular
16	Dr. Ajay Varade	Ph. D.	SPPU	2020	Permanent	Assistant Professor	-	01-Jul-05	Marketing				Y	Regular
17	Mr. Chetan Chavan	MBA	SPPU	1996	Permanent	Assistant Professor	-	01-Jan-98	H.R.				Y	Regular
18	Mr. Santosh Pullewar	MBA	SRTM U	1999	Permanent	Assistant Professor	-	26-Jul-05	Marketing				Y	Regular
19	Mrs. Yestrela Vaz	MPM	SPPU	2008	Permanent	Assistant Professor	-	01-Feb-09	Personnel Mgmt.				Y	Regular
20	Dr. Neha Ramteke	Ph. D.	KBCN MU	2022	Permanent	Assistant Professor	-	18-Feb-15	Systems			Y	Y	Regular



21	Mr. Sumit Sharma	MBA	SPPU	2009	Permanent	Assistant Professor	-	05-Mar-18	Marketing				Y	Regular
22	Mr. Chetan Patil	MBA	SPPU	2006	Permanent	Assistant Professor	-	21-Sep-20	Finance				Y	Regular
23	Dr. Atul Pise	Ph. D.	RTMNU	2017	Permanent	Assistant Professor	-	25-Mar-21	Business Management				Y	Regular
24	Mrs. Leena Divashikar	MCM	SPPU	2008	Permanent	Assistant Professor	-	15-Apr-21	Computers				Y	Regular
25	Mr. Sanchit Pansare	MBA	SPPU	2018	Probation	Assistant Professor	-	23-Nov-21	Organization Management				Y	Regular
26	Dr. Hemant Anbhule	Ph. D.	TMV	2015	Probation	Assistant Professor	-	23-Dec-21	Marketing & HRM				Y	Regular
27	Mr. Raji Thomas	MM M	SPPU	2007	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular
28	Dr. Abhijit Chandratreya	Ph. D.	SPPU	2016	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular
29	Mr. Shirish Shukla	MBA	SPPU	2022	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular
30	Dr. Priyanka Srivastava	Ph. D.	CSJM	2005	Probation	Assistant Professor	-	26-Sep-22	Commerce				Y	Regular
31	Ms. Sonal Nandikar	MBA	KSOU	2015	Probation	Assistant Professor	-	01-Dec-22	HR				Y	Regular
32	Dr. Swapnali Kulkarni	Ph. D.	ICFAI University	2017	Probation	Assistant Professor	-	23-Jan-23	Marketing				Y	Regular
33	Mr. Mehul Soudagar	MMS	SPPU	2017	Permanent	Assistant Professor	-	01-Oct-22	Operations Management				Y	Regular
34	Mr. Mayur Jaybhay	MBA	SPPU	2015	Permanent	Assistant Professor	-	01-Oct-22	Marketing				Y	Regular
35	Mrs. Vrinda Dingankar	MBA	SU	2012	Probation	Assistant Professor	-	23-Jan-23	Finance				Y	Regular
36	Mr. Ketan Dambal	MBA	ICFAI University	2009	Probation	Assistant Professor	-	6-Feb-23	Finance				N 30-Sep-23	Regular
37	Mrs. Priya Thombar	MBA	ICFAI University	2013	Probation	Assistant Professor	-	12-Apr-23	HR				N 20-Sep-23	Regular
38	Dr. Sakshi Mann	Ph. D.	KU	2022	Probation	Assistant Professor	-	01-Dec-21	HR				Y	Regular
39	Mr. Abhishek Raidas	MBA	SPPU	2018	Probation	Assistant Professor	-	14-Aug-23	BA				Y	Regular
40	Mr. Siddharth Munagekar	MBA	SPPU	2012	Probation	Assistant Professor	-	02-Jan-24	Marketing				Y	Regular

2022 – 2023 (Updated till August 2023)

Sr	Name of the faculty Member	Qualification			Association with the Institution	Designation	Date on which Designated as Professor/Associate Professor	Date of joining the institution	Specialization	Academic Research			Currently Associated (Y/N) Date of Leaving	Nature of association
		Degree (Highest Degree)	University	Year of attaining higher qualification						Research Paper publications	Ph. D Guidance	Faculty Receiving Ph. D during the Assessment Years		
1	Dr. Pandit Mali	Ph. D.	SPPU	2011	Permanent	Director	25-Jul-11	15-Apr-04	Marketing	02	02		Y	Regular



2	Dr. Pallavi Sajanapwar	Ph. D.	SPPU	2016	Permanent	Professor/ Deputy Director	3-Apr-17	15-Jun-05	Marketing		05		Y	Regular
3	Dr. Sanjay Bhale	Ph. D.	JU	2004	Permanent	Professor	1-Oct-21	05-Oct-15	Marketing		01		Y	Regular
4	Dr. Digambar Sakore	Ph. D.	SPPU	2018	Permanent	Professor	1-Mar-22	01-Jul-08	Marketing				Y	Regular
5	Dr. Punam Bhojar	Ph. D.		2011	Permanent	Professor	1-Oct-22	05-Jan-09	Computer	03			Y	Regular
6	Mr. G. Sakthivadivel	MMS	IIMA	2019	Probation	Professor of Practice	-	17-Jul-23	Marketing			Y	Y	Regular
7	Dr. Sanjaykumar Patil	Ph. D.	NMU	2017	Permanent	Associate Professor	3-Apr-17	02-Sep-11	Mktg	02	02		Y	Regular
8	Dr. Purvi Shah	Ph. D.	SPPU	2018	Permanent	Associate Professor	1-Jul-19	01-Aug-05	Finance	02			Y	Regular
9	Dr. Rita Dangre	Ph. D.	SPPU	2018	Permanent	Associate Professor	1-Oct-21	06-Dec-10	Marketing				Y	Regular
10	Dr. Dipanjan Bhalerao	Ph. D.	KBCNMU	2019	Permanent	Associate Professor	1-Oct-21	03-Jan-11	Mktg & Materials	05	03		Y	Regular
11	Dr. Ravi Bhandari	Ph. D.	SRTMU	2018	Permanent	Associate Professor	1-Oct-22	01-Jul-20	Financial Management				Y	Regular
12	Dr. Nitin Joshi	Ph. D.	RTMNU	2017	Permanent	Associate Professor	1-Oct-22	11-Jan-21	Business Management				Y	Regular
13	Dr. S P Singh	Ph. D.	SPPU	2012	Probation	Associate Professor	-	20-Jul-22	Systems				Y	Regular
14	Dr. Sulbha Waghmare	Ph. D.	SPPU	2018	Permanent	Assistant Professor	-	19-Jul-05	H.R.	05	02		Y	Regular
15	Dr. Ajay Varade	Ph. D.	SPPU	2020	Permanent	Assistant Professor	-	01-Jul-05	Marketing				Y	Regular
16	Mr. Chetan Chavan	MBA	SPPU	1996	Permanent	Assistant Professor	-	01-Jan-98	H.R.				Y	Regular
17	Mr. Santosh Pullewar	MBA	SRTMU	1999	Permanent	Assistant Professor	-	26-Jul-05	Marketing				Y	Regular
18	Mrs. Yestrela Vaz	MPM	SPPU	2008	Permanent	Assistant Professor	-	01-Feb-09	Personnel Mgmt.				Y	Regular
19	Dr. Neha Ramteke	Ph. D.	KBCNMU	2022	Permanent	Assistant Professor	-	18-Feb-15	Systems	03		Y	Y	Regular
20	Mr. Sumit Sharma	MBA	SPPU	2009	Permanent	Assistant Professor	-	05-Mar-18	Marketing				Y	Regular
21	Mr. Chetan Patil	MBA	SPPU	2006	Permanent	Assistant Professor	-	21-Sep-20	Finance				Y	Regular
22	Dr. Atul Pise	Ph. D.	RTMNU	2017	Permanent	Assistant Professor	-	25-Mar-21	Business Management				Y	Regular
23	Mrs. Leena Divashikar	MCM	SPPU	2008	Permanent	Assistant Professor	-	15-Apr-21	Computers				Y	Regular
24	Mr. Sanchit Pansare	MBA	SPPU	2018	Probation	Assistant Professor	-	23-Nov-21	Organization Management	02			Y	Regular
25	Dr. Hemant Anbhule	Ph. D.	TMV	2015	Probation	Assistant Professor	-	23-Dec-21	Marketing & HRM				Y	Regular
26	Mr. Raji Thomas	MM	SPPU	2007	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular
27	Dr. Abhijit Chandratreya	Ph. D.	SPPU	2016	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular
28	Mr. Shirish Shukla	MBA	SPPU	2022	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular



29	Dr. Priyanka Srivastava	Ph. D.	CSJM	2005	Probation	Assistant Professor	-	26-Sep-22	Commerce				Y	Regular
30	Ms. Sonal Nandikar	MBA	KSOU	2015	Probation	Assistant Professor	-	01-Dec-22	HR				Y	Regular
31	Dr. Swapnali Kulkarni	Ph. D.	ICFAI University	2017	Probation	Assistant Professor	-	23-Jan-23	Marketing				Y	Regular
32	Mr. Mehul Soudagar	MMS	SPPU	2017	Permanent	Assistant Professor	-	01-Oct-22	Operations Management				Y	Regular
33	Mr. Mayur Jaybhay	MBA	SPPU	2015	Permanent	Assistant Professor	-	01-Oct-22	Marketing	01			Y	Regular
34	Mrs. Vrinda Dingankar	MBA	SU	2012	Probation	Assistant Professor	-	23-Jan-23	Finance				Y	Regular
35	Mr. Ketan Dambal	MBA	ICFAI University	2009	Probation	Assistant Professor	-	6-Feb-23	Finance				Y	Regular
36	Mrs. Priya Thombar	MBA	ICFAI University	2013	Probation	Assistant Professor	-	12-Apr-23	HR				Y	Regular
37	Dr. Sakshi Mann	Ph. D.	KU	2022	Probation	Assistant Professor	-	01-Dec-21	HR				Y	Regular
38	Mr. Abhishek Raidas	MBA	SPPU	2018	Probation	Assistant Professor	-	14-Aug-23	BA				Y	Regular

2021 - 2022

Sr	Name of the faculty Member	Qualification			Association with the Institution	Designation	Date on which Designated as Professor/Associate Professor	Date of joining the institution	Specialization	Academic Research			Currently Associated(Y/N) Date of Leaving	Nature of association
		Degree (Highest Degree)	University	Year of attaining higher qualification						Research Paper publications	Ph. D Guidance	Faculty Receiving Ph. D during the Assessment Years		
1	Dr. Pandit Mali	Ph. D.	SPPU	2011	Permanent	Director	25-Jul-11	15-Apr-04	Marketing	01			Y	Regular
2	Dr. Pallavi Sajanapwar	Ph. D.	SPPU	2016	Permanent	Professor/Deputy Director	3-Apr-17	15-Jun-05	Marketing	05			Y	Regular
3	Dr. Sanjay Bhale	Ph. D.	JU	2004	Permanent	Professor	1-Oct-21	05-Oct-15	Marketing				Y	Regular
4	Dr. Digambar Sakore	Ph. D.	SPPU	2018	Permanent	Professor	1-Mar-22	1-Jul-08	Marketing				Y	Regular
5	Dr. Punam Bhojar	Ph. D.		2011	Permanent	Associate Professor	-	05-Jan-09	Computer	02			Y	Regular
6	Dr. Sanjaykumar Patil	Ph. D.	NMU	2017	Permanent	Associate Professor	3-Apr-17	02-Sep-11	Mktg				Y	Regular
7	Dr. Purvi Shah	Ph. D.	SPPU	2018	Permanent	Associate Professor	1-Jul-19	01-Aug-05	Finance				Y	Regular
8	Dr. Gayatri Kulkarni	Ph. D.	SPPU	2018	Permanent	Associate Professor	1-Jul-19	01-Aug-08	HR				N 20-Dec-22	Regular
9	Dr. Rita Dangre	Ph. D.	SPPU	2018	Permanent	Associate Professor	1-Oct-21	06-Dec-10	Marketing				Y	Regular
10	Dr. Dipanjay Bhalerao	Ph. D.	KBCN MU	2019	Permanent	Associate Professor	1-Oct-21	03-Jan-11	Mktg & Materials	01			Y	Regular
11	Dr. Sumedha Tuteja	Ph. D.	MU	2016	Probation	Associate Professor	-	11-Mar-20	Commerce				N 25-Nov22	Regular
12	Dr. Ravi Bhandari	Ph. D.	SRTMU	2018	Permanent	Assistant Professor	-	01-Jul-20	Financial Management	01			Y	Regular



13	Dr. Nitin Joshi	Ph. D.	RTMN U	2017	Permanent	Assistant Professor	-	11-Jan-21	Business Management	01			Y	Regular
14	Dr. Sulbha Waghmare	Ph. D.	SPPU	2018	Permanent	Assistant Professor	-	19-Jul-05	H.R.	02			Y	Regular
15	Dr. Ajay Varade	Ph. D.	SPPU	2020	Permanent	Assistant Professor	-	01-Jul-05	Marketing				Y	Regular
16	Mr. Chetan Chavan	MBA	SPPU	1996	Permanent	Assistant Professor	-	01-Jan-98	H.R.				Y	Regular
17	Mr. Santosh Pullewar	MBA	SRTM U	1999	Permanent	Assistant Professor	-	26-Jul-05	Marketing				Y	Regular
18	Mrs. Yestrela Vaz	MPM	SPPU	2008	Permanent	Assistant Professor	-	01-Feb-09	Personnel Mgmt.				Y	Regular
19	Dr. Neha Ramteke	Ph. D.	KBCN MU	2022	Permanent	Assistant Professor	-	18-Feb-15	Systems			Y	Y	Regular
20	Mr. Sumit Sharma	MBA	SPPU	2009	Permanent	Assistant Professor	-	05-Mar-18	Marketing				Y	Regular
21	Mrs. Sunita Bangal	MBA	SPPU	2002	Permanent	Assistant Professor	-	01-Aug-19	Systems				N 11-Mar-23	Regular
22	Mr. Chetan Patil	MBA	SPPU	2006	Permanent	Assistant Professor	-	21-Sep-20	Finance	01			Y	Regular
23	Dr. Atul Pise	Ph. D.	RTMN U	2017	Permanent	Assistant Professor	-	25-Mar-21	Business Management	01			Y	Regular
24	Mrs. Leena Divashkar	MCM	SPPU	2008	Probation	Assistant Professor	-	15-Apr-21	Computers				Y	Regular
25	Mr. Sanchit Pansare	MBA	SPPU	2018	Permanent	Assistant Professor	-	23-Nov-21	Organization Management	01			Y	Regular
26	Dr. Hemant Anbhule	Ph. D.	TMV	2015	Permanent	Assistant Professor	-	23-Dec-21	Marketing & HRM	01			Y	Regular
27	Mr. Raji Thomas	MM M	SPPU	2007	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular
28	Dr. Abhijit Chandratreya	Ph. D.	SPPU	2016	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular
29	Mr. Shirish Shukla	MBA	SPPU	2022	Permanent	Assistant Professor	-	01-Apr-22	Marketing				Y	Regular
30	Mr. Mehul Soudagar	MMS	SPPU	2017	Probation	Assistant Professor	-	01-Mar-22	Operations Management				Y	Regular
31	Mr. Mayur Jaybhay	MBA	SPPU	2015	Probation	Assistant Professor	-	01-Mar-22	Marketing				Y	Adhoc
32	Mrs. Swati Bhole	MCM	NMU	2007	Probation	Assistant Professor	-	15-Mar-21	Computers				N 22-Jul-22	Regular
33	Mrs. Rupali Modak	MBA	SPPU	2015	Probation	Assistant Professor	-	23-May-22	Marketing				N 25-Jan-23	Regular

2020 - 2021

Sr	Name of the faculty Member	Qualification			Association with the Institution	Designation	Date on which Designated as Professor/Associate Professor	Date of joining the institution	Specialization	Academic Research			Currently Associated (Y/N) Date of Leaving	Nature of association
		Degree (Highest Degree)	University	Year of attaining higher qualification						Research Paper publications	Ph. D Guidance	Faculty Receiving Ph. D during the Assessment Years		
1	Dr. Pandit Mali	Ph. D.	SPPU	2011	Permanent	Director	25-Jul-11	15-Apr-04	Marketing	01			Y	Regular



2	Dr. Pallavi Sajanapwar	Ph. D.	SPPU	2016	Permanent	Professor/ Deputy Director	03-Apr-17	15-Jun-05	Marketing	01			Y	Regular
3	Dr. Sanjay Bhale	Ph. D.	JU	2004	Permanent	Associate Professor	01-Oct-21	05-Oct-15	Marketing				Y	Regular
4	Dr. Punam Bhojar	Ph. D.		2011	Permanent	Associate Professor	03-Apr-17	05-Jan-09	Computer				Y	Regular
5	Dr. Sanjaykumar Patil	Ph. D.	NMU	2017	Permanent	Associate Professor	03-Apr-17	02-Sep-11	Mktg				Y	Regular
6	Dr. Gayatri Kulkarni	Ph. D.	SPPU	2018	Permanent	Associate Professor	01-Jul-19	01-Aug-08	HR				N	Regular
7	Dr. Purvi Shah	Ph. D.	SPPU	2018	Permanent	Associate Professor	01-Jul-19	01-Aug-05	Finance				Y	Regular
8	Dr. Sumedha Tuteja	Ph. D.	MU	2016	Permanent	Associate Professor	-	11-Mar-20	Commerce				N	Regular
9	Dr. Digambar Sakore	Ph. D.	SPPU	2018	Permanent	Assistant Professor	-	1-Jul-08	Marketing				Y	Regular
10	Dr. Rita Dangre	Ph. D.	SPPU	2018	Permanent	Assistant Professor	-	06-Dec-10	Marketing				Y	Regular
11	Dr. Dipanjan Bhalerao	Ph. D.	KBCN MU	2019	Permanent	Assistant Professor	-	03-Jan-11	Mktg & Materials	03			Y	Regular
12	Dr. Ravi Bhandari	Ph. D.	SRTMU	2018	Permanent	Assistant Professor	-	01-Jul-20	Financial Management	01			Y	Regular
13	Dr. Nitin Joshi	Ph. D.	RTMNU	2017	Permanent	Assistant Professor	-	11-Jan-21	Business Management				Y	Regular
14	Dr. Sulbha Waghmare	Ph. D.	SPPU	2018	Permanent	Assistant Professor	-	19-Jul-05	H.R.	01			Y	Regular
15	Dr. Ajay Varade	Ph. D.	SPPU	2020	Permanent	Assistant Professor	-	01-Jul-05	Marketing	03			Y	Regular
16	Mr. Chetan Chavan	MBA	SPPU	1996	Permanent	Assistant Professor	-	01-Jan-98	H.R.				Y	Regular
17	Mr. Santosh Pullewar	MBA	SRTMU	1999	Permanent	Assistant Professor	-	26-Jul-05	Marketing				Y	Regular
18	Mrs. Yestrela Vaz	MPM	SPPU	2008	Permanent	Assistant Professor	-	08-Feb-05	Personnel Mgmt.				Y	Regular
19	Ms. Neha Ramteke	MBA	SPPU	2012	Permanent	Assistant Professor	-	18-Feb-15	Systems				Y	Regular
20	Mr. Sumit Sharma	MBA	SPPU	2009	Permanent	Assistant Professor	-	05-Mar-18	Marketing				Y	Regular
21	Mr. Chetan Patil	MBA	SPPU	2006	Permanent	Assistant Professor	-	21-Sep-20	Finance				Y	Regular
22	Dr. Atul Pise	Ph. D.	RTMNU	2017	Permanent	Assistant Professor	-	25-Mar-21	Business Management				Y	Regular
23	Mrs. Sunita Bangal	MBA	SPPU	2002	Permanent	Assistant Professor	-	01-Aug-19	Systems				N 11-Mar-23	Regular
24	Mr. Girish Kulkarni	MBA	SU	1996	Permanent	Assistant Professor	-	02-May-15	Marketing				N 13-Nov-21	Regular
25	Mrs. Leena Divashikar	MCM	SPPU	2008	Probation	Assistant Professor	-	15-Apr-21	Computers				Y	Regular
26	Mr. Mehul Soudagar	MMS	SPPU	2017	Probation	Assistant Professor	-	01-Apr-21	Operations Management				Y	Adhoc
27	Mr. Mayur Jaybhay	MBA	SPPU	2015	Probation	Assistant Professor	-	01-Apr-21	Marketing				Y	Adhoc

**6.1. Student-Faculty Ratio (SFR) (10)**

No. of Students = Sanctioned Intake

Student Faculty Ratio (SFR) = S/F

Table 6.1.1

Year	2023 - 2024	2022 - 2023	2021 - 2022
MBA 1st Year	300	300	300
MBA 2nd Year	300	300	300
S	600	600	600
No. of Faculty in the Department	F1 = 23+7+8	F2 = 23+7+6	F3 = 22+7+4
F	38	36	33
SFR	15.79	16.67	18.18
Average SFR	16.88		

6.1.1. Provide the information about the regular and contractual faculty as per the format mentioned below:

Table 6.1.1

Academic Year	Total number of regular faculty in the department	Total number of contractual faculty in the department
2023 - 2024	38	13
2022 - 2023	36	12
2021 - 2022	33	12

6.2. Faculty Cadre (20)

Year	Professors		Associate Professors		Assistant Professors	
	Required F1	Available	Required F2	Available	Required F3	Available
2023 - 2024	3.68	8	7.37	7	22.10	23
2022 - 2023	3.62	6	7.23	7	21.70	23
2021 - 2022	3.47	4	6.94	7	20.83	22
Average Numbers	RF1=3.59	AF1=6	RF2=7.18	AF2=7	RF3=21.54	AF3=22.67

Cadre Ratio Marks = 26.77



6.3. Faculty Qualification (20)

$FQ = 2.0 \times [(10X + 4Y)/F]$ where x is no. of faculty with Ph.D., Y is no. of faculty with Master's Degree, F is no. of faculty required to comply 1:20 Faculty Student ratio (no. of faculty and no. of students required are to be calculated as per 6.1)

	X	Y	F	$FQ = 2.0 \times [(10X + 4Y)/F]$
2023 - 2024	21	17	30	18.53
2022 - 2023	20	16	30	17.60
2021 - 2022	20	13	30	16.80
Average Assessment				17.64

6.4. Faculty Retention (20)

No. of faculty members in 2021 – 2022 = 33

2022 - 2023 = 36

Example:

Item	2022 - 2023	2021 - 2022
No of Faculty Retained	36	33
Total No. of Required Faculty in 2020 – 2021	27	27
% of Faculty Retained	100%	100%
Faculty Retained	100%	

6.5. Faculty Initiatives on Teaching and Learning (15)

The focus of teaching learning process at IIMP is continuous improvement and development, not only in students but also in faculty members. Session Plan prepared by the faculty of each course serves as a yardstick that keeps a check on the faculty development initiatives taken up by the institution. It includes:

- Preparation of Session Plan:** Every faculty prepares a course planner for each course that they teach. The course planners include session-wise input that will be covered along with the Pedagogy planned, the pre-reading material made available, and post-session activity designed, for each course of every semester. The course planner also includes the assessments planned for evaluation along with rubrics and the mapping of course outcomes with the assessments. The course planner is submitted before the commencement of each semester. It is designed by the way of discussions with senior faculty and the feedback given by students at



the end of every semester. The revisions, if required is done in consultation with the Learning Facilitator of the respective specialization, Dy. Director and the Director of the Institution.

b) Innovative Pedagogies with use of ICT:

Apart from regular chalk and board lecture, pedagogy such as Case study, Role plays, Live exercises, Group Activities, small group discussion, field assignments, situation analysis, student industry integrated learning, are also used for effective delivery. Use of videos, video cases, development of E- content is an inseparable tool. Students are also taught to design, circulate and implement tools like Google forms / Google Drive for preparing Questionnaire for Data Collection in the course of Business Research Methods. Further, use of software's like SPSS and R is prominent for Data Analysis.

c) Assessment:

The Assessments done at IIMP are very Innovative. For effective teaching- learning process the faculty designs the assessments in such a way where the students learning is assessed through practical knowledge gained for a course. The faculty used various tools like Group presentations, Field assignments, Class tests, Mini Projects, and Case Study Evaluation. These form the base of Internal Evaluation. Along with the internal evaluation students have to appear for external evaluation through written papers and through field work projects, wherein the students conduct primary or secondary research to understand the practical implications in organizational settings of the theory that they have learnt in class. The assessment of this field work is done by industry experts from the relevant field who conduct viva - voce based on the presentations done by the students.

All the above- mentioned initiatives form a part of the Session Plan submitted. Apart from these the institute also focuses on teaching and learning process through Innovative practices, common activities and Institute and Group level events for the students and design development programs for faculty members.

d) Newsletters: This is an initiative taken up by the members of the Finance specialization. Faculty and students are assigned responsibility to identify financial news items and publish it in the quarterly newsletter "Finbitz" that is circulated to Students, Alumni, Faculty & Staff. These are discussed in class to understand application of theoretical concepts and also to



- understand recent trends in the business world. Students assigned for the activity analyse the financial news and prepare a write up to be further published in the newsletter.
- e) **Industry Needs from the Alumni:** Alumni is an important source of understanding the industry trends through their representation of the Alumni in the Board of Studies of respective specialization, Alumni meet, organized as part of Annual Day Awards function and frequent interaction in the form Panel discussions, Examiners for external viva voce and inputs arranged for CLDP. The Alumni are identified and invited by the Learning facilitators of each specialization along with the help of VP-Alumni- member of the Student Council. These Interactions with the Alumni to the campus on multiple occasions help students to prepare themselves for the corporate world.
- f) **Internships and Winter Projects for Students:** Students work in companies as interns for their summer internship programs during the months of May, June & July. For summer internship programs, every student is allotted a faculty member as their internal guide. Students discuss the work environment, the kind of work handled by them during their internship and discuss the requirement gathering needs and tools for the project with their faculty guide. Students are in continuous association with the faculty and faculty in turn keeps a check on the student's association with the company and industry guide under whom they report during the said time period. IIMP also encourages the students to take up industry sponsored winter projects especially for HR specialization. This is done to help students have real life experience of the corporate world.
- g) **Outdoor Management Training:** At IIMP there is a comprehensive Induction Program planned for each inducting batch. OMT is a special two-day program arranged during these days. The students get a chance to play management games in teams and every team is monitored by a faculty member, who gives his lessons based on the nature of the game and the performance exhibited by the students. A common de-briefing is given by experience faculty members at the end of the day.
- h) **Curious:** IIMP organizes Curious – International Case Study Competition for Post graduate students of Management and faculty. There is live case that is designed by one of our faculty members. Analysis of the case and submission of solution is done online and a team of reputed persons from industry and senior faculty members of the institutes judge the participants and worthy candidates are awarded with cash prize, trophy and a certificate. The teams who



participate include students and faculty members. Our students also get an opportunity to solve the case study given in the competition but are not eligible for awards.

- i) **FDP:** The Institute imparts training to the faculty through Faculty Development programs so that they can effectively deliver their sessions. Institute also encourages the faculty members to take up development programs of four months at the prestigious Indian Institute of Management-Ahmedabad. It is through these programs that the faculty are empowered to use various teaching pedagogies. A certificate is awarded to the faculty on completion of the FDP

The institution follows a process of making the contributions available to the students through the following:

- a) **Microsoft Teams Platform:** Microsoft Teams was widely used during the Pandemic Covid 19 to deliver sessions to the students, which were recorded by the faculty. These recorded lectures were available to the students as when required through their respective logins.
- b) **Study Material:** Faculty provide the study material to the students through online portals as well as print copy, which include session notes, case-study, News, Articles, Class Activity instruction and information. Students can avail the facility before the sessions commence.
- c) **Research Publications:** Faculty members are encouraged to take up research initiatives like writing research papers and cases for presentation in conferences and publication in reputed journals. Research work hence is made available to the public and further these publications are used for effective teaching- learning in the class.

To gear these initiatives institution has set up research centre: **Post Graduate Research Centre (PGRC)**. IIMP's PGRC was set up in 2007. This has been approved by SPPU. PGRC not only encourages faculty to write papers but also is a registered centre for PhD of SPPU. Out of the 65 students registered for PhD at IIMP, 20 have been awarded, 08 have withdrawn and 37 students are currently pursuing their PhD under various subjects. 12 guides are currently associated with IIMP.

Hence it is another initiative that contributes to the teaching- learning process, where PhD candidates are inducted and groomed. Following are the details of recognized guides and research scholars associated with them.

**Details of Recognized Guides & Research Scholars in each subject (2019 onwards)**

Sr. No	Name of Guide	Subject (s)	Period of Registration	Name of Research Scholar	Date of Registration	Status of Research Program
1.	Dr. Pandit Mali	Marketing Management	23.10.2020 to 22.09.2025	Mr. Abhijit Pralhad Deogiri	23.10.2020	Ongoing
2.	Dr. Pandit Mali	Marketing Management	22/09/2022 to 21/09/2028	Mr. Sumit Omprakash Sharma	22.09.2022	Ongoing
3.	Dr. Vijayshri Mehtha	Human Resource Management	22.04.2021 to 21.03.2027	Ms. Sarika Rajabhau Khandekar	22.04.2021	Ongoing
4.	Dr. Poorna Shankar	Computer Management	11.03.2020 to 11.02.2025	Mr. Ashish Govind Dhoke	11.03.2020	Ongoing
5.	Dr. Poorna Shankar	Computer Management	11.03.2020 to 11.02.2025	Ms. Kiran Shinde	11.03.2020	Ongoing
6.	Dr. Poorna Shankar	Computer Management	15.07.2021 to 15.06.2027	Mr. Sanjay Subhash Bankar	15.07.2021	Withdrawn
7.	Dr. Virendra Tatake	Financial Management	25.04.2022 to 23.04.2028	Ms. Chhaya Thakaji Lande	25.04.2022	Ongoing
8.	Dr. Virendra Tatake	Financial Management	25.04.2022 to 24.05.2028	Mr. Shardul Pralhad Deogiri	25.04.2022	Ongoing
9.	Dr. Virendra Tatake	Financial Management	25.04.2022 to 24.05.2028	Mrs. Manasi Tushar Patil	25.04.2022	Ongoing
10.	Dr. Ajit Thite	Financial Management	25.04.2022 to 24.05.2028	Ms. Sneha Vadavi	25.04.2022	Ongoing
11.	Dr. Ajit Thite	Financial Management	25.04.2022 to 23.04.2028	Ms. Neetu Singhania	25.04.2022	Ongoing
12.	Dr. Ajit Thite	Financial Management	25.04.2022 to 24.05.2028	Ms. Pallavi Rahul Gedamkar	25.04.2022	Ongoing
13.	Dr. Archana Ravindra Salve	Human Resource Management	27/04/2022 to 26/04/2028	Ms. Priyanka Shailaj Budhkar	27.04.2022	Ongoing
14.	Dr. Archana Ravindra Salve	Human Resource Management	25.08.2022 to 24.08.2028	Mr. Pradeep Anandrao Sandbhor	25.08.2022	Ongoing
15.	Dr. Archana Ravindra Salve	Human Resource Management	23.03.2023 to 22.03.2029	Ms. Gayatri Umesh Nimbalkar	23.03.2023	Ongoing
16.	Dr. Sanjaykumar Patil	Marketing Management	08.04.2023 to 07.04.2029	Mrs. Swati Sachin Lokhande	08.04.2023	Ongoing
17.	Dr. Sanjay Bhale	Marketing Management	26.04.2022 to 25/04/2028	Diksha Dinar Bedekar	26.04.2022	Ongoing
18.	Dr. Sulbha Waghmare	Human Resource Management	22/09/2022 to 21/09/2028	Ms. Anuprita Pankaj Mandale	22.09.2022	Ongoing
19.	Dr. Sulbha Waghmare	Human Resource Management	22/09/2022 to 21/09/2028	Ms. Priya Nilesh Barhate	22.09.2022	Ongoing
20.	Dr. Darshana Desai	Computer Management	28.06.2022 to 27.06.2028	Mr. Rajkamal Chhagan Sangole	28.06.2022	Ongoing
21.	Dr. Darshana Desai	Computer Management	18.05.2023 to 17.05.2029	Mr. Sameer Vithoba Patil	18.05.2023	Ongoing
22.	Dr. Pallavi Sajanapwar	Marketing Management	04.05.2023 to 03.05.2029	Mr. Amol Nimba Dashpute	04.05.2023	Ongoing



23.	Dr. Pallavi Sajjanapwar	Marketing Management	04.05.2023 to 03.05.2029	Ms. Sai Vijetha Perugu	04.05.2023	Ongoing
24.	Dr. Pallavi Sajjanapwar	Marketing Management	04.05.2023 to 03.05.2029	Ms. Sharvari Sachin Ratnakar	04.05.2023	Ongoing
25.	Dr. Pallavi Sajjanapwar	Marketing Management	04.05.2023 to 03.05.2029	Mr. Tushar Ashok Kadlag	04.05.2023	Ongoing
26.	Dr. Pallavi Sajjanapwar	Marketing Management	08.06.2023 to 07.06.2029	Mr. Nivrutti Dasharath Nagre	08.06.2023	Ongoing
27.	Dr. Dipanjay Bhalerao	Marketing Management	04.05.2023 to 03.05.2029	Mr. Amol Vasant Ohol	04.05.2023	Ongoing
28.	Dr. Dipanjay Bhalerao	Marketing Management	08.06.2023 to 07.06.2029	Mr. Raji Thomas	08.06.2023	Ongoing
29.	Dr. Dipanjay Bhalerao	Marketing Management	04.05.2023 to 03.05.2029	Mr. Sudhir Jijabrao Patil	04.05.2023	Ongoing
30.	Dr. Sanjaykumar Patil	Marketing Management	08.06.2023 to 07.06.2029	Mr. Sachin Shankar Hadapad	08.06.2023	Ongoing
31.	Dr. Sanjaykumar Patil	Marketing Management		Mr. Sachin Indalkar		Provisional admission
32.	Dr. Virendra Tataka	Marketing Management		Mr. Pankaj Badhiye		Provisional admission

* Provisional Admission indicates that the scholar's file has been submitted to SPPU for final approval and title confirmation. Results awaited from SPPU.

6.6. Management Development Programme (05)

The Management Development Program (MDP) and Consultancy Programs at Indira Institute of Management (IIMP) offers training programs, workshops and consultancies for corporates. These programs cover various aspects of management, leadership, soft skills, technical skills and business strategies.

We also provide customised programmes that are specially tailored to meet the demands of various firms in terms of corporate training and/or executive learning. Such programmes may be specialised in a particular field, such as sales and marketing, operations, finance, technical skills, communication skills, strategy, or leadership, or they may be multidisciplinary, combining the best elements of many functional fields.

The workshops are primarily participatory, case studies, simulations, role plays, closed group analysis are among the instructional techniques used in the pedagogy.

Recently, we concluded a training program at Omni Bridge Technologies Pvt. Ltd. on various topics. The details are as under –



Sr. No	Training Topics	Training Duration	No. of Candidates Attended	Name of the Consultant Faculty	Amount	Training Period
1	Advance Excel	6 days	70	Dr Neha Ramteke Dr Punam Bhojar	80,000	October 2022- March 2023
2	Tableau	6 days	60	Dr Neha Ramteke	120,000	October 2022- March 2023
3	Communication Skills	6 days	60	Dr Priyanka Srivastava Dr Swapnali Kulkarni	60,000	April 2023 to June 2023
4	Become your Financial Advisor	6 days	60	Dr Purvi Shah Dr Ravi Bhandari	50,000	April 2023 to June 2023
5	Finance for Non-Finance	6 days	60	Dr Purvi Shah Dr Ravi Bhandari	50,000	April 2023 to June 2023
6	Leadership Skills	5 days	10	Dr Digambar Sakore Dr Sanjay Bhale Prof Yestrela Vaz Dr Rita Dangre	100,000	April 2023 to June 2023
7	Outdoor Management Training	4 day	80	Dr Purvi Shah Dr Ravi Bhandari Dr Priyanka Srivastava Dr Swapnali Kulkarni Dr Dipanjay Bhalerao Dr Sanjay Bhale Prof Yestrela Vaz Dr Rita Dangre	90,000	April 2023 to June 2023
					5,50,000	
<u>Consultancy</u>						
8	Strategic Consultancy			Dr Pallavi Sajanpwar Dr Dipanjay Bhalerao Dr Digambar Sakore	300,000	October 2022 to March 2023
9	Strategic Consultancy			Dr Pallavi Sajanpwar Dr Dipanjay Bhalerao Dr Digambar Sakore	150,000	April 2023 to June 2023
					4,50,000	

6.7. Faculty Performance, Appraisal and Development System (15)

a) Faculty Development Programs:

Indira Institute of Management, Pune (IIMP) organizes two in-house Faculty Development Program (FDP), every year where the speakers from Industry and Academics are invited to share their knowledge and experiences. The basic purpose of these programs is to develop faculty members gradually to improve their academic career. IIMP takes faculty members, outdoor in the lap of nature in an informal environment for team building, inner development, relaxation, learning through games etc.



With the advanced intellectual capacity required to succeed in a global environment, the IIMP faculty members adopt innovative approaches to conduct classroom sessions to sustain the interest of the students. Feedback is collected from students through which they evaluate the performance of faculty members on parameters such as domain knowledge, communication skills, use of different pedagogy etc.

Autonomy has also provided an opportunity for the faculty to develop the course as per the Industry requirements and the faculty development programs have enhanced the course delivery skill of the faculty for their courses.

At IIMP, the faculty members are encouraged to implement experiential learning techniques such as case studies, role-plays and field visits. It is very important for them to bring in new teaching techniques and methodology to make it interesting, challenging and more creative.

Faculty members are encouraged to attend Faculty Development Programs at prestigious IIM's etc.

Sr. No.	Name of the faculty	Topic	Date	Duration	Organized by
1.	Dr. Neha Ramteke	The Pedagogy and Research Methods	14 May to 31st August 2019	04 Months	IIM Ahmedabad
2.	Dr. Purvi Shah	The Pedagogy and Research Methods	14th May 2019 to 30th June 2019	1.5 months	IIM Ahmedabad
3.	Dr. Dipanjay Bhalerao	Online FDP on How to teach online	June 2020	1 Week	IIM Indore
		Online FDP on Pedagogy and Research	July 2021	31 Days	IIM-Ahmedabad
		Contemporary Topics in Marketing	10-22 March 2021	12 days	IIM Indore
		Mixed Method Research Online FDP	10-15 March 2023	One week	IIM Indore
		Train The trainer in Entrepreneurship	15-21 July 2022	One Week	EDII, Ahmedabad

b) Further Education/ Continuous education:

The faculty members are encouraged to continuously upgrade their knowledge and qualifications. the following faculty members have registered for Ph.D.

