



# TECNIA INSTITUTE OF ADVANCED STUDIES

NAAC GRADE "A" INSTITUTE (CYCLE-1)

Department of Management Sciences

## Master of Business Administration (MBA)

### Scheme and Syllabus (w.e.f. Academic Session 2021-22)

As per UGC Curriculum & Credit Framework for Undergraduate Programme (CCFUP) (Dec 2022): GGSIP University, Delhi

## COURSE OUTCOMES (COs)

### FIRST SEMESTER (Theory)

C.CODE	COURSE	L	T/P	CREDITS	C.CODE	COURSE	L	T/P	CREDITS
MS 101	Management Process & Organizational Behaviour	3	-	3	MS 109	Information Technology Management	3	-	3
MS 103	Quantitative Techniques	3	-	3	MS 111	Marketing Management	3	-	3
MS 105	Managerial Economics	3	-	3	MS 113	Communication in Organizations	2	1	3
MS 107	Accounting for Management	3	-	3	MS 115	Legal Aspects of Business	3	-	3

### COURSE OUTCOMES (COs)

C.CODE: MS 101   COURSE: Management Process & Organizational Behaviour				C.CODE: MS 107   COURSE: Accounting for Management			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Enumerate, explain, compare and analyze the concepts, theories & principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	BTL2, BTL4	PO1	CO1	Demonstrate and understanding of fundamental accounting principles, accounting standards, and accounting techniques	BTL2	PO1, PO5
CO2	Identify and discuss the functions of management i.e. planning, organizing, leading and controlling, relate them with the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	BTL2, BTL3	PO1,PO4	CO2	Construct Financial statements by collecting, recording and classifying the financial information from divergent sources.	BTL3	PO5, PO6
CO3	Apply the knowledge of management theory and of org. behavior to analyze managerial issues and take decisions consistent with the organizational objectives of efficiency and effectiveness.	BTL3, BTL4	PO3,PO4	CO3	Critically analyze& interpret financial statements of a company	BTL4, BTL5	PO5, PO6
CO4	Analyze the complexities of work organizations & develop a multidisciplinary approach to address interpersonal & intra organizational issues.	BTL4, BTL5	PO5, PO8	CO4	Extract & use meaningful financial information for managerial decision-making.	BTL3, BTL5	PO4, PO6

C.CODE: MS 103   COURSE: Quantitative Techniques				C.CODE: MS 109   COURSE: Information Technology Management			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Identify and differentiate between different statistical techniques and methods	BTL2, BTL3	PO2,PO5	CO1	Recall the components of an Information Technology based system.	BTL1	PO1
CO2	Explain the merits & limitations of various statistical techniques.	BTL2	PO2	CO2	Identify the challenges in storage and retrieval of data.	BTL2	PO6
CO3	Demonstrate effective computational & spreadsheets skills for business analysis.	BTL3	PO6	CO3	Classify the software into various types on the basis of different criteria.	BTL2	PO6
CO4	Analyze and interpret statistical information from the business data and reports.	BTL4	PO5,PO6	CO4	Create and analyze the database using SQL & spreadsheet tools.	BTL4, 5,6	PO6
CO5	Apply quantitative techniques to solve a variety of business problems.	BTL3, BTL5	PO2,PO5	CO5	Build an appropriate computer network as per the organizational needs	BTL6	PO6
				CO6	Develop web pages using HTML.	BTL6	PO6
				CO7	Contrast the information syst. for managerial decision making	BTL4, BTL5	PO4,PO6
				CO8	Understand the new and emerging technologies	BTL2	PO6, PO9

C.CODE: MS 105   COURSE: Managerial Economics			
CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Examine various economic ideologies, economic theories and techniques of economic analysis and discuss their relevance for managerial decision making.	BTL2, BTL4	PO1, PO4
CO2	Identify and explain factors influencing supply & demand analyze the dynamic role of markets in allocation of productive resources in a free market economy and offer critique of market based model from sustainable development perspective.	BTL2, BTL5	PO2, PO7
CO3	Examine various approaches and models that explain consumer choices and behavior and apply them for analyzing the demand.	BTL3, BTL4	PO2, PO5
CO4	Discuss the theory of production and analyze the effects of technology and variations in input proportions on output, both in the short run and long run.	BTL2, BTL4	PO2, PO6
CO5	Identify and compare different market structures & analyze pricing and output decisions in different market forms.	BTL4, BTL5	PO3, PO5
CO6	Analyze business cycles, macro-economic conditions and policies and develop effective business strategies.	BTL3, BTL4	PO2, PO3