**List of Faculty pursuing PhD in Management and other courses**

Sr. No.	Name of the faculty	Pursuing Ph.D. (Reg. Date)	University
1.	Mr. Abhishek Raidas	February 2024	Symbiosis International (Deemed University)
2.	Mr. Sakthivadivel	September 2023	Symbiosis International (Deemed University)
3.	Mr. Chetan Patil	January 2020	Symbiosis International (Deemed University)
4.	Mr. Mayur Jaybhay	October 2022	North Maharashtra University
5.	Mr. Sumit Sharma	September 2022	SPPU
6.	Mr. Raji Thomas	September 2022	SPPU
7.	Ms. Yestrela Vaz	February 2021	SPPU
8.	Mr. Sanchit Pansare	February 2020	SPPU

List of Faculty pursuing Post-Doctoral Studies

Sr. No.	Name of the Faculty	Centre	Registration Year
1.	Dr. Dipanjay Bhalerao	Centre of Sustainable Peace and Development, Ministry of Corporate Affairs. Nodal Centre – DY Patil Institute of Management Sciences	July 2023
2.	Dr. Sanjay Bhale	XLRI, Jamshedpur	2017

c) Faculty Development Programs organized by the Institution are as follows:**FDP organized by the Institution (2019-2024)**

FDP Title	Resource Person (s)	No. of Participants	Duration	Date	Focus
2023-2024					
MEET the EDITOR Series Online	Prof. Dewasiri N. Jayantha, Professor in Finance, Department of Accountancy and Finance, Faculty of Management Studies Sabaragamuwa University of Sri Lanka	25	3.00 - 5.00	20-Feb-24	To understand the nitty-gritties of publication in research journals.
Nuances and implementation strategies of the National Education Policy (NEP) - 2020	Prof. Sandeep Sancheti, Vice President (India), Elsevier Former, Vice - Chancellor at SRM Institute of Science and Technology, Chennai Former, Vice - Chancellor at Marwadi University ,Rajkot	20	9:45 am to 1:00 pm	13-Jan-24	Faculty exposure to the nuances and implementation strategies of the National Education Policy (NEP) - 2020 for smooth, effective, and sustainable implementation



Unveiling the Future of Education: Embracing the National Education Policy (NEP)	1. Dr. Nitin Kalmalkar, Former Vice Chancellor, Pune University, Chairman, NEP Implementation Steering Committee, State of Maharashtra 2. Dr. Anil Rao, Member, NEP Implementation Steering Committee, State of Maharashtra Retd. Principal M.J College, Jalgaon		10:30 am to 1:00 pm	27-Nov-23	Embracing the details & how to implement National Education Policy (NEP) at all levels
2022-2023					
FDP on "Enhancing faculty perspective towards impactful research"	Professor Justin Paul from University of Puerto Rico, San Juan, USA & University of Reading Henley Business School, UK	15	2 days	August 3-4 2023	Faculty development Program in Writing quality research paper through building scales and theorization
Role of a faculty in 21st century	Soham Dadarkar Academy	20	10.00 am - 5.15 pm	11-Jul-23	Facilitate of faculty to know & fulfil their role in 21st century
"India \$5 Trillion Economy: Understanding Growth Sectors and its Analysis",	YUGMA	20	2.00 to 5.00 pm	30-Mar-23	New insights into the latest trends and best practices in the industry
Indira Global Research Mentoring Series Online - Starting research & literature review for publishing in high quality journals	P. G. S Amila Jayarathne Professor in Marketing University of Sri Jayewardenepura, Sri Lanka	20	10.00 - 12.00	23-Dec-22	Facilitation and boost research endeavour in faculty
Re-imagining mindfulness	Bridge 4 change (Trainers)	25	10.00 - 5.00	28-Jul-22	Imparting in faculty members perspective change to simulates the politics of climate change and explores the complexity in organisational decision making & emphasizing the resourcefulness of Mindful Consumption for a sustainable life
2021-2022					
Virtual Vidya II	Microsoft Team	27	4.00 - 5.30 (1.5 hrs. daily)	24 Jan - 4 Feb 2022	Upgradation of faculty to expertise in newer features launched in MS teams which will help to make the



					teaching learning process more engaging
Life by Design – How to design a life you would love to live	Ms. Anupama Javalagi, MD Ishantek Systems and Services Pvt Ltd.	24	11:00-1:00	21-Aug-21	Enabling faculty to design the life for greater productivity & success
Harappa Education program	Harappa Education program	50	3 months	9 th July 2021 to 1 st October 2021	Attended Harappa Education Program in collaboration with Indira Group of Institutions on Harappa's premium personal development courses such as : <i>Speaking Effectively, Leading Self, Establishing Trust, Building Presence, Listening Actively, Thinking Critically, Reasoning Logically, Decoding</i>
2020-2021					
Online National Workshop on "OBE & NBA Accreditation"	FDP Cell ESCI, Hyderabad	24	11.00-1.00	17 & 18 May 2021	Imparting knowledge about OBE & NBA Accreditation
Virtual Vidya Training	IGI Staff	75	5 days	20th June to 25th June 2020	To familiarize teachers with the latest virtual teaching-learning methodologies & online platforms. The course aims at enhancing technical skills for effective teaching in the evolving digital scenario.
2019-2020					
Microsoft Teams training session	Gennie InfoTech Team	20	4.30-6.15	21-Apr-20	Imparting knowledge about advance features for conducting online sessions with students
Training Session for Faculty Members on Microsoft Tools	Microsoft Team	20	4:30-6:00	23-Oct-20	Imparting tools which will be helpful in engaging the students for teaching learning process, beyond the regular teams meeting sessions



d) FDP – Faculty participation in programs outside the institution (2019-2023)					
Sr. No	Name of the Faculty	Name of FDP	Duration	Dates	Organized by
2022-2023					
1.	Dr. Dipanjay Bhalerao	Mixed Method Research Online FDP	One week	10-15 March 2023	IIM Indore
2.	Dr. Dipanjay Bhalerao	Train The trainer in Entrepreneurship	One Week	15-21 July 2022	EDII, Ahmedabad
2021-2022					
1.	Ms. Yestrela Vaz	NBA Accreditation: Learn, Apply and Upgrade	1 day	28 th May 2022	Edhitch.com (Adapedu Online Technologies Pvt. Ltd.)
2.	Dr. Neha Ramteke	NBA Accreditation: Learn, Apply and Upgrade	1 day	28 th May 2022	Edhitch.com (Adapedu Online Technologies Pvt. Ltd.)
3.	Dr. Dipanjay Bhalerao	Online FDP on Pedagogy and Research	31 Days	July 2021	IIM- Ahmedabad
4.	Dr. Dipanjay Bhalerao	Contemporary Topics in Marketing	12 days	10-22 March 2021	IIM Indore
2020-2021					
1.	Ms. Yestrela Vaz	Online State Level Faculty Development Programme on “Confluence of Revised Guidelines of IQAC–NAAC to AUTONOMY”		29 th May to 3 rd June 2021	BMCC–IQAC and RUSA, Maharashtra
2.	Ms. Yestrela Vaz	Using Case Method in Asynchronous Learning Environment	5 days	20th to 25th July 20	MHRD and Faculty of Commerce & Mgmt., SPPU
3.	Ms. Yestrela Vaz	International Webinar on Managing Stress in VUCA world		10 th October 2020	Universitas Kristen Satya Wacana
4.	Dr. Punam Bhoyar	Machine Learning With Business Applications	One Week	22nd to 28th May, 2021	IIM, Bangalore
5.	Dr. Purvi Shah	Using Case Method in Asynchronous Learning Environment	5 days	20th to 25th July 20	MHRD and Faculty of Commerce & Mgmt., SPPU
6.	Dr. Dipanjay Bhalerao	Online FDP on How to teach online	One week	June 2020	IIM Indore



2019-2020					
1.	Ms. Yestrela Vaz	Basic Certificate Course on Labour Laws	05 days	4 th May to 8 th May 2020	NHRD
2.	Ms. Yestrela Vaz	Online Learning Pedagogy and Effective Use of Case Methodology	05 days	17 th May to 21 st May 2020	ASM Group of institutes and ASMA (Adoption of Social media in Academics)
3.	Dr. Sumedha Tuteja	National Workshop on Research Methods and Techniques.		4 th to 10 th May 20	University of Mumbai & Ramanand DAV College
4.	Dr. Purvi Shah	The Pedagogy and Research Methods	1.5 months	14 th May 2019 to 30 th June 2019	Indian Institute of Management Ahmedabad
5.	Dr. Neha Ramteke	The Pedagogy and Research Methods	4 Months	14 May to 31 st August	Indian Institute of Management, Ahmedabad

6.8. Visiting / Adjunct Faculty (10)

Adjunct faculty also includes Industry experts. Provide details of participation and contributions in teaching and learning and /or research by visiting/adjunct/Emeritus faculty etc. for all the assessment years:

- Minimum 50 hours per year interaction with adjunct faculty from industry/retired professors/other institutions etc.

Sr. No.	Name	Working Years	Subjects Taught	Specialization
1	Amreeta Rao	2023, 2024	Talent Retention, Learning and Development, Talent Management; Planning & Acquisition.	Human Resource Management
2	Vishal Goswami	2020, 2021, 2022, 2023	Business Analytics, HR Analytics, Social Media & Web Text Analytics, Marketing Analytics, Retail Analytics	Business Analytics
3	Hoshiar Mal	2021, 2022	Predictive Modelling, Operation Analytics	Business Analytics
4	Premranjan Biswas	2021, 2022	Financial Analytics, Ecommerce Analytics, Marketing Analytics	Business Analytics
5	Supriya Jadhav	2023	Data Mining, Python Programming	Business Analytics
6	Jayashree Ravi	2021, 2022	Banking Analytics, Operation Analytics, Supply Chain Analytics	Business Analytics
7	Sameer Shaikh	2020, 2021, 2022, 2023	Direct Taxation I & Direct Taxation II, Indirect Taxation	Financial Management
8	Prasad Kalbhande	2020, 2021, 2022, 2023	Security Analysis & Portfolio Management, Marketing of Financial Services, Financial Risk Management	Financial Management



9	Rohan Bhase	2020, 2021, 2022, 2023	Project Management, Fixed Income Securities, Principles of Insurance	Financial Management
10	Sudhir Daphtardar	2020, 2021, 2022, 2023	Retail Banking, Commercial Banking	Financial Management
11	Ashok Kumar	2020, 2021, 2022	Entrepreneurship Performance Management	General Management
12	J P Singh	2020, 2021, 2022	Legal Aspects of Business, Employee Relations Laws, Social Security and Labour Laws	General Management, Human Resource Management
13	Shrirang Sajjanapwar	2020, 2021, 2022, 2023	Corporate Governance, BNA, International Logistics, Industry 4.0, DTIOSM, Marketing Across Cultures	General Management, Operations and Supply Chain Management, Marketing Management
14	Saryu Sahajpal	2020, 2021, 2022	Public Relations and Corporate Communication, Human Resource Accounting & Compensation Management	Human Resource Management
15	Shyam Sunder	2022, 2023	Conflict & Negotiation Management, Role of HR in Knowledge Management, Role of HR in Mergers & Acquisitions	Human Resource Management
16	Tanmay Ojha	2021, 2022	Direct Marketing & Event Management	Marketing Management
17	Pratik Puprediwar	2022	Marketing of IT & ITES	Marketing Management
18	Ashish Kite	2022	Marketing of IT & ITES	Marketing Management
19	Rahul More	2022	Customer Relationship Management	Marketing Management
20	Manish Deoghare	2020	Business Process Reengineering	Operations and Supply Chain Management
21	Moloy Banerjee	2020, 2021	Supplier Relationship Management, Stores & Warehouse Management, Supply Chain Planning	Operations and Supply Chain Management
22	Shrivardhan Gadgil	2021	Challenges and Opportunities in Operation Management	Operations and Supply Chain Management
23	Dipen Prafulla Paul	2021	Advance decision Modelling	Operations and Supply Chain Management
24	Satish Chinchorkar	2022	Operation & Supply Chain Strategy	Operations and Supply Chain Management
25	Vishwas Phadnis	2020, 2022	Lean Management, Project Management	Operations and Supply Chain Management
25	Aman Sinha	2020, 2021	Enterprise Resources Planning	Operations and Supply Chain Management

**6.9. Academic Research (70)**

- List of Ph.D. /Fellowship titles (FPM) awarded during the assessment period while working in the institute (20)
- Faculty Paper Publication (50)

Sr. No.	Name of Author	Name of Journal/ Conference	Title of Manuscript	Dates of the Conference / Publication	National/ Intl.	Conference organiser/Journal Publisher/ Book Publisher	Journal ISSN/Conference Proceedings ISBN/ Book ISBN	Volume- Issue	UGC Care/Scopus / Web of Science/ ABDC/ Refereed
2023 - 2024									
1	Dr. Abhijit Chandratreya	VDI-Z Integrierte Produktion Journal (SCOPUS)	Integrating Swarm Intelligence for Resilient Supply Chain Networks	Mar-24	International	Paper Published	042-1766	Volume 11, Issue 3, pgs 70-84	SCOPUS
2	Dr. Chitralekha Navneet Kumar ¹ , Dr. Ramchandra Vasant Mahadik ² , Dr. Sangeeta Paliwal ³ , Dr. Pallavi Sajjanapwar ⁴ , Chaitali B. Kasar ⁵ , Mrs. Manisha Tejas Chordiya Shingvi ⁶	International Journal of Intelligent Systems and Applications in Engineering	Leveraging Deep Learning for Customer Segmentation: Patterns and Preferences Unveiled	Feb-24	International	Paper Published	ISSN:2147-6792	Vol. 12 No. 14s (2024)	SCOPUS
3	Dr. Neha Ramteke	Innovations in Electrical and Electronics Engineering	New Paradigm of Marketing-Financial Integration Modelling for Business Performance: An IMC Model	Feb-24	International	Springer, Singapore	ISBN: 978-99-8661-3	LNEE, volume 1115, Pages: 155-172	SCOPUS indexed
4	Dr Ravi Bhandari	Korea Review of International Studies	Mobile Banking Paradigm: Unravelling the shift in millennial and genz consumer behaviour and preferences in private sector banks - A comparative analysis before and after Covid 19 lockdown era in Maharashtra	Jan-24	International	Paper Published	1226-4741	Volume 16 Special Issue 10 Nov 2023	ABDC-C
5	Dr. Abhijit Chandratreya	Book	Recent Advancements in HRM (Human Resources Management) Practices	Jan-24	National	Book	ISBN: 978-93-90153-55-8		
	Dr. Punam Bhojar	Academy of Marketing Studies Journal	Use of Social Media Marketing (SMM) by Indian SMEs: An Insight into Challenges and Benefits	Jan 2024	Intl.	Academy of Marketing Studies Journal	ISSN: 1528-2678		ABDC journal
6	Dr. Abhijit Chandratreya	Tuijin Jishu/ Journal of Propulsion Technology	Propulsion Control and Autonomous Systems: Advancements, Challenges, and Prospects	Dec-23	International	Paper Published	ISSN: 1001-4055	Volume 44, Issue 5, pages 728-736	Scopus



7	Dr Ravi Bhandari	Madhya Pradesh Journal of Social Science	An Analytical study on the factors impacting the bank nifty volatility growth	Dec-23	National	Paper Published	0973-855X	Vol 28 No 2(ii)	UGC Care
8	Punam Bhojar	Journal of Statistics & Management Systems	A machine learning-based predictive approach in evaluating consumerbehaviour	Dec-23	International	Published		Vol. 26 (2023), No. 8, pp. 1955–1963	WOS and ABDC-C
9	Dr. Abhijit Chandratreya	Korea Review of International Studies	Marketing Imperatives for Indian MSMEs in the Post -Covid Era	Dec-23	International	Paper Published	ISSN : 1226-4741	Volume 16 Special Issue 10	ABDC-C
10	Mr.Abhishek Raidas	Korea Review of International Studies	Robo-Advisory in the Digital Age: Understanding Millennial Adoption and Perception	Dec-23					
11	Dr. Swapnali Amol Kulkarni	Korea Review of International Studies	Contemporary multi-disciplinary research in management and commerce	Nov-23	International	Paper Published	ISSN : 1226-4741	Volume 16 Special Issue 10	ABDC
12	Dr. Sanjaykumar Patil	Community Practitioner	Women consumers Psychology Towards Use of Personal Hygiene Products	Nov-23		Published	ISSN: 1462 - 2815	Volume-20, Issue-11	SCOPUS indexed
13	Dr. Abhijit Chandratreya*, Dr. Gauri Chandratreya, Dr. Pallavi Sajanapwar	Korea Review of International Studies	The impact of FINTECH on the Financial Services Industry	Nov-23	International	Paper Published	ISSN : 1226-4741	Volume 16- Special Issue 10	ABDC
23	Dr. Atul Anandrao Pise	World Journal of Management and Economics	Impact of Flexible work Practices on Employee Commitment : Mediating role of Work Life Balance in the insurance sector of Sultanate of Oman	Oct-23	International	Paper Published	ISSN: 1819-8643	Volume 16 Issue 8	ABDC
14	Dr. Ashutosh Narayan Misal	Empirical Economics Letters	Impact of Indian Mythology on Modern Management	Oct-23	International	Paper Published	ISSN: 1681-8997	Volume 22, Special Issue 4, pgs 15-36	Scopus
15	Punam Bhojar	Engineering Proceedings	Redefining Workspaces: Young Entrepreneurs Thriving in the Metaverse's Remote Realm	Oct-23	International	Paper Published	ISSN: 2673-4591	Volume 59, Issue1 page 209	Scopus
16	Dr. Abhijit Chandratreya	Community Practitioner	Financing Strategies for Water, Sanitation, and Hygiene (WASH) Initiatives: A Comprehensive Review	Oct-23	International	Paper Published	1462-2815	Volume 20 issue 10 October 2023	SCOPUS indexed



17	Dr. Abhijit Chandratreya	Korea Review of International Studies	Implementation of Green Supply Chain Management Practices	Sep-23	International	Paper Published	1226-4741	Volume 16 issue 50, pages 137-150	ABDC C
18	Dr. Ashutosh Narayan Misal	Journal for Re Attach Therapy and Developmental Diversities	Impact of Surrogacy Advertisement on Consumer Psychology	Aug-23	International	Paper Published	eISSN: 2589-7799	Volume 6, 10s(2) (2023) pgs 881-892	Scopus
19	G.Sakthivadivel	Shodhak:A Journal of Historical Research	A Study On Millennial Satisfaction Towards Employee Retention Strategies Adopted By Flat Organization	Aug-23	International	Paper Published	ISSN: 0302-9832	Volume: 53. Issue: 02, No: 09, May - August: 2023	UGC Care
20	Mr. Mayur Jaybhay	Journal for Re Attach Therapy and Developmental Diversities (Scopus)	Impact of Sex Appeal in Advertisement on Consumer Psychology with Reference to Personal Care Products	Aug-23	International	Paper Published	eISSN: 2589-7799	Volume- 6 Issue 10(s)2 1388-1399	Scopus-
21	G.Sakthivadivel	Humanities And Social Science Studies	A Study On Consumer Acceptance Of Circular Economy In India	Jun-23	International	Paper Published	ISSN 2319-829X	VOL. 12 ISSUE (1) NO 6	UGC Care
22	Mr. Sanchit Pansare	National Conference on Innovation Fusion	Blending creativity and strategy for Business Transformation	Jun-23	National	Published			UGC Care

2022 - 2023

1	Sulbha Waghmare	International Journal of Advances in Engineering and Management (IJAEM)	Employee Retention and Strategies for Future Prospect	Dec-23	Intl.	International Journal of Advances in Engineering and Management (IJAEM)	ISSN: 2395-5252	Volume 2, Issue 11	
2	Mayur Jaybhay	Shodhsamhita	Appointment of private sector specialist in the system: is it a dent to the steel frame of civil services?	Dec-23	National	National Conference on Innovation technology and Entrepreneurship	ISSN 2277-7067	Vol VIII, Issue 2 (II)	UGC Care
3	Dipanjay Bhalerao	Vidyabharati International Interdisciplinary Research Journal	Review of Driving Factors of Online Buying- Future Research Agenda in Light of Indian Young Online Consumers	Oct-23	Intl.	Vidyabharati International Interdisciplinary Research Journal	2319-4979	Special Issue- 9	Was In UGC Care and Web of Science till Dec 21
4	Sulbha Waghmare	International Journal of All Research Education and Scientific Methods (IJARESM), ISSN: 2455-6211	Quality of Work Life with Rewards and Recognition Practice in BPO Industry, Pune	Aug-23	Intl.			Vol. 9, issue 8	



5	Sulbha Waghmare	International Journal Of Creative Research Thoughts - IJCRT (IJCRT.ORG)	Implications of Best Practices in Achieving Workforce Diversity	Aug-23	Intl.			Vol. 9, issue 8	
6	Sulbha Waghmare	International Journal of Advanced Research (IJAR)	Influence Of Work From Home On Quality Of Work Life Of Employees Working In Bpo Industry, Pune	Jul-23	Intl.			Vol. 9, issue 07	
7	Dr. Pandit Mali	Annals of the Bhandarkar Oriental Research Institute	Dominant Trends In Industrial Marketing	Jun-23	National		ISSN : 0378-1143	Vol. CIV, Issue-6, June 2023	UGC Care List Group I
8	Dr. Pandit Mali	Journal of Fundamental & Comparative Research	Marketing in Emerging Markets	Jun-23	National		July-December 2022 ISSN: 2277-7067	Vol. VIII, No. 2(IV)	UGC Care
9	Sanchit Pansare	National Conference on Innovation Fusion: Blending creativity and strategy for Business Transformation		Jun-23	National	SKNSSBM			
10	Dr. Punam Bhoyar	International Journal of Pluralism and Economics Education	Predicting Bank Performance using Machine Learning: A Case of Troubled Banks in India	May-23	Intl.	Inderscience Publishers	1757-5656		Scopus
11	Dr. Sanjay Patil	The Online Journal of Distance Education and e-Learning	Awareness and Adoptability of Personal Care Products by Rural Women Consumers	Apr-23	Intl.	TOJDEL	2147-6454	Volume-11, Issue-02,	UGC Care
12	Dr. Sanjay Patil	The Online Journal of Distance Education and e-Learning	Awareness and Adoptability of Personal Care Products by Rural Women Consumers	Apr-23	Intl.	TOJDEL	2147-6454	Volume-11, Issue-02,	UGC Care
13	Dipanjay Bhalerao	World Journal of Management and Economics	Social Networking Sites- A Lean Recruitment tool towards digital transformation for sustainable development	Mar-23	Intl.	World Journal of Management and Economics	ISSN: 1819-8643 (print)	Volume 3, Special Issue-	ABDC- C Category Journal
14	Dipanjay Bhalerao	World Journal of Management and Economics	Understanding Four A's for Young consumers perception towards online advertising in India- Validation of Conceptual Framework	Mar-23	Intl.	World Journal of Management and Economics	ISSN: 1819-8643 (print)	Volume 3, Special Issue-	ABDC- C Category Journal



15	Dipanjay Bhalerao	Vidyabharati International Interdisciplinary Research Journal	CONCEPTUAL FRAMEWORK FOR THE FUTURE LITERATURE REVIEW ON ONLINE BUYING PERCEPTION	Mar-23	Intl.	Vidyabharati International Interdisciplinary Research Journal	2319-4979	Volume 12, Issue 1	Was In UGC Care and Web of Science till DEC 21
16	Sulbha Waghmare	International Journal of Advanced Research (IJAR)	Application Of Knowledge Management Adoption In Service Industry	Jan-23	Intl.	International Journal of Advanced Research (IJAR)	ISSN: 2320-5407	Vol. 8, issue 01	
17	Sanchit Pansare	National Education Policy- Role of Behavioral Science in Management and Implementaion of Multi dciplinary Education		Jan-23	National	MIBM			
18	Dipanjay Bhalerao	The Online Journal of Distance Education and e-Learning	A CRITICAL ANALYSIS OF CONSUMER PERCEPTION FOR E-PAYMENT system	Jan-23	Intl.	TOJDEL	2147-6454	01-Nov	UGC Care
19	Dr. Neha Ramteke	SHODHSAMHITA	Analysis Of The Change In Ott Subscribers/Viewers hip In India, During Covid-19	Dec-22	National	Kavikulaguru Kalidas Sanskrit University	ISSN 2277-7067		
20	Dr. Neha Ramteke	Shodh Prabha	Tracking Development and Trends in Human Resource Specific Functional Area Using HR Dashboard	Dec-22	National	Shri Lal bahadur Shastri Rashtriya sanskrit Vishwavidyalaya, New delhi	ISSN 0974-8946		
21	Dr. Punam Bhojar	IJFANS	EXPLORATORY DATA ANALYSIS OF INDIAN PREMIER LEAGUE: AN EMPIRICAL STUDY	Dec-22	Intl.	International Association of Food Nutrition and Science	ISSN PRINT 2319 1775 Online 2320 7876		
22	Dr. Sanjaykumar Patil	IJFANS	A STUDY OF PERSONAL CARE PRODUCTS MOVEMENT THROUGH VARIOUS DISTRIBUTION CHANNELS	Nov-23	Intl.	International Association of Food Nutrition and Science	ISSN PRINT 2319 1775 Online 2320 7876	Volume 11, Issue 11	UGC Care



23	Dr. Purvi Shah	International Journal of Creative Research Thoughts	Role played by NBFCS in Indian Economy	Oct-22	Intl.	International Journal of Creative Research Thoughts	ISSN: 2320-2882	Volume 10	Refereed/ UGC approved
23	Dr. Ravi Bhandari	Journal of the Oriental Institute	A Study of Income tax deduction awareness and E-filing of Tax Return with special reference to salaried class tax payers of Pune City	Aug-22		Journal of the Oriental Institute	ISSN: 0030-5324	Vol. 72, Issue. 02, No.17	UGC Care
24	Dr. Purvi Shah	Journal of Fundamental & Comparative Research	Innovative strategies followed by Microfinance Institutions for Inclusive growth	Jul-22	Intl.	Shodhasamhita: Journal of Fundamental & Comparative Research	ISSN: 2277-7067	Vol.VIII, No.2(III)	Refereed/ UGC CARE
25	Dr. Pandit Mali	Journal of Management & Entrepreneurship	Understanding The Post-Pandemic Marketing Strategy For Energy Conservation System Business	Jun-22	National		ISSN : 2229-5348	Vol. 16, No. 2 (II), April-June 2022	UGC Care Group I Journal
26	Sulbha Waghmare	Juni Khyat	Quality of Work Life and Job Satisfaction of Employees working in BPO Industry in Pune	Jun-22	National		June 2022, 2278-4632 Vol-12, Issue-06 No.01	Vol-12 Issue-06 No.01	UGC Care
27	Dr. Neha Ramteke	Anvesak	An Analysis of Insurance Buying Behaviour of Consumer After Covid-19 Outbreak using Tableau.	Jun-22	National	Sardar Patel Institute of Economic and Social Research	ISSN 0378-4568)		
28	Nitin Joshi , Ajinkya Lad	National Conference on Operations & SCM & Business Analytics	From Business Enablers to Business Savior, Transmutting Role of Logistics Management in Pandemic ERA- The Case of Maharashtra State Road Transport Corporations "Maha Cargo"	Jun-22	National	Indira Institute of Management	ISSN: 0555-7860	Vol.LXIV, No.1(IV), 2022	
29	Sanchit Pansare	National Conference on Operations & SCM & Business Analytics	Usage of the Internet of things(IOT) In Intelligent Transportation System(ITS)	Jun-22	National	Indira Institute of Management	ISSN: 0555-7860	Vol.LXIV, No.1(IV), 2022	
30	Chetan Patil	Journal on Purana	The Rise and Fall of Luna - Stablecoin Caused Instability of Cryptocurrency	Jun-22	National	All India Kashiraj Trust, Fort	ISSN:0555-7860	LXIV,(64) No. 1	UGC Care
31	Sulbha Waghmare	Juni Khyat	Significance Of Quality Of Work Life And Their Dimensions In Bpo Industry: (Acumens From The Literature Review	May-22	National		May 2022, Issn: 2278-4632 Vol-12, Issue-05 No.03	2 Vol-12, Issue-05 No.03	UGC Care



32	Hemant Anbhule	Journal of Positive School Psychology	Role of teachers' aptitude in enhancing teaching effectiveness: An Empirical study.	Apr-22	Intl.	Journal of Positive School Psychology	ISSN: 2717-7564	Vol. 6, No. 2,	
33	Dr. Punam Bhojar	BENGAL, PAST & PRESENT	A STUDY OF CONSUMER PERCEPTION OF ELECTRIC VEHICLES	Mar-22	National	Journal of the Calcutta Historical Society.	ISSN : 0005-8807		
34	Atul Pise	Polish Journal of Management Studies	The Impact of High-Performance work system on service Quality in the telecom Industry of Oman	Dec-21	Intl.		ISSN:2081-7452 I ICV: 117.62 I MEiN:70	Vol: 24 , Issue:1	Scopus Indexed
35	Dr. Neha Ramteke	SHODHSAMHITA	Appointment Of Private Sector Specialist In The System: Is It A Dent To The Steel Frame Of Civil Services?	Dec-21	National	Kavikulaguru Kalidas Sanskrit University	ISSN 2277-7067		
36	Dr. Neha Ramteke	Bengal Past and Present	A Review of UN Sustainable Development Goals On Quality Education of Education and National Education Policy of India	Sep-21	National	Journal of the Calcutta Historical Society	ISSN 0005-8807		
37	Dr. Ravi Bhandari & Mr. Akshay Zharia	Kala Sarovar	A Study on Millennial & Gen Z Customer's Behaviour & Preference for Digital Banking Products provided by Private Sector Banks: Pre and During Covid-19	Aug-21	International	St. Francis Institute of Management & Research	ISSN: 0975-4420	Vol.24 no -4	Referred
38	Dr. Pallavi Sajjanapwar, Dr. Pandit Mali	International Journal of All Research Education & Scientific Methods An ISO & UGC Certified Peer-Reviewed Multi-disciplinary Journal	Journey of Knowledge Process Outsourcing in India	Aug-21	International			Volume 9 Issue 8,	UGC Care
39	Dr. Neha Ramteke	The Journal of Oriental Research Madras	Factor Analysis of United Nation's Sustainable Development Goal for Quality Education with Special reference to western maharashtra	Jun-21	National	The Journal of Oriental Research Madras	ISSN 0022-3301		



40	Dayanand M. Kannur, Suvarna P. Ingale , Digambar B. Ambikar , Dhruvi A. Gosar , Shubham V. Pawar , Anahga M. Joshi , Pallavi S. Sajanapwar	International Journal of Community Medicine and Public Health	Social implications and perceptions of the urban Indian population in the current scenario of COVID-19: a comprehensive survey	Mar-21	International			8(4):1739	UGC Care
41	Dr. Pallavi Sajanapwar	Shodh Sanchar Bulletin	Study of Impact of Corona Pandemic and the Global Recession on Job Opportunities for Indian youth in KPO Sector	Mar-21	International			Volume 11, issue 41	(Was in UGC care List till April 21)
42	Dr. Pallavi Sajanapwar	PENSEE JOURNAL	Women Empowerment through Self Help Group (SHG)	Mar-21	International			VOLUME 51 ISSUE 01	Scopus
43	Dr. Pallavi Sajanapwar	International Journal of Community Medicine and Public Health		Mar-21	International			Vol 8 Issue 4	UGC Care
44	Dr. Pallavi Sajanapwar	Shodh Sarita	Financial Services outsourcing: New Frontier of Knowledge Process Outsourcing	Mar-20	International			Volume 7, issue 25	UGC Care
45	Dipanjay Bhalerao	Indian Journal of Ecology	Impact of Online and Offline Store Environment on Omniline Trust in Omni-Channel Buying of Young Indian Consumers: A Conceptual Framework	Jan-20	International	Indian Society of Ecology	0304-5250	Special Issue- 9	Scopus-till November 2021
46	Dipanjay Bhalerao	CIKITUSI JOURNAL FOR MULTIDISCIPLINARY RESEARCH UGC List ID-40784	Factors Driving Perception towards Social Branding in Indian Context	Sep-19	National	Christ University	0975-6876	Special Issue- 9	UGC Care At the Tinme of Publication
47	Dr. Ajay Varade	Research Review International Journal of Multidisciplinary Impact Factor 5.214	A pilot study of consumer perceptions towards spiritual inputs in management education: with special reference to MBA students in and around Pune city	Apr-19	International		2455-3085	Volume 4 Issue 4 Journal No. 44944	UGC Care



48	Dr. Ajay Varade	Research Review International Journal of Multidisciplinary Impact Factor 5.214	A study of consumer perceptions towards spiritual inputs in management education: with special reference to MBA students in and around Pune city	Mar-19	International		2455-3085	Volume 4 Issue 3 Journal No. 44945	UGC Care
49	Sulbha Waghmare	Chronicle of the Neville Wadia Institute of Management Studies and Research	Strategic Intelligence And Its Importance In Management Of Organisation	Jan-19	International Conference	Neville Wadia Institute of Management Studies and Research			
50	Dr. Ajay Varade	"International Conference on Ongoing Research in Management & IT"	Review Article towards Spiritual Inputs in Management Education: with special reference to MBA students	Jan-19	International	ASM Group of Institutes IBMR Pune	ISBN No. 978 - 93 - 88 441 - 42 - 1		

BOOKS PUBLISHED									
1	Dipanjay Bhalerao	Techknowledge Publications	Global Strategic management	Jan-21	National	Techknowledge Publications	ISBN : 978-930-90694-55-6		
2	Dipanjay Bhalerao	Vision Publishing	Digital marketing	Aug-20	National	Vision Publications Pune	ISBN: 978-81-948357-7-6		

6.10. Sponsored Research (20)

- **ICSSR Grants-** ICSSR Research Project under Special Call for Short-term Empirical Research 2023-24, Ref No: ICSSR-CRP-2023-646. Topic: A Study on Impact of Start-Up India Programme on the Socio- economic Development in Western Maharashtra (Research Grant: Rs. 1,400,000/-)

6.11. Consultancy/Testing/Training (25)

6.12. Faculty as consultant of the industries (10)

(Qualitative assessment on the basis of type of consultancy, number of faculty members involved, type of industries and completion of consultancy assignments)

Sr. No.	Type of Consultancy	Faculty Members involved		
1	Strategic Consultancy	Dr Pallavi Sajjanpwar	300,000	October 2022 to March 2023



		Dr Dipanjay Bhalerao Dr Digambar Sakore		
2	Strategic Consultancy	Dr Pallavi Sajanpwar Dr Dipanjay Bhalerao Dr Digambar Sakore	150,000	April 2023 to June 2023
			4,50,000	

6.13. Preparation of teaching Cases (10)

(The development and use of cases in teaching and thus promoting learners critical thinking skills)

Sl. No	Title of the Caselet	Month and year of Development	Developed/Published	Name of the faculty
1	TATA Air India- Branding Strategy	2023	Developed	Dr. Dipanjay Bhalerao
2	Barbie- Marketing Mix Recipe	2023	Developed	Dr. Dipanjay Bhalerao
3	TATA Air India- Branding Strategy	2023	Developed	Dr. Dipanjay Bhalerao
4	Barbie- Marketing Mix Recipe	2023	Developed	Dr. Dipanjay Bhalerao
5	"Financial Missteps: Unraveling the Silicon Valley Bank Failure"	2023	Developed	Dr. Ravi Bhandari
6	Performance Analysis of Commercial Banks using camel Model	2023	Developed	Dr. Purvi Shah
7	Microfinance Initiatives for Inclusive Growth	2023	Developed	Dr. Purvi Shah
8	Impact of Dairy Milk Celebration Advertisement on Consumer Behaviour	2023	Developed	Dr. Hemant Anbhule
9	India as an Emerging Market: Opportunities and Challenges	2023	Developed	Dr. Hemant Anbhule
10	"Designing a Compelling Employee Value Proposition for Building an Employer Brand"	2023	Developed	Ms. Yestrela Vaz
11	"Navigating Challenges in Diversity and Inclusion"	2023	Developed	Ms. Yestrela Vaz
12	Smartwatch Marketing Entry in India: A Strategic Communication Blueprint	2023	Developed	Dr Priyanka Srivastava
13	Back of the envelope exercise - Savita Caselet	2023	Developed	Santosh Pullewar



14	Aligning core - A path to follow values	2023	Developed	Santosh Pullewar
15	Navigating Complexity: Managing Matrix Structure	2023	Developed	Dr Priyanka Srivastava
16	Threads of Triumph:Unravelling the Organizational Culture in the Apparel Industry	2023	Developed	Dr Priyanka Srivastava
17	The waste-free World Initiative: Inspiring change through strategic Marketing Communication	2023	Developed	Dr Priyanka Srivastava
18	G-20 (BGS)	2023	Developed	Dr. S.Bhale
19	ISRO-PPP (BGS)	2023	Developed	Dr. S.Bhale
20	ITC Corporate Gov	2023	Developed	Dr. S.Bhale
21	Heads up for Tails	2023	Developed	Dr. Swapnali Kulkarni
22	Upgrad to Excel	2023	Developed	Dr. Swapnali Kulkarni
23	SM - Indigo - Related Diversification Strategy, Leading to Major Global Player In Aviation Industry?	2023	Developed	G. Sakthivadivel
24	CG - Transformational Stage Of Corporate Citizenship by RIL	2023	Developed	G. Sakthivadivel
25	FPO Saga of Adani Enterprises	2023	Developed	Chetan Patil
26	Housing Industry Boost for Economic Activity	2023	Developed	Chetan Patil
27	ERP: the saga of failed implementation	2023	Developed	Nitin Joshi
28	Role of Logistics Management from business enabler to business Saviour: The case of MSRTC Mahacargo	2023	Developed	Nitin Joshi
29	Perception and Institncts at work- Solving a business Case	2023	Developed	Nitin Joshi
30	Indstucook Pvt. Ltd. A Capacity Management approach	2023	Developed	Nitin Joshi
31	The Business Preposition at Burger King through OSCM Lense	2023	Developed	Nitin Joshi
32	Machine Learning in Supply Chain Management: An insight from Industry	2023	Developed	Atul Pise
33	Yield Management: Recent Developments in Airline Industry	2023	Developed	Atul Pise



34	From Farm to Table: Supply Chain Optimization in Organic Food Distribution	2023	Developed	Sanchit Pansare
35	The Last Mile Dilemma: Urban Logistics in Megacities	2023	Developed	Sanchit Pansare
36	Madhavbaug- Evolution of Healthcare Business through Innovative model	2022	Developed	Dr. Dipanjay Bhalerao
37	ITC Financial Statement Analysis Using Ratio	2022	Developed	Dr. Ravi Bhandari
38	India Magazine Survey	2022	Developed	Dr. Punam Bhojar
39	Consumer Behaviour Analysis of the Tata Punch	2022	Developed	Dr. Hemant Anbhule
40	India & Emerging Markets (GWES/BGS)	2022	Developed	Dr. S.Bhale
41	Tata-Air India Reunion (BGS)	2022	Developed	Dr. S.Bhale
42	US- China Hegemony	2022	Developed	Dr. S.Bhale
43	Amazon (AWS)	2022	Developed	Dr. S.Bhale
44	Financial Reporting and Analysis at RIL	2022	Developed	Chetan Patil
45	Analysis of Netflix Subscriber using Netflix Userbase	2022	Developed	Neha Ramteke
46	Data Overview and Visualization of WHO Coronavirus (COVID 19) Dashboard.	2021	Developed	Neha Ramteke
47	Purnbrahma- Taking Indian Food business global	2021	Developed	Dr. Dipanjay Bhalerao
48	Predicting Health Parameters: Analytics Empowering Healthcare	2021	Developed	Dr. Punam Bhojar
49	Finacial Analysis of Tata Motors using corporate finance tools & techniques.	2021	Developed	Dr. Ravi Bhandari
50	Kingfisher Airlines: Bad Case of Financial Management	2021	Developed	Dr. Ravi Bhandari
51	Impact of Online Product Reviews on Consumer Purchasing Decisions	2021	Developed	Dr. Hemant Anbhule
52	Srilanka's Crisis (GWES/BGS)	2021	Developed	Dr. S.Bhale
53	Afghan Crisis (GWES)	2021	Developed	Dr. S.Bhale
54	Silk Route Vs OBOR	2021	Developed	Dr. S.Bhale



55	The Taj (Services)	2021	Developed	Dr. S.Bhale
56	IBM-Operational Excellence (IBM)	2021	Developed	Dr. S.Bhale
57	L&T hostile merger of Mindtree (Strategy/CG)	2021	Developed	Dr. S.Bhale
58	Cyrus Mistry-Ratan Tata; Conflicts of Ethics (business Vs moral)	2021	Developed	Dr. S.Bhale
59	Compute the Flying Point Using Excel	2021	Developed	Neha Ramteke
60	Indian Hoiday Private Limited	2021	Developed	Neha Ramteke
61	Conference Budget Analysis	2020	Developed	Neha Ramteke
62	Growth marketing strategy for CPHR Services Pvt Ltd	2020	Developed	Dr. Dipanjay Bhalerao
63	Risk & Return Analysis of ITC Ltd	2020	Developed	Dr. Ravi Bhandari
64	Canon Strategy	2020	Developed	Dr. S.Bhale
65	Spotify	2020	Developed	Dr. S.Bhale
66	Toyota market expansion (IBM)	2020	Developed	Dr. S.Bhale
67	SM - HDFC - Strategic Merger Leading to Sustained Competitive Advantage?	2020	Developed	G. Sakthivadivel
68	Growth Road Map for Redivivus Technologies Pvt Ltd	2019	Developed	Dr. Dipanjay Bhalerao
69	Business Expansion Strategies for Mahindra First Choice Services Ltd	2019	Developed	Dr. Dipanjay Bhalerao
70	Marico PLC Strategy	2019	Developed	Dr. Dipanjay Bhalerao
71	Shree Kamdhenu Sevaasharam	2019	Developed	Dr. Purvi Shah
72	BREXIT (GWES)	2019	Developed	Dr. S.Bhale
73	YKK	2019	Developed	Dr. S.Bhale
74	Gillette	2019	Developed	Dr. S.Bhale
75	SW Airline	2019	Developed	Dr. S.Bhale
76	Satyam, Kingfisher; the common evil	2019	Developed	Dr. S.Bhale
77	Shell Nigeria (CG)	2019	Developed	Dr. S.Bhale
78	Marketing Strategy for Ganesh Bhel and Chaat Products Pvt Ltd	2018	Developed	Dr. Dipanjay Bhalerao
79	Marketing Strategy of Ganesh Bhel and Chaat Products Pvt Ltd	2018	ET Cases	Dr. Dipanjay Bhalerao



80	Marketing Strategy of Ganesh Bhel and Chaat Products Pvt Ltd	2018	The Case Centre, UK	Dr. Dipanjay Bhalerao
81	Pricing Strategies for Ganesh Bhel and Chaat Products Pvt Ltd	2017	Developed	Dr. Dipanjay Bhalerao
82	Jio re Bahubali (Twin Case)	2016	Developed	Dr. Dipanjay Bhalerao
83	Redivivus Technologies Pvt Ltd	2015	Chanakya International Journal of Business Research	Dr. Dipanjay Bhalerao
84	Change The Game: A New Mantra for Future success in retail industry. A case study of TESCO's success in Korean Retail Industry	2013	Abhinav - National Monthly Refereed Journal Of Research In Commerce & Management	Dr. Dipanjay Bhalerao
85	Tata Group retail store formats	2013	Advances in Management	Dr. Dipanjay Bhalerao



CRITERION 7

INDUSTRY CONNECT



Criterion 7	Industry & International Connect	100
--------------------	---	------------

7.1. Industry Connect (60)

7.1.1. Initiatives related to industry interaction including industry internship / summer training/study tours/ guest lectures (15)

The Institute continuously strives to provide corporate exposure to the students. The industry and academic interface plays a pivotal role in enriching learning experience for students. Thus, a judicious blend of theme induction, symposiums, workshops, seminars, panel discussions, conferences, guest lectures, research activities, industry internship, summer training, live projects, winter internship, industry visits and several other initiatives provides a platform for the students to interact and learn from Industry Professionals.

The institute is continuously taking efforts throughout the year to enhance the industry institute interaction. The initiatives taken by institute related to industry institute interaction are as:

- a) **Industry Visits:** The industry visits play a crucial role in bridging the gap between theory and practice. As part of its commitment to providing students with a holistic learning experience, IIMP organizes industry visits to renowned companies. These visits offer students the opportunity to witness real-world operations, gain industry insights, and develop a deeper understanding of business practices thereby enriching their learning experience.

The industry visit generally begins with an orientation session where students are provided with an overview of the company's background, its industry presence, and its core competencies. The students then embark on a guided tour of the company's facilities, where they witness firsthand the operational aspects of the business.

Industry Visits Undertaken

Name of Industry	Address	Number of Students	Semester
2023 – 2024			
Jawaharlal Nehru Port Authority, Mumbai	Jawaharlal Nehru Port Authority, Mumbai	Jawaharlal Nehru Port Authority, Mumbai	III
2022 – 2023			
Bombay Stock Exchange (BSE)	Phiroze Jeejeebhoy Towers, Dalal St, Kala Ghoda, Fort, Mumbai, Maharashtra 400001	119	I



Kirloskar Pneumatics Pvt Ltd	Kirloskar Pneumatic Co. Ltd. Plot No.1, Hadapsar Industrial Estate, Pune- 411 013, State- Maharashtra, India	11	I
Cotton King	Plot No. 21/22/23, Baramati Hi-tech, Textile Park, Baramati	102	I
TATA Power Company	TATA Power Company, At Post Bhira Ta. Mangaon, Distt-Raigad 402308	20	I
2021-2022			
Jawaharlal Nehru Port Authority, Mumbai	Admin Building, Sheva, Uran, Raigad - 400 707.	55	I
Cotton King	Plot No. 21/22/23, Baramati Hi-tech, Textile Park, Baramati	82	I
M Torq Control India	E10/19/b-3 MIDC Road, Near Lear Automotive MIDC , Bhosari Pune , Maharashtra 411026	15	I
Radheshyam Wellpack Pvt Ltd	Plot No. PAP-G100/1, Phase 3, MIDC, Village Kuruli, Chakan Pune 410501	40	I
Esquire Healthcare and Logistics Pvt Ltd.	Gat No. 513/517, Kalewadi, Village Wagholi, Tal. Haveli, Pune-412207	41	I
2019– 2021 - No visits conducted during this time due to Pandemic			

b) Career and Leadership Development Program: Business environment is experiencing radical and rapid changes. The business climate has undergone a tremendous change since liberalization of Indian economy. As rightly said by Robert Kaplan, today's business is passing through the information age as against the earlier industrial age. No wonder if expectations of industry from academic institutions, especially management institutions, have risen to substantial heights. Career and Leadership Development Program (CLDP) is a systematic program designed by IIMP to expose the students to the latest concepts in various subjects, current trends in the industry and innovative practices followed by the established managers.

Main Features:

- a) Evenly spread over two years.
- b) Covers general management issues along with specialization Skills.
- c) Inculcate the right value system in the students.
- d) Helps in all round personality development of the future managers.
- e) Develops a strong interface between industry and academics.
- f) Focused towards current management trends and practices.
- g) Prepares the students for managing in the "Flat "World.
- h) Helps student to become the "The Right Contender" for the corporate world.



- i) Completely placement focused.

The program includes workshop, seminars and certification courses. The seminars and workshops can be Developmental and Co-curricular. Developmental seminars represent the extension of academics covering latest developments and recent trends within the particular subject. While Co-curricular events are intended towards the practical inputs which are not covered in the University syllabus but are required for sustainable development and growth of the students.

In the first year a common program is done for all the students. It covers aspects like familiarization with each specialization, personality development and characteristics of a budding manager. It makes sure that the young bright students are ready to become an energetic, matured future manager

In the second year, the program is bifurcated according to the specialization (like Marketing, Finance or Human resource etc.) chosen by the students. Specialized inputs are given as per the current requirements of the industry for each specialization so as to prepare the students to get a head start in their career.

I. Major CLDP Programs conducted for First Year

First year is the foundation of a successful management career. Therefore, the programs under CLDP are also designed keeping in mind both personality development and career avenues. Every week at least one eminent personality from the industry is invited for an interactive session with our students where they share their knowledge and experience. CLDP also includes sessions on table etiquettes, presentation skills, how to participate in GDs and how to face interviews etc.

CLDP for first year

No.	Topic/Programs	Speaker/Facilitators	Profile
01	Management Education in the post Black Swan Digital World	Mr. Shantanu Sen Sharma	Chairman Advisory Board, YUGMA
02	Gut as our Guide	Ms. Manjiri Latey	Founder, Earthwise
03	Personality Development	Mr. Minocher Patel	Founder Director Ecole Solitaire
04	Prevention of Sexual Harassment	Ms. Rama Sarode	Advocate



05	Innovative Practices in Services Marketing	Mr. Yogesh Deshpande	Western Maharashtra Regional Manager, Mahindra First Choice Ltd
06	Secret of Happiness	Mrs. Smita Shetty	Trustee Navkshitij
07	Brand you	Mr. Anshul Bafna	Motivational Speaker
08	Aptitude Tests	Mr. Rajyavardhan Tather	Xed Intellect
09	Budget Analysis	Mr. Chandrashekhar Tilak	Executive VP at NSDL
10	De-jargoning the Annual Report	Dr. Ravi Bhandari	IIMP Faculty
11	NLP Workshop	Mrs. Manjiri Latey	Earthwise
12	Women Empowerment	Mrs. Manisha Jadhav	
13	Workshop	Mr. Sumit Seth	Managing Director Forum India
14	OMT (Outdoor Management Training)	IIMP Faculty	
15	Corporate Etiquettes & Grooming Session	Dr. Priyanka Srivastava	Faculty of IIMP

⇒ **YUGMA** - Indira Institute of Management, Pune and Ozone Yugma signed a MoU to provide applied skills to its students. The course contents are as follows;

1. **EQ test-** Literacy, competencies, value and beliefs and outcomes. This was done online with soft copy reports and hybrid briefing.
2. **Discovery interviews-** These will be one on one interview which is aimed at studying the intrinsic characteristics of a student- vis-a-vis his communication skills, body language, clarity of thought and vision, creativity, passion assertiveness etc. This will be about 25 min per students.
3. **Pre Summers-** 2 Hours of workshop the importance of SIP, how to leverage for interviews what companies and recruiters look for, how to balance job and university requirement.
4. **Business Modelling Sessions-** 1 session of three hours per division. This will cover Business acumen and business model canvas here.
5. **Individuals PI-** PI about 20 min per students. This would be more of an HR Round and the inputs here would be used for placement grading.
6. **Last mile sessions**



7. **Alpha Batch-** The Alpha Batch is novel concept started by Ozone to identify and develop the top 10% of the students. These students are geared to be near “job ready” as opposed to be just “interview ready” and would have a shorter learning curve once they joined.

Core Program 2022-24 batch

Interventions	Description/Topics covered	Month of completion	Mentoring Hours	Attendance	Mentors
Alpha batch- Introduction session	Students were introduced to Alpha program, its offerings and the benefits. Focus required by selected top 10% students to enhance their capability for enhanced career opportunities	August 2023	1	82%	Sanjiv Kumar Tripathy
Alpha batch- Selection Interviews	Top 20% of students were interviewed in groups of 5 where students were assessed on select parameters for selection to Alpha batch	August 2023	5	93%	Siva Rangaswamy
Alpha batch- Briefing session	Post-selection of the top 10% of the batch, the Alpha students were briefed about the interventions planned under Alpha program	August 2023	1	100%	Sanjiv Kumar Tripathy
Alpha batch- Gallup assessment	30-minute online questionnaire that assesses students’ strengths using global Gallup tool	October 2023	NA	100%	Online Gallup system
Alpha batch- Gallup debrief	A Gallup-certified mentor helped students understand their report, top 5 strengths, and provided valuable mentoring on how to leverage their top strengths to enhance their careers	November 2023	7	41.60%	Shital Andharia
Alpha batch - SIP interviews	30 min interview on assessing effectiveness of the SIP completed by Alpha student’s basis Projects, Targets, assignments etc. Feedback provided by Mentors on SIP completed including SIP project articulation, experience gained while working in corporate environment, achievements during SIP and how to leverage SIP experience during Campus placements	November 2023	15.5	86.11%	Shantanu Sen Sharma, Nitesh Rajdeo, Sanjiv Kumar Tripathy, Ravi Ramanathan, Siva Rangaswamy, Atul Nevase
Faculty Development Program	A session for IIMP MBA faculty on Industry Research Program including coverage for students.	August 2023	3	NA	Sanjiv Kumar Tripathy
Personal Interviews - 1	Simulated HR round interviews by Mentors (for 15 min/ students) to check their preparedness for CV-based interviews. Both verbal and written feedback shared with students.	September 2023	53	63%	Aparna Gulawani, Simple Jaiswal, Karan Batra, Swapna Menon, Sanjay Sharma,



					Shekhar Kulkarni, Kashish Jain
Last Mile support sessions (Companies Covered: FIS Global, EY, Piramal Capital and Housing Finance, Artee Flow Controls Pvt. Ltd)	Students were orientated about relevant sector, analysis of the company, JD for specific roles, skills required and how to prepare for specific company interview	February 2024	5.5	-	Dr. Srinivas Chunduru, Sanjiv Kumar Tripathy

Core program (2023-25 batch)

Interventions	Description/Topics covered	Month of completion	Mentoring Hours	Attendance	Mentors
Scene setting/ Inauguration	Students were briefed about the YUGMA sessions planned for over next few months and their benefits	September 2023	2	-	Dr. Srinivas Chunduru
Discovery Interviews	25-minute interview on self-discovery, strengths, weaknesses, and areas of interest, etc. Students were given feedback and action plan for next 6 months	September 2023	112.5	81%	Siva Rangaswamy, Ravi Ramanathan, Nitesh Rajdeo, Atul Nevase, Nandan Borgalkar, Sanjay Sharma
Faculty Development Program	A session for IIMP MBA faculty on Industry Research Program including coverage for students.	January 2024	3	NA	Sanjiv Kumar Tripathy

8. **ILEAD**- ILEAD stands for Indira Leadership and Entrepreneurial Acumen Development Program. This program will cover topics like Problem solving and decision making, conflict management, business modelling, design thinking, digital transformation, ERP basics, Risk and advisory, employee engagement, Sales and selling etc.

ILEAD Program (2022-24 batch)

Day	Sessions	No. of batches	Description/Topics covered	Month of completion	Mentoring Hours	Mentors
Day 1	Problem-solving	2	Corporate problem-solving insights, and practical application of problem-solving principles and hands-on activities	September 2023	6	Dr. Srinivas Chunduru
	Design Thinking	2	Session on user-centric problem-solving followed by a discussion on real-world case	September 2023	6	Sanjiv Kumar Tripathy



			studies and flag prototyping activity			
Day 2	Managing self	2	Session covering Goal setting, time management, stress management, emotional intelligence, and work-life balance	September 2023	6	Rohini D'Souza
	Business Modelling	2	The session covered topics like revenue generation and business models through interactive tools and real-world examples	September 2023	6	Dr. Srinivas Chunduru
Day 3	Digital Transformation	2	Session focused on how to leverage digital tools effectively, and understanding of the drivers, technologies, and challenges associated with digital transformation.	September 2023	6	Atul Nevase
	Managing Teams	2	Participants gained a deep understanding on open communication, goal setting, feedback, delegation, conflict resolution, and the joy of celebrating team wins.	September 2023	6	Rohini D'Souza
Day 4 and 5	Finance (2 sessions)	1	Session was an immersive exploration of financial knowledge and practical application through cash-to-cash simulation	September 2023	12	Dr. Srinivas Chunduru
	Marketing (2 sessions)	1	Customer centricity, Spin sales, Sales alignment. Students learned the importance of harmonizing sales efforts with a customer-focused approach	September 2023	12	Jaydeep Apte, Shantanu Sen Sharma
	HR	1	Session focused on HR's significance, function structures, talent management, use of technology and tools to enhance HR operations, role opportunities in HR.	September 2023	6	Sanjiv Kumar Tripathy
	Business Analytics	1	Session focused on practical skills in data handling, analytics techniques, and the use of statistical tools.	September	6	Atul Nevase
	OSD	1	Session focused on giving a deep understanding of the value of operations, explored operational and business excellence, learned about TQM, and harnessed tools to enhance operations.	September 2023	6	Sanjiv Kumar Tripathy

➤ **FOCUS FORWARD** - Indira Institute of Management Pune has a tie up with Focus Forward for improving the English Communication among the students. During the induction program an assessment of the students from different background in English



communication, essential language for business communication with respect to written test, group discussion and extempore etc based on which students are graded and identified on different levels of communication.

Those students who are in basic levels of communication are identified and grouped in one level. These students are coached and special sessions organised for these students to cope up with the level three students. The Main objective behind this is to understand the needs of the students and industry so that the gap between the students and industry is bridged.

Further the level three students that is the advanced learners are groomed as per the requirements of the Industry. The Opportunity levels provided to all the students are the same but extra efforts or levels of efforts for training the slow learners and advanced learners is totally different and have been incorporated at Indira Institute of Management curriculum.

Groups identified based on the levels of Business Communication and Sessions Conducted thereof:

Group Name	Level of Business Communication	Methodology/Pedagogy	Faculty Names
Alpha	Basic	Classroom Teaching and Group Activity	Mrs. Manisha Dhopeshwarkar
Beta	Basic	Classroom Teaching and Group Activity	Mr. Joji Philips
Gamma	Intermediate	Classroom Teaching and Group Activity	Mr. Victor Zuzart
Delta	Intermediate	Classroom Teaching and Group Activity	Mr. Sagar Patil
Sigma	Intermediate	Classroom Teaching and Group Activity	Mrs. Jenny Puliken
Omega	Advanced	Classroom Teaching and Group Activity	Mrs. Monica Drego
Soft Skills	For all Groups	Practical Orientation in usage of language	Mr. Reeves Rodrigues
Team Leader	For all Groups	Team Management	Mr. Ravindran Joseph

CLDP Programs in Second Year – Specialization wise inputs

II. Marketing Management Specialization:

McDonald comments that Marketing is first and foremost attitude of mind rather than a series of functional activities. Marketing function across the globe has evolved in last



century from merely having sales orientation to understanding consumer needs. It is further evolving speedily from just addressing to the current consumer needs to a function foreseeing the future needs by innovations. Most businesses have their own indigenous marketing team that specializes in marketing research/ market analysis and relationship management. Marketing has become one of the most desired disciplines in MBA with a dramatic shift to digital and online marketing.

Marketing specialization at IIMP has three capabilities which keep the learning in line with the changing needs as highlighted below:

1. Rich industry experienced in-house Faculty
2. Strong pool of guest faculty and well grown alumni network
3. Tie-ups with globally renowned training organizations.

The candidate pursuing marketing career alone, has been provided the following features-

1. Focus on enhancing marketing skills required by the industry today.
2. Focus on current industry knowledge through the guest sessions by top Marketing leaders.
3. Employability enhancing Marketing certification programs matching the global standards.

CERTIFICATE PROGRAMS:

1. Marketing Specialization offers a certification program titled Master Class Certificate in “**Sales Effectiveness and Service Excellence**” It is a customized four days’ certification program offered by “Dale Carnegie”, a well - known training organization with its headquarters in the USA and operating in over 90 countries.

Objectives:

- Master concepts and fundamentals in personal selling
- Complete understanding of how the sales and marketing functions create value for the organization and for the customers
- Be a proficient in working with the various interrelated processes in the sales and marketing function by understanding the logic and purpose behind each of them



- Strengthen relationship with the customer by achieving excellence in service operation
- It is a well - designed program for students who would like to make it big in the field of marketing. It gives them hands on training in the sales as well as helps them to imbibe the concepts of customer service; which are most essential from the point of recruiters.

2. Certification program in “Digital Marketing”

During the academic year, a two-day certification program on “Digital Marketing” is offered for the marketing students. The certification program is offered by an external agency. This program will equip students to understand the importance of digital marketing, helps them to make appropriate marketing strategies using all forms of digital media and open new areas of growing job opportunities in digital field. It would help students to understand the important elements of online marketing in comparison with traditional/offline marketing techniques in creating an effective digital marketing strategy to deliver results.

MBA in marketing doesn't limit the degree holder to pursue marketing careers alone. The skillset can be put towards dozens of other career options, from consulting to entrepreneurial management.

CLDP - MARKETING SPECIALIZATION					
Sr. No.	Date	Topic	Focus	Speaker	Profile
2022-2023					
1	13-14 May 2023	Becoming Leading Edge marketer	Marketing	Dr. M.P Sundar	CEO Rezolve India
2	9-12 May 2023	Sales and Services Certification Program	Marketing	Dale Carnegie	Dale Carnegies trainers
3	29-04-2023	Preparation for IT and ITES Companied	Marketing	Mr. Ashish Kite	Director marketing, NETIMPACT
4	22-04-2023	Transformational Management & Excellence	Transformation	Mr. B D Banerjee	Renowned Professor from BIMTECH
5	15-04-2023	Innovation in Business	Innovation in Marketing	Mr. Aditya Kale	CEO, Airattix
6	01-03-2023	After Sales Service Marketing		Yogesh Deshpande	Western Region Head



7	20-23 December 2023	Digital Marketing Certification program	Digital Marketing	Digital Marketing Certification Agency- Mr. Yogesh Udgire	Director
8	4-12 November 2023	Sales and Service Excellence Program	Marketing	Dale Carnegie	Dale Carnegie Trainer Team
9	Ongoing basis (8 sessions)	Last mile Sessions	Marketing Employability	Past Alumnus	Alumni of IIMP
2021 – 2022					
1	14-08-2021	CRM	Marketing	Prakul Thanvi	National Industry Champion, Kuehne + Nagel Pvt. Ltd,
2	21-08-2021	Marketing strategies in The new normal Corporate World	Marketing	Mr. Gautam Gopal	Co-Founder and Director Talent Blazer
3	09-04-2021	Marketing Strategies for Unicorns	Marketing	Mr. Ajit Sinha	MDMD , FourFintech Solutions Ltd
4	11.09-2021	Overview of FMCG Sector	Marketing	Mr. Siddharth Mungekar	Channel Business Manager, Channel Business Manager, Marico
5	18-09-2021	KS Role	Marketing	Ms. Neha Koul	KM Deloitte
6	21-09-2021	Sales and Service Excellence	Marketing	Dale Carnegie Trainers	Trainers, Dale Carnegie
7	12-11-2021	Digital Branding Strategies by Brands	Marketing	Pratik Puprediwar	Director, Neilson India
8	18-12-2021	Product marketing	Marketing	Shraddha Mali	Vertical Head, Bajaj Auto Finance Pvt Ltd
9	25-01-2022	learning Service Marketing lessons from Hospitality Industry	Marketing	Amarendra Kumar Jha	Vertical Head, Indian Hotels Company Ltd
10	29-01-2022	Psycho Geometrics Certification Program	Marketing	Prantik	Head, Psycho geometrics
11	06-02-2022 to 13-02-2022	Digital Marketing Certification Program	Marketing	Group of Trainers	Digital Marketing Experts and Consultants, Innoserve
12	25-03-2022	Marketing in Real world	Marketing	Dr. M.P Sunder	CEO, Rezolve India Pvt ltd
2020 – 2021					
1	08-01-2020	Brand U-Discovering Yourself	Marketing	Mr. Akram Singh Lamba	Associate Director, Innoserv
2	08-08-2020	" Surfing the Turf". The Vortex of the 21st Century.	Marketing	Mr. Bipin Datar	Consultant, Consultancy Company
3	9/19/2020	Key Account Management Strategies	Marketing	Mr. Srinivas Somayajula	Director, Ozone



4	9/26/2020	International Market Environment And Channel Sales In Apac Region	Marketing	Mr. Nitin Agarwal	Channel Software Sales Leader, Honeywell
5	3rd and 10th Oct 20	Workshop on "New Age Marketing"	Marketing	Dr. M P Sunder	Head-Marketing, Adobe
6	26-03-2020	Sales and Service Excellence	Marketing	Dale Carnegie	Trainers, Dale Carnegie
2019 – 2020					
1	26-09-2020	International Marketing Environment and Asia pacific Channel Management	Marketing	Nitin Agrawal	Channel Business Manager, Honeywell
2	9/20/2019	Management of Marketing Functions	Marketing	Mr. Ramesh Adavi	Management Consultant, Consultancy
3	19/10/2019 & 20/10/2019	IT Marketing	Marketing	Mr. Atul Nevase & Mr. Ramanathan	Trainers, Tech Mahindra
4	11-08-2019	Marketing and Branding in Oil Industry	Marketing	Mr. N Prabhakar Nori	CGM (Brand & PR) Indian Oil
5	11-09-2019	Strategic marketing	Marketing	Dr. Ravindra Utgikar	Vice President - Corporate Strategy & Marketing Automobile
6	16-03-2020	Sales and Service Excellence	Marketing	Dale Carnegie	Trainers, Dale Carnegie

III. Financial Management Specialization:

Finance specialization renders immense career prospects at diversified enterprises. CLDP emphasizes on developing analytical and logical thinking and enables students to explore various career opportunities in diverse fields like banking, capital markets, portfolio management, Forex markets, corporate finance, taxation, insurance and mutual funds etc.. The additional curriculum is focused to sharpen the aptitude to match up with the current trends in the industry.

Highlights:

Seminar on Budget Analysis is conducted by Mr. Chandrasekhar Tilak, Executive Vice President NSDL, and every year immediately after the Budget is presented by the Finance Minister. The seminar serves as a knowledge dialogue as it aims to provide insight to the



students on the macro economic issues and the varied policy decisions and its widespread impact on the economy as a whole.

Certificate Courses:

Financial Modelling: Thrust is to expose students to changing scenarios in business environment and render them capable of making decisions and developing models for uncertain events based on voluminous data using spreadsheets. Financial models are useful tools that allow business options and risks to be evaluated in a cost - effective manner against a range of assumptions, identify optimal solutions in evaluating financial returns and understand the impact of resource constraints to make the most effective business decisions. Proficiency in financial modelling renders a wide range of job opportunities with renowned consulting firms and investment bankers.

Technical Analysis:

To familiarize techniques on equity trading used for financial investment decisions for individual financial planning as well as for corporate entities. The certification will enable students to predict the future price movements of stock, commodities and currency based on historical data using charts and technical indicators.

CLDP – FINANCIAL MANAGEMENT SPECIALIZATION					
Sr. No.	Date	Topic	Focus	Speaker	Profile
2023-2024					
1	20-01-2024	Basics of Capital Markets & Career Opportunities in Financial Sector	To understand the Job opportunities and related skillset required in Financial Service Sector	Mr. Samrat Jadhav - Founder and CIO – Prosperity Wealth Adviser	MBA Finance
2	27-01-2024	Recent Trends & Job Opportunities in SAP in IT industry	To get and Overview of SAP & ERP and related Job Profiles in IT industry	Mr. Amit Noubade -Sr. SAP Consultant with UBS	MBA Finance
3	5-02-2024	Budget Analysis	Analysis of Union Budget 2024	Mr. Chandrashekhar Tilak- Retd. EX. V.P NSDL.	MBA Finance
4	14th & 15th Feb 2024	Personal Finance	Creating awareness of self- employment	Mr. Rohit Warman- -	MBA Finance



		Workshop by Aditya Birla Capital Finance and NISM	opportunities viz. investment advisors, portfolio management, research analyst or authorized persons of trading member and DP.	SEBI Market trainer for Financial Literacy Program	
2022 - 2023					
1	27th August 2022	'Basics of Banking and Opportunities in Banking sector'	To understand the job opportunities in Banking Sector	Prof. Sudhir Daphtardar (CAIIB)	Director - Chintamani Nagari Sahakari Patsanstha Mydt.
2	15th September 2022	Financial Analysis using Financial Modelling	To study advance excel functions and forecast techniques for analysis of Financial statements	Mr. Sameer Gunjal	Founder Director Ennovate Research (IMS Pro School)
3	26th November 2022	SAP FICO	To understand how SAP Finance and Controlling (FICO) works as central component for the finance module of the ERP solution.	Mr. Jaykumar Choudhari	Cybersecurity and IT Expert, Professional Consultant
4	1st April 2023	Opportunities and Challenges in Financial Sector	To know the various Job profiles in banking sector and the challenges associated with it.	Mr. Tushar Thakkar	Vice President Corporate Banking, HSBC Bank
5	8th April 2023	Capital Markets: Overview	To understand the various financial instruments used in capital market	Mr. Samrat Jadhav	Professional consultant for start-up and growing businesses.
6	15th April 2023	Role of Business Analyst in BFSI Sector	To have in-depth knowledge of Investment banking functions	Mr. Prakash Rokade	Vice President Credit Suisse
7	22nd April 2023	Session on Insurance sector	To know the risk and returns associated with Insurance sector	Mr. B. D. Banerjee	Independent Director in Board of Rallis India and Tata AIG general insurance.
8	22nd April 2023	Session on "Order in Chaos"	Perspective building of Economics in context with economy and business	Ms. Gandhali Divekar-	Women Entrepreneurship Consultant
2021 – 2022					
1	14-08-2021	Role of Business Analyst in Finance	To enable students to know the role played by Business analyst in IT industry	Mr. Shushant Rode	Sr. Business Analyst, Nordea Wealth Management system
2	21-08-2021	Careers and Role in Financial Sector	Growth Opportunities for MBA Finance students in Financial Sector	CA. Sagar Dani	Sr. Business Analyst, Nordea Wealth management system- General Mills



3	28-08-2021	Importance and Role of Corporate Finance in Business	To analyze the role of Corporate finance in the industry.	CA. Sheetal Sabnis	-Product owner, John Deer Financial India Pvt Ltd
4	21st, 22nd & 23rd December 2021	Technical Analysis Workshop	Learning and understanding trading patterns, trading tactics, trading psychology, money making techniques and how to predict future movements of share price from historical trend data	Mr. Ashish Kelkar-	Co-Promoter, CEO and Master Trainer - Kiran Jadhav and Associates LPP
5	20th September to 25th September 2021	Financial Modeling Workshop	To study advance excel functions and forecast techniques for analysis of Financial statements	Mr. Sameer Gunjal	Founder Director Ennovate Research (IMS Pro School)
6	15th January 2022	Decoding Crypto Currency and its Future	To understand Crypto Currency and its future prospects.	Dr. Prasad Dahivalkar	Shreerang Financial Consultancy Nasik
7	9th and 10th February 2022	Technical Analysis Workshop	Learning and understanding trading patterns, trading tactics, trading psychology, money making techniques and how to predict future movements of share price from historical trend data	Mr. Ashish Kelkar-	Co-Promoter, CEO and Master Trainer - Kiran Jadhav and Associates LPP
2020 – 2021					
1	23-08-2021	Nationalization & Disinvestments	To analyze the changes of the Indian Economy after nationalization and analyze disinvestment policy.	Mr. Chandrashekhar Tilak,	Ret. Ex. V.P. NSDL
2	24-08-2021	Current secondary market.	To analyse how primary market has an impact on secondary market and to study the current secondary market scenario	Mr. Chandrashekhar Tilak,	Ret. Ex. V.P. NSDL
3	25-08-2021	Forex Reserves.	To assess the contours and contents of Forex reserves in India	Mr. Chandrashekhar Tilak,	Ret. Ex. V.P. NSDL
4	26-08-2021	Changing composition of Economy.	To understand the changing sector priorities and opening up of new career vistas and investment opportunities in the economy.	Mr. Chandrashekhar Tilak,	Ret. Ex. V.P. NSDL



5	27-08-2021	Global factors affecting the future of India.	To understand the global factors like global oil prices , global coal prices, political happenings globally and its effect on the future Scenerio of Indian Forex market.	Mr. Chandrashekhar Tilak,	Ret. Ex. V.P. NSDL
6	30-08-2021	Unconventional Economic Opportunities	To understand the global and economic opportunities available to the youth of India	Mr. Chandrashekhar Tilak,	Ret. Ex. V.P. NSDL
7	4 th December 2021	Overview of GST	To understand the concept of GST and how GST is implemented in India with various GST Rates	CA. Swapnil Munoot	National Faculty and Trainer on GST. CA FIRM-S M MUNOT AND ASSOCIATES
8	11 th December 2021	Overview of Enterprise Risk Management	To understand the concept of risk and how risk management is done in various enterprises. (on Sectorial basis)	CA, Sagar Dani.	Sr. Business Analyst, Nordea Wealth management system- General Mills

2019 – 2020

1	18-01-2020	Careers in Investment Banking	To enable students to know the career opportunities and growth in Banks performing Investment Banking Function	Mr. Nitin Salve	Strategy Director Name of the Company: EPC Consortium (New Venture) India Africa Europe
2	25-01-2020	Avenues in Banking and Finance sector	Growth Opportunities for MBA Finance students in Banking and Financial Sector	Mr. Tushar Thakkar	Assistant V.P - HDFC Bank Ltd.
3	12-02-2020	Budget Analysis 2020	Analysis of the Union Budget of India	Mr. Chandrashekhar Tilak	Executive VP at NSDL
4	17-02-2020	Cases in Finance	To analyze the Financial Statement of the companies through live cases	Dr. Sangeeta Pandit	Director, Sydenham Institute of Management Studies, Mumbai
5	01-08-2020	Overview of Financial Sector	Job profiles in specific finance domain such as Derivatives, Equity etc.	Ms. Anagha Deshpande	Credit Suisse - Trader Assistant Prime Services
6	08-08-2020	Job opportunities in Banking Sector	Job profiles available for MBA graduates in Banking sector	Ms. Aditi Shekhar -	Product Manager ICICI Bank
7	19-09-2020	Banking Operations	To enable the students to know the back office operations performed in the banks and related job profiles	Mr. Sangeet Kumar Jain	(Branch Head – Banking Operations, FINCARE small finance Bank)

**IV. Human Resource Management Specialization:**

Human Resources is the backbone of any successful organization. HR specialization offers a dynamic and rewarding career path with endless possibilities. An HR specialist, plays a vital role in attracting, developing, and retaining top talent. HR professionals are the driving force behind fostering a positive work environment, ensuring compliance with labour laws and regulations, and shaping the culture and values of the company.

HIGHLIGHTS

At Indira Institute of Management (IIMP), we are committed to nurturing HR professionals who are ready to make a significant impact. Our HR specialization program offers a comprehensive curriculum designed to provide the students with the knowledge and skills necessary to excel in this dynamic field.

The students at Indira Institute of Management are groomed to build a holistic personality; so that they are ready to take on the corporate world and gratify the increasing requirements of the global environs. The students are given exposure to the business world through Industry experts who impart their corporate experience through ‘guest lectures’, ‘industry seminars’ and other activities that facilitate learning and education. The experts deliver sessions on topics trending in the industry viz. ‘HR Analytics’, ‘Aligning HR with Business’ etc. The students also get an opportunity to interact with the Alumni who guide them on various topics for the placement process.

Certifications Programs:

The students also undergo certification programs viz. ‘Payroll Management’, ‘Organization Development’ and ‘Performance Management Systems’ which are conducted in partnership with certifying agencies to give practical training to the students. The students get an opportunity to undertake ‘Winter & Summer Internships’ and ‘live projects’ with the companies to learn in a practical working environment.



CLDP - HUMAN RESOURCE SPECIALIZATION

Sr. No.	Date	Topic	Focus	Speaker	Profile
2023-2024					
1	02-03-2024	Human Capital Management	ERPs used across all types of Industry Sectors for Human Capital Management	Mrs. Annada Ranade	Founder Director, HR Neeti Pvt. Ltd.
2	27-01-2024	Recent Trends & Job Opportunities in SAP in IT industry	To get and Overview of SAP & ERP and related Job Profiles in IT industry	Mr. Amit Noubade	Sr. SAP Consultant with UBS
2022 – 2023					
1	05-05-2022	RECRUITMENT - Sourcing through Naukri and Linked	Practical Training in Sourcing	Mr. Gagan Bajaj	Recruitment Manager, Peoplefy Infosolutions Pvt. Ltd.
2	14-05-2022	MS Excel for HR	Practical Training in MS Excel required for HR	Mr. Prashant Jadhav (Alumni)	Assistant Manager - HR Business Partner, Reliance Retail Limited
3	20-08-2022	Introduction to Birkman Psychometric Testing	Practical exposure to the students on Psychometric tests	Mr. Rajendra Kadam	Birkman Consultant
4	12-11-2022	Talent Acquisition and Onboarding	Hiring and Onboarding in Practice	Ms. Rashmi Gadakh (Alumni)	Lead Organisational Development and Global Projects,
5	09-04-2023	HR across Sectors	Opportunities for HR across sectors and how to develop skills to enter the corporate world.	Mr. Suhas Pakhre	Trainer and Advisor, Ex HR Head, John Deere
6	15-04-2023	HR Compliances	Practical aspects regarding legal compliances in HR	Mr. Amit Gargava	Manager HR & IR
2021 – 2022					
1	14-08-2021	Transactional Analysis and its implications on Human Resource Development	To examine interactional and transactional styles and develop strategies to enhance interpersonal relationships	Chidambaram Ramanathan	Head HR & Administration, Indian Additives Ltd.
2	28-08-2021	Human Resources Ver. 2.0	Key expectations from credible HR functions and impact on HR post covid	Mr. Sudeep Sharma, Dy. General Manager - Human Resources, India & Bangladesh	
3	18-09-2021	HR as a Strategic Business Partner		Ms. Sanyucta Chakraborty	Forbes Marshall



4	28-09-2021	Employer Brand Management and Employee Value Proposition – in Practice	Understand Employer Branding and Employee Value Proposition Initiatives in Organizations	Mr. Atul Nevase, Tech Mahindra	
5	20,21,22,23 – September 2021	Certificate Program in Performance Management Systems	To equip students to independently design and implement Performance Management System.	Ms. Nandini Chawla / Ms Moushumi Dey	Chief Executive Officer - T V Rao Learning Systems Pvt. Ltd. Bangalore.
6	05-10-2021	Corporate Social Responsibility and Balanced Scorecard –	How to Measure impact of employer branding through CSR	Mr. Atul Nevase, Tech Mahindra	
7	18-12-2021	"Maintenance of statutory returns and Documentation"		Mr. Amit Rizwani, Senior HR Manager	TCS
8	12 th and 13 th February 2022	Certificate Program in Indian Payroll Management	Acquaint with current compensation terms and laws which help them in computing the salary structure for their employees.	Abhijit Jagtap	Founder Director – HR Edge

2020 – 2021

1	17-09-2020	Transactional Analysis	To examine interactional and transactional styles and develop strategies to enhance interpersonal relationships	Chidambaram Ramanathan,	Head HR & Administration, Indian Additives Ltd.
2	19-09-2020	How to prepare for placements	To provide students with placement scenario during covid times	Priyadarshan Kharat	HR Business Partner, Amazon
3	12.10.20 – 16.10.20	Certification in Recruitment – Recruit-On and FIT Employability Assessment	To equip the students to gain practical information on recruitment strategies and shortlisting candidates	Mr. Yogesh Sharma and Team	Founder Director
4	24.11.20 – 24.11.20	Certificate Program in Performance Management Systems	To equip students to independently design and implement Performance Management System.	Ms. Nandini Chawla / Ms Moushumi Dey	Chief Executive Officer - T V Rao Learning Systems Pvt. Ltd. Bangalore.
5	28.11.20 & 5.11.20	Indian Payroll Management	Acquaint with current compensation terms and laws which help them in computing the salary structure for their employees.	Abhijit Jagtap	Founder Director – HR Edge

2019 – 2020



1	27 th and 28 th August 2019	Certificate Program in Performance Management Systems	To equip students to independently design and implement Performance Management System.	Ms. Nandini Chawla / Ms Moushumi Dey	Chief Executive Officer - T V Rao Learning Systems Pvt. Ltd. Bangalore.
2	16 th November 2019	Certification in Recruitment – Recruit-On and FIT Employability Assessment	To equip the students to gain practical information on recruitment strategies and shortlisting candidates	Mr. Yogesh Sharma and Team	Founder Director
3	7/9/2019, 14/9/2019, 28/9/2019	Indian Payroll Management	Acquaint with current compensation terms and laws which help them in computing the salary structure for their employees.	Abhijit Jagtap	Founder Director – HR Edge
4	03-01-2020	Alumni Interaction (Conference Call)	Queries regarding TCS process for Campus Placement	Kaustubh Shembekar	TCS
5	18-01-2020	HR as a Strategic Partner	Linking Business Strategies with HR Strategies	Ms. Anusha Wagh,	Associate Director HR, CALSOFT Pvt. Ltd.
6	15-02-2020	Organizational Development	Equips students with hands on tools and techniques to understand and implement the best practices in Organizational Development.	Mr. Amit Kate	Consultant
7	04-03-2020	6 th Learning and Development Summit – Reimagining Learning and Development	NHRDN, Pune	Full Day Summit – NIPM membership for 1 year given to each student	
8	03-04-2020	Employer Brand Management and Employee Value Proposition – in Practice	Practical Aspects of the concept of Employer Branding and Employee Value Proposition	Mr. Atul Nevase,	Tech Mahindra
9	07-04-2020	Corporate Social Responsibility and Balanced Scorecard –	How to Measure impact of employer branding	Mr. Atul Nevase,	Tech Mahindra
10	22-04-2020	Being future ready	How to equip yourselves and upgrade your skill sets to be future ready	Dr. Ankita Singh, Sr. VP & Global Head, HR, Admin, IT, Travel	CIGNEX, Datamatics



11	23-04-2020	Bouncing back post Covid-19	Understand the impact of the pandemic on the organization and how to bounce back	Mr. Ramchandra, Head HR	Force Motors
12	09-05-2020	'Talent Acquisition – A strategic HR Vertical	Strategic initiatives in Talent Acquisition	Ms. Ankita Somani and Mr. Ankur Goel, HR COE lead for India and SAARC Business	Godrej Consumer Products Limited
13	4.5.20 – 9.5.20	Basic Certificate Course on Labor Laws		NHRDN	

V. Operations Management Specialization:

Role of Operations Manager is to achieve organizational excellence by optimum utilization of resources. To achieve this objective and make students aware about latest trends in the industry, this specialization organizes CLDP program every year. This program has helped for placements in top organizations.

We offer certificate program in “Lean Six Sigma” in this program concepts like FMEA, DOE are imparted using real time scenarios. Students are required to complete the live project using six-sigma concepts. Every year the program is conducted by Annex Denmark, an international consultancy in Six Sigma and business excellence. The program is very well accepted by students.

Program on “Theory of Constrains” is also conducted. The concept covered include Goldratt’ TOC Principle, Identification of bottlenecks, optimizing of outputs under given constrains and breakthrough performance in customer service. Mr. Madhav Borwankar post graduate from NITIE, Mumbai with 30 years of experience in Operations and Quality Management in Mahindra and Mahindra group, SKF (India) and Guest keen Williams ltd. conducts this program

In order to have wide industry exposure to students, we have we have tied up with Indian Institute of Material Management (IIMM), Pune. A certification course in “Operations and Supply Chain Management” is organized in which industry speakers’ share latest trends in the Industry.

**CLDP - OPERATIONS AND SUPPLY CHAIN MANAGEMENT SPECIALIZATION**

Sr. No.	Date	Topic	Focus	Speaker	Profile
2023-2024					
1	29.07.2023	Role of Procurement in disruptive supply chain	To identify the problems faced by procurement in disruptive supply chain	Mr. Amol Kulkarni	Deputy GM, Kirloskar Brothers Ltd.
2	14.10.2023	Role of IT in OSCM	Focus on various technologies used in OSCM	Mr. Aniket Pawar (Alumni 21-23 Batch)	Business Analyst, Intuitive technologies
3	21.10.2023	ERP & its implementation in OSCM"	To understand ERP and its role in OSCM	Mr. ShyamBabu Kavudua	GM Operations, Emotorad
4	02.12.2023	The Art of Resume building and Interview techniques	To make the resume noticable and face interview confidently	Shashank Shinde	Sr. Project Manager, KPIT
5	20.01.2024	Impact of Digital Transformation on SCM	The landscape of SCM and impact of digital transformation on SCM	Manawendra Singh	Sr. Project Manager, Persistent Systems
6	10.02.2024	India at 2030	To make students aware of the future of India and opportunities in OSCM	Hiren Dharamshi	Managing Director, Cash Rich Finnserve
2022 - 2023					
1	20.08.2022	Procurement a key to organizations effectiveness	Procurement Management	Mr. Prasad Kulkarni	Senior Manager-Price & Local Purchase Skoda Auto Volkswagen India Pvt. Ltd
2	26.11.2022	Understanding SAP as a tool and the security aspect of data	SAP and Security aspect	Mr. Jaykumar Chaudhari	Cyber security and SAP Cyber Security Expert- GOI
3	01.04.2023	Automotive Product Development	Product Development	Mr. Prasad Adhe	Sr. Technical Lead Borse India Automotive Systems Pvt. Ltd.
4	09.04.2023	To understand the role of MRP, MPS in S&OP	MRP, MPS	Anandprakash Shrivastava	Manager Planning SKF Bearings
5	15.04.2023	Data analytics in SCM	Data Analytics in SCM	Mr. Imran Shaikh	Consultant SCM
6	29.07.2023	Role of Procurement in disruptive supply chain	Procurement Management	Mr. Amol Kulkarni	Dy. GM, Kirloskar Brothers Ltd.
2021 – 2022					



1	14 th August 2021	Inventory “ Angel or Demon” in SCM	Inventory Management	Mr. Shripad Kadam	Deputy General Manager Emerson Process Management India Pvt Ltd
2	21 st August 2021	Value Stream Mapping	Assessing value of the activity	Mr. Hemant Joshi	Senior Manager Operations Goodyear tires
3	28 th August 2021	SAP EWM	SAP Warehousing Mgt.	Mr. Avinash Nikhil	IBM India Pvt. Ltd Advisory Technical Service Specialist
4	04 th Sep 2021	Big Data / AI / ML / IOT in Manufacturing.	Importance of Data	Sukanta Kumar Padhy	Alliance Tire Group (ATG) Chief Information Officer & Leader – Business Process Transformation
5	18 th Sep 2021	Metrics of operations and supply chain management	Metrics of OSCM	Makarand Patwardhan	Co-Founder and Principal Consultant, Supply Chain Practice, Masflair Leadership Solutions LLP..
6	04.12.2021	Overview of GST	GST	Mr. Ravi Jain	Charter Accountant R A Jain & Company
7	11.12.2021	Enterprise Risk Management	Risk in Enterprise	Mr. Sagar Dani	Sr. Manager - Risk
8	17.12.2021	IT Project Management	How to handle IT Projects	Mr. Akshay Mahajan	Sr. Project manager HCL Technologies
9	18.12.2021	Sales & Operations Planning	S&OP	Dr. Hemant Tambde	Plant Head Anand I-Power
10	21.12.2021	S&OP & MRP	MRP	Dr. Hemant Tambde	Plant Head Anand I-Power
11	22.12.2021	Capacity Planning	Capacity Planning	Dr. Hemant Tambde	Plant Head Anand I-Power
12	04.01.2022	Operations Resource Planning	Resource Mgt.	Dr. Hemant Tambde	Plant Head Anand I-Power
13	05.01.2022	S&OP and Inventory	Inventory Mgt.	Dr. Hemant Tambde	Plant Head Anand I-Power
14	08.01.2022	Warehouse Management	WM	Dr. Hemant Tambde	Plant Head Anand I-Power
15	15.01.2022	The future of Cryptocurrency	Cryptocurrency	Dr.Prasad Dahivalkar	Founder, Shreerang Financial Service
16	05.05.2022	The role of internship in development of MBA Graduate	The role of internship in placement	Mr. Vijay Panjabi	CEO, Radhyshyam Poly Packs Ltd.
2020 – 2021					
1	01-Aug-20	Shipping & Logistics	Shipping & Logistics	Mr. Milind Kulkarni	Worked as General Manager – Asia Pacific Head-MAERSK



2	8 th August 2020	Project Management	Project Management	Mr. Bhagyesh Gajbhar	Founder – owner - Aetherr Corporation
3	8 th August 2020	Vendor Development	Vendor Development	Mr. R P Ekbote	Retired Vice president and Business head-BoSCH
4	19 th September 2020	Retail Operations	Retail Operations	Mr. Aditya Kalia,	– Chief Operating Officer, Cybernetik Technologies P. Ltd.
5	19 th September 2020	Using Spend Analytics for Effective Procurement	Using Spend Analytics for Effective Procurement	Mr. Shailesh Atre,	Manager Global Procurement, BMC Software India Pvt. Ltd.
6	20 th May 2021	Introduction to SAP ERP	Introduction to SAP ERP	Ms. Priyanka Rao	Product Manager - Dell
8	30 th May 2021	Procurement Management	The Art of Procurement	Mr. Pradip Gavhankar	Manager- Sourcing Mutual Automotive
10	5 th June 2021	Data Analytics and Industry 4.0	Data Analytics and Industry 4.0	Mr. Aman Sinha	Director Paragon Solutions P. Ltd.
2019 – 2020					
1	26 th August 2019	Facilities Planning	Facilities Planning	Sujit Edlabadkar	Regional Facilities Manager, Amdocs Development Center India Pvt Ltd
2	26 th August 2019	Supply Chain Performance Management	Supply Chain Performance	Niranjan Upadhye	Supply Chain Professionals-Tata Motors, Cummins India
3	27 th August 2019	Packaging	Packaging	Ravi Jishnu	Sales & Marketing-FMCG, Consumer Durables
4	27 th August 2019	Designing Operations Systems	Designing Operations Systems	Nitin Athavle	Manager Purchase, Rachana Lifespaces & looks
5	28 th August 2019	Green Logistics & Supply Chains	Green Logistics & Supply Chains	Harshawardan Dongre	Tata Motors-R & D, Design & testing
6	28 th August 2019	Technology Management	Technology Management	Manish Deoghare	SCM Consultant
7	29 th August 2019	Maintenance Management	Maintenance Management	Sanjay Shitole	Manager- Manufacturing-Eagle Poonawalla
8	29 th August 2019	Supply Chain Practices I & II	Supply Chain Practices	Nitin Athavle	Manager Purchase, Rachana Lifespaces & looks
9	30 th August 2019	Financial perspective in operations & SCM Mgmt.	Financial perspective in operations & SCM Mgmt.	Aman Sinha	Senior GM (Order Management & Customer Services), Cummins India Limited



10	30th August 2019	Lean Operations/ Lean Mfg.	Lean Operations/ Lean Mfg.	Aman Sinha	Senior GM (Order Management & Customer Services), Cummins India Limited
11	31st August 2019	Business Process Re-engineering	Business Process Re-engineering	Amit Borkar	Vice President Operations at Raymond Fasteners India Pvt. Ltd
12	1st Sept. 2019	SAO & Oracle	SAO & Oracle	Amit Noubde	SAP Consultant
13	9th Sept 2019	Inputs for Deloitte	Inputs for Deloitte	Mr. Shantanu Sen Sharma	Ozone Education Consultants
14	13th Sept. 2019	Data Analytics	Data Analytics	Mr. Ramesh Adavi	Ex-VP (Alfa Laval, Motorola & Siemens)
15	14th Sept. 2019	Block Chain Technology	Block Chain Technology	Mr. Pankaj Mittal	COO Aurigraph, Pune
16	21st Sept.2019	Supplier relationship Management	Supplier relationship Management	Mr. Shivray Harshe	NA
17	21st & 28th Sept.2019	Enterprise Resource Planning	Enterprise Resource Planning	Mr. Shrish	(Ex- President Suzlon)
18	23rd to 25th Sept.2019	Six Sigma-Green Belt	Six Sigma-Green Belt	Mr. Amitabh Saxena	Anexas Consultancy Se Pvt Ltd. Bangalore
19	10th October 2019	Project Management & Business Analyst	Project Management & Business Analyst	Mr. Kishor H Mahle	IT Head, Mahle Anand Thermal Systems Pvt Ltd. Pune Role
20	25-Jan-20	Current challenges in manufacturing industry	Current challenges in manufacturing industry	Mr. Chandrashekhar Talathi	NA
21	15-Feb-20	Leadership	Leadership	Mr. Sudhir Gogate	NA

VI. Business Analytics Specialization:

In an era characterized by an exponential surge in data generation and technological advancements, the field of business has undergone a paradigm shift. Companies now possess an unprecedented amount of data, presenting both challenges and opportunities. In response, the integration of Business Analytics as a specialized track within the Master of Business Administration (MBA) program has gained immense significance.

The demand for professionals proficient in Business Analytics is soaring across industries. Companies seek MBA graduates who can bridge the gap between business acumen and technical expertise. This specialization enhances employability and opens doors to diverse roles such as data analyst, business intelligence manager, and data-driven strategist. This specialization organizes CLDP program every year. This program has helped for



placements in top organizations. We have offered certificate program in POWER BI, Google Analytics, Marketing Analytics, Python with Data Science, Azure DP-100 Certification. These certificates serves as a powerful asset when seeking placements. It enhances skills, and makes one a more attractive candidate to potential employers in an increasingly data-focused business landscape.

CLDP BUSINESS ANALYTICS SPECIALIZATION					
Sr. No.	Date	Topic	Focus	Speaker	Profile
2023-2024					
01	28/02/2024 to 1/03/2024	POWER BI PL-300	Certification on Power BI Data Analyst		Edu Plus Now
02	27/01/2024	SAP	SAP in IT Industry	Mr. Amit Naubade	TCS
03	20/01/2024	Session on Naïve Bayes Classifier	Session on Naïve Bayes Classifier	Mr. Atul Kahate	IT Expert and Well known Author
2022 - 2023					
1	01-04-2023	Cloud Craft: Mastering Cloud Computing	Over view of Cloud computing	Mr. Yogesh Dipankar	Director, Telematics Solutions Head
2	15-04-2023	Role of Business Analyst in BFSI Sector	Role of Business Analyst in BFSI Sector	Mr Prakash Rokde	Vice President Credit Suisse
3	16-04-2023	Mobile Analytics	Overview of Mobile Analytics	Mr. Atul Kahate	IT Expert and Well known Author
4	06-05-2023	Big data Analytics	Current trends in Big data industry	Ms. Divya Dutta	Deputy Manager Vodafone Intelligent Solutions
5	17/12/2022 to 19/12/2022	POWER BI PL-300			Etrain India
6	8/05/2023 to 12/05/2023	Azure DP-100 Certification (21-23)			E train India
2021 – 2022					
1	14-08-2021	Business Analytics opportunities and challenges	Future of Business Analytics opportunities and challenges	Sagar Waigragde	Wolters Kluwer
2	21-08-2021	Skills to be acquired	Business analytics Skills to be acquired	Mr. Anchal Khare	Data Scientist in ZS Associates
3	28-08-2021	Industrial Optimization using SAP	Overview Industrial Optimization using SAP	Parag Kosurkar	Sapology
4	04-09-2021	Exploratory Data Analysis	Exploratory Data Analysis	Mr. Amar Kumar	Data Science Manager , Coats Group



6	11-12-2021	Big Data Analytics	Big Data Analytics	Mr. Atul Kahate	IT Expert and Well known Author
7	18-12-2021	Server less Data Tools : Design and Deployment for Useful Business Insights.	Server less Data Tools : Design and Deployment for Useful Business Insights.	Mr. Amod Gokhale	Director , Rachit Technology
8	8th - 12th Feb 2022	Google Analytics	Google Analytics		TEIM
2020 – 2021					
1	01-08-2020	Data Science in Manufacturing	Use cases of Manufacturing Industry, how the Data science is applicable to them.	Mr. Amar Kumar	Data Science Manager , Coats Group
2	08-08-2020	Hierarchical Temporal Memory.	Hierarchical Temporal Memory.	Mr. Debabrata Pati	Sr. Data Scientist At Nice Actimize
3	19-09-2020	AI Chatbots.	Use cases in AI Chatbots	Manoj Kumar	Program and practice lead with EXL Service
4	08-09-2020	Pathways to Data Science	Pathways to Data Science	Rishikesh Joshi	Founder Ven Analytics Pvt. Ltd
5	20th - 25 th Sep 2021	Power BI			TEIM
2019 – 2020					
1	18-01-2020	Introduction to business analytics.	General overview towards the new specialization of business analytics	Mr. Sudarshan Gadhawe	Senior Data Scientist at Wolters Kluwer India.
2	15-02-2020	Nine foundational techniques of data science	Foundational techniques used majorly for Data Science	Mr. Ramesh Adavi	Consultant in Ixight Technologies Pvt. Ltd
3	07-03-2020	Use of predictive analytics for early detection of some diseases	Predictive Analytics in Healthcare with use cases	Mr. Anchal Khare	Data Scientist in ZS Associates
4	1st Sep to 5th Sep 2019	Marketing Analytics Certification			Defour Analytics
5	24th to 29th Nov 2020	Python with Data Science			Focus Forward Solution

- c) **Indira Global Leadership Lecture Series** - Under this lecture series, global leaders from different industries interacted with our management students. The theme for the year 2022 was 'Reimagining Possibilities' which focused on the innovative solutions that helped businesses to navigate and grow through the tough times.

**Details of the IGLLS 2022:**

Sr. No	Name	Country	Company	Designation	Day	Date	TIME	TOPIC
1	Mr. Frank Wang	Taiwan , Hong kong	Athena Capital	President	Saturday	February 12,2022	8 am India time (10:30 am Hong Kong time)	My Investment Journey
2	Mr.Charles M. Streegan	Philippines	PT Pacific Furniture	President/CEO	Tuesday	February 15, 2022,	8.30 a.m. As per Indonesia time it will be 10 am.	Finding happiness, defining Motivation and Incentives, in these challenging times
3	Mr. Steven Myers	USA	YATCO	Founder & CEO	Tuesday	February 22, 2022	8 a.m. (IST or EST not confirmed)	Timing is Everything!
4	Ms. Tasha Jamaluddin	Swizerland /USA	Epcon Industrial Systems	Managing Director	Wed	March 9,2022	4.30 Pm IST	Resilience in the Face of Chaos: Skills and Insights for Managing an Organization & Yourself in Times of Unpredictable Change
5	Dayala Dagher Hayeck	Lebanon	NATCO SAL	Owner, Board Member & General Manager	Wed	March 16, 2022	4.30 PM IST	Leading in a Bankrupt Country
6	Mr. Milan Prochazka	Prag, Zech	Topelex	Managing Director	Fri	March 18, 2022	11 am CET ie 15:30 IST	My Take on Leadership- From School to Real Life.
7	Mr. Ian Forbes		Chairman- Forbes Capital	Executive Deputy Chairman-Bud Chem. Serial Entrepreneur	Tuesday	March 22, 2022	04.00pm	Are You the Moth or the Candle? Are you a cog or a wheel? How to get rich!

d) Industry Research Program:**Objectives of the IR program:**

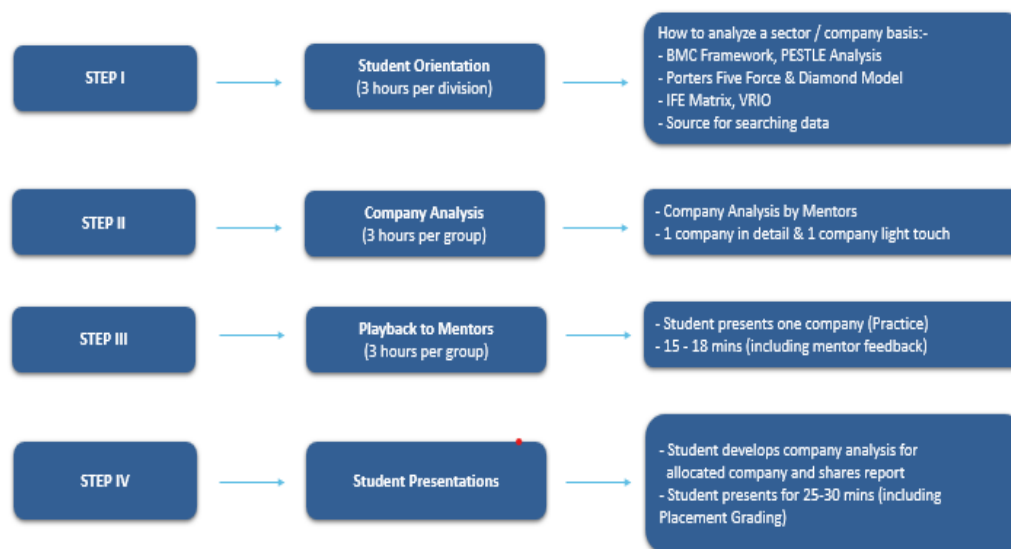
- To build a sense of what is happening in an industry: demand-supply, degree of competition within, state of competition with competition and other emerging industries etc
- Evaluate prospects of the industry and companies for future employment taking into account external factors, technological changes, etc.,
- Exploring various opportunities available in different sectors and companies (Job concentration, Sunrise, New Age)

- Significant “differentiating” questions in Placement Interviews are about Industry and sector, preparing the students for the same.

Learning Objectives of the IR program:

- To provide insight into various sectors including key companies, market dynamics, customer suppliers, and overall ecosystem of the sector.
- To provide understanding and appreciation of various Industry Research tools and frameworks such as Business Model Canvas, Porter’s 5 forces model, PESTLE, and SWOT analysis and their applications in Sector and Company analysis.
- To help students understand the methodology of sector and company analysis including a collection and analysis of relevant data and information.
- To get a job in a Sector of their choice.

Steps and topics covered:



Industry Research Program (2023-25 batch)

Interventions	Description/Topics covered	Month of completion	Mentoring Hours	Attendance	Mentors
Student Orientation (6 hours per batch)	<ul style="list-style-type: none"> • Orientation session covering Indian economy and its various sectors. • Learning analysis of sectors using various models such as BMC Framework, Porters Five Forces, PESTLE Analysis, Diamond Model, SWOT analysis etc. 	February 2024	30	~73%	Sanjiv Kumar Tripathy, Dr. Srinivas Chunduru



	<ul style="list-style-type: none"> Approach to collect information/ data for Sector analysis and exercise sessions 				
Orientation Practise	<ul style="list-style-type: none"> A group activity with 5 students/ group (total 66 groups) Students were allocated a sub-sector for analysis using above models learnt. Students presented sub-sector analysis using frameworks, data collected etc. Feedback shared by mentors 	February 2024	32.5	~98.5% (of groups)	Atul Nevase, Siva Rangaswamy, Ravi Ramanathan, Nitesh Rajdeo, Shekhar Kulkarni
Company Analysis	<ul style="list-style-type: none"> Deep Dive into respective sector. A detail analysis of a Company using above frameworks and models learnt (BMC, Porter's 5 Forces, SWOT etc) 2nd company analysis (light touch) Practice sessions 	February 2024	30	~56%	Sanjiv Kumar Tripathy, Ravi Ramanathan, Atul Nevase, Shekhar Kulkarni

Industry Research Program 2022-24 batch

Interventions	Description/Topics covered	Month of completion	Mentoring Hours	Attendance	Mentors
Student Orientation (6 hours per batch)	<ul style="list-style-type: none"> Orientation session covering Indian economy and its various sectors. Leaning analysis of sectors using various models such as BMC Framework, Porters Five Forces, PESTLE Analysis, Diamond Model, SWOT analysis etc. Approach to collect information/ data for Sector analysis. Practice sessions 	April 2023	30	-	Sanjiv Kumar Tripathy, Dr. Srinivas Chunduru
Company Analysis (3 hours per group, each consisting of 10 students)	<ul style="list-style-type: none"> Deep Dive into respective sector. A detail analysis of a Company using Above frameworks and models learnt (BMC, Porter's 5 Forces, SWOT etc) 2nd company analysis (light touch) Practice sessions 	May 2023	99	~78%	Shantanu Sen Sharma, Sanjiv Kumar Tripathy, Kaivalya Kandalgaonkar, Ravi Ramanathan, Jaydeep Apte, Siva Rangaswamy
Playback to Mentors (3 hours per group)	<ul style="list-style-type: none"> Student presented one allocated company individually (for practice) for 13 -15 mins Feedback given by mentors both verbally and in writing. 	August 2023	99	~93%	Sanjiv Kumar Tripathy, Shekhar Kulkarni, Kaivalya Kandalgaonkar,



					Jaydeep Apte, Siva Rangaswamy, Ravi Ramanathan, Atul Nevase, Kashish Jain
Student Presentation (25 min per student)	<ul style="list-style-type: none">Final University level exam conducted as per agreed Exam process of University and Institute under guidance of Head of Exam dept.Student developed company analysis for allocated company and shared report.Student presented for 20 min.Viva was conducted for 5 min and marks were awarded by independent Mentors.	August 2023	160	~98%	Ravi Ramanathan, Siva Rangaswamy, Jaydeep Apte, Sanjiv Kumar Tripathy, Kashish Jain, Kaivalya Kandalgaoonkar, Shekhar Kulkarni, Rajendra Ghaisas, Sanjay Sharma, Atul Nevase, Nitesh Rajdeo.

About mentors:

- The students of IIMP MBA were mentored by the above mentors who are Industry veterans with experience ranging from 20 to 30 years in sectors like BFSI, FMCG, Retail, HR, IT, Operations, Manufacturing etc.
 - They have cumulatively trained over 25,000+ students and executives in fields like Business development, Marketing & Sales, Digital transformation, Equity markets, financial modelling and management, Global customer service, corporate strategy, offshore advisory consulting, Business & Manufacturing Excellence etc.
 - Many of these mentors have worked at CXO positions such as Chief Executive officer, Chief Operating officer, Director, Business Head etc at large multinational and national firms
- e) **Live Projects and Winter Internships** – An internship is like an extended interview. It is a chance for you to understand the culture of the organization. You have already read the reviews of the company on various social media sites, and now the internship gives you a chance to see whether this is the kind of organization you will thrive in.

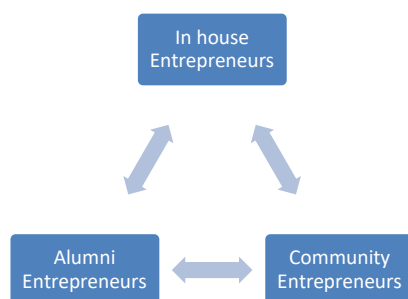
Connecting with the people at all levels is a vital part of the internship process. It helps in building relationships using formal as well as informal settings to build relationships with colleagues beyond your project.

The students undertake winter internships during their second semester for 1– 2 months.

Live Projects and Winter Internships

Date / Duration	Name of the Student	Organization	Specialization
15 th May 2023 (6 Months)	Harsh Gupta	TEIM	BA
15 th June 2023 (6 Weeks)	Harsh Gupta Priti Kalbande Vishal Somwanshi	IBM	BA
25/7/2022 – 24/1/2023	Krushnadas Bhand	Tata Yazaki	HR
17/1/2019 - 16/6/2019	Prathamesh Desai	Atlas Copco	HR
17/1/2019 - 16/6/2019	Shweta Singh	Atlas Copco	HR
19/2/2019 - 18/8/2019	Yogita Yelgulwar	G S Labs	HR

- f) **Indirapreneur Cell:** “Entrepreneurs take the route less traversed.” Indirapreneur Cell of IIMP, since its inception in year 2008 has always believed in this philosophy, while working in next decade of operation, since its inception Indirapreneur Cell was founded with the aim of promoting entrepreneurial ecosystem to facilitate the mentoring and handholding of budding entrepreneurs. Today it has evolved its working wings in following dimensions:



The overall focus is on mentoring through resources which includes:

- Institutional Partnership with MoE’s Institution’s Innovation Cell Initiative
- Institutional Partnership with NEN
- Building in-house mentoring expertise by training
- Collaborating with outside experts of training & investment field
- Collaboration with in-house incubation Centre of Indira Group of Institutes

The journey of Indirapreneur Cell, so far, has seen many initiatives like:

- IIC activities like workshops for entrepreneurs and Impact lecture series with grants.
- Collaboration with EDII for conducting Workshops
- Collaborating with NEN platform and IIT Mumbai, Business plan competition as Mentor



- Strategic collaboration with India's Best Incubation Centre- BHAU Incubation Centre, Pune.
- Annual Business Plan Workshops and Competitions
- interactive mentoring session by enthusiastic Entrepreneurs.
- Startup Visits through incubation Centre.

Business Plan Workshop:

Business Plan Mentoring Workshop Conducted for a Business Plan Competition on 25-02-2023.

My Story Sessions of Entrepreneurs:

My Story Sessions are conducted by E Cell to motivate budding student entrepreneurs- One such session was done by Mr. Sumedh Battewar Co-Founder of EMotorad, an E-Byke startup (and Alumnus of IIMP)

IIC MoE granted Impact Lecture Series:

In Collaboration with Institution Innovation Council, MoE, The Impact Lecture Series was conducted in July 2022 to promote startup and innovation amongst students and aspiring entrepreneurs with the support of IIC of MoE, GOI, with four guest sessions of experts of this fields. Over 200 students participated during the entire series.

- g) **Conferences:** At IIMP, we firmly believe in providing our students with a well-rounded and enriching educational experience. One of the ways we achieve this is by actively encouraging and facilitating their participation in conferences. Conferences serve as platforms where the latest research, innovations, and industry trends are discussed. By attending conferences, our students have the opportunity to learn from experts, gain insights into cutting-edge developments, and expand their knowledge beyond the classroom.
- a. **National Conference On Operations & Supply Chain Management and Business Analytics (20th June 2022)** - Indira institute of Management, Pune organized a Virtual Two-day National conference on Operations & Supply Chain Management and Business Analytics with the Theme of Reimagining Possibilities in Business Analytics and Operations & Supply Chain Management. Attended by more than 150 plus students and 30 Participants, with renowned speakers like Dr. Manoj Tiwari, Director NITIE, Mumbai and Dr. Hemant Kumar Tambade, CTR Manufacturing Industries.



- b. **National Conference On Marketing and Human Resource Management (16th and 17th September 2022)** – A two-day National Conference on Marketing and Human Resource Management was organized by the Marketing and Human Resource Departments of IIMP. The theme for the conference was ‘Reimagining Possibilities: Changing role of Marketing and Human Resource Management. The chief guest for the conference was Dr. Parag Kalkar, Dean, Faculty of Commerce and Management, SPPU. Track Chairs were Dr. L. K. Tripathy, Director, Sai Balaji Institute of Management Sciences and Dr. Dilip Nandkeolyar, Co-Chancellor, Commonwealth University. Dr. Ranjeet Chitale, Associate Professor, Department of Management Sciences, SPPU was the chief guest for the valedictory programme.

The conference was attended by more than 300 students. 13 papers were presented in offline mode and 7 papers were presented virtually. It was a great learning experience for all the participants.

- c. **International Youth Conference – Heartfulness foundation** along with AICTE and UNESCO have arranged 3 days’ International youth conference on Kindness at Hyderabad. 30 students from Indira institute of Management Pune attended the conference. The speakers at the event were, Dr. Anantha Duraiappah Director, UNESCO MGIEP, P V Sindhu World Champion and Badminton Player, Shiv Shiva Kumar, Group Exec-President, Aditya Birla Group, Kiran Bir Sethi, Founder, Design for Change Foundation along with 15,000 participants from all over India. Students have also attended other activities like UNESCO workshops, Meditation sessions, Tree Plantation drives, Music concert.

h) Events at Group Level

- a. **Brand Slam:** Indira Group strongly believes in creating innovative platforms for corporate interface with our students through excellent innovative practices. Indira Brand Slam (IBS) is a premier conclave attracting India’s Best Corporate and Business Minds to Campus. Our students get an opportunity to interact with hundreds of Industry Speakers and Innovative brands showcase their products and services to thousands of IGI students. The event brings forward learnings on what businesses are doing to transform and redesign themselves in the Indian Business Environment. It is an event for the industry stalwarts to hold up the beacon of their experience for students to shape the leaders of tomorrow.



The “**10th Edition of the Indira Brand Slam Summit,**” took place in Pune on February 10, 2023, During the 2-day Annual Marketing Conclave, industry leaders from many different fields came to Pune to network, engage, and speak to a crowd of 500 Post Graduate students, faculty, and industry peers.

This year’s summit’s theme was “**Changing Paradigms for Building Brands,**” which was chosen to reflect the rapid changes that have happened in many industries since Covid. Industry leaders talked about marketing strategies and shared best practices that helped them do well as the industry changed.

- b. Indira HR Excellence Awards:** An annual event wherein Indira Group of Institutes (IGI) recognizes the outstanding contributions of HR professionals who have steered various industries globally. The last event was held on 23rd October, 2021 with the theme - “Hi-Tech Hi-Touch”. It was a fantastic Hybrid Ceremony where IGI hosted Industry Experts from 40 super brands and conferred them with the Indira HR Super Achiever Award 2021. The experts interacted with the students sharing their experiences on the theme.
- c. Indira Diversity Awards -** Indira Group of Institutes (IGI), Pune hosted the 1st edition of the Indira Diversity Awards on 21st January 2023. Winners were announced at the grand ceremony attended by 5000+ students, staff & corporates. 40+ specially abled professionals & entrepreneurs were awarded for their fabulous achievements along with various organizations for their contributions towards society.

i) Collaborations:

IIMP consciously encourages industry interaction with a wide cross-section of professionals in the industry. Winter projects, industry interaction programs, seminars, etc., organized in association with the industry offer students opportunities to practice their organizational and communication skills, sharpen analytical abilities and exhibit their talent and awareness of contemporary issues to leading recruiters.

IIMP has several collaborations with various organizations like

- 1) AIMS (Association of Indian Management Schools)
- 2) MCCIA (Maharatta Chamber of Commerce, Industries & Agriculture, Pune)



- 3) ASSOCHAM (The Associated Chambers of Commerce & Industries of India)
- 4) PMI - Project Management Institute, Deccan India Chapter (Student Chapter)

The Institute also has tie ups with the following organizations to deliver value addition inputs to the students.

✦ **YUGMA** - Indira Institute of Management, Pune and Ozone Yugma signed a MoU to provide applied skills to its students. The course contents are as follows;

9. **EQ test-** Literacy, competencies, value and beliefs and outcomes. This was done online with soft copy reports and hybrid briefing.
10. **Discovery interviews-** These will be one on one interview which is aimed at studying the intrinsic characteristics of a student- vis-a-vis his communication skills, body language, clarity of thought and vision, creativity, passion assertiveness etc. This will be about 25 min per students.
11. **Pre Summers-** 2 Hours of workshop the importance of SIP, how to leverage for interviews what companies and recruiters look for, how to balance job and university requirement.
12. **Business Modelling Sessions-** 1 session of three hours per division. This will cover Business acumen and business model canvas here.
13. **Individuals PI-** PI about 20 min per students. This would be more of an HR Round and the inputs here would be used for placement grading.
14. **Last mile sessions**
15. **Alpha Batch-** The Alpha Batch is novel concept started by Ozone to identify and develop the top 10% of the students. These students are geared to be near “job ready” as opposed to be just “interview ready” and would have a shorter learning curve once they joined.

Core Program 2022-24 batch

Interventions	Description/Topics covered	Month of completion	Mentoring Hours	Attendance	Mentors
Alpha batch- Introduction session	Students were introduced to Alpha program, its offerings and the benefits. Focus required by selected top 10% students to enhance their capability for enhanced career opportunities	August 2023	1	82%	Sanjiv Kumar Tripathy



Alpha batch- Selection Interviews	Top 20% of students were interviewed in groups of 5 where students were assessed on select parameters for selection to Alpha batch	August 2023	5	93%	Siva Rangaswamy
Alpha batch- Briefing session	Post-selection of the top 10% of the batch, the Alpha students were briefed about the interventions planned under Alpha program	August 2023	1	100%	Sanjiv Kumar Tripathy
Alpha batch- Gallup assessment	30-minute online questionnaire that assesses students' strengths using global Gallup tool	October 2023	NA	100%	Online Gallup system
Alpha batch- Gallup debrief	A Gallup-certified mentor helped students understand their report, top 5 strengths, and provided valuable mentoring on how to leverage their top strengths to enhance their careers	November 2023	7	41.60%	Shital Andharia
Alpha batch - SIP interviews	30 min interview on assessing effectiveness of the SIP completed by Alpha student's basis Projects, Targets, assignments etc. Feedback provided by Mentors on SIP completed including SIP project articulation, experience gained while working in corporate environment, achievements during SIP and how to leverage SIP experience during Campus placements	November 2023	15.5	86.11%	Shantanu Sen Sharma, Nitesh Rajdeo, Sanjiv Kumar Tripathy, Ravi Ramanathan, Siva Rangaswamy, Atul Nevase
Faculty Development Program	A session for IIMP MBA faculty on Industry Research Program including coverage for students.	August 2023	3	NA	Sanjiv Kumar Tripathy
Personal Interviews - 1	Simulated HR round interviews by Mentors (for 15 min/ students) to check their preparedness for CV-based interviews. Both verbal and written feedback shared with students.	September 2023	53	63%	Aparna Gulawani, Simple Jaiswal, Karan Batra, Swapna Menon, Sanjay Sharma, Shekhar Kulkarni, Kashish Jain
Last Mile support sessions (Companies Covered: FIS Global, EY, Piramal Capital and Housing Finance,	Students were orientated about relevant sector, analysis of the company, JD for specific roles, skills required and how to prepare for specific company interview	February 2024	5.5	-	Dr. Srinivas Chunduru, Sanjiv Kumar Tripathy



Artee Flow Controls Pvt. Ltd)					
-------------------------------	--	--	--	--	--

Core program (2023-25 batch)

Interventions	Description/Topics covered	Month of completion	Mentoring Hours	Attendance	Mentors
Scene setting/ Inauguration	Students were briefed about the YUGMA sessions planned for over next few months and their benefits	September 2023	2	-	Dr. Srinivas Chunduru
Discovery Interviews	25-minute interview on self-discovery, strengths, weaknesses, and areas of interest, etc. Students were given feedback and action plan for next 6 months	September 2023	112.5	81%	Siva Rangaswamy, Ravi Ramanathan, Nitesh Rajdeo, Atul Nevase, Nandan Borgalkar, Sanjay Sharma
Faculty Development Program	A session for IIMP MBA faculty on Industry Research Program including coverage for students.	January 2024	3	NA	Sanjiv Kumar Tripathy

16. **ILEAD**- ILEAD stands for Indira Leadership and Entrepreneurial Acumen Development Program. This program will cover topics like Problem solving and decision making, conflict management, business modelling, design thinking, digital transformation, ERP basics, Risk and advisory, employee engagement, Sales and selling etc.

ILEAD Program (2022-24 batch)

Day	Sessions	No. of batches	Description/Topics covered	Month of completion	Mentoring Hours	Mentors
Day 1	Problem-solving	2	Corporate problem-solving insights, and practical application of problem-solving principles and hands-on activities	September 2023	6	Dr. Srinivas Chunduru
	Design Thinking	2	Session on user-centric problem-solving followed by a discussion on real-world case studies and flag prototyping activity	September 2023	6	Sanjiv Kumar Tripathy
Day 2	Managing self	2	Session covering Goal setting, time management, stress management, emotional intelligence, and work-life balance	September 2023	6	Rohini D'Souza
	Business Modelling	2	The session covered topics like revenue generation and business models through interactive tools and real-world examples	September 2023	6	Dr. Srinivas Chunduru
Day 3	Digital Transformation	2	Session focused on how to leverage digital tools effectively, and understanding of the drivers, technologies, and	September 2023	6	Atul Nevase



			challenges associated with digital transformation.			
	Managing Teams	2	Participants gained a deep understanding on open communication, goal setting, feedback, delegation, conflict resolution, and the joy of celebrating team wins.	September 2023	6	Rohini D'Souza
Day 4 and 5	Finance (2 sessions)	1	Session was an immersive exploration of financial knowledge and practical application through cash-to-cash simulation	September 2023	12	Dr. Srinivas Chunduru
	Marketing (2 sessions)	1	Customer centricity, Spin sales, Sales alignment. Students learned the importance of harmonizing sales efforts with a customer-focused approach	September 2023	12	Jaydeep Apte, Shantanu Sen Sharma
	HR	1	Session focused on HR's significance, function structures, talent management, use of technology and tools to enhance HR operations, role opportunities in HR.	September 2023	6	Sanjiv Kumar Tripathy
	Business Analytics	1	Session focused on practical skills in data handling, analytics techniques, and the use of statistical tools.	September	6	Atul Nevase
	OSD	1	Session focused on giving a deep understanding of the value of operations, explored operational and business excellence, learned about TQM, and harnessed tools to enhance operations.	September 2023	6	Sanjiv Kumar Tripathy

➤ **FOCUS FORWARD** - Indira Institute of Management Pune has a tie up with Focus Forward for improving the English Communication among the students. During the induction program an assessment of the students from different background in English communication, essential language for business communication with respect to written test, group discussion and extempore etc based on which students are graded and identified on different levels of communication.

Those students who are in basic levels of communication are identified and grouped in one level. These students are coached and special sessions organised for these students to cope up with the level three students. The Main objective behind this is to understand the needs of the students and industry so that the gap between the students and industry is bridged.



Further the level three students that is the advanced learners are groomed as per the requirements of the Industry. The Opportunity levels provided to all the students are the same but extra efforts or levels of efforts for training the slow learners and advanced learners is totally different and have been incorporated at Indira Institute of Management curriculum.

Groups identified based on the levels of Business Communication and Sessions Conducted thereof:

Group Name	Level of Business Communication	Methodology/Pedagogy	Faculty Names
Alpha	Basic	Classroom Teaching and Group Activity	Mrs. Manisha Dhopeswarkar
Beta	Basic	Classroom Teaching and Group Activity	Mr. Joji Philips
Gamma	Intermediate	Classroom Teaching and Group Activity	Mr. Victor Zuzart
Delta	Intermediate	Classroom Teaching and Group Activity	Mr. Sagar Patil
Sigma	Intermediate	Classroom Teaching and Group Activity	Mrs. Jenny Puliken
Omega	Advanced	Classroom Teaching and Group Activity	Mrs. Monica Drego
Soft Skills	For all Groups	Practical Orientation in usage of language	Mr. Reeves Rodrigues
Team Leader	For all Groups	Team Management	Mr. Ravindran Joseph

⇒ **XED INTELLECT** – IIMP has partnered with Xed Intellect an end to end Training, Assessment and Placement Assistance organization. The training modules are designed to supplement the Institute’s curriculum by working on key areas of employability i.e.

- **Current Affairs** - Knowledge of business as well as general current affairs is an absolutely essential requirement for any future manager. It also provides that killer edge during group discussions as well as Interviews. To this end our Current Affairs program helps students gain this edge via newsletters, apps/sms and regular quizzes. The result is a tool that helps students stay up-to-date, relevant and keen about the real world of business. The following items are provided to the students to update them with the knowledge of current affairs,



- **Weekly Newsletter:** With Cover story, Economic indicators & data analysis, Business news articles, International news articles, miscellaneous news article, Personalities of the week, Industry overview/ corporate intelligence
- Learning resources: Daily news headlines via SMS/App, Weekly newsletter, Fortnightly online quizzes with instant results and performance reports, Certificates to top performers, Source of News: ET, Business Standard, TOI, Reuters, Economist, Time, The Week & Misc. sources
- Additional Items: Domain specific news, Domain specific news feature, Domain Specializations covered: Marketing, Finance, HR, Operations, IT, Telecom etc.
- **Domain** - Excellent knowledge of domain subjects is one of the key prerequisites to getting a desired job as well as profile. Vital Domain study material on Marketing, Finance, HR, Operations, IT and Telecom is provided to candidates for quick and easy reference.
- **Aptitude** - Aptitude testing is one of the most commonly used tools by companies when short listing candidates during placements. The aptitude training program is designed to help students prepare for the same and better their chances. The program has 9 Training Modules and Quizzes.

Assessment

- Pre-Training Assessment (normally at the beginning of the first and the third semester) is conducted to identify strengths and weaknesses of students in key areas so that relevant training programs can be executed. Post-Training Assessment (at the end of the first and the third semester) reflects improvement areas and the efficacy of the training programmes. These scores are also used for our recruitment solution, XedScore.
- **Key areas of assessment are:** Spoken & Written English Communication, Aptitude Skills – English, Math & Reasoning, Current Affairs & General Knowledge, Domain Subject Knowledge and Psychometric Analysis

7.1.2. Participation of Industry professionals in curriculum development, projects, assessments as examiners, in summer projects (15)

The participation of industry professionals in curriculum development is a valuable and essential aspect of creating effective educational programs that align with the needs of



the workforce and industry trends. Industry professionals bring real-world insights, up-to-date knowledge, and practical experience to the curriculum development process, ensuring that students are well-prepared for the demands of their future careers.

a) Industry Experts

- **Advisory Boards** – The representation of industry professionals on the various committees and advisory boards viz. Governing Body, Academic Council, and Board of Studies, ensures valuable input and guidance on curriculum design, ensuring that it remains up-to-date with the latest industry trends and requirements.
- **Examiners** – The feedback received from the Industry Professionals as examiners for external assessments.
- **Recruiters** – Recruiters offer feedback on the performance and preparedness of the students they hire from the institution. They can highlight areas where the students excel and areas where improvement is needed. This feedback can inform curriculum adjustments to better prepare students for the workforce. The recruiters also suggest specific topics, technologies, or trends that should be covered in the curriculum to ensure students are up-to-date with the latest industry developments, this helps in keeping the curriculum relevant and cutting-edge.
- **Guest Speakers** – Guest Speakers make significant contributions to curriculum development by providing real-world insights, practical knowledge, and industry-relevant perspectives. The speakers help identify these skills and ensure they are integrated into the curriculum. The Learning Facilitators and Faculty then align the courses with the specific skills and competencies needed in the job market.

b) Alumni – Alumni can play a valuable role in the curriculum development process by providing their insights and expertise. The representation of Alumni on the Board of Studies, as Examiners and Guest Speakers ensures their contribution for the Curriculum Development.

The interaction with the stakeholders from the Industry ensures;

- The curriculum is aligned with the needs of employers in the field.

- The curriculum is relevant to the real world as per the latest technologies and practices
- Identify skills that are in high demand.
- Assess the quality of the curriculum.
- Feedback on the content, the learning outcomes, and the teaching methods.
- Bring new ideas and perspectives to the curriculum development process.
- Help faculty to think outside the box and to develop innovative and cutting-edge programs.

7.1.3. Initiatives related to industry including executive education, industry sponsored labs, and industry sponsorship of student activities (15)

a) **Redington Scholarship** – The Vidyasaarathi portal is a platform that provides access to various scholarships offered by corporates and other organizations. The Redington Scholarship is one of the scholarships that can be applied for through the Vidyasaarathi portal. The Redington Scholarship is a valuable opportunity for meritorious students from underprivileged backgrounds to pursue their higher education dreams. It can help them to overcome financial constraints and achieve their academic goals. The students of IIMP Mr. Ajay Lahoti and Mr. Sourabh Gaikwad received Redington scholarship of rupees 1,00,000 each for the academic Year 2021-2022 and Year 2022-2023.

7.1.4. Involvement of industry professional as members of various academic bodies/board (15)

Governing Body – Industry Representation			
Sr.	Category	Name of the member	Designation and Organization
1	Member (Industry Representative)	Mr. Manoj Joshi	Vice President – Finance Tech Mahindra
Academic Council – Industry Representation			
Sr.	Category	Name of the member	Designation and Organization
2	Educationist or industrialist	Mr. Shantanu Sen Sharma	Co-Founder and Leadership Coach, Ozone Education Consultants P L
		Dr. M.P. Sunder	Head Marketing, Adobe India
		Mr. Rajesh Javalgi	Director - Finance at 3DPLM, a Dassault Systèmes company, Pune
Board of Studies – General Management			
Sr.	Category	Name of the member	Designation and Organization
1		Mr. Shantanu Sen Sharma	Ozone Consultants



2	Subject Experts from outside Parent University (02)	Mr. Mukund Mate	Ex-Dean, ICFAI B School Pune
3	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Sashin Jain	Head Merchandise Strategy, Supply Chain and Sourcing, OC Tanner
4	Representative from Industry (01)	Mr. Shirang Sajanapwar	Consultant
5	Alumnus (01) to be nominated by Director	Mr. Sughosh Tembre	Infosys, Pune

Board of Studies – Marketing Management

Sr.	Category	Name of the member	Designation and Organization
1	Subject Experts from outside Parent University (02)	Mr. Kshemendra Roy	Customer Centricity head at Tata Sons Ltd, Tata Group level profile, Mumbai
2	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Pratik Puprediwar	Director, Neilson India
3	Representative from Industry (01)	Mr. Swapnil Narake	DGM DM in Healthcare business of Sahyadri Hospitals, Pune
4	Alumnus (01) to be nominated by Director	Mr. Jayant Morghade	Bid Manager; Fujitsu Consulting India

Board of Studies – Financial Management

Sr.	Category	Name of the member	Designation and Organization
1	Subject Experts from outside Parent University (02)	Dr. Deepa Pillai	Associate Professor SSBF
2		Dr. Rakesh Malusare	Associate Professor, Alkesh Dinesh Mody Institute for Financial and Management Studies, Mumbai
3	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Viplav Gedam	Asst. Manager, United India Insurance
4	Representative from Industry (01)	CA Sagar Dani	General Mills, Senior Manager – Risk (Finance), Mumbai
5	Alumnus (01) to be nominated by Director	Mr. Prakash Rokade	Credit Suisse Designation: Assistant Vice President, Pune
6	Special Invitee	Prof. Sudhir Daphtardar	Chairman - Chintamani Nagari Sahakari Pathsanstha Ltd., Trustee and Treasurer Dr. R C Dhere Centre for Cultural Studies, Former Banker and Faculty SBI
7		Mr. Nikhil Lokhande	Director Forex and Treasury Dept. Standard Chart Bank

Board of Studies – Operations and Supply Chain Management

Sr.	Category	Name of the member	Designation and Organization
1	Subject Experts from outside Parent University	Mr. Amit Borkar	Vice President - Operations at ARaymond Fasteners India Pvt. Ltd, Pune.
2		Dr. Sanjay Sharma	NITIE Mumbai
3		Dr. Ramakrishna Manatkar	Symbiosis Institute of Operations Management, Nashik



4	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Shirang Tambe	GM, Global Purchasing Office, MTU India Pvt. Ltd., Pune
5	Representative from Industry (01)	Mr. Aman Sinha	Consultant, FounderParagon solutions
6	Alumnus (01) to be nominated by Director	Mr. Nikhil Avinash	Advisory Technical Service Specialist, IBM India Pvt. Ltd. Pune
Board of Studies – Business Analytics			
Sr.	Category	Name of the member	Designation and Organization
1	Subject Experts from outside Parent University (02)	Dr. Dhanya Pramod	Director, SCIT Pune
2		Mr. Atul Kahate	Author and Faculty of Computer Science
3	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Yogesh Dipankar	Director, Telematics Solutions Head
4	Representative from Industry (01)	Mr. Amit Noubade	IBM, Analytics
5	Alumnus (01) to be nominated by Director	Mr. Ameya Asodekar	Sr. Analyst TCS
Board of Studies – Human Resource Management			
Sr.	Category	Name of the member	Designation and Organization
1	Subject Experts from outside Parent University (02)	Mr. Prashant Ithape	HEAD-HR, Grupo Antolin India Pvt. Ltd.
2	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Sandeep Mahajan	HR Director - SAARC Region - ASSAABLOY
3	Representative from Industry (01)	Dr. Sadashib Padhee	Executive Director: C4i4 Lab: Independent Director, Ex - CHRO with Kirloskar Pneumatic, a Kirloskar Group Company
4	Alumnus (01) to be nominated by Director	Mr. Sudeep Sharma	Director - Human Resources, India & Bangladesh IMCD N.V.
Internal Quality Assurance Cell			
Sr.	Category	Name of the member	Designation and Organization
1	One nominee from Alumni	Consultant TCS	Mr. Amey Asodekar
2	One nominee from Employers/Stakeholders/Industrialist	Associate Director - Global Alliances LnT Infotech	Mr. Atul Nevase

7.2. International Connect (40)

(International Students, Student Immersion Programs, Faculty Exchange Programs and Collaborative Research Projects. These would also include online initiatives to engage with international academic communities)



i. Initiatives to engage with International Academic Communities

Title	Resource Person	No. of participants	Duration	Date
Meet the Editor Series Online	Prof. Dewasiri N. Jayantha, Professor in Finance, Department of Accountancy and Finance, Faculty of Management Studies Sabaragamuwa University of Sri Lanka	25	3.00 - 5.00	20-Feb-24
Indira Global Research Mentoring Series Online - Starting research & literature review for publishing in high quality journals	P. G. S Amila Jayarathne Professor in Marketing University of Sri Jayewardenepura, Sri Lanka	20	10.00 - 12.00	23-Dec-22
FDP on "Enhancing faculty perspective towards impactful research"	Professor Justin Paul from University of Puerto Rico, San Juan, USA & University of Reading Henley Business School, UK	15	2 days	August 3-4 2023

- ii. **Indira Global Leadership Lecture Series** - Under this lecture series, global leaders from different industries interacted with our management students. The theme for the year 2022 was 'Reimagining Possibilities' which focused on the innovative solutions that helped businesses to navigate and grow through the tough times.

Details of the IGLLS 2022:

Sr. No	Name	Country	Company	Designation	Day	Date	TIME	TOPIC
1	Mr. Frank Wang	Taiwan , Hong kong	Athena Capital	President	Saturday	February 12,2022	8 am India time (10:30 am Hong Kong time)	My Investment Journey
2	Mr.Charles M. Streegan	Philippines	PT Pacific Furniture	President/CEO	Tuesday	February 15, 2022,	8.30 a.m. As per Indonesia time it will be 10 am.	Finding happiness, defining Motivation and Incentives, in these challenging times
3	Mr. Steven Myers	USA	YATCO	Founder & CEO	Tuesday	February 22, 2022	8 a.m. (IST or EST not confirmed)	Timing is Everything!



4	Ms. Tasha Jamaluddin	Switzerland /USA	Epcon Industrial Systems	Managing Director	Wed	March 9,2022	4.30 Pm IST	Resilience in the Face of Chaos: Skills and Insights for Managing an Organization & Yourself in Times of Unpredictable Change
5	Dayala Dagher Hayeck	Lebanon	NATCO SAL	Owner, Board Member & General Manager	Wed	March 16, 2022	4.30 PM IST	Leading in a Bankrupt Country
6	Mr. Milan Prochazka	Prag, Zech	Topelex	Managing Director	Fri	March 18, 2022	11 am CET ie 15:30 IST	My Take on Leadership- From School to Real Life.
7	Mr. Ian Forbes		Chairman- Forbes Capital	Executive Deputy Chairman-Bud Chem. Serial Entrepreneur	Tuesday	March 22, 2022	04.00pm	Are You the Moth or the Candle? Are you a cog or a wheel? How to get rich!



CRITERION 8

INFRASTRUCTURE



Criterion 8	Infrastructure	75
--------------------	-----------------------	-----------

8.1. Classrooms & Learning facilities (25)

(Availability of adequate, well-equipped classrooms to meet the curriculum requirements, availability of learning facilities, utilization and initiatives to ensure students learning)

To enrich the learning experience, IIMP provides its students with air-conditioned classrooms that are well equipped with LCDs, Audio- visual systems and Smart boards. Indira Campus is one of the finest Management education infrastructures in the country.

Some distinctive features of our campus.

- 40,000 sq. ft. built -up space
- Modern classrooms, Syndicate & Conference Rooms
- In Campus furnished hostels for Girl & Boy Students
- 400 seating capacity air-conditioned Auditorium
- 150 seating capacity air-conditioned Convention Centre
- Wi - Fi broadband internet 500 mbps

AREA STATEMENT FOR AN INTAKE OF 300				
Area	Identification	Required as per AICTE norms	Area (in sq.mtrs)	
Classroom No. I-1	I Floor	660.00	63.73	680.01
Classroom No. I-2	I Floor		63.61	
Classroom No. I-3	II Floor		63.62	
Classroom No. I-4	II Floor		66.98	
Classroom No. I-5	II Floor		71.33	
Classroom No. I-6	III Floor		63.48	
Classroom No. I-7	III Floor		63.75	
Classroom No. I-8	III Floor		63.75	
Classroom No. I-9	III Floor		79.18	
Classroom No. I-10			80.58	
Tutorial Room - 1	I Floor	99.00	34.00	120.30
Tutorial Room - 2	I Floor		34.00	
Tutorial Room - 3	I Floor		52.30	
Seminar Hall 1 & 2	IV Floor	132.00	402.62	402.62
Computer Lab No.1	III Floor	150.00	92.31	203.06
Computer Lab No.2	III Floor		58.45	



Computer Lab No.3	Langauage Lab		52.30	
Library & Reading Room	IV Floor	100.00	139.14	
Central Store	Basement	30.00	30.00	
Principal Office	Dr. Pandit Mali's office	30.00	30.00	
Board Room	CP Conference Room	20.00	20.00	
Office all inclusive	New Admn. First Floor	150.00	33.38	176.53
	Server Room		10.00	
	Chief People Officer office		27.99	
	CP Office		39.93	
	Conference Room – IIIrd floor		41.15	
	PGRC Office		13.04	
	Visiting Faculty Cabin		11.04	
Faculty Room	Outside Registrar office (Faculty Room No. 1)	150.00	61.00	197.58
	Dr. Punam Bhoyar & Dr. Purvi Shah (Faculty Room No. 2)		54.73	
	Faculty room (Faculty Room No. 3)		40.14	
	Cubicles for Registrar, Faculty and Admission Coordinator (Faculty Room No. 1)		23.42	
	Cubicles for Faculty (Fac. Room No. 4)		18.29	
Maintenance		10.00	10.00	
Security	Security Cabin	10.00	10.00	
Housekeeping		10.00	10.00	
Pantry for staff	PGRC Con. Room & O/s area	10.00	14.19	
Examination Control room	Existing strong room	30.00	43.30	
Faculty Room	Dr. Sanjay Bhale, Dr. Nitin Joshi & Ms. Yestrela Vaz (Cabins and Cubicles for Faculty)	30.00	30.00	
Girls common room	II Floor	75.00	94.99	
Boys common room 2	Next to Admn. Office	75.00	75.00	
Toilets Ladies & Gents	Ground Floor	150.00	150.00	
Cafeteria		150.00	281.00	



Stationery & Reprography		10.00	10.00	
First aid & Sick room		10.00	18.24	
Departmental Office	Dr. Pallavi Mam's cabin	20.00	17.47	29.8
	Pallavi mam's outside area (Academics Coordinators)		12.33	
Total		2111.00	2775.76	
Corridor		693.94	269.52	559.55
Staircase			290.03	
Total Built up Area			3335.31	

➤ **Learning Facilities & Initiatives for Students' Learning**

The institute provides E-Learning facility in classrooms for use of various kinds of electronic media and Information & Communication Technologies (ICT) in education. These facilities utilize the latest technologies to assist and enhance knowledge distribution, and calls for flexible and active interactions amongst teachers and students.

➤ **Smart TV's:** IIMP has installed Smart TVs in the classrooms that offer several benefits enhancing the learning experience for both students and educators. The integration of smart TVs in classrooms has created a more engaging, interactive, and efficient learning environment, benefiting both faculty and students in various ways.

- i. Smart TVs enable interactive learning experiences by allowing the faculty to display multimedia content, educational apps, and interactive lessons. Students can actively engage with the material, fostering better comprehension and retention.
- ii. It is easier for faculty to explain complex concepts and capture students' attention through a wide range of multimedia content, including educational videos, images, and animations.
- iii. The Faculty can access online resources and educational websites directly from the TV. This enables real-time research, access to current information.
- iv. The TVs come with digital whiteboard functionality, allowing the faculty to write, draw, and annotate on the screen. This can mimic the traditional chalkboard or whiteboard experience while offering additional digital tools and versatility.
- v. The faculty can display live quiz results, polls, and other interactive activities to provide instant feedback and assess students' understanding.



- ⇒ **Library:** The Libraries of the institute have an excellent collection of reference / text books, encyclopedias and periodicals related to the field of Management. The Institute also subscribes to a number of international & national journals, periodicals from the field of Management. Reading room facility is available for the students. The library is updated continuously by adding the latest text books, reference books, management journals and Indian Economics Survey Report as per the demands of faculty, industry and students on continuous basis. Indira has also subscribed to Global Management e-journal database like- EBSCO and J-Gate, e-books on general reading, self - help and motivational inspirational literature.
- ⇒ **Computer Centre:** Indira has state of the art IT infrastructure. The institute is equipped with latest workstations and interactive smart classrooms with audio visual units. Indira has one to one and one to many video conferencing facilities. Wireless connectivity for student's laptops is provided throughout the campus including the hostels. Our 500 mbps dedicated internet connectivity caters the internet requirement within the campus on 24 x 7 basis. The students experience the best communication, co-ordination and collaboration with their faculty, coordinators and team mates via personalized mail box on office365 and student's portal on ERP system. The IT infra also covers the latest licensed softwares for designing and simulation of projects, statistical analysis and project presentation. Security (physical & data access) within the campus is administered via surveillance cameras and data access policies implemented via various servers using Microsoft technology.
- ⇒ **E-Accounts Lab** - The accounts computer lab is configured with the latest Management software SPSS, Tally, and CAPITALINE for students' access. SPSS software has 10 user licenses. Indira has also subscribed to the EBSCO data base to provide the students and faculty with research-based inputs.
- ⇒ **Indira Video Resource Center:** INDIRA has one of the finest collections of academic videos & CDs comprising of international & national titles at its video resource Center. INDIRA has tied up with Stanford University, Harvard Business Resources and the American Management association for the supply of the latest videos. The Indira Video Resource Center helps enhance the inputs given to our students and makes learning a more enriching experience.
- Gym & Fitness Center IGI has modern and well equipped gymnasium and fitness centers for student. This department is headed by a full time fitness director. We strongly believe that to excel in today's fast - paced and stressful business environment, it is imperative to maintain



100% fitness. Gym, swimming, yoga, physical training & aerobics form a few of the key components of our fitness program.

- ⇒ **Usage of LMS and ERP in teaching learning:** IIMP uses well established Learning Management System i.e ERP (GEMS) to increase student engagement, collaboration and effective stakeholder participation. It gives flexibility and allowance for pedagogical experimentation to faculty above all, involves all stakeholders' participation in teaching and learning process. Academics as well as administrative processes are also managed effectively and efficiently on account of such systems availability.
- ⇒ **LinkedIn Learning:** IIMP has given free access to students on the LinkedIn Learning Platform. LinkedIn Learning provides access to thousands of courses covering a wide range of topics, including academic subjects, technical skills, business, creative arts, and more. Students can find courses that align with their academic interests and career goals. The Learning Facilitators identify course modules which can be completed by the students for the MOOCS courses. The assessments for the courses are done at the Institute level. The students get credits for these courses as well as certificates for completing the course on LinkedIn Learning.

8.2. Library (20)

Library is the back bone of an academic institution. The books facilitate and strengthen the learning that students have obtained in the classrooms. IIMP library goes beyond the conventional ways of issuing books to students and faculty and help them access selective and right knowledge in their niche areas. The library rules and regulations for issuing books are rigid enough to systematize the processes and keep track of the books, but also provide sufficient flexibility in specific situations. The faculty ensures regular usage of text and reference books by the students by giving book based assignments and presentations.

Indira Institute of Management has a well-stocked Library with an excellent collection of reference/text books, journals and CDs related to the field of Management and Business. The collection is updated yearly as per the requirements of the faculty, students and staff.



The Library has an advisory Library Committee consisting of the Director, Dy. Director, Learning Facilitators, Representative from Accounts department, Students' Representative, Chief Librarian & Librarian. The main responsibilities of the library committee are to:

- Ensure that all procedures and policies are followed as per the stated rules and regulations laid down by the concerned (UGC, AICTE, NAAC...etc.) authority.
- Advise in matters regarding proposed policies.
- Counsel in the general development and administration of the Library.
- Express the opinions of the faculty, staff and students relative to Library policies and their administration.
- Ascertain feasibility of innovative projects/services in respect to its cost, and usability.

The committee meets every three months. Proposals for discussions at the library committee meetings are put forth by the librarian who generally acts as an Ex-Officio Secretary to the committee.

Members of the Library Committee

Sr.no.	Name	Designation
1	Dr. Pandit Mali	Chairperson (Director, IIMP)
2	Mr. Sandeep Gaekwad	Member (Director-Admin & HR)
3	Dr. Anjali Kalkar	Member (Dean- UG Programs, IIMP)
4	Dr. Pallavi Sajanapwar	Member (Dy. Director, IIMP)
5	Dr. Purvi Shah	Member (LF Financial Management)
6	Mrs. Yestrela Vaz	Member (LF Human Resource Management)
7	Mrs. Neha Ramteke	Member (LF Business Analytics)
8	Dr. Dipanjay Bhalerao	Member (LF Marketing Management)
9	Dr. Sanjay Bhale	Member (General Management)
10	Dr. Nitin Joshi	Member (LF Operations and Supply Chain Management)
11	Dr. Sonali Shrotri	Member (LF Banking & Finance - BBA)
12	Mr. Swapnil Kharde	Member (LF Digital Business & Marketing - BBA)
13	Mr. Siddharth Terdale	Member (Director, Accounts)
14	Mansi Upadhyay	Member (Vice President - Academics, Student Council)
15	Mr. Omsingh Tomar	Member (Vice President – Alumni Cell, Student Council)
16	Mrs. Manasi Patil	Member Secretary (Chief Librarian)
17	Mr. Santoshkumar Kadam	Member Secretary (Asst. Librarian-BBA)

**LIBRARY RESOURCES**

1. No. of Titles: **7430**
2. No. of volumes: **25460**
3. No. of National Journals: **30**
4. No. of International Journals: **2300 on Ebsco database**
5. E-books: **215** (Pearson & McGraw hill etextbooks purchased. Plus, Repository of 390 free eBooks, Case Study on Outlook Drive)
6. Library Area: **139.14 sqm. Seating capacity: 100 students**
7. Reading Room: **210.22 sqm. Seating capacity: 100 students**
8. No. of books purchased in the current year 2023-24:

Sr. no.	MBA	Titles	Vol.	COST
1	BOOKS	132	613	532084.00
2	eBooks	14	14	62,281

Nat. Journal	Intt Journal	Cost	Databases and Library software details.	Cost	Total amount
30	2	1,77,231	Ebsco-351977 Capitaline- 236000 N-list- 5900 Delnet-13570 Koha LMS Cloud- 165000	7,72,447	9,49,678

9. Library Membership: **NDL, MCCIA, ASSOCHAM, DELNET, N-LIST.**
10. Library Services: **DEAR#-Book Summary, SDI Bulletin, CAS Bulletin, Library Bulletin.**
11. Library Activities:
 - **Readers Club**
 - **Library Orientation programme,**
 - **Session on How to Access eResources online.**
 - **Book Bank Scheme**
 - **OPAC- on Koha LMS, New Arrival updates regularly.**
12. Library Software: **Koha Cloud 2.9 version. Digital library access to students/faculty remotely. Scanner, barcoding, serials maintenance & Issue/return, OPAC and reminders on Koha.**



13. Library Website: <https://sites.google.com/site/iimplibrary/home> (Crossed 50000 visitors)

MULTIMEDIA LIBRARY

1. E-resources Accessible: 6

Publisher	EBSCO e-journals database	E-books	CAPITALINE financial database	NLIST repository of online resources	DELNET	ETPrime
Cost	351977.00	470562.00	236000.00	5900/=	13570/=	2499/=
Subs. Period	SEPT 2023- SEPT 2024	Perpetual 10 years	May 2023-May 2024	Feb 2023- Feb 2024	March2023- Mar 2024	Aug-2023- Nov-25
Content	2300 e-journals, news articles, video lectures full text	215 ebooks subscribed. 390 free ebooks on Outlook drive online library.	Financial, statistical information of Indian Companies.	Cambridge, Oxford, H W Wilson, EPW, Proquest online library collection.	Ebooks, ejournals accessible from delnet portal.	Economic Times epaper and case study subscription.

- Multimedia: **10 Computers with 2GB RAM for accessing library resources / DVD viewing.**
- Library Software: **Koha -OPAC-Mobile App. Complete digital library Package.**
- Library webpage:
<https://sites.google.com/site/iimplibrary/> [Type 'iimplibrary' in GOOGLE]
- Library Services: **SDI Bulletin, CAS Bulletin, Library bulletin, DEAR Drop Everything & Read, Referral service.**
- Library Membership: **NDL National Digital Library, MCCIA, ASSOCHAM, DELNET, NPTEL Local Chapter.**
- Library Activities: **Library Induction & Orientation programme, Book Bank,**



Departmental Library, and Training sessions.

IIMP LIBRARY			
Subject wise List of Books			
Subject	Volumes	New Editions	TOTAL
Management	2112	31	2143
Marketing Management	3458	95	3553
Operations and Production Management	2070	25	2095
Financial Management	3414	52	3466
Reference Book	184		184
General Management	1433	8	1441
Human Resource Management	2302	28	2330
Entrepreneurship	393		393
Computers Information Technology	3497		3497
Labour Laws	1120		1120
Research Methodology	496	10	506
Taxation	152		152
Business Analytics	228	47	275
Self-Development	1128		1128
Statistical & Quantitative Methods	338		338
Others	2833	6	2839
TOTAL Volumes	25158	302	25460
TOTAL Titles	7367	63	7430

LIBRARY JOURNALS Jan-Dec 2024.

Journal-Subject	Count
Entrepreneurship	5
Management	8
HRM	3
Economics	4
Oper & Prod. Mgmt	3
Finance	3
Marketing Management (mktg)	1
Business Analytics	3

Sr. no.	Title	Type	Subject	Periodicity	Publication	Amount
1	FIIB Business Review (UGC CARE)	NJ	Entrepreneurship	Quarterly	SAGE	9,450
2	GLOBAL Business Review (UGC CARE)	NJ	Mgmt	Semi-Annually	SAGE	14,410



3	HRD Review (UGC CARE)	NJ	HRM	Quarterly	SAGE	14,172.80
4	Journal of Emerging Market Finance (UGC CARE)	NJ	Economics	Quarterly	SAGE	10,700
5	Journal of Entrepreneurship & innovation in Emerging economies (UGC CARE)	NJ	Entrepreneurship	Half-yearly	SAGE	5,480
6	Journal of Operations & Strategic Planning (UGC CARE)	NJ	Oper & Prod. Mgmt	Half-yearly	SAGE	4,310
7	South Asian Journal of Business and Management Cases (UGC CARE)	NJ	Mgmt	Thrice	SAGE	5,580
8	VISION (UGC CARE)	NJ	Mgmt	Quarterly	SAGE	13,340
9	Economic and Political Weekly	NJ	Economics	Fortnightly	EPW	6,840
10	Enterprenuer	NJ	Entrepreneurship	Monthly	Enterprenuer	3,200
11	Vinimaya (UGC CARE)	NJ	Economics	Quarterly	NIBM	400
12	Journal of Management & IT (UGC CARE)	NJ	Mgmt	Half-yearly	Sage	1,200
13	Journal of information Management	NJ	Mgmt	Half-yearly	Indian Journals	5,500
14	Indian Journal of Finance (UGC CARE/Scopus/ABDC)	NJ	Finance	Half-yearly	IJF	2950.00
15	Indian Journal of Marketing (UGC CARE/Scopus/ABDC)	NJ	Mktg	Quarterly	IJM	2500.00
16	Prabandhan- Indian journal of management (UGC CARE)	NJ	Mgmt	Annually	Associated Management Consultants Pvt. Ltd.	800.00
17	Arthashastra- Indian journal of economics and research (UGC CARE)	NJ	Economics	Half-yearly	SAGE	3500.00
18	IUP Journal of Operations Management	NJ	Oper & Prod. Mgmt	Half-yearly	IUP	3000.00
19	IUP Journal of Brand management	NJ	Mgmt	Half-yearly	IUP	3000.00
20	IUP Journal of Entrepreneurship development	NJ	Entrepreneurship	Half-yearly	IUP	3000.00
21	IUP Journal of Management Case Folio	NJ	Mgmt	Quarterly	IUP	4000
22	IUP Journal of Financial Risk Mgmt	NJ	Finance	Quarterly	IUP	4000
23	IUP Journal of Information Technology	NJ	IT	Quarterly	IUP	3000
24	International Journal of Business Analytics and Intelligence	NJ	Business Analytics	Quarterly	Publishing India	2000
25	Journal of Big Data Technology and Business Analytics	NJ	Business Analytics	Bi-Annually	Publishing India	1000
26	Artha Vijnana (UGC CARE)	NJ	Finance	tri-annually	Gokhale Institute GIPE	1000
27	International Journal of Business and Management Research	NJ	Entrepreneurship	Quarterly	Forex publn	1000



28	International Journal of Operation Management and Decision Science	NJ	Oper & Prod. Mgmt	Half-yearly	Serials Publ'n	1000
29	International Journal of Operations Systems and Human Resource	NJ	HRM	Bi-Monthly	Serials Publ'n	1000
30	International Journal of Human Resource Development and Management Review	NJ	HRM	Half-yearly	Serials Publ'n	1000

IIMP LIBRARY USAGE 2023

Particulars	Visitor Count Jan-Dec 2023
Library attendance	5287 visits
Online repository	1043 visits
Website	5346 visits
Ebsco database	25001 visits

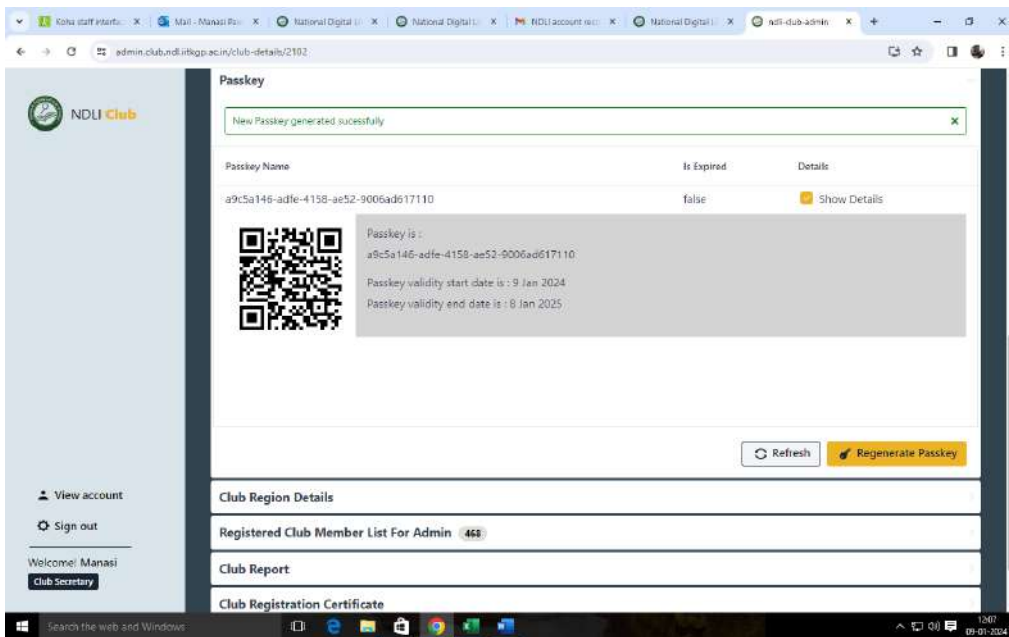
Biometric Library Attendance 2023	
Month	Present
January	1279
February	538
March	320
April	238
May	108
June	130
July	67
August	313
Sept	81
Oct	1047
Nov	616
Dec	550
TOTAL	5287
Average of students visits in library	17-20 students per day & 440 students a month.



	Page Views	Unique Visits	First Time Visits	Returning Visits
+ Dec 2023	1,252	877	473	404
+ Nov 2023	899	734	285	449
+ Oct 2023	683	501	179	322
+ Sept 2023	688	432	261	171
+ Aug 2023	463	374	122	252
+ July 2023	393	252	112	140
+ June 2023	575	477	187	290
+ May 2023	353	300	80	220
+ Apr 2023	633	534	261	273
+ Mar 2023	388	295	198	97
+ Feb 2023	294	234	117	117
+ Jan 2023	401	336	166	170
Total	7,012	5,346	2,441	2,905

NATIONAL DIGITAL LIBRARY CLUB: Member since 2021.

Passkey & Members Details:



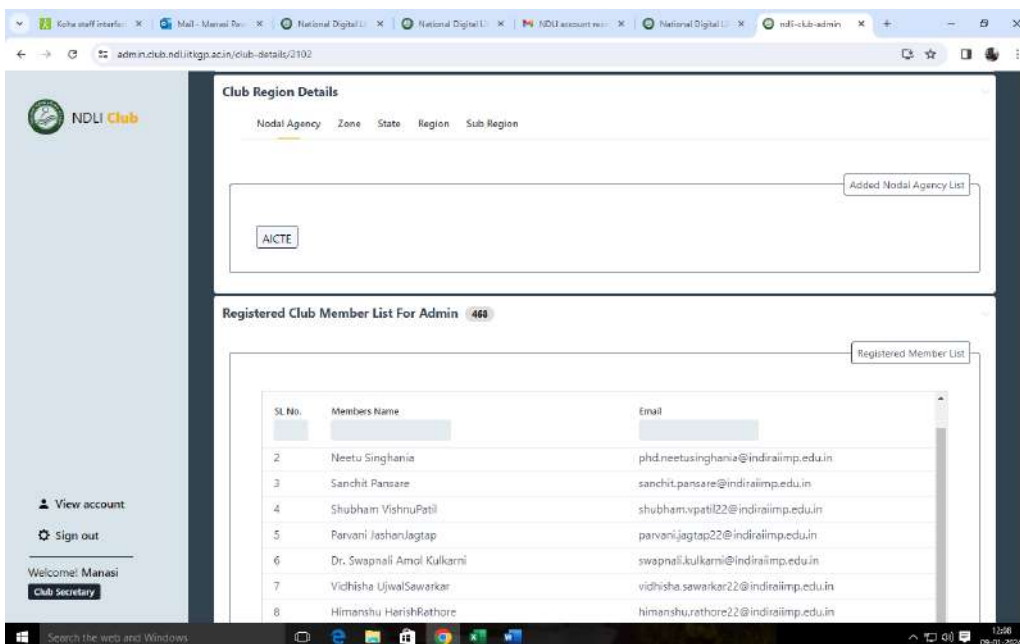
The screenshot shows the 'Passkey' section of the NDLI Club Admin interface. A notification at the top states 'New Passkey generated successfully'. Below this, a table displays the generated passkey details:

Passkey Name	Is Expired	Details
a9c5a146-adfe-4158-ae52-9006ad617110	false	Show Details

A QR code is displayed next to the passkey details. A tooltip provides the following information:

- Passkey is : a9c5a146-adfe-4158-ae52-9006ad617110
- Passkey validity start date is : 9 Jan 2024
- Passkey validity end date is : 8 Jan 2025

Buttons for 'Refresh' and 'Regenerate Passkey' are visible at the bottom of the passkey section. The left sidebar includes 'View account', 'Sign out', and a welcome message for Manasi, Club Secretary.



The screenshot shows the 'Club Region Details' section of the NDLI Club Admin interface. It displays a table for 'Added Nodal Agency List' with one entry:

Nodal Agency	Zone	State	Region	Sub Region
AICTE				

Below this, the 'Registered Club Member List For Admin' is shown with 468 members. A table displays the first 8 members:

Sl No.	Members Name	Email
2	Neetu Singhania	phd.neetusinghania@indiraimp.edu.in
3	Sanchit Pansare	sanchit.pansare@indiraimp.edu.in
4	Shubham VishnuPatil	shubham.vpatil22@indiraimp.edu.in
5	Parvati JashanJagtap	parvati.jagtap22@indiraimp.edu.in
6	Dr. Swapnali Amol Kulkarni	swapnali.kulkarni@indiraimp.edu.in
7	Vidhisha UjwalSewankar	vidhisha.sewankar22@indiraimp.edu.in
8	Himanshu HarishRethore	himanshu.rethore22@indiraimp.edu.in

The left sidebar includes 'View account', 'Sign out', and a welcome message for Manasi, Club Secretary.



Club Registration Certificate

Club Events 65

Sl. No.	Event Name	Event Start Date	Status
12	Global Event: 'Afternoon with an A...	Sun Jun 25, 2023	completed
13	Introduction to library resources	Wed Jun 28, 2023	frozen
14	Introduction to Library Resources	Sat Jul 08, 2023	published
15	Personal Financial Planning	Mon Jun 26, 2023	frozen
16	Global Event: 'Afternoon with an A...	Sun May 28, 2023	completed
17	Global Event: Sustainable Water Di...	Fri May 19, 2023	completed
18	Global Event: 'Afternoons with an ...	Fri May 19, 2023	completed
19	Environmental Friendly and sustal...	Wed May 17, 2023	published
20	Global Event : Afternoons with an ...	Sun Apr 30, 2023	completed

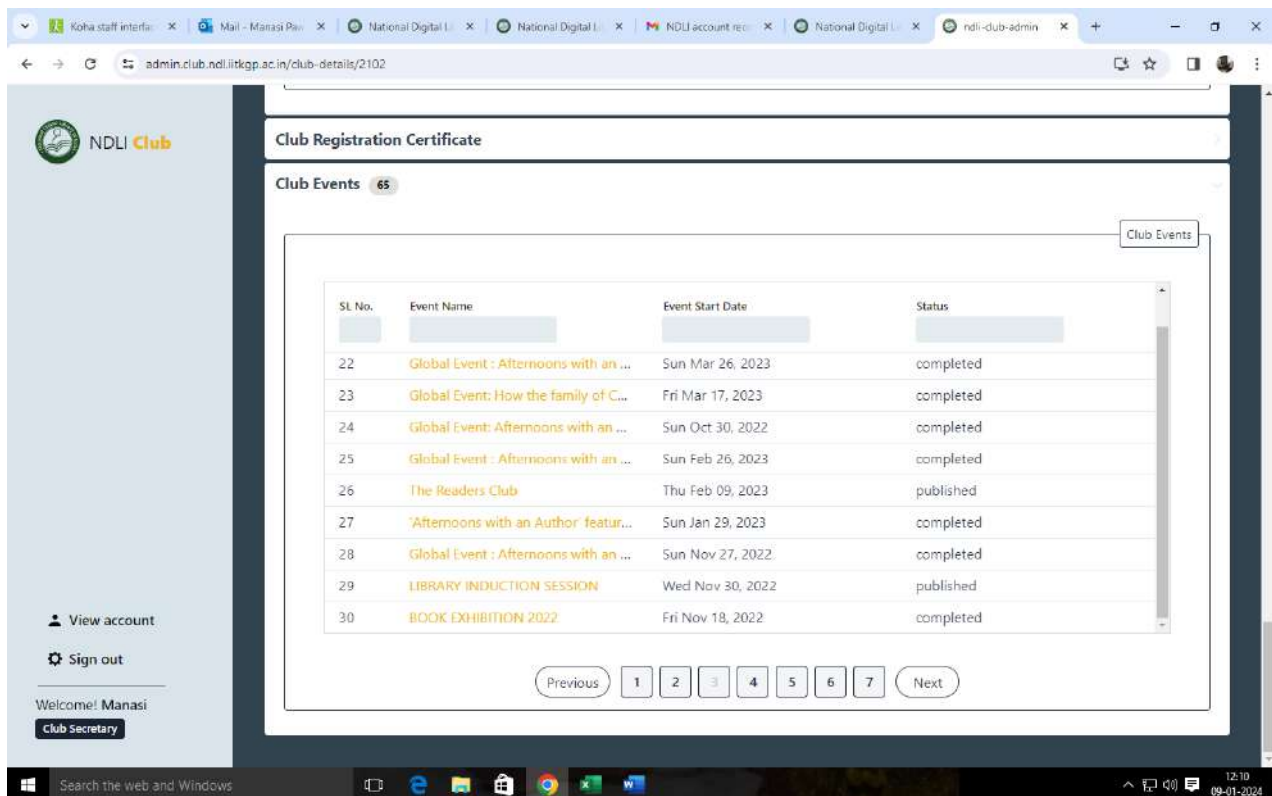
Previous 1 2 3 4 7 Next

Club Registration Certificate

Club Events 65

Sl. No.	Event Name	Event Start Date	Status
2	Global Event with British Council ...	Fri Oct 27, 2023	completed
3	Global Event : Afternoons with an ...	Sun Oct 29, 2023	completed
4	Global Event: Supercharge Youself...	Fri Sep 22, 2023	completed
5	Global Event : Afternoons with an ...	Sun Sep 24, 2023	completed
6	Global Event : Afternoons with an ...	Sun Aug 27, 2023	completed
7	Global Event: Education, Employm...	Fri Aug 18, 2023	completed
8	Global Event: 'Afternoons with an ...	Sun Jul 30, 2023	completed
9	Special Event with British Council (...)	Fri Jul 21, 2023	completed
10	Capitaine database training progr...	Fri Jul 14, 2023	completed

Previous 1 2 3 7 Next



The screenshot shows a web browser window displaying the 'Club Registration Certificate' page for the NDLI Club. The page features a table of club events with the following data:

Sl. No.	Event Name	Event Start Date	Status
22	Global Event: Afternoons with an ...	Sun Mar 26, 2023	completed
23	Global Event: How the family of C...	Fri Mar 17, 2023	completed
24	Global Event: Afternoons with an ...	Sun Oct 30, 2022	completed
25	Global Event: Afternoons with an ...	Sun Feb 26, 2023	completed
26	The Readers Club	Thu Feb 09, 2023	published
27	'Afternoons with an Author' featur...	Sun Jan 29, 2023	completed
28	Global Event: Afternoons with an ...	Sun Nov 27, 2022	completed
29	LIBRARY INDUCTION SESSION	Wed Nov 30, 2022	published
30	BOOK EXHIBITION 2022	Fri Nov 18, 2022	completed

The page also includes a sidebar with 'View account', 'Sign out', and 'Welcome! Manasi Club Secretary' options. The browser's address bar shows 'admin.club.ndli.iitkgp.ac.in/club-details/2102'.

E-Resources

1. EBSCO DATABASE of International journals.

EBSCO database is a collection of Articles published in 2300+ international eJournals, eBooks, video lectures and news published in international journals, books, and newspapers. Students and Faculty can download or share full paper in pdf or html. They can listen to HBR video lectures and download case studies on different topics. A repository of last 10 years and more for each journal publication is available on EBSCO. **EBSCO database and EBSCO App** – Accessed remotely through Indira email address after registering.

2. Tata McGraw Hill eBook Collection:

We have purchased electronic textbooks mainly recommended in our MBA/BBA syllabus for online remote access and study. Students and Faculty can access 105 Tata McGraw-Hill eBooks from library webpage. During lockdown students and faculty used these textbooks for online study. These textbooks are subscribed for perpetual access up to 5 years.



3. Pearson Education EBook Collection:

We have purchased electronic textbooks from Pearson eLibrary mainly recommended in our MBA/BBA syllabus for online remote access and study. Faculty and students need to register on Pearson and then remote access through Indira email address is activated. A collection of 96 eBooks available for reading, marking, making notes, and sharing paragraphs available through Pearson eBook Library. These textbooks are subscribed for perpetual access up to 5 years.

4. National Digital Library NDL: solved question papers and topic notes.

National Digital Library membership is mandatory as per AICTE and DTE. NDL is a repository of online eBooks, journal articles and news clippings created by digitizing the collection of prominent Universities of India like University of Calcutta, JNU, Delhi, and IIT and IIMs. There are textbooks of NCERT and CBSE board available full text for reading online. Notes and Question papers along with solutions bank can be accessed in all major subjects from NDL collection. All IIMP students/faculty have been registered on NDL.

NDL CLUB is an initiative of Government of India Education Department. They organize events, seminars, session on socially and educationally relevant subjects. We can participate in these events through the NDL Club membership.

5. INFLIBNET Local Chapter. IIMP is a Local Chapter of Information and Libraries Network (Inflibnet) wherein we can register our students for MOOCS and appoint our faculty as mentors. Through this IIMP members can complete MOOCS and other courses online for career advancement.

6. CAPITALINE DATABASE:

Capitaline database is a database where you can get financial data, statistics across Indian industries, companies that can be used in your research to write reports, thesis and articles. You can register yourself as Student or Faculty as applicable. Capitaline is a database of 35000 companies shareholding pattern, stock quotes and share pricing, BOD information, industry, sector, statistics etc. It is mainly useful to students for their financial reports and preparation for placements.



7. **DELNET Database:** The DELNET database is a collection of eBooks, ejournals, thesis and news clippings from leading publications. IIMP library is a member of DELNET and access to its collection is enabled and used by members. Following collection available on Delnet:

- 3,80,00,000+ Books available for loan
- 1,00,000+ list of Journals
- 5,000+ Full-text E-journals
- 1,00,000+ Thesis/Dissertations

8. **Online Library on Outlook Drive: MBA Syllabus Paper sets & Syllabus Based eBooks.:**

The online library on Outlook drive is a repository of 390 eBooks on Research methods, finance, marketing, Operation, Business Analytics, and Case study collection available freely online. It has been created by the library staff for easy access. **click [IIMP LIBRARY](#)**.

It also stores the syllabus and paper sets of last 5 years that is very useful for students. Events photographs and faculty publications record is also available on the online library link.

9. **Library OPAC on Koha:** Students can browse books and journals, project reports online from the OPAC link on library webpage and refer to them in the library. The Koha Cloud OPAC has enabled online renew books, browse books, make purchase suggestions, remotely from anywhere. Students and Faculty find these digital library services very useful.

All Above e-resources can be accessed through single window of the library webpage: <https://sites.google.com/site/iimplibrary/home>.

QR code for accessing information on Library Resources





Library Services:

1. **Library Bulletin Service [Monthly]:** The IIMP Library publishes the Library Bulletin [in soft copy] and circulates it to the IIMP faculty, students and staff. The Aim of Library Bulletin is to encourage the habit of reading. Therefore, we include topics which everyone like to read. For example, **The Editorial** column is a short dialogue from the Librarian about important events or festivals of that month. **The Health & Wellness** column gives seasonal tips on skin care, diabetes, drinking water etc. There is **Word of the month, tongue twister, Important events in Indira, Important days of the month, Festivals in the month etc.**
2. **Current Awareness Service [Monthly]:** The CAS service is a monthly Bulletin [in soft copy] sent by email to the Faculty members of IIMP. The CAS service is mainly provided so that the faculty is able to read journals articles in their subject. It includes the **Table of Contents** page of journals received in the library during the month. This service was designed to save the time of the users so that they can just check the TOC of each journals received in the library on their desktop.
3. **Selective Dissemination of Information [Monthly]:** The SDI service is a monthly Bulletin [in soft copy] sent by email to all the faculty members of IIMP. It contains the abstracts of journal articles selected randomly from the journals issues received during that month. Mostly the latest topics or new subject related articles are selected and their abstracts are included in the bulletin, along with its bibliographic details. The Faculty can mark them refer to their full-text in the library anytime. The main aim of this service is to save the time of the users so that they needn't go through all the journals to find their subject related articles. They can just click on their subject and get the abstracts of articles on their desktop.
4. **New Arrivals Service:** The Bulletin of New Arrivals is a subject-wise list of books newly purchased in the library. It is sent by email to all the IIMP faculty, staff and students. The bibliographic details of all the NEW books are listed subject-wise in the Bulletin. This service is one of the CAS services which aim to provide current addition in library collection through email.



5. **DROP EVERYTHING AND READ “DEAR #”:** The Librarian sends an email containing one-page summary of a selected general management book, that is newly purchased in the library. Every month a summary of such selective book is sent so that students can find interesting book to read from the library.
6. **Reference Service:** The Library provides firsthand information to all those who have queries in getting the required information. The emails sent to solve these queries and ways to access the library resources are included under the Reference Service.
7. **Orientation for new students** – The librarian conducts a session during the induction program for the new batch of students every year. The students are given comprehensive training about the rules, timings membership process and resources of the library. A session on using of databases viz. EBSCO and CAPITALINE from the experts is provided. Students are also registered with bio metric thumb system.
8. **Book Bank** - Book Bank is a scheme where SC/ST/OBC/EBC category students are selected based on their applications. These students are given subject books as recommend in syllabus. This year 56 students have availed this facility in addition, they can issue regular 6 books.

Departmental Library:

The Departmental Library is started as an **Additional Library Facility**. The faculty of each subject prepares a set of books & back issues of periodicals for each department. These books are transferred to the L.F. of the department with proper approval of the Director. These books are kept in the department premises for extensive use by its members only.

Books in Departmental library for the various specializations are as follows:

Specialization	Books in the Departmental Library
Marketing Management	72
Financial Management	88
Operations & Supply Chain Management	42
Business Analytics	52
Human Resource Management	53

8.3. IT Infrastructure and Learning Management System (30)

A. IT Infrastructure

Computing Facilities

IIMP has ultra-modern computer laboratories comprising of state-of-the-art hardware and latest software. The computer network operates on WINDOWS NT/UNIX/LINUX platforms.

The Wi-Fi enabled campus enables the students to access internet freely, even to support certain requirement of lecture sessions. An attempt is made to make students technology savvy. The sophisticated computer labs with computers in the ratio of 1:1 are available to the students. The entire administrative system, examination process, admission process, library is computerized and facilitated by using various software facilities to enable effective and efficient functioning.

Every staff is provided with individual desk top computers. Cable TV connectivity is also available for students to watch News channels.

a) Details of Computing Facilities

Sr. No	Particulars	Availability	
1.	No of Computer terminals	249	
2.	Hardware Specification	Lenovo Intel Core i5-10500, 8GB DDR4, 512 GB SSD NVME LED Monitor	
3.	No of terminals of LAN/WAN	100% of terminals on LAN	
4.	Relevant Legal Software	Application*	System
		5	3
5.	Peripheral(s)/ Printers	30	
6.	Internet Accessibility (in kbps & hrs.)	500 Mbps in 1:1 ratio	

b) Audio Visual Units

Audio Visual Units	MBA
In Focus	13
Casio	08

**c) Internet access to Students:**

Leased lines provided by TATA Communication ensure unlimited INTERNET access.

B. Learning Management System

The evolving nature of the education sector has made it beneficial for higher education institutions to adopt the latest education ERP solution to handle all academic & non-academic activities effectively and provide a better learning environment to students. With an objective to streamline the work process, moving away from a paper based environment, improve productivity and efficiency through a single unified system, ERP system was implemented.

IIMP uses well established Learning Management System i.e ERP (GEMS) to increase student engagement, collaboration and effective stakeholder participation. It gives flexibility and allowance for pedagogical experimentation to faculty above all, involves all stakeholders' participation in teaching and learning process. Academics as well as administrative processes are also managed effectively and efficiently on account of such systems availability.

1. Admissions - Admission process is done entirely through online process.

- Application form filling,
- Documents verification process,
- Invoice generation of admitted students,
- Initiation of Admission cancellation,
- All quota creation for category students, monitoring of category student's admission and suitable invoice generation
- Student ID cards generation.

2. Academics:

- Faculty updates their profile, course syllabus, session plan and worksheet into the system.
- Student Attendance is marked either in real time (in the class) or on the same day.
- All the lecture adjustments and event related attendance has to be recorded in the system.
- All IGI institutes are expected to make all announcements and display notices through the ERP only.



- Attendance analysis is done on a regular basis by the ERP coordinator, HODs, and Director.
- Assignment sharing, internal marks entry is also entered into the system on regular basis.

3. Examinations:

- Comprehensive Concurrent Assessments are conducted through the system.
- Students internal marks as well as external marks are updated into the system as and when university declares the results.
- Generate and communicate exam related notices to students.

4. Feedback: (Academic Department)

- Faculty feedback by the students is taken twice in a year and feedback report is analyzed by the institute head and communicated to the Faculty for improvement.

5. Placements: (Corporate Relations)

- Placements is a centralized function at IGI and data is generated only when a student updates his/her profile. The academic coordinator of the respective institute is responsible to ensure that all students complete their profile into the ERP system.
- Placements department will create “Job” when any company visits the campus & will post the job opening on student site with a registration link.
- Student registers for the placement through the registration link. Eligible students are sorted out by the system for appearing at the placement process.

LinkedIn Learning: IIMP has given free access to students on the LinkedIn Learning Platform. LinkedIn Learning provides access to thousands of courses covering a wide range of topics, including academic subjects, technical skills, business, creative arts, and more. Students can find courses that align with their academic interests and career goals. The Learning Facilitators identify course modules which can be completed by the students for the MOOCS courses. The assessments for the courses are done at the Institute level. The students get credits for these courses as well as certificates for completing the course on LinkedIn Learning.



CRITERION 9

ALUMNI PERFORMANCE AND CONNECT

**Criterion 9****Alumni Performance and Connect****50****9.1. Alumni association (10)**

Indira Alumni Association: The Indira Alumni Association is a registered society under Societies Registration Act 1860. It has members comprising of Alumni & Indira representatives as trustees. The association has its own memorandum of association with clear aims & objectives documented for it. The association is a platform for various bonding & sharing activities between the IIMP alumnus & the Institute. The association has its own bank account & PAN number for operational purposes. IIMP pass out students can become members by making application in prescribed form at very nominal fees. Online registration can be done by alumni as a member on IIMP 's website.

9.2. Involvement of alumni (25)

Alumni are a rich source of experience and corporate happening. To make available, this resource to students, IIMP 's alumni contributes to Academics as follows:

- ✚ The alumni constantly come and interact with students of the Institute as a part of CLDP programmes.
- ✚ Some Alumni are actively involved in the placement activity of the Institute.
- ✚ The alumni conduct Mock Interviews, in which they interact with the students, and help them to overcome their problems/lacunae in facing the Interviews, by giving them feedback.
- ✚ Curriculum revision and activity planning are deeply influenced by Alumni interaction and feedback. Alumni are a part of Board of Studies.
- ✚ They also help the students in summer internship by evaluating them on viva-voce and giving feedback.

**a) Alumni Participating Curriculum Revision – Board of Studies – Alumni Members**

General Management			
01	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Sashin Jain	Head Merchandise Strategy, Supply Chain and Sourcing, OC Tanner
02	Alumnus (01) to be nominated by Director	Mr. Sughosh Tembre	Infosys, Pune
Marketing Management			
01	Expert – to be nominated by VC from six suggested by Director (01)	Mr. Pratik Puprediwar	Director, Neilson India
02	Alumnus (01) to be nominated by Director	Mr. Jayant Morghade	Bid Manager; Fujitsu Consulting India
Financial Management			
01	Alumnus (01) to be nominated by Director	Mr. Prakash Rokade	Credit Suisse Designation: Assistant Vice President, Pune
Business Analytics			
01	Representative from Industry (01)	Mr. Amit Noubade	IBM, Analytics
02	Alumnus (01) to be nominated by Director	Mr. Ameya Asodekar	Sr. Analyst TCS
Operations and Supply Chain Management			
01	Alumnus (01) to be nominated by Director	Mr. Nikhil Avinashe	Advisory Technical Service Specialist, IBM India Pvt. Ltd. Pune
Human Resource Management			
01	Alumnus (01) to be nominated by Director	Mr. Sudeep Sharma	HR Business Partner, IMCD N.V.

**b) Alumni Interaction with Students**

Sr. No	Name of the alumni	Organization	Session Date	Title of the session
Finance Specialization				
1	Mr. Tushar Thakkar	Vice President Corporate Banking, HSBC Bank	01/04/2023	Opportunities and Challenges in Financial Sector
2	Mr. Prakash Rokade	Vice President Credit Suisse	15/04/2023	Role of Business Analyst in BFSI Sector
3	Mr. Shushant Rode	Sr. Business Analyst, Nordea Wealth Management system	14/08/2021	Role of Business Analyst in Finance
4	Mr. Tushar Thakkar	Assistant V.P - HDFC Bank Ltd.	25/01/2020	Avenues in Banking and Finance sector
5	Ms. Anagha Deshpande	Credit Suisse -Trader Assistant Prime Services	01/8/2020	Overview of Financial Sector
Marketing Specialization				
01	Rahul More	LTI	April 2022	SIP Assessment
02	Amogh Kanade	Own Business	April 2022	SIP Assessment
03	Mohamad Quazi	Thoughtworks	April 2022	SIP Assessment
04	Siddarth Mungekar	Marico	April 2022	SIP Assessment
05	Mayuresh Joshi	HSBC	April 2022	SIP Assessment
06	Pratik Puppreddiwar	Neilson IQ	April 2022	SIP Assessment
07	Rakesh Salve		April 2022	SIP Assessment
08	Sushant Rane		April 2022	SIP Assessment
09	Viraj Chinchvade	Own Business	April 2022	SIP Assessment
11	Megha Goyal	HDFC Bank	April 2022	SIP Assessment
12	Rahul More	LTI	April 2022	Visiting Faculty- CRM
13	Ashish Kite	Director – Netimpact	April 2023	Preparing for Marketing of IT and ITES
14	Rahul More	LTI	April 2020	SIP Assessment
15	Amogh Kanade	Own Business	April 2020	SIP Assessment
16	Mohamad Quazi	Thoughtworks	April 2020	SIP Assessment
17	Siddarth Mungekar	Marico	April 2020	SIP Assessment
18	Mayuresh Joshi	HSBC	April 2020	SIP Assessment
19	Shraddha Mali	Bajaj Finserv Ltd	Dec 2021	Marketing CLDP on Product Marketing
20	Amarendra Kumar Jha	IHCL	Dec 2021	Marketing CLDP on SM
21	Pratik Puppreddiwar	Neilson IQ	Nov 2021	Marketing Business Strategies of Brands



22	Ajinkya Hange	Two brothers	July 2019	Entrepreneurship and Marketing Strategy for startups
OSCM Specialization				
1	Tanuj Barai	Allied Analytics	4.10.2022	Last Mile Session
2	Vishal Chaudhari	Nielsen IQ	04.10.2022	Last Mile Session
3	Ajinkya Lad	Trinamix	10.07.2023	Last Mile Session
4	Deepali Khandekar	Ernst & Young	01.06.2021 to 15.07.2021	SIP Mentoring
5	Nikhil Avinash	IBM India Pvt. Ltd.	01.06.2021 to 15.07.2021	SIP Mentoring
6	Shrikant Patil	Entrepreneur : Bhumi Polymers	01.06.2021 to 15.07.2021	SIP Mentoring
7	Rishab Birajdar	Infrabeat Technologies	01.06.2021 to 15.07.2021	SIP Mentoring
8	Nilesh Khamkar	Henkel Adhesive Technologies India Pvt. Ltd.	28.08.2021	The art and Science of Procurement
9	Nikhil Avinash	IBM India Pvt. Ltd	28.08.2021	SAP Extended Warehouse Mgt. System
10	Akshay Kekan	ICERTIS	06.05.2023	Role of OSCM freshers in IT
11	Akshay Kekan	ICERTIS	15.02.2023	Expert for SIP report Checking for 21-23 Batch
12	Nikhil Avinash	IBM India Pvt. Ltd.	2023-25	BoS Committee member
13	Akshay Kekan	ICERTIS	08.07.2022	Blog on Topic Impact of Industry 4.0 on Sourcing and Procurement
14	Tanuj Barai	Allied Analytics	4.10.2022	Last Mile Session
15	Vishal Chaudhari	Nielsen IQ	04.10.2022	Last Mile Session
16	Ajinkya Lad	Trinamix	10.07.2023	Last Mile Session
HR Specialization				
1	Mr. Prashant Jadhav	Assistant Manager - HR Business Partner, Reliance Retail Limited	14-05-2022	MS Excel for HR
2	Ms. Rashmi Gadakh	Lead Organisational Development and Global Projects, SULZER	12-11-2022	Talent Acquisition and Onboarding
3	Mr. Sudeep Sharma	Director - Human Resources, India & Bangladesh	28-08-2021	Human Resources Ver. 2.0
4	Priyadarshan Kharat	HR Business Partner, Amazon	19-09-2020	How to prepare for placements
5	Kaustubh Shembekar	TCS	03-01-2020	Placement last mile session



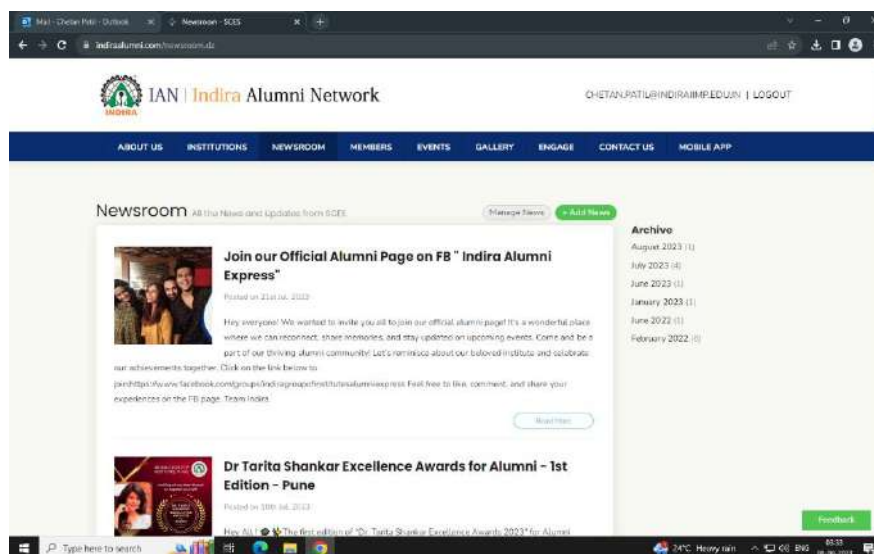
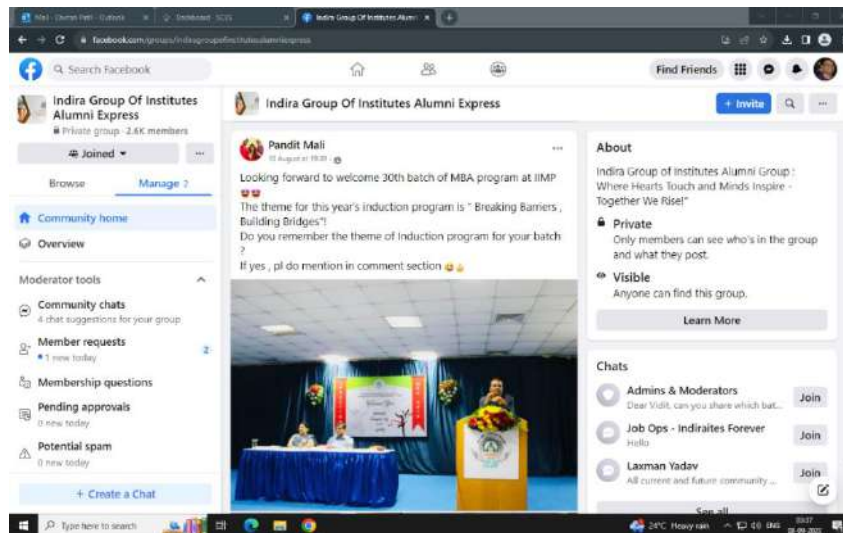
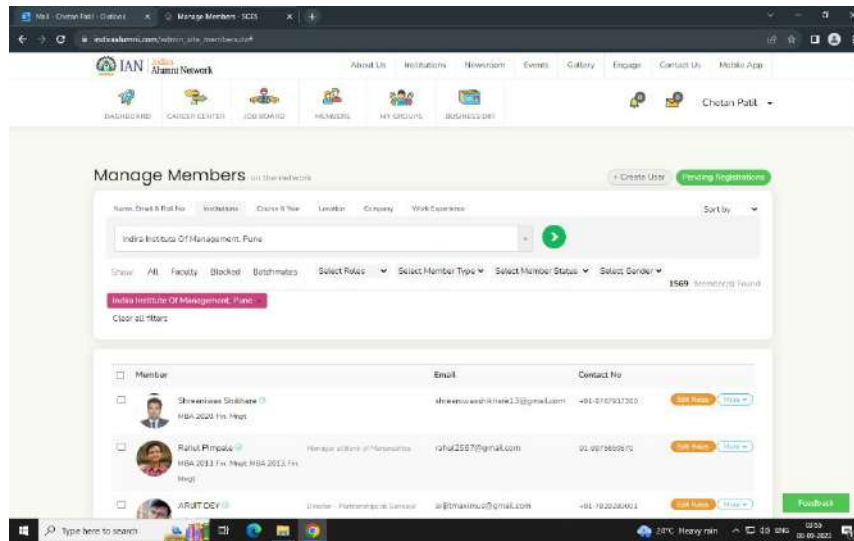
9.3. Methodology to connect with Alumni and its implementation (15)

- i) **Indira Alumni Cell:** The Alumni Cell strives to bridge the gap between IIMP and its esteemed alumni community by facilitating, coordinating & communicating various activities, seminars, alumni meets. Alumni create the Institute's reputation, which relies in large part on how successful graduates are in the real world. We aim to connect, inform and engage the alumni, the students and the institute with each other for the purpose of generating a multifaceted support for IIMP. Our ambassadors to the corporate world, IIMP alumni continue to bring laurels to their alma mater, though the accolades they garner in their chosen fields and organizations.

IIMP Alumni Cell works in conjunction with the student administration bodies and is therefore constantly in touch with the needs and wants of the students. It connects the students with the alumni, giving them a chance to interact with some of the most eminent personalities in all fields of work. It works towards making their learning experience more holistic.

- ii) **Alumni Portal:** The Indira Institute of Management Alumni Portal is a platform for alumni of the institute to connect with each other, stay updated on the institute's activities, and share their experiences. The dedicated portal www.indiraalumni.com is a valuable resource for Indira Institute of Management alumni. It provides a way to stay connected with the institute and with each other, and it can help alumni to find jobs, network with other professionals, and learn from each other for connecting the alumni and updating their current profiles. The alumnus is also given their username and password through which they upload information about internship, job opportunities and the like.

The platform has almost 1569 active members registered on it out of approximately 4500 Alumni.



- iii) **Alumni Mentoring Programme (AMP) – Advice and Perspective** help graduates to set goals and track progress for life. The alumni cell launched their unique program called, “Alumni Mentoring Program”. A well designed and long-term mentoring connection with those people who were once in their shoes – “The Alumni” will lead to a confusion-free decision making process.

Building a professional network, developing professional and personal communication skills, exploring areas of interest, gaining exposure to career options, and connecting academics and career should be the task taken up collectively by every stakeholder who is associated with management education.

The sense of responsibility has motivated IIMP to start with the initiative of **Alumni Mentoring Program (AMP)**. This initiative has led to the creation of a relationship between past and present students of IIMP which is mutually beneficial. The network created through this program helps the students in building a successful career in future and also proves as a goodwill for the campus community. As per the structure a total of 37 mentors are allotted to the students based on their major groups and specialisations, where one major group consists of around 10 to 15 students.



**Mentor – Mentee Mapping for the Alumni Mentoring Program 2022 – 2024**

Mentee	Specialization	Mentor
Abhishek Dnyaneshwar Kale	Business Analytics	Amey Asodekar
Aniket Shanker Patil	Business Analytics	
Chaitali Gokul Chhabada	Business Analytics	
Gayatri Ramesh Bhabad	Business Analytics	
Priti Bapusaheb Kalbande	Business Analytics	
Rushikesh Sukdeo Gunjal	Business Analytics	
Sahil Kawadu Lote	Business Analytics	
Sharayu Dilip Parulekar	Business Analytics	
Siddhi Rajesh Thakre	Business Analytics	
Tushar Swanand Khandare	Business Analytics	
Harsh Kirtikumar Gupta	Business Analytics	
Mansi Nitin Bhortakay	Business Analytics	
Neeraj Lal Singh Jyala	Business Analytics	
Prachi Vijay Bansod	Business Analytics	
Shreyas Vijay Gadhawe	Business Analytics	
Devansh Pravin Warghane	Business Analytics	
Kalyani Sanjay Nagbhidkar	Business Analytics	
Rushikesh Nandkishor Jaju	Business Analytics	
Shivani Satyapal Singh	Business Analytics	
Vishal Babanrao Somwanshi	Business Analytics	
Abhishek Kailash Bondane	Finance	Raunak Rathi
Abhishek Sureshkumar Deshmukh	Finance	
Anusha Jeetendra Agrawal	Finance	
Anushka Rajendra Chaudhari	Finance	
Shubham Vishnu Patil	Finance	
Bhagyashree Bhaurao Gangurde	Finance	
Samir Rajesh Taras	Finance	
Shantanu Vasant Choudhari	Finance	
Kiran Pandit Kadam	Finance	
Ruchi Sanjay Hundiwale	Finance	
Aditi Tadorwar	Finance	Tejas Kittad
Neeraj Narayan Kulkarni	Finance	



Samarth Mukeshkumar Khandelwal	Finance	
Vidhisha Ujwal Sawarkar	Finance	
Yash Vijay Talekar	Finance	
Kanal Mahendra Trivedi	Finance	
Krushna Uttam Kendre	Finance	
Pranay Gautam Khator	Finance	
Vedanti Rajendra More	Finance	
Priyal Nitin Kherde	Finance	
Diksha Bharat Bhushan Singla	Finance	Parag Gosavi
Dishank Sharad Warokar	Finance	
Shreyash Ghansham Juare	Finance	
Shubham Rajkumar Rathod	Finance	
Ashwini Baban Haibatpure	Finance	
Bhawana Kirsan	Finance	
Pruthviraj Rameshsingh Thakur	Finance	
Ruchika Sanjay Rawal	Finance	
Shubham Suresh Bhadange	Finance	Prakesh Rokade
Sohan Hanumant Joshi	Finance	
Ayush Pandhari Gaikwad	Finance	
Kanchan Shivshankar Laidwar	Finance	
Pawan Mahesh Kulkarni	Finance	
Sejal Suresh Gupta	Finance	
Vaishnavi Mahendra Kamathe	Finance	
Apurva Ajay Kulkarni	Finance	
Kaivalya Sharad Kalamkar	Finance	Rikita Shah
Mayuri Sanjay Gumgaonkar	Finance	
Nilesh Vaijinath Raut	Finance	
Sanket Sunil Shinde	Finance	
Jyotsna Gautamchand Singhvi	Finance	
Prajwal Arvind Madane	Finance	
Prathamesh Sagar Dhakare	Finance	
Rishikesh Anil Sable	Finance	
Surabhi Modi	Finance	
Abhishek Mahajan Uppalwad	Finance	



Bhushan Vijay Munjale	Finance	Vaibhav Ratnaparkh
Pranay Krushnarao Ghodmare	Finance	
Rajani Puranchand Badyal	Finance	
Siddhi Jitendra Bhosale	Finance	
Akash Balkrushna Solanke	Finance	
Prasanna Prafulla Soley	Finance	
Rahul Sunil Israni	Finance	
Shruti Mahesh Brahme	Finance	
Siddhi Satish Mutha	Finance	
Chetan Devendra Ingole	Finance	
Rushikesh Bajarang Pimpalkar	Finance	
Shubham Shardrao Patil	Finance	
Vaishnavi Kamlesh Khanorkar	Finance	
Vikas Shobha Yadav	Finance	
Jai Kailas Shinde	Finance	Mahimna Pawar
Simran Abdul Rafique	Finance	
Smit Dinesh Patel	Finance	
Vikesh Gupta	Finance	
Pratham Chandrakant Naik	Finance	
Shubham Sarjerao Shirsat	Finance	
Snehdeep Vasant Rathod	Finance	
Suhani Rajesh Pujara	Finance	Charudatta Patil
Ayush Omprakash Pasari	Finance	
Payal Ajay Nawlani	Finance	
Saloni Pravin Chaudhari	Finance	
Satyam Sunil Bhosale	Finance	
Sonalsing Fulsing Vasave	Finance	
Hetal Kedargir Buwa	Finance	
Ketan Meghshyam Wagh	Finance	
Shekhar Sanjaykumar Thombare	Finance	
Tanmay Pradeep Potphode	Finance	
Yadnya Haribhau Raut	Finance	Anupam Kumar
Atharva Udaykumar Kulkarni	Finance	
Atole Akshay Balu	Finance	



Jayant Bhupendra Bhagat	Finance	
Jayesh Manohar Dangore	Finance	
Leena Pralhad Ahire	Finance	
Khush Rajeshkumar Jain	Finance	
Pratiksha Rajendra Tidke	Finance	
Ramrao Kanwate	Finance	
Saiprasad Balkrishna Shetty	Finance	
Yashaswi Deepak Chourasia	Finance	
Kalyani Bhanudas Patil	Finance	
Pranav Pravin Rathod	Finance	Sakshi Yadav
Rushikesh Satyaprakash Malpani	Finance	
Shivam Satyaprakash Mishra	Finance	
Sneha Bamuriya	Finance	
Deepak Narayan Lavate	Finance	
Dheeraj Shankar Karda	Finance	
Mahesh Suresh Kapre	Finance	
Prathamesh Purushottam Dhumale	Finance	
Priyanka Deepak Sarode	Finance	
Bhushan Gangadhar Pawar	Finance	Kunal Shetty
Hritik Kailas Argulwar	Finance	
Shravan Deepak Heda	Finance	
Swarali Girish Paranjape	Finance	
Yogesh Deepak Sonkamble	Finance	
Aniket Nitin Mankar	Finance	
Anuj Ganesh Mohata	Finance	
Pratiksha Dilip Bargal	Finance	
Vrushabh Raju Shinde	Finance	
Yash Anil Chaudhari	Finance	KunalChanda
Kunal Arun Sawale	Finance	
Madhav Gangadhar Shingare	Finance	
Mukesh Vasant Rathod	Finance	
Sakshi Vilasrao Deshmukh	Finance	
Sanket Sudhakar Wanjare	Finance	
Nandini Pravin Khiratkar	Finance	



Omkar Dinesh Nakil	Finance	Sagar Bornde
Sagar Prakash Shelke	Finance	
Sanket Ninaji More	Finance	
Soham Sunil Chhapekar	Finance	
Harsh Shashikant Chaudhari	Finance	
Hemant Sopandeo More	Finance	
Khushi Rajkumar Taneja	Finance	
Krushna Maruti Shinde	Finance	
Shruti Shankar Kirdat	Finance	
Mrunal Ulhasrao Deshmukh	Finance	
Nilesh Bhaskar Derkar	Finance	
Shailesh Bharat Kale	Finance	
Vijay Rambahu Wagh	Finance	
Yash Rakesh Pawar	Finance	
Abhishek Bhagwan Shinde	Human Resources	Payal Wagh
Amisha Bijay Sahu	Human Resources	
Riddhi Avinash Patra	Human Resources	
Sayali Rajendra Deulkar	Human Resources	
Tanishka Sandip Randive	Human Resources	
Tanvi Suresh Gulhane	Human Resources	
Tejaswini Ashok Kadam	Human Resources	
Aishwarya Mahesh Wangi	Human Resources	Sudeep Sharma
Gayatri Yeshwant Kulkarni	Human Resources	
Kundan Laxman Golekar	Human Resources	
Madhura Devesh Bajpai	Human Resources	
Saniya Atul Rakshe	Human Resources	
Sayli Bharat Dumbre	Human Resources	
Akash Pramod Dabhade	Marketing	Nikhil Nake
Irfan Jamir Shaikh	Marketing	
Jay Yogeshwar Wankhade	Marketing	
Ritika Narendra Shelke	Marketing	
Rushabh Vikas Kunturkar	Marketing	
Aman Jagat Vyawahare	Marketing	
Moin Akbar Kureshi	Marketing	



Mugdha Satish Dongre	Marketing	
Tanvi Pavan Kantrod	Marketing	
Yogesh Hiranman Pawar	Marketing	
Angad Singh Ravindrapal Singh Arora	Marketing	Anurag Mishra
Pooja Popatrao Bansode	Marketing	
Samvad Chandrakant Bahurupi	Marketing	
Shashank Ghansham Chinchwade	Marketing	
Shruti Mahendrakumar Bhansali	Marketing	
Bryan Bartimaeus Boodle	Marketing	
Mayur Dilip Urkude	Marketing	
Piyush Sunil Yadamaraye	Marketing	
Prajwal Sanjay Mahalle	Marketing	
Rituja Hemchandra Kadam	Marketing	
Yash Dhiraj Palande	Marketing	
Anish Ravindra Kulkarni	Marketing	Sashin Jain
Ankur Anil Patil	Marketing	Rushiket Yadav
Gayatri Sudhir Kharde	Marketing	
Hruthik Ranjit Kodgirwar	Marketing	
Manasi Sanjay Chavan	Marketing	
Abhishek Yogesh Patil	Marketing	
Kuna Bharat Biraris	Marketing	
Mayur Dilip Lande	Marketing	
Rishita Praveen Sancheti	Marketing	
Riya Shailendra Dhanvijay	Marketing	
Madhur Anil Malpani	Marketing	Shashank sharma
Mansi Sanjay Upadhyay	Marketing	
Sanket Premchand More	Marketing	
Shreyas Pradip Zare	Marketing	
Vaibhav Rajendra Bhasme	Marketing	
Bharat Annasaheb Lungse	Marketing	
Indira Mendoza Shetty	Marketing	
Kartik Jaysing Gawali	Marketing	
Mayuri Mahendra Patil	Marketing	
Maithili Ganeshrao Deulkar	Marketing	Kalyani Sonawane



Manish Anil Patil	Marketing	Asutosh Nema
Nitin Babasaheb Farkade	Marketing	
Purva Hemant Khatri	Marketing	
Suraj Gulab Muke	Marketing	
Darshan Shyam Deshmukh	Marketing	
Shreyas Rajesh Kakade	Marketing	
Swaraj Dattprakash Naik	Marketing	
Vaishnavi Sanjay Chavan	Marketing	
Arvindchandra Anil Inamdar	Marketing	
Aswanth Babu Kc Pv	Marketing	
Ayushi Sudhir Tiwari	Marketing	
Enosh Mark Sonawane	Marketing	
Kartik Chandrakant Haigune	Marketing	
Greysi Nilesh Chavhan	Marketing	
Mahesh Ramdas Khade	Marketing	
Prajakta Shankarrao Bharsakle	Marketing	
Shreeyash Sunil Lakare	Marketing	
Unmesh Surendranath Kamble	Marketing	
Kashish Vasant Gehi	Marketing	Gaurav Shelke
Rupak Kailas Bhosale	Marketing	
Sanket Randive	Marketing	
Shrutika Anil Patil	Marketing	
Yogesh Ramdas Khade	Marketing	
Abhinav Sanjaypant Bansod	Marketing	
Aditya Kumar	Marketing	
Anant Vilas Pachpute	Marketing	
Kaustubh Subhash Deshmukh	Marketing	
Onkar Vijaykumar Nagane	Marketing	
Pranali Pralhad Nanavare	Marketing	
Prathmesh Balasaheb Khandekar	Marketing	Shraddha Mali
Rushikesh Bhimrao Warhad	Marketing	
Shivani Nivrutti Kuyate	Marketing	
Soham Sanjay Pande	Marketing	
Triveni Prbhakar Wankhade	Marketing	



Anamika Shekhar Shivhare	Marketing	Mayuresh Joshi
Ashwin Alkesh Pandey	Marketing	
Chetan Bhatusing Jamadar	Marketing	
Santosh Eknath Pise	Marketing	
Simran Subhash Khedekar	Marketing	
Himanshu Rajinder Koul	Marketing	
Mahesh Bhagwat Mohire	Marketing	
Nikita Shyam Patil	Marketing	
Siddhesh Anil Vispute	Marketing	
Sushant Shamkant Sonawane	Marketing	
Aniket Bhaskar Aher	Marketing	
Mayur Ashok Parate	Marketing	
Omsingh Narendrasingh Tomar	Marketing	
Sanju Mahesh Kumari	Marketing	
Utkarsh Vijay Mande	Marketing	
Jayashree Rajendra Joshi	Marketing	Rushikesh Yadav
Lenin Baburao Nakade	Marketing	
Mrunal Hemant Shende	Marketing	
Sukhad Santosh Badve	Marketing	
Vishal Vilasrao Shelke	Marketing	
Adarsh Narayan Surandase	Marketing	
Naresh Chandrakant Marlapalle	Marketing	
Pranali Gajanan Zile	Marketing	
Riddhi Subhash Thombare	Marketing	
Tushar Manish Bhatia	Marketing	
Adesh Dipakrao Marge	Marketing	Namrata Sethi
Archisha Nilesh Betharia	Marketing	
Saurabh Chandrashekhar Borkar	Marketing	
Shriniwas Nagnath Nelge	Marketing	
Tushar Pramodji Borde	Marketing	
Arpit Avinash Shiradkar	Marketing	
Nitin Bala Upare	Marketing	
Payal Shankarlal Jat	Marketing	
Samiksha Vivek Dhote	Marketing	



Hitesh Raju Varma	Marketing	Kendre Makarand
Akshay Pandurang Chate	Marketing	
Akshay Vasant Baste	Marketing	
Meghana Jogindharsingh Nigha	Marketing	
Pavan Janardhan Kale	Marketing	
Shailesh Shivshankar Marwade	Marketing	
Ashish Anand Mishra	Marketing	
Harshal Vasudev Kalsekar	Marketing	
Rayal Anil Tijare	Marketing	
Shreyash Ramesh Raulwar	Marketing	
Tejaswini Rahul Lohar	Marketing	
Deepika Subhash Labba	Marketing	Amogh Kanade
Saikiran Bajirao Ugale	Marketing	
Sakshi Shrikant Tajnekar	Marketing	
Tushar Ramesh Bhosale	Marketing	
Vinit Nitin Shinde	Marketing	
Dhara Hitesh Soni	Marketing	
Hemant Bhaskar Uikey	Marketing	
Pooja Subhash Raut	Marketing	
Tushar Popat Shewale	Marketing	
Vyankatesh Devrao Tudme	Marketing	
Akash Panjabrao Pawde	Marketing	Chetan Dabhade
Jayesh Chhotusing Rajput	Marketing	
Laukik Dinkar Bhandare	Marketing	
Ruchika Lokade	Marketing	
Shivam Omprakash Pedhekar	Marketing	
Himanshu Rathore	Marketing	
Jugal Gajanan Patil	Marketing	
Krushnakant Devendra Bandebuche	Marketing	
Rushikesh Rajesh Malode	Marketing	
Sharvari Rajesh Nemmaniwar	Marketing	
Sujit Kashinath Chavan	Marketing	
Abhinay Ravindranath Patil	OSCM	Nilesh Khamkar
Lalit Ishwar Solunke	OSCM	



Mahamadvisal Iqbal Gavandi	OSCM	
Parvani Jashan Jagtap	OSCM	
Swapnil Avinash Ubhale	OSCM	
Atul Satish Dhongade	OSCM	
Dolly Sunharilal Gadhre	OSCM	
Jaineel Jayeshkumar Patel	OSCM	
Ketan Mangal Patil	OSCM	
Rutik Digambar Memane	OSCM	
Aditya Shukalsingh Chauhan	OSCM	
Bhagyashree Tarachand Khandate	OSCM	Nikhil Avinashe
Mrunal Govardhan Lade	OSCM	
Pranav Govind Hasabnis	OSCM	
Saurabh Rajkumar Kamble	OSCM	
Abhishek Karbhari Rawate	OSCM	
Akash Santosh Bhambare	OSCM	
Diksha Machhindra Hilal	OSCM	
Manoj Dhanraj Jadhav	OSCM	
Nikita Shiveprasad Mishra	OSCM	
Sameeran Ashwin Thorat	OSCM	Ashish Dalvi
Prathamesh Vijay Mahajan	OSCM	
Sarvesh Mohanrao Sarnaik	OSCM	
Tanishqa Milind Shinde	OSCM	
Tejas Subhash Bhorekar	OSCM	
Vallabh Niteen Kulkarni	OSCM	
Pratik Anil Kudal	OSCM	
Sairaj Hanmant Shinde	OSCM	
Sanket Prashant Sonar	OSCM	
Sayali Ravindra Kore	OSCM	
Sumit Sanjay Nikam	OSCM	
Suyash Tanaji Jadhav	OSCM	

**Mentor – Mentee Mapping for the Alumni Mentoring Program 2021 – 2023**

Mentee	Specialization	Mentor
Anvay Deshpande	Finance	Amit Kothawade
Himanshu Patil	Finance	
Namita Avhad	Finance	
Shubhangi Gupta	Finance	
Vivek Naik	Finance	
Indrasen Bhonsale Patil	Finance	Gulshan Dudani
Akash Pawar	Finance	
Rohini Andhale	Finance	
Shweta Yadav	Finance	
Vipool Kumar	Finance	
Avanti Deshmukh	Finance	Sabir Husain
Daivik Amale	Finance	
Nidhi Bagde	Finance	
Sarvesh Joshi	Finance	
Vishwajeet Singh	Finance	
Madhura Deshpande	Finance	Anju Tiwari
Mayur Bari	Finance	
Rahul Shivnani	Finance	
Ravi Pandit	Finance	
Sonal Vaidya	Finance	
Pranav Gokhale	Finance	Maheshwari Palash
Sanket Sathe	Finance	
Srushti Deshmukh	Finance	
Swarup Jadhav	Finance	
Vedanti Vaidya	Finance	
Ashutosh Mahajan	Finance	Bhutada Govind
Mayuri Ubale	Finance	
Prathamesh Deshmukh	Finance	
Ravindra Wasekar	Finance	
Sheetal Sharma	Finance	
Nikhil Godage	Finance	Ameya Shastri
Omkar Chaitanya	Finance	
Priyanka Shinde	Finance	
Shivani Bhagwat	Finance	
Vedant Kothawade	Finance	
KSHITIJ BHANDARI	Finance	Sayali Pathae
Nasim Sayyed	Finance	
Priyanka Shrivastava	Finance	
sagar sonwane	Finance	
Saurao Mohare	Finance	
Akshay Pendavale	Finance	Wankhade Nilesh
JAYSHREE KHODKE	Finance	
Saurabh Gade	Finance	
Sejal Bang	Finance	
VAIBHAV GADEKAR	Finance	
Aditya Singh	Finance	Patil Bhushan
Aman Nashine	Finance	



Mansi Kakde	Finance	Paryushan Bujurge
Priyanka Giri	Finance	
Rushikesh Ghante	Finance	
CHANCHAL MADANKAR	Finance	
Mayur Shivade	Finance	
PAWAN NEMADE	Finance	
Prajakta Patil	Finance	
Satyajit Kalekar	Finance	
Deepak Rajbhar	Finance	Lonkar Nagnath
Devang Patil	Finance	
Onkar Patil	Finance	
Sonal Kumbhare	Finance	
Srushti Mittal	Finance	
Anup Tambade	Finance	
Rohan Duduknale	Finance	Rahatkar Aditya
Shantanu Munagekar	Finance	
Shashank Chandak	Finance	
Shreya Ingole	Finance	
Ambar Bheda	Finance	Panhale Tushar
Himanshu Karangale	Finance	
Khushbu Deshmukh	Finance	
Shubham Rajpure	Finance	
Milind Gawade	Finance	
Amar Mundekar	Finance	Giri Mayur
Shanu Rajpal	Finance	
Vanshika More	Finance	
Jaya Khabrani	Finance	
Shripad Potdar	Finance	
Abhishek Dhondge	Finance	
Anushka Dhikale	Finance	Kale Dilipkumar
Kaustubh Sankpal	Finance	
Onkar Thorat	Finance	
Achal Shingavi	Finance	
Farhina Sheikh	Finance	Vishrojwar Ram
RANJEET KHAIRNAR	Finance	
Shreya Malthane	Finance	
Akshay Shringarputale	Finance	
Aniket Kolhe	Finance	
Samruddhi Kalbande	Finance	Gosavi Parag
Sagar Bhoir	Finance	
Shaktiraisingh Kushwah	Finance	
Vaishnavi Vhankhanday	Finance	
Yashdeep Chhabada	Finance	
Marmik Bodele	Finance	Kalgapurkar Manish
Chinmay Joshi	Finance	
Saurabh Sorte	Finance	
Sejal Mittal	Finance	
Vaishnavi Kejkar	Finance	
Gunjan Parate	Finance	Sanjeev Tanmay
TANAY YADAV	Finance	



Sanket Desai	Finance	Doshi Mayank
Rajesh Sahu	Finance	
Urvi Munot	Finance	
Aniket Bitode	Finance	
Yash Patil	Finance	
Anjali Ganiga	Finance	
Harshal Jambhulkar	Finance	
Mandar Thikare	Finance	
Akshita Pedgulwar	Finance	
Bhushan Mule	Finance	
Shriraj Deshmukh	Finance	Rohan Bhagat
Mansi Patil	Finance	
Kedar Joshi	Finance	
Priyanka Mahale	Finance	
Vedant Santan	Finance	
Aishwarya Bhosale	Finance	
Mahendra Mohane	Finance	Deore Tushar
SNEHAL PARCHAKE	Finance	
Swaradha Nadange	Finance	
VISHAL CHOUDHARY	Finance	
Aditya Shrirao	Finance	
Ajay Gurjar	Finance	
Anushri Patil	Finance	
Gaurav Chaudhari	Finance	
Kashish Bhutwani	Finance	
Mitali Agrawal	Finance	
Vishwajeet Aute	Finance	Yogesh Tolani
MEGHA URKUDE	Finance	
Suryadeo Yadav	Finance	
Mahesh Sawarkar	Finance	
Ketan Shrikhande	Finance	
Sandesh Jadhav	Finance	
Gaurav Natu	Finance	Pimpale Rahul
Rutuja Bochare	Finance	
Ritik Shambharkar	Finance	
Ankur Chaurasiya	Finance	
HARSHVARDHAN DHERE	Finance	
Aditya Padekar	Finance	
Shrutika Shirsath	Finance	
Sumedh Muley	Finance	
Aishwarya Choudhary	Finance	
Prachi Jadhav	Finance	
Rushikesh Vaidya	Finance	
Shrikesh Gawande	Finance	
Digvijay Kulkarni	Finance	
Arpita Pojge	Marketing	
Komalkumar Patil	Marketing	
Mayur Patil	Marketing	
Shubham kale Sudhakar	Marketing	
Shubham Kulkarni	Marketing	
		Siddhesh Dabholkar



Ankita Wadhe	Marketing	Nilesh Shihorkar
Ashwin Bafna	Marketing	
Kunal Wagh	Marketing	
Rushabh Bulbule	Marketing	
Yash Thorat	Marketing	
Chirag Deogade	Marketing	Tushar Khaire
Divyanshi Jain	Marketing	
Sahil Jadhav	Marketing	
Shruti Raghvani	Marketing	
Aman Mokashi	Marketing	Tushar Shinde
Anjali Gaherwar	Marketing	
RITIK MALEKAR	Marketing	
Sanket Mhetre	Marketing	
Siddesh Jagtap	Marketing	
Akshay Rathod	Marketing	Rohit Joshi
Harshada Hiwale	Marketing	
Shreyash More	Marketing	
Sonali Yadav	Marketing	
Suraj Yadav	Marketing	
Arpan Shah	Marketing	Kumar Amrendra
Prachi Thamke	Marketing	
Pritesh Kuwar	Marketing	
Tanay Jain	Marketing	
Vaibhav Bokde	Marketing	
Akshay Pawar	Marketing	Vikalp Vivek Dubey
Komal Dethe	Marketing	
Krunal Gawhale	Marketing	
MEETESH WADI	Marketing	
SAIKIRAN SAJJA	Marketing	
Dishant Manhas	Marketing	Kuldeep Thite
Prathamesh Dhamdhare	Marketing	
Shanant Dhurve	Marketing	
Sonali Landge	Marketing	
Bhakti Devkar	Marketing	
Hanu Tiwari	Marketing	Chetan Lokhande
Saurabh Dhavale	Marketing	
Shrutik Patil	Marketing	
Vishal Bhat	Marketing	
Ajay Aynile	Marketing	
Kuldeep Gayke	Marketing	Prajakta Choudhary
Pawan Hire	Marketing	
Prajakta Apotikar	Marketing	
Vijay Karanjule	Marketing	
Abhishek Rajebhosale	Marketing	
Anujith Nair	Marketing	Dhanoop Nair
Sagar Dhakne	Marketing	
Saloni Bais	Marketing	
Siddharth Shinde	Marketing	
Amit Taywade	Marketing	
MAYUR SATPUTE	Marketing	Rahul Narendra Ahire



Sameer Inamdar	Marketing	Shreyas Alai
Shubham Nikam	Marketing	
Suhrida Chakraborty	Marketing	
Harish Munde	Marketing	
Payal Ghalme	Marketing	
SAGAR HADAWALE	Marketing	
Sandesh Gore	Marketing	
Tejas Kandekar	Marketing	
Ajinkya Shinde	Marketing	Kalyani Sonawane
Pranav Khandare	Marketing	
Soniya Sharma	Marketing	
Ujjwal Pagar	Marketing	
VINAYAK CHAVAN	Marketing	Sofia Bhaisare
Aditi Ghogare	Marketing	
Pranav Taware	Marketing	
Sandesh Lohakare	Marketing	
Tushar Meshram	Marketing	
Utkarsh Tirpude	Marketing	
Abhishek Walunj	Marketing	Shreyas Sudhir Sakhalkar
Ankita Dabke	Marketing	
Rajiv Kamble	Marketing	
Sachhidanand Bhavsar	Marketing	
Vikas Patil	Marketing	
Nayan Shinde	Marketing	Dipak Turankar
Ritu Pataliya	Marketing	
Rushikesh Gangarde	Marketing	
Saurabh Bhamare	Marketing	
Disha Choure	Marketing	
Ashok Kachave	Marketing	
GOVARDHAN GAYALI	Marketing	Vivek Irabatti
Prasad Randhe	Marketing	
Rushikesh Sharanathe	Marketing	
Sneha Limbore	Marketing	
Akash Pulate	Marketing	
Harsh Patel	Marketing	Tejas Aher
Rohit Tijare	Marketing	
Shreyash Ubhare	Marketing	
Siddhi Sandbhor	Marketing	
MANSI BANIK	Marketing	
Onkar Pawar	Marketing	Rahul Pingale
Shubham Tanpure	Marketing	
Yogesh Pawar	Marketing	
Yogesh Shinde	Marketing	
Riya Bhandari	HR	Kalyani Tambe
SHUBHAM PATIL	HR	
Vaishnavi Badime	HR	
Deandra Mcleod	HR	Mugdha Kotpalliwar
Kranti Bhojane	HR	
Sagarika Pande	HR	
Siddhi Kanthewad	HR	



Aishwarya Gawade	HR	Greeshma Zope
Aishwarya Patil	HR	
Sonal Deshmukh	HR	
Srushti Rane	HR	
Aishwarya Dalavi	HR	Saisiddharth Chinta
Krushnadas Bhand	HR	
MALHAR DESHMUKH	HR	
Shreya Mange	HR	
Akshay Karangutkar	BA	Swapnil Jhalki
Mahesh Toradmal	BA	
Neha Jawalkar	BA	
Shreya Teke	BA	
Shubham Kale Sambhaji	BA	
DATTA GAWANDE	BA	Manwendra Kumar
Dhanashree Mahale	BA	
Siddartha Jain	BA	
Kapil Shendre	BA	
Vrushali Jyotik	BA	
NIHAL DETHE	OSCM	Akshay Vishnu Kekan
Pankaj Rasane	OSCM	
Piyush Gaud	OSCM	
Purvesh Deshmukh	OSCM	
Sanskriti Rakibe	OSCM	
Ajay Lahoti	OSCM	Mitali Bopche
Ameya Munje	OSCM	
Harshada Patil	OSCM	
Jayesh Patil	OSCM	
Vaibhav Bhadlikar	OSCM	
Aniket Pawar	OSCM	Saurabh Jamdade
Devendra Suryawanshi	OSCM	
Niteesh Sali	OSCM	
Pradnya Deshmukh	OSCM	
Varad Korde	OSCM	
CHETAN GHARATE	OSCM	Rishab Birajdar
Mayur Dhum	OSCM	
Swapnil Naikwadi	OSCM	
Tanmayi Sankpal	OSCM	
Vinit Vaval	OSCM	
Abhinay Bairagi	OSCM	Mitali Bopche
KAMESH SARODE	OSCM	
Laukik Chankeshwara	OSCM	
Shreyas Deshmukh	OSCM	
Sourabh Gaikwad	OSCM	
Bhushan Dhake	OSCM	Saurabh Jamdade
Bipin Gajbhiye	OSCM	
Gayatri Raut	OSCM	
Pritam Taware	OSCM	
Vishal Zanje	OSCM	



- i) **Alumni Meet / Annual Day:** Annual Day of IIMP is an endeavour to reward the contributions made by present as well as recently graduated students, in the growth of the institute. The four categories of awards conferred are: “Brand of IIMP (Global Mind-set)”, “Star of IIMP (Academics)”, “Asset of IIMP (Placements)” and “Entrepreneur of IIMP (Entrepreneurial Venture)”. On this day the recent passed out batch of Alumni is invited for the Annual Day Celebration as the Asset of IIMP and the Star of IIMP are from this batch.

After the Annual Day Celebration IIMP organizes an Alumni Meet where the Alumni are invited for a get together and Dinner. This year the Alumni Meet was organized at Hyde Sky Kitchen.

Sr. No.	Alumni Batch 2021 – 2023	Alumni Batch 2020 – 2022	Alumni Batch 2019 - 2021
1	Disha Choure	Ekta Gajanan Dixit	Hrishikesh Sunil Kant
2	Sonal Deshmukh	Sandesh Santosh Jadhav	Mandar Mahesh Karanjkar
3	Ritik. M	Aditya Rajesh Upate	Nikita Vilas Maske
4	Piyush Gaud	Ameya Vijay Mahajan	Anuja Nirmalkumar Khatke
5	Bhushan Dhake	Siddhant Bhalchandra Agashe	Dewangan Balram Kakpure
6	Akash Kaemakar	Amogh Girish Mayee	Kajal Atulkumar Nanavati
7	Shrutik Patil	Anandkumar Namdeo Yemjelwar	Koustubh Sudhir Kulkarni
8	Chetan Gharate	Johnson Benny Francis	Krishna Atul Jaiswal
9	Akshay Pendavde	Rituraj . Singh	Nainika Sanjay Kala
10	Raj Chopane	Shreyash Nandkumar Pangavhane	Pooja Anil Chunamari
11	Shubham Rajpure	Yash Umesh Rathi	Pooja Santram Rajak
12	Kuldeep Gayke	Abhaysinha Dhananjayrao Rajenimbalkar	Prajakta Sarjerao Patil
13	Dishant Manhas	Anmol Tarachand Munne	Sakshi Pramod Patil
14	Marvik Budele	Anurag Pramodrao Bhawate	Saurabh Ashok Gharge
15	Vanshika Mare	Bhushan Pandharinath Badwaik	Shivani Prakash Jadhao
16	Shreya Teke	Nachiket Subhash Bidwai	Shriya Sudhakar Chavan
17	Krunal Gawhale	Prajwal Nanabhau Khaire	Shruti Madan Bajare
18	Saurav Mahare	Samarth Vijay Mali	Siddhant Manoj Kabra
19	Devyanshi Mhaske	Sharad Shivaji Gaikwad	Subodh Pradeep Sahastrabuddhe
20	Hrushikesh Kakade	Shekhar Madhav Shejul	Swapnesh Renuraj Gajbhiye
21	Kashish Bhutwani	Yogendra Kumar Jagmohan Lal Sahu	Dnyanraj Nandkumar Chavan
22	Komal Dethe	Aniket Sandesh Shende	Musawir Syed Moin
23	Sagar Sonawane	Pooja Rajendra Magar	Rushabh Umakant Birajdar
24	Priyanka Mahale	Pranay Ganeshrao Dhande	Shivam Ketan Kapadi
25	Akshita Pedgulwar	Rohan Ajit Londhe	Suraj Raghunath Ponde
26	Arpita Pojge	Rucha Prasad Thakare	Adwait Rajesh Kidile



27	Haeshada Patil	Shivani Netaji Desai	Rahul Sangappa Lokhande
28	Shanu Rajpal	Sneha Daniel	Rozy Rajvir Singh
29	Rohan Deudundale	Sneha Bapusaheb Tambe	Sameer Subhash Raut
30	Mansi Banik	Soham Sahebrao Thange	Sanjeet Baba Narnaware
31	Pritesh Kuwar	Vishakha Uttamrao Kirange	Sanket Uday Yerawar
32	Pavan Hive	Vishal Sanjay Girhe	Shubham Rajesh Chavan
33	Shubham Kulkarni	Yashashree Shivsing Daberao	Snehanjali Tanaji Saste
34	Ajay Lahoti	Ashwini Deepak Kulkarni	Sudhanshu Bhalchandra Lasurkar
35	Amita Nilawar (20-22)	Banti Nandkishor Gupta	Vaibhav Sanjay Godse
36	Devyani Mhaske (20-22)	Chinmay Dinkar Sapkale	Chinmay Rangnath Kamble
37	Rohan Londhe (20-22)	Hitesh Ravindra Yewale	Devendra Vilas Sathawane
38	Pooja Magar (20-22)	Kalyani Ganesh Kolge	Divya Madhukar Raut
39	Yashashree Daberao (20-22)	Mahesh Rajendra Chandak	Pranay Gopal Gharde
40	Samarth Dawande (20-22)	Pankaj Suresh Khairnar	Pratik Pratap Borse
41		Ritesh Madhukar Poke	Preksha Prashant Ainchwar
42		Rutuja Rajaram Dongare	Rahul Dilip Ahirrao
43		Samiksha Sanjay Bhume	Renuka Sanjay Bawge
44		Shraddha Sunil Ahire	Sanket Vilas Shitole
45		Vishal Suryakant Takawane	Shreyas Arun Morey
46			Sumit Kumar Sushil
47			Vaibhav Rajendra Mahajan



CRITERION 10

CONTINUOUS IMPROVEMENT



Criterion 10	Continuous Improvement	50
---------------------	-------------------------------	-----------

10.1. Actions taken based on the results of evaluation of each of the POs and PSOs (20)

A. ACTION TAKEN REPORT based on PO attainment for the Batch of 2021 – 2023

Description	Target Level	Actual Level	Action Taken	Action Planned
PO1: Domain Knowledge	2.55	2.51	Target closely Achieved	
PO2: Multi-disciplinary	2.25	1.94	Intensified the multi-disciplinary approach by enabling the methodology with teaching through cases with scope of such approach.	Activities based on Situation Analysis using multifaceted approach
			Conducted Guest sessions of industry speaker related to Changing composition of Economy, Global factors affecting the future of India, Unconventional Economic Opportunities by Mr. Chandrashekhra Tilak, Ret. Ex. V.P. NSDL	Introduce Sessions on Wellness and Mental Health, Happiness Quotient etc.
			Organized a session by an expert where in students got to know the use of marketing techniques for selling financial products and developing customer relationship for BFSI sector.	Sessions to be planned on use of analytics in various domains such as Finance, Marketing, Mobile Analytics to provide students an understanding of the multiple aspects of data in today's world.
			Undertaken Industry Visits focusing on Multi-disciplinary aspects of organizations	
PO03: Domain application	2.55	2.37	Conducting business Simulation workshop to get application-based domain input to solve the day-to-day business problems	Plan to organized an SIP presentation competition at the institute level to foster the application orientation during the SIP presentation preparation process.
			Conducted various extra inputs sessions for improving domain application	
			Internal and External Assessments are based on practical application of the knowledge gained in classroom discussions	



PO04: Global Perspective	2.1	2.09	Conducted seminar for finance students by alumni placed globally.	Participate in conferences hosting international speakers
			Exposure given to the Students by IGLLS Program where international speakers delivered sessions with a global perspective	International SIP to be planned to gain global perspective
				Organize international conference
PO05: Leadership	2.1	1.99	Leadership Exposure through events/seminars	
PO06: Creativity & Innovativeness	2.4	2.15	Creativity and Innovativeness is encouraged by designing creative assignments for assessments.	Extra Field visit for SIP (GTM -Go to Market)
PO07: Decision Making	2.55	2.17	Inputs are taken from students for course content to be included in the Certifications. The students prioritized and selected the topics they wanted.	Introduce courses & additional inputs to enhance decision making
PO08: Entrepreneurship	1.8	1.45	Enhanced the Alumni Entrepreneur network for having a mentoring eco system to fast track the process.	Propose tie-ups with MEPSC, GOI for enhancing entrepreneurship skills
				Propose Collaboration with venture capitalists platforms for facilitating venturing out entrepreneurs
PO09: Teamwork	2.55	2.10	Introduced peer assessment of team work to enhance the team work to higher level	Introduce student clubs and student chapters of professional bodies for and by the students to enhance team work
PO10: Communication skills	2.55	2.07	Readers club to cultivate reading habit and enhance writing skills among students	Review and introduced more application-based tasks in the 1st Semester to enhance communication skills
				Introduce competitions to enhance communication - viz. Reel Making on social media
PO11: Values & Ethics	2.4	2.01	Students were encouraged to participate in Heritage Walk, organized to NGO Samparc to sensitize	Re-introduce course on Social Service as a zero-credit course in Semester II to sensitize the students on Social Responsibility to inculcate social values
PO12: Lifelong Learning	2.00	2.05	Target Achieved	
PO13: Technology Driven	2.55	2.26	Creating a facebook page and write blogs.	Conduct workshop on AI based tools
			Creating Social Media Page	



B. ACTION TAKEN REPORT based on PSO attainment for the Batch of 2021 - 2023

Action Taken Report for Financial Management Courses				
PSO	Description	Target Level	Actual Level	Action Taken
FN PSO 1	Applying various financial theories, principles, and models to solve complex financial problems in the given business scenario	2	1.93	Increase in Practical Assignment given to students whereby they apply and analyse accounting principles & CONCEPTS to live business situations.
FN PSO 2	Developing finance professionals with management acumen to create significant value and wealth for the society	2	1.43	Adding MOOCS for topics in core finance courses on Wealth creation
FN PSO 3	Collaborating with professionals to work effectively in multidisciplinary environment to make informed decisions	2	1.2	Plan to Conduct sessions by experienced Managers and team leaders from BFSI Industry to discuss Multidisciplinary aspects as a part of core courses - Personal Financial Planning and Rural and Micro Finance. Students will be given assignments for the same
Action Taken Report for Marketing Management Courses				
PSO	Description	Target Level	Actual Level	Action Taken
MK PSO 1	Ability to apply principles and framework of sales and Marketing theories into real world business scenario /context across functions of marketing.	2	2.14	Target Acheive
MK PSO 2	Ability to develop self into a marketing professional with value and creativity with sustainable and global marketing outlook.	2	1.81	Increase assignments involving decision making for a sustainable global outlook.



MK PSO 3	Ability to apply marketing learnings in to multi-disciplinary decision making situations through the lens of customer-centricity.	2	1.61	Plan Guest sessions of expertise working in the domain of customer centricity for the courses offered to major and minor students. Increase assignments involving multidisciplinary decision making for customer centricity.
----------	---	---	------	--

Action Taken Report for Human Resource Management Courses

PSO	Description	Target Level	Actual Level	Action Taken
HR PSO 1	Demonstrate the Ability to formulate and implement strategic HR management practices that align with organizational objectives	2	2.31	Target Achieved
HR PSO 2	Exhibit strong leadership skills and the capacity to lead HR teams effectively	2	2.02	Target Achieved
HR PSO 3	Proficient in using data analytics and HR metrics to make informed decisions	2	1.45	Planned to give additional inputs for Data Analytics and HR Metrics

Action Taken Report for Operations and Supply Chain Management Courses

PSO	Description	Target Level	Actual Level	Action Taken
OS PSO 1	A deep insights of theories, practices, and its application in context of Operations & Supply Chain management	2	2.21	Target Achieved
OS PSO 2	Ability of decision making as a team member or a team leader using technology driven approach in field of Operations and Supply Chain management	2	1.55	Sessions planned to conduct simulation exercises , live projects with PMI and/or IIMM



OS PSO 3	Ability to acknowledge the interdependencies of core, cross functional and interdisciplinary aspects of Operations and Supply Chain management leading to organisational excellence	2	1.24	Planned to Conduct sessions by experienced project managers and team leaders from Industry to discuss interdependencies of core, cross functional and interdisciplinary aspects as a part of core courses - project management and ERP students will be given assignments for the same
Action Taken Report for Business Analytics Courses				
PSO	Description	Target Level	Actual Level	Action Taken
BA PSO 1	To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making	2	1.59	We will train students on software for solving business problems. The assignments based on this software will be a part of our assessments
BA PSO 2	Build and enhance business intelligence capabilities by adapting the appropriate technology and software solutions	2	1.37	Increase practical sessions and assessments using business intelligence platforms like qlik sense, tableau, MS Power BI
BA PSO 3	Provide scholars with leading-edge analytical skills in different functional areas of business	2	1.45	Develop analytical skills using BI tools for multidisciplinary data sets from the data sources like UCI Machine Learning and Kaggle

10.2. Academic Audit and actions taken thereof during the period of Assessment (10)

Higher Education, in India, is one among the top areas of development undergoing a tremendous change. Pune is becoming a global hub for educational activities and a feeder for all kinds of international man-power requirement. There is a growing demand for, and also concern to, provide quality education with standard curriculum and globally acceptable system of education.



A variety of quality assurance processes are institutionalized focusing around teacher quality, curriculum delivery and pedagogy, research and training, skill development of students, orientation programmes for overall personality development and broad range of activities which equip the students to face challenges and take up risks with courage. Academic Audit gives feed-back on its efficiency.

For assuring quality and excellence in higher education, IIMP has also taken steps to monitor its progress and evaluate the systems performances by establishing not only the Internal Quality Assurance Cell and but also through Academic and Administrative Audit (AAAC)

Academic audit gives the institute an opportunity for self-analysis through the suggestions given by the auditors. Academic audit is a survey which monitors the Admission and Results, Norm adherence, Curricular and co-curricular aspects, Research Orientation, Teaching learning process and the academic administration.

At IIMP, the audit is conducted once in a year, in the month of November-December. The audit is conducted by a committee composing of two internal auditors and two external auditors. The internal auditors comprise of two senior management members. Two senior academicians from various institutes of repute form the set of external auditors. All the auditors visit the campus where they scrutinize the files and provide their valuable suggestions.



The Academic Audit uses the following format:

EXTERNAL PEER TEAM REVIEW REPORT



IQAC

SCES's Indira Institute of Management, Pune
85-5A, "Tapasya",
Tathawade,
PUNE 411033

For the Academic Year 2022-2023

Date: 10.05.2023

About the Institute

Indira Institute of Management Pune is the flagship institute of Shree Chanakya Education Society. IIMP is an autonomous institute affiliated to Savitribai Phule Pune University. The institute offers MBA and BBA (UG Program). The MBA and BBA program is affiliated to SPPU.



IIMP is the very first management institute in Pune and third in Maharashtra to be accredited by the National Board of Accreditation (NBA) of AICTE, New Delhi for MBA course. It is re-accredited for the fourth time up to June 2023. The recent grant of autonomy for its MBA Programme is yet another feather to its cap.

To continue its path towards excellence, IIMP has constituted an external peer review committee and conducts yearly audit. The committee audits both the MBA and BBA course. The report of the audit is as follows:

**EXTERNAL PEER TEAM REVIEW REPORT (MBA Course)
FOR THE YEAR 2022-2023**

A. Curricular Aspects:

Sr. No.	Criterion	Ratings			
		V. Good	Good	Satisfactory	Needs Improvement
1	Implementation of Choice Based Credit System (CBCS)		√		
2	Implementation of Outcome based Education (OBE)		√		
3	Evidence of procedures for framing POs and PEOs and their attainment against set target		√		
4	Evidence for framing of Cos and their attainment against set target		√		
5	Evidence of structured feedback system		√		
6	Evidence of NBA Accreditation for MBA program		√		
7	Quality of CCA and TEA examination pattern /question papers		√		



8	Preparation and adherence to Academic Calendar			√	
9	Structure and components of the curriculum		√		
10	Certifications programs		√		

Dr. Shailesh Kasande

Dr. Vijaya Puranik

B. Student Aspects:

Sr. No	Criterion	Ratings			
		V. Good	Good	Satisfactory	Needs Improvement
1	Student – Full time Teacher ratio			√	
2	Students completing the program in stipulated time		√		
3	Number of students placed and their median salary		√		
4	Industry – Institute interaction : Adequacy of guest /technical sessions arranged for students focusing on employability , entrepreneurship and skill development		√		
5	Adequacy of industrial visits arranged for students				√
6	Evidence for students completing NPTEL courses /MOOCS			√	
7	Student mentoring system			√	
8	Placement services provided to students			√	
9	Learning through Entrepreneurship Cell		√		
10	Learning beyond classroom		√		
11	Student Council representation of students on academic and administrative bodies/committees of the institution		√		
12	Student exchange programs /activities				√



13	Adequacy of MOUs signed with industries /institutions for enhancing employability skills	√			
14	Identification of Weak and bring students				√

Dr. Shailesh Kasande

Dr. Vijaya Puranik

C. Faculty and Research Aspects

Sr. No	Criterion	Ratings			
		V. Good	Good	Satisfactory	Needs Improvement
1	Faculty profile and the adequacy of faculty member as per norms of AICTE		√		
2	Faculty members recognised as research guides			√	
3	Quality of faculty publications			√	
4	Evidence for research grants received from various agencies				√
5	Evidence for consultancy activities (received 02 consultancy projects worth 30 Lakhs)			√	
6	Adequacy of number of conferences and workshops attended by the faculty members			√	
7	Adequacy of faculty training program (FDP/STTP)			√	
8	Adequacy of number of workshops/FDPs/STTPs/Conferences conducted by the institute			√	
9	Revenue generated from corporate training by the institution				√



Dr. Shailesh Kasande

Dr. Vijaya Puranik

D. Infrastructure Aspects

Sr.No	Criterion	Ratings			
		V. Good	Good	Satisfactory	Needs Improvement
1	Evidence of use of ICT in teaching process		√		
2	Adequacy of facilities for teaching - learning		√		
3	Adequacy of software in laboratory		√		
4	Adequacy of library services		√		
5	Adequacy of books and journals available in library in physical and digital form		√		
6	Computer and internet access and training to teachers, non-teaching staff and students		√		

E. Governance, Leadership and Management:

Sr.No	Criterion	Ratings			
		V. Good	Good	Satisfactory	Needs Improvement
1	Functioning of academic bodies as per UGC Guideline		√		



2	Evidence of Minutes of the Governing Body , Academic Council meeting, Finance Committee, Examination Committee, Board of Studies		√		
3	Functioning of IQAC		√		

Dr. Shailesh Kasande

Dr. Vijaya Puranik

Best Practices followed by the Institute:

1. Enhancement Soft skills & technical skills for non-teaching staff.
2. Sports week was organised for over all development of faculty & staff.
3. Yearly medical check-ups of all staff were organised.
4. Regular faculty discussions organised on Blooms Taxonomy Action Verbs.
5. Workshop organised for all faculty members on Re-imagining Mindfulness for holistic development of faculty.
6. Budget analysis session were organised for students to capture the major highlights. Pre budget & post budget discussion sessions organised by internal faculty & experts.
7. Food grain donation drive for NGPs was organised by the institute where students and faculties contributed for the same.

Contribution of IQAC:

1. One day FDP on New Education Policy 2020 was organised to understand importance of NEP 2020.
2. International research faculty session was organised on the topic of “ Starting Research and finding topic.



3. One day FDP organised on the topic (India \$5 Trillion Economy: Understanding Growth Sectors and its Analysis”

Observations:

1. Student participation in professional bodies needs to be increased.
2. Institute restarted industrial visited after the covid.

Dr. Shailesh Kasande

Dr. Vijaya Puranik

Recommendations:

1. Institute can increase institute tie ups with professional bodies and its student engagement by conducting events or knowledge sharing session with bodies like NIPM /NHRD etc
2. Institute needs to increase faculty publications.
3. Institute needs to restart the practice of monitoring syllabus completion status.
4. Additional guides are required in Finance, OSCM & HR.
5. Arrange internal Workshop on Teaching Case Development.
6. The institute can initiate – “Best Alumnus Award “as a recognition of the work done by alumni.
7. Increase the number of Alumni meets and if possible, to organize in those cities where the concentration of the alumni is more.
8. Institute needs to focus on MDP and Consultancy.

Dr. Shailesh Kasande

CEO and Group Director

Suryadatta Group of Institutes

PUNE

Dr. Vijaya Puranik

Director

Sinhgad Business School

PUNE



Dr. Pandit Mali

Director

SCES's Indra Institute of Management, Pune

An observation and Recommendation report gets generated from this visit which is further discussed in Internal Quality Assurance Cell. The Quality Assurance Cell considers the suggestions given by the auditors and also reviews the strategic plans formulated by the institute. The necessary corrective actions and quality improvement initiatives pertaining to the recommendations and strategic plans are then devised and confirmed. The suggestive actions are further percolated to the faculty and respective non-teaching staff for enhancement in the quality of their work. Thus, the observations from the audit are utilized for institutional improvement.

Action Taken Report based on the observations of Academic Audit

Sr. No	Observations and Suggestions during Academic Audit	Action Taken
2019-20		
1	The Alumni Mentoring Program for MBA course should be started	We have launched AMP.
2	Virtual industrial visits should be organized	We are working on it. Due to Corona could not got the success.
3	At least one of the elective should be conducted through MOOCs.	We have implemented for major specializations like Marketing Management & Financial Management.
4	Institute should initiate tie-ups with different universities of international repute for student and faculty exchange programs	We are working on it.
5	The research center should have associate guides in financial management and human resource management.	We have appointed the guides.



6	To expose faculty to Industry and other renowned Educational institutions in India and abroad.	We have one faculty who done from IIM Lucknow. Faculty encouraged to visit external industry guides to get industry exposure.
7	Management need to motivate faculty members for publishing papers at least in UGC care listed journals.	Research grant policy is announced to motivate quality research publication.
8	Faculty members need to motivate to undertake consultancy services.	Could not get much success on this parameters.
2020-21		
1	Institute needs to organize more workshops, seminars & conferences for teaching & administrative staff.	Academic conferences have been planned for the year 2022-23 (BA & OSCM/ HR & Marketing) Knowledge enhancing and training sessions have been arranged by the institute.
2	Virtual industrial visits need to be encouraged.	6 Industrial visits have been scheduled for the batch 2021-23 in the month of May 2022.
3	Arrange cancelling sessions for students and faculty	No action taken.
4	Adding Ph.D guides in OSCM subject	No action taken.
5	Management can think of incentivizing faculty publication in journal of repute apart from those publications which are mandatory towards their Ph.D. work.	Research incentive scheme was designed and implemented.
2021-22		
1	Institute needs to increase faculty publication	FDP program organized where renowned international researcher given guidance to the faculties for the research.
2	Elective courses basket need to be created for each year of BBA.	Done
3	Hand written notes and sample best assignments to be kept in course files.	It is added in the index of course file.
4	Program planning and monitoring committee should be formed for the effective coordination.	Internal Academic council has been setup.



5	Digital library usage to be monitored regularly	Usage monitory is the monitory agenda for the library committee.
6	Alumni inputs to be collected for the syllabus content	Each BoS chairs has been done a task to contact all the aluminous and incorporate their suggestion in syllabus.
7	The institute can initiate Best Alumnus Award to recognize the best work of alumni	The recommendation has been communicated to the higher management, awaiting for the response. Meanwhile at the institute level we have taken decision to recognize super achiever alumni and invite them for induction program. It will be implemented from next batch.
8	The institute can initiate the Book Bank activity for the students	Book bank activity has been already started.
2022-23		
1	Increase tie ups with professional bodies.	Tie-up with PMI & IIMM is done & we are thinking about doing tie-up with PMA.
2	Need to increase faculty publication.	Faculty publication is area of improvement & faculties are encouraged to write research papers in groups.
3	Institute needs to restart the practice of monitoring syllabus completion status.	Syllabus completion status is mandatory and it is a course file now.
4	Additional guides are required in Finance, OSCM & HR.	Guides for Fince, OSCM & HR is area of concern. Institute is motivating FIN & OSCM faculty to complete the required criterion for becoming Ph.D guides.
5	Arrange internal workshop on Teaching Case Development.	Workshop on teaching case development was conducted by Dr. Dipanjay Bhaleerao & Dr. Pallavi Sajanapwar
6	Institute can initiate Best Alumnus Award.	Management of Institute accepted best aluminous award concept and this year we have started with first series of Dr. Tarita Shankar Alumni Excellence Awards 2023.
7	Increase the number of Alumni meets.	Institute will soon have its alumni chapter in Hyderabad and Bengaluru where concentration of alumni is more.



8	Institute needs to focus on MDP & consultancy.	The MDP & Consultancy efforts were fruitful & Institute could generate revenue of 10Lakhs through this.
---	--	---

10.3. Improvement in Placement, Higher Studies and Entrepreneurship (10)

Assessment is based on improvement in:

A. Placements: The Institute has a placement cell at the group level with qualified placement officers and student representatives. The Placement cell works towards organizing job placement events on campus and off campus. The Institute conducts Group Discussion, Business News Analysis etc. Institute has tie ups with third party consultants to conduct soft skill sessions of aptitude, reasoning and to improve the communication skill. For improvement in placement of the students' expert lectures are arranged from the industry experts. The Institute arranges for special session providing company related inputs whenever a particular company is coming on campus.

An attempt is made to introduce new topics of industry relevance, exercises for project works, etc on the basis of external interaction with the industry and academia at seminars or conferences. A feedback is taken from the Placement Cell during the interviews/tests to understand the areas of improvement of the students and accordingly inputs are given to the students. Talks by industry experts with view to make them aware of the industry environment are arranged at different levels.

The Institute has an MOU with YUGMA to give inputs related to the above. Each student has an industry mentor. The Alpha program is designed to provide exceptional students with a unique opportunity to receive intensive training & guidance for enhancing their career journey. The Alpha Program is an exclusive initiative that selects the top 10% of the batch of an institute through a meticulous selection process for an extraordinary journey to build their career.

Improvements in Placements over the years

Particulars	Package – Rs. In Lakhs Per Annum		
	2022 – 2023	2021 – 2022	2020 - 2021



Highest Package	10.86	11.5	8.89
Lowest Package	2.40	3.00	2.40
Average Package	6.50	5.66	4.60

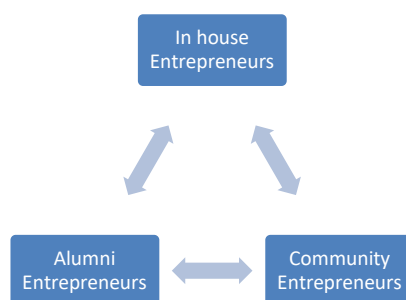
The above chart represents how the package has increased over the years

B. Higher Studies

Many of our students go for higher studies like PhD, NET etc. Many of our previous years' students have taken up faculty positions with their alma-mater and other management colleges, they have also completed Ph.D. and NET thereon. Some of our students have taken up PhD courses with other universities.

C. Entrepreneurs

Indirapreneur Cell - "Entrepreneurs take the route less traversed." Indirapreneur Cell of IIMP, since its inception in year 2008 has always believed in this philosophy, while working in next decade of operation, since its inception Indirapreneur Cell was founded with the aim of promoting entrepreneurial ecosystem to facilitate the mentoring and handholding of budding entrepreneurs. Today it has evolved its working wings in following dimensions:



The overall focus is on mentoring through resources which includes:

- Institutional Partnership with MoE's Institution's Innovation Cell Initiative
- Institutional Partnership with NEN
- Building in-house mentoring expertise by training



- Collaborating with outside experts of training & investment field
- Collaboration with in-house incubation Centre of Indira Group of Institutes

The journey of Indirapreneur Cell, so far, has seen many initiatives like:

- IIC activities like workshops for entrepreneurs and Impact lecture series with grants.
- Collaboration with EDII for conducting Workshops
- Collaborating with NEN platform and IIT Mumbai, Business plan competition as Mentor
- Strategic collaboration with India's Best Incubation Centre- BHAU Incubation Centre, Pune.
- Annual Business Plan Workshops and Competitions
- interactive mentoring session by enthusiastic Entrepreneurs.
- Startup Visits through incubation Centre.

Business Plan Workshop:

Business Plan Mentoring Workshop Conducted for a Business Plan Competition on 25-02-2023.

My Story Sessions of Entrepreneurs:

My Story Sessions are conducted by E Cell to motivate budding student entrepreneurs- One such session was done by Mr. Sumedh Battewar Co-Founder of EMotorad, an E-Byke startup (and Alumnus of IIMP)

IIC MoE granted Impact Lecture Series:

In Collaboration with Institution Innovation Council, MoE, The Impact Lecture Series was conducted in July 2022 to promote startup and innovation amongst students and aspiring entrepreneurs with the support of IIC of MoE, GOI, with four guest sessions of experts of this fields. Over 200 students participated during the entire series.

10.4. Improvement in the quality of students admitted to the program (10)

Quality of students admitted has improved over the batches. Admission to the MBA course is as per the guidelines of DTE, Government of Maharashtra and students are allotted as per the State Common Entrance Test Cell, Maharashtra State, Mumbai. For Centralized Admission



process, eligible students have to fill option form and based on their preference and merit, colleges are allotted to them by the authority. This allotment is as per various categories pre-defined by concerned authority. The admission cut-off scores under all the categories has considerably increased over the years and is proof of increase in demand of the program and the Quality of intake.

Category –wise cut off for past 3 academic years

Sr. No.	Category	2022-23	2021-22	2020-21	2019-20
1	Open	96.94	97.18	96.35	96.54
2	OBC	96.22	96.57	95.79	95.41
3	SC	95.61	95.65	94.42	92.96
4	ST	85.32	84.69	78.42	57.75
5	NT1	95.88	95.65	94.06	94.11
6	NT2	95.61	95.46	94.06	90.81
7	NT3	95.61	96.25	95.48	93.35
8	VJ	95.39	93.32	93.31	92.14
9	SBC	-	-	-	96.02
10	All India (AI)	96.49	95.98	96.35	97.75
11	EWS	96.22	95.98	94.78	-
12	TFWS	97.79	97.80	97.48	-

The above table is evident of how the cut-off has increased over the past years.



National Board of Accreditation Self Assessment Report

PART C Declaration by the Institution



SHREE CHANAKYA EDUCATION SOCIETY'S

INDIRA INSTITUTE OF MANAGEMENT

An Autonomous Institute Affiliated to Savitribai Phule Pune University
Approved by AICTE, New Delhi, MBA Programme Re-Accredited fourth time by
National Board of Accreditation New Delhi valid up to 30/06/2023



Declaration

I undertake that, the institution is well aware about the provisions in the NBA's accreditation manual concerned for this application, rules, regulations, notifications and NBA expert visit guidelines in force as on date and the institute shall fully abide by them.

It is submitted that information provided in this Self-Assessment Report is factually correct. I understand and agree that an appropriate disciplinary action against the Institute will be initiated by the NBA in case any false statement/ information is observed during pre-visit, visit, post visit and subsequent to grant of accreditation.

Date: 11th September 2023


Signature & Name
Dr. Pandit Mali
Director - IIMP

Place: Pune

Seal



'Tapasya', 85/5 - A, New Pune - Mumbai Highway, Tathawade, Pune - 411 033, India.
Tel.: +91-20-22933279 - 84, 66759400 Fax : +91-20-22934259 e-mail : pmail@indiraedu.in Website: www.indiraiimp.edu.in



INDIRA INSTITUTE OF MANAGEMENT, PUNE



National Board of Accreditation Self Assessment Report

Annexure - I Program Outcomes (POs)

**PROGRAM OUTCOMES DEFINED**

PO No	Description
PO1	Domain Knowledge: Ability to apply principles and framework of management theories to real world business scenario/context.
PO2	Multi-disciplinary- Ability to concrete mutually valued outcomes in multi-disciplinary structure/ ecosystem.
PO3	Domain Application Ability to practically apply the Domain Knowledge gained.
PO4	Global Perspective- Ability to appreciate and evaluate global scenarios and apply multidimensional approach to business environment.
PO5	Leadership- Ability to lead themselves and others in a diversified, cross-cultural environment to achieve organizational goals.
PO6	Creativity & Innovativeness- Ability to identify and analyse complex business and social problems by applying principles of creativity and innovativeness.
PO7	Decision Making- Ability to arrive at optimal and sustainable solutions by prioritizing, evaluating and selecting from alternative courses of action through research based knowledge.
PO8	Entrepreneurship- Ability to identify ideas and leverage on entrepreneurial skills in creating tangible and sustainable business solutions.
PO9	Team Work- Ability to contribute cohesively towards accomplishment of present goals.
PO10	Communication skills- Ability to comprehend, prepare effective reports, design documents, make presentations, receive and interpret information & disseminate clear instructions.
PO11	Values & Ethics- Ability to recognize, articulate and apply ethical principles in various professional, social and personal context.
PO12	Lifelong Learning- Ability to learn, unlearn, relearn the requisite skills and behaviour to deal with complex and dynamic societal and business environment.
PO13	Technology-driven- Ability to attain, identify and apply latest technological tools to sustain in technology-driven era.



Annexure II
Sample Minutes of Meeting and Action Taken Report

**MINUTES OF THE GOVERNING BODY MEETING****HELD ON 03rd JULY 2019****Members present**

S	Name	Designation	Category
1.	Dr. Tarita Shankar	Founder Secretary and Chief Managing Trustee	Chairperson
2.	Prof. Chetan Wakalkar	Group Director	Member
3.	Mr. Adesh Gaikwad	Director Projects & Trustee	Member
4.	Mr. Girish Parekh	Director Finance & Trustee	Member
5.	Dr. Mahesh Abale	Professor	Member (SPPU Nominee)
6.	Dr. Pandit Mali	Director IIMP	Ex-officio member
7.	Dr. S P Singh	Dy. Director IIMP	Member
8.	Dr. Pallavi Sajanapwar	Dy. Director IIMP	Member

The following members sought leave of absence

S	Name	Designation	Category
1.	Dr. Yogeshwari Phatak	Director, Prestige Institute of Management, Indore	UGC Nominee
2.	Mr. Manoj Joshi	Vice President – Finance Tech Mahindra	Member
3.	Shri. Pilaji (Baba Saheb) Jadhavrao	Trustee SCES	Member

The State has yet to nominate its member to the Governing Body

**AGENDA**

Item No.	Particulars	Annexure
I.	Welcome Note by Dr. Pandit Mali, Director IIMP and Ex-Officio Member	
II.	Introduction of the Governing Body Members by Dr. Pandit Mali	
III.	Address by the Chair – Dr. Tarita Shankar, Founder Secretary & Chief Managing Trustee	
IV.	Reading minutes of last meeting and approving the same	A
V.	Approving the names proposed to be invited as members of Academic Council, Finance Committee and Examination Committee.	B
VI.	Discussion on any other pertinent issue (confidential or otherwise)	
VII.	Comments and Announcements (if any)	
VIII.	Adjournment	

Item No. I (03.07.2019) : Welcome Note

Dr. Pandit Mali, Director IIMP welcomed all members of the Governing Body constituted as per the guidelines of UGC for autonomous Institutes and approved by SPPU. He informed the members present that it was a proud moment for IIMP getting autonomy status in the Silver Jubilee year and that the Institute had great plans for incoming and future students.

Proposed by : Dr. Pandit Mali

Seconded by : Dr. Tarita Shankar

Item No. II (03.07.2019) Introduction of the members of the Governing Body constituted under Autonomous Status

Dr. Pandit Mali, Director IIMP then introduced the members of the Governing Body constituted as per the guidelines of UGC for autonomous Institutes and approved by Savitribai Phule Pune University, the affiliating University of IIMP

Proposed by : Dr. Pandit Mali



Seconded by : Dr. Tarita Shankar

Item No. III (03.07.2019)

Dr. Pandit Mali then requested Honorable Chairperson, Dr. Tarita Shankar, Founder Secretary and Chief Managing Trustee to speak a few words. Madam welcomed all the members and said that it is most apt that in the 25th year of existence, IIMP has obtained autonomy. She thanked the members for attending the meeting.

Proposed by : Dr. Tarita Shankar

Seconded by : Prof. Chetan Wakalkar

Item No. IV (03.07.2019): Reading the minutes of the last Governing Council Meeting and putting up for approval

Dr. Pandit Mali, Director IIMP then read out the minutes of the earlier Governing Council meeting and requested the members for their approval. The minutes were approved *in toto*.

Proposed by : Dr. Pandit Mali

Seconded by : Mr. Adesh Gaekwad

Resolution No. 1 (03.07.2019): The minutes of last Governing Council meeting were approved as they were. (Annexure A)

Item No. V (03.07.2019): To consider the nominations of the members for approval on Academic Council, Finance and Finance Committee

Dr. Pandit Mali, Director IIMP read out the proposed names of the members to be nominated to the Academic Council and requested the members to approve the names. The members approved of the names

Resolution 2 (03.07.2019): It was resolved that the members as per annexure B to be nominated to the Academic Council

Dr. Pandit Mali, Director IIMP then read out the proposed names of the members of the Examination Committee and requested the Governing Body members to approve them. The members gave their approval to the proposed names

Proposed by : Dr. Pandit Mali

Seconded by : Mr. Girish Parekh

Resolution 3 (03.07.2019): It was resolved that the members as per annexure B to be nominated to the Examination Committee



Dr. Pandit Mali, Director IIMP then read out the proposed names of the members of the Finance Committee and requested the Governing Body members to approve them. The members gave their approval to the proposed names.

Proposed by : Dr. Pandit Mali

Seconded by : Dr. Tarita Shankar

Resolution 4 (03.07.2019): It was resolved that the members as per annexure B to be nominated to the Finance Committee

Item No. VI (03.07.2019): Discussion on any other pertinent issue (confidential or otherwise)

- i. Dr. Pandit Mali, Director IIMP then proposed to the Governing Body should approve of an allowance for the external members of the various statutory bodies. He proposed the following:

Sitting allowance for members of the Governing Body : Rs. 5000.00 plus TA / DA

Sitting allowance for members of the other bodies : Rs. 2000.00 plus Rs. 500.00 TA

Proposed by : Dr. Pandit Mali

Seconded by : Dr. Tarita Shankar

Resolution 5 (03.07.2019): It was resolved that sitting allowance and TA/DA will be given to given to the members of the statutory bodies of IIMP

- ii. Dr. Mahesh Abale, Director Naralkar Institute, BoS (Finance SPPU) Chairman and Pro-VC SPPU nominee suggested that the following additions should be done for the students / faculty members:
 - a) offer programs / design syllabus more in line with industrial requirements
 - b) Financial specialization students should obtain certifications in various areas like Mutual funds etc.
 - c) The teachers should also get certified in some of the areas which they are teaching so that explaining the finer points is easier in the class room.
 - d) IIMP should tie-up with various Industries and Training Organizations so that both faculty and students are benefited
 - e) subjects and syllabus being designed, particularly for Finance Specialization, should be shared and discussed with Institutes like NIBM or NIA so that is more practical and up-to-date.



- f) Develop entrepreneurship in our students and also tie-up with agencies and venture capitalists who can provide seed funding and proper training.

He also emphasized that if the alumni get to know these good initiatives being undertaken by IIMP then the alumni will also be enthused and thereby contribute proactively to the future growth.

Proposed by : Dr. Mahesh Abale

Seconded by : Dr. Tarita Shankar

- iii. Dr. Pandit Mali, Director IIMP informed the members of the current best practices in teaching pedagogy being followed and assured the members that the suggestions given by Dr. Mahesh Abale will be discussed and will try to incorporate them.

Proposed by : Dr. Pandit Mali

Seconded by : Dr. Pallavi Sajanapwar

Resolution No. 6 (03.07.2019): Resolved that Dr. Pandit Mali, Director IIMP will work out the proposals on new programs / courses to be started under IIMP

Item No. VII (03.07.2019): Comments and Announcements (if any)

- i. Dr. Tarita Shankar , Founder Secretary and Chief Managing Trustee informed the members that UGC is planning to release grants under their STRIDE program which has three parts and IIMP should apply and get few grants when the call for proposals is released by UGC

Proposed by : Dr. Tarita Shankar

Seconded by : Prof. Chetan Wakalkar

- ii. Prof. Chetan Wakalkar, Vice President and Group Director suggested that the tentative list of subjects should be put up on the website of IIMP so that the prospective student can come to know what he will be studying once he / she starts attending the lectures.



Proposed by : Prof. Chetan Wakalkar

Seconded by : Dr. Pandit Mali

Resolution No. 7(03.07.2019): Resolved that the tentative list of subjects being offered to the students of MBA program of IIMP will be put up IIMP's website.

Item No. VIII (03.07.2019) Adjournment

As there was no other topics brought to the table, Dr. Pandit Mali, Director IIMP proposed that the meeting be adjourned and requested that the next meeting of the Governing Body be held in the last week of July 2019. This meeting will be organized to approve the structure, subjects and syllabus of the first year MBA program and also approval of the examination and evaluation pattern with approval of remunerations for various examination work which will be approved of by then by the Academic Council.

Proposed by : Dr. Pandit Mali

Seconded by : Dr. S.P. Singh

Dr. Pallavi Sajanapwar, Deputy Director, IIMP then gave the Vote of Thanks. She thanked the members for attending the meeting and giving good insights for the functioning of the Institute under Autonomy.

Resolution No. 8 (03.07.2019): It was resolved that the next meeting of the Governing Body will be held in the last week of July 2019 during which the structure, syllabus, examination and evaluation pattern of the MBA program under autonomy will be approved. Approval will also be taken for various remunerations expected under examination work.

=====OO=====

**Shree Chanakya Education Society's
INDIRA INSTITUTE OF MANAGEMENT, Pune
(An Autonomous Institute affiliated to Savitribai Phule Pune University)
'Tapasya Campus,' 85/5 A, Tathawade, Pune - 33**

Minutes of the 14th Meeting of the Academic Council held on 31st July 2023

The Meeting was conducted virtually and the following Members were Present: (Attendance Sheet Attached)

The following members could not attend the meeting and hence were granted leave of absence:

1. Dr. Pandit Mali
2. Dr. Sudhakar Jadhavar



3. Mr. Shantanu Sen Sharma
4. Dr. M. P. Sunder
5. Ms. Samita Ingle

Dr. Pallavi Sajanapwar was nominated to preside over the proceedings of the meeting in absence of the Chair.

The Member Secretary presented the Agenda for the meeting and invited members for deliberation on the agenda Points which were as follows.

Item No. 01 - To confirm the minutes of the 13th Meeting of Academic Council conducted on 5th June 2023.

The Member Secretary presented the minutes of last academic council meeting.

Resolution 01: The Academic Council unanimously resolved that the minutes of the 13th Academic Council meeting held on 5th June 2023 be CONFIRMED.

Item No. 02 - To consider for approval the Action Taken Report (ATR) on the decisions made at the 13th Meeting of the Academic Council conducted on 5th June 2023.

The Member Secretary presented the Action Taken Report on the decisions made at the last academic council meeting.

Resolution 02: The Academic Council resolved that the Action Taken Report on the decisions taken at the 13th Meeting of Academic Council conducted on 5th June 2023 be noted and APPROVED.

Item No. 03 - To consider for approval the Proposed Academic Calendar of the MBA Program for Batch 2023 – 2025

Discussion: Dr. Pallavi Sajanapwar presented the Academic Calendar of the MBA Program for Batch 2023 – 2025 for all four semesters. The Academic Calendar was reviewed and approved by the Academic Council.

Resolution 03: The Academic Council resolved that the Proposed Academic Calendar of the MBA Program for Batch 2023 – 2025 be APPROVED

Item No. 04 - To consider for approval the Proposed Academic Calendar of the BBA Program for 1st Year of Batch 2023 – 2027 (2023 Pattern)

Discussion: Dr. Anjali Kalkar presented the Academic Calendar of the BBA Program for 1st Year of Batch 2023 – 2027 (2023 Pattern). The Academic Calendar was reviewed and approved by the Academic Council.

Resolution 04: The Academic Council resolved that the Proposed Academic Calendar of the BBA Program for 1st Year of Batch 2023 – 2027 (2023 Pattern) be APPROVED

The meeting was concluded with the vote of thanks proposed by the Member Secretary.

Minutes prepared by
Ms. Yestrela Vaz
Member Secretary

Dr. Pandit Mali
Chairman



INDIRA INSTITUTE OF MANAGEMENT, PUNE
ACTION TAKEN REPORT OF 12th ACADEMIC COUNCIL MEETING
HELD ON 15th March 2023

Agenda Item No.	Agenda Item	Decisions taken (Resolution No. / Details)	Action Taken
03	To consider for approval, the revision of course structure and syllabus of MBA Program for batch 2023 – 2025 and onwards.	Resolution 03: The Academic Council resolved that the revision of course structure and syllabus of MBA Program for batch 2023 – 2025 and onwards be APPROVED after incorporating the necessary changes and subject to change in policy under National Education Policy (NEP) implementation.	Course Structure and Syllabus finalized after incorporating the suggested changes. Minutes of the Meeting forwarded to SPPU.
04	To consider for approval, the syllabus for the following courses of BBA Program. a) Consumer Marketing - Semester V & VI b) Logistics & Supply Chain Management - Semester III, IV, V & VI	Resolution 04: The Academic Council resolved that the syllabus for the courses of BBA Program viz. Consumer Marketing - Semester V & VI and Logistics & Supply Chain Management - Semester III, IV, V & VI be APPROVED.	Minutes of the Meeting forwarded to SPPU.
05	To consider for approval the revision of syllabus of BBA Program for batch 2023 – 2026 and onwards.	Resolution 05: The Academic Council resolved that the revision of syllabus of BBA Program for batch 2023 – 2026 and onwards, be APPROVED, subject to change in policy under NEP implementation.	Minutes of the Meeting forwarded to SPPU. Revised Course structure and syllabus as per NEP Policy Guidelines 2020 presented before the academic council in the next



			meeting scheduled on 05.06.2023
06	<p>To consider for approval, the launch of the following Diplomas, along with its course structure and syllabus.</p> <p>a) Post Graduate Diploma in Digital Marketing</p> <p>b) Post Graduate Diploma in FINTECH</p> <p>c) Post Graduate Diploma in Logistics and Supply Chain Management</p> <p>d) Post Graduate Diploma in Business Analytics</p>	<p>Resolution 06: The Academic Council resolved that the, launch of the following Diplomas, along with its course structure and syllabus.</p> <p>a) Post Graduate Diploma in Digital Marketing</p> <p>b) Post Graduate Diploma in FINTECH</p> <p>c) Post Graduate Diploma in Logistics and Supply Chain Management</p> <p>d) Post Graduate Diploma in Business Analytics, be APPROVED.</p>	<p>SPPU has allowed launching of only two diploma courses and hence we would be launching the following diploma courses i.e.</p> <p>1. Post Graduate Diploma in Digital Marketing and</p> <p>2. Post Graduate Diploma in Business Analytics</p> <p>Minutes of the Meeting forwarded to SPPU.</p>
07	<p>To consider for approval, the launch of the following Certificate Program, along with its course structure and syllabus.</p> <p>a) Become your own Financial Advisor</p> <p>b) Stock Market: Overview and Analysis</p>	<p>Resolution 07: The Academic Council resolved that the the launch of the following Certificate Programs, along with its course structure and syllabus.</p> <p>a) Become your own Financial Advisor</p> <p>b) Stock Market: Overview and Analysis be APPROVED</p>	<p>Minutes of the Meeting forwarded to SPPU.</p>

**MINUTES OF THE BoS (Business Analytics)****HELD ON 25.11.2019****Members present**

Sr.	Description	Name	Designation / Organization
01	Chairperson	Dr. Punam Bhoyar	LF BA IIMP
02	Members	Dr. Pallavi Sajanapwar	Dy. Director IIMP
		Ms. Sunita Bangal	Faculty IIMP
		Ms. Neha Ramteke	Faculty IIMP
03	Subject Experts from outside Parent University	Dr. Dhanya Pramod	Director, SCIT Pune
		Mr. Atul Kahate	Author and Faculty of Computer Science
04	Alumnus to be nominated by Director	Mr. Parag Kosurkar	Sapalogy Pvt. Ltd.
05	Member - Secretary*	Dr. Abhijit Chandratreya	Asst. Director, IIMP

The following members sought leave of absence

S	Name	Designation	Category
4.	Mr. Amit Noubade	IBM Analytics	Member
5.	Dr. Jay Bharateesh Simha	Director/Chief tech. officer, Analytics- Abiba Systems Bangalore	Pro VC Nominee



AGENDA

Date: 25.11.2019

Time: 10.30 am to 12.30 noon

Location:

Indira Institute of Management, Pune

- 1. Welcome Note by Chairperson BoS – Dr. Punam Bhoyar**
- 2. Reading and approving MOM of last meeting**
- 3. Discussion on the detailed syllabi for the second year MBA course**
- 4. Any other pertinent issue (confidential or otherwise)**
- 5. Comments and Announcements (if any)**
- 6. Adjournment (followed by lunch)**
- 7. Comments and Announcements (if any)**
- 8. Adjournment (followed by lunch)**

Next meeting date: To be decided before adjournment

Item No. 1 (25.11.2019) : Welcome Note

Dr. Punam Bhoyar welcomed all members of the BoS in Business Analytics to the second meeting of the BoS constituted as per the guidelines of UGC for autonomous Institutes and approved by SPPU.

Item No. 2 (25.11.2019) Reading and approving MOM of last meeting

Dr. Punam Bhoyar then read out the minutes of the last BoS meeting and informed the members that IIMP has accommodated most of the suggestions given and requested that the members approve of the minutes

Proposed by : Dr. Punam Bhoyar

Seconded by : Dr. Pallavi Sajanapwar

Resolution 1 (25.11.2019): Resolved that the minutes of last BoS meeting are approved as it is.

Item No. 3 (25.11.2019) Discussion on the detailed syllabi for the second year MBA course including major / minor specialization



Dr. Punam Bhoyar then informed the members that there will be a discussion on the syllabi of the third and fourth semester. She also informed that there will be discussion on the major and minor subjects to be offered to the students during the second year.

Dr. Pallavi Sajanapwar requested the members to go through the major / minor subjects being offered and approve of them. She also requested the members to pay particular attention to the COs of each subject and see that whether the units are in line with them.

Discussion: The syllabus was discussed in details and following suggestions were made by the BoS Members:

1. In case Advance statistical Methods (301) subject, Dhanya ma'am suggested that machine learning need to be taught before missing value treatment.
2. Laboratory requirements were discussed and Pallavi ma'am asked Poonam ma'am to propose budget for approval.
 - a. SAS could be incorporated but it is costly.
 - b. Tableau Student Version is free, students can opt for it
 - c. 2-3 Faculty licence and 30 Student licences need to be purchased
3. In case of subject, Social Media, Web and Text Analytics (302), BoS members asked to remove API.
4. Subject Artificial Intelligence in Business Applications (303), discussion held on case findings as it might be difficult, in case of deep learning BoS asked to keep applications and asked tools to be removed
5. In case of Big Data Project Management (304), Big data context is not identified, BoS asked to align the context, asked to include framework for data mining. PERT/CPM – Case studies of PM could be included, Google, F/B learning could be included. Comparison of PM vs. Big data needs to include. 3rd and 4th Chapter need to club and add on chapter (split 2nd)
6. Fundamentals Machine Learning (301(El)), Concept in should be covered in Machine learning and practical/ examples should be covered in predictive analytics. BoS asked to remove Clustering.



7. Discussion of various certifications took place viz. Tableau certification, Social media / Google Analytics. Coursera certification for internal evaluation discussed. Certification for placement need to be identified.
8. Operations Analytics (302(Ele)), Operations analytics, for Certification, Poonam ma'am being asked to communicate with Mujumdar sir. (Like SIOM)
9. On Time series application could be included instead of theory.
10. Foundations in Spark and Scala (305(Ele)), Hadoop installation before spark and Scala need to be covered. Certification need to find.
11. Predictive Modelling (306(Ele)), Cases of machine learning need to include, from last chapter (fraud analytics need to remove), data pre-processing to remove. Case studies using Machine learning need to include...
12. Unstructured Data Analytics (401), hands on case studies could be included (Alexa)
13. ETL, Data Profiling and Data Modelling (402), specific tools need to exclude in syllabus.
14. Data Science using Spark and Scala 401(Ele), BM installation of Hadoop, cloudera tools could be included.
15. Insurance Analytics (402(Ele)), is Okay
16. Discussion took place on, in next syllabus revision, proposal would be made to combine all related subject and will have same code for all specialization.
17. Concern regarding availability of resource persons for viva voce was raised, BoS members resolved the concern.
18. Regarding MOOCs discussion took place; BoS suggestion was to have institute level registration (Coursera). Since for all courses it is not possible, it is decided that management will sanction budget and will reimburse students as per management policy. Even certification on IOT on Swayam was suggested by BoS, John Hawkins University, Edex, Udemy references were discussed.



19. Major and Minor specialization subject discussion took place. Advanced Statistical methods and Business Application –MOOCS were asked to offer in minor specialization.

Dr. Punam Bhoyar assured the members that the suggestions will be incorporated. Based on the discussion, the members approved the syllabus

Resolution 2 (25.11.2019) Resolved that the syllabus and major and minor subjects for the second year of BA Specialization is approved.

Item No. 4 (25.11.2019): Discussion on any other pertinent issue (confidential or otherwise)

NIL

Item No. 5 (25.11.2019): Comments and Announcements (if any)

There were no announcements

Item No. 6 (25.11.2019) Adjournment

As there was no other topics brought to the table, Dr. Punam Bhoyar proposed that the meeting be adjourned

Proposed by : Dr. Punam Bhoyar

Seconded by : Prof. Sunita Bangal

Dr. Punam Bhoyar then gave the Vote of Thanks. She thanked the members for attending the meeting and giving valuable inputs

=====OO=====