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## COURSE OUTCOMES (COs)

### FIRST SEMESTER (Theory)

C.CODE: MS 111   COURSE: Marketing Management				C.CODE: MS 115   COURSE: Legal Aspects of Business			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Discuss the importance of a customer-centric approach and critically evaluate marketing function, concepts and theories, processes and techniques.	BTL5	PO1,PO2,PO6	CO1	Identify, define and explain the legal provisions governing general and special contracts, companies, competitive markets, consumers' protection and investors' protection.	BTL2	PO1, PO2
CO2	Identify and explain the major forces in the macro and micro environment that impact marketing strategy development and implementation.	BTL2	PO2,PO4	CO2	Distinguish, examine and summarize legal communications and take actions consistent with the requirements of law	BTL3	PO2, PO4
CO3	Apply key marketing concepts and tools to develop and prioritize appropriate marketing strategies to meet the organizations marketing objectives and address its marketing challenges	BTL3	PO3,PO5	CO3	Analyze the decision-making context with due regard to the legal requirements and regulatory compliances	BTL4	PO3,PO5,PO6
CO4	Explain the importance of synchronizing the elements of a customer driven marketing strategy and apply IT based tools that provide for a seamless customer experience.	BTL4	PO2,PO4,PO6	CO4	Evaluate & appraise the legal consequences of alternative choices proposed for decision making.	BTL5	PO5,PO6,PO7
CO5	Anticipate future challenges & devise marketing strategies to adapt to the imperatives of sustainable development.	BTL6	PO7,PO8	CO5	Assess various legal strategies or options available in the specific context of various legal disputes or issues that generally arise in the course of business.	BTL5	PO6, PO8
				CO6	Explain the mechanisms set-up under the relevant laws for handling legal disputes or addressing legal issues and prepare strategies for their expeditious and effective resolution.	BTL6	PO7, PO9

C.CODE: MS 113   COURSE: Communication in Organizations			
CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Recognize the scope and significance of communication & its relevance for enhancing individual and organizational performance in the context of global business operations.	BTL2	PO1,PO2
CO2	Explain the concepts,theories & principles of communication informing various communication strategies & practices aimed at effective communication with different stakeholders of the organization.	BTL2	PO2, PO4
CO3	Identify and apply various tools & techniques for developing appropriate communications strategies aimed at positioning the organization and build brand image.	BTL3	PO3, PO5, PO6
CO4	Exhibit the use of interpersonal communication skills and etiquettes for impactful business dealings and lasting relationship building reflected in dressing sense, listening skills, cultural sensitivity etc	BTL4	PO6, PO7
CO5	Devise an effective communication strategy and protocols that can be successfully employed by the individuals and teams while participating in business negotiations.	BTL6	PO8, PO9

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## COURSE OUTCOMES (COs)

### SECOND SEMESTER (Theory)

C.CODE	COURSE	L	T/P	CREDITS	C.CODE	COURSE	L	T/P	CREDITS
MS 102	Technology and Innovation Management	3	-	3	MS 110	Management of Information Systems	3	-	3
MS 104	Financial Management	3	-	3	MS 112	Human Resource Management	3	-	3
MS 106	Business Research	3	-	3	MS 114	Minor Project	2	1	3
MS 108	Sustainable Operations Management	3	-	3					

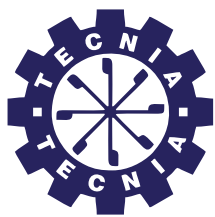
### COURSE OUTCOMES (COs)

C.CODE: MS 102   COURSE: Technology and Innovation Management				C.CODE: MS 108   COURSE: Sustainable Operations Management			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Understand the concept of technology and its usefulness for an organization.	BTL2	PO1, PO2	CO1	Define operations management & discuss its scope & its strategic significance for the org. to achieve competitive adv. as well as the nation to enhance its productive efficiency.	BTL2	PO1
CO2	Develop technology development processes and strategies for a firm	BTL3	PO3, PO4				
CO3	Identify the emerging trends in technology development at national and global level	BTL3	PO1, PO5	CO2	Explain the major milestones and trajectory of evolution of operations management as a field of study, discuss the contribution of various individuals & organizations to the field of operations management.	BTL2	PO1, PO2
CO4	Classify the innovation on different criteria for adoption in organizations.	BTL4	PO4, PO6				
CO5	Examine the Innovation Strategies of various firms in a systemic manner	BTL4	PO5, PO7	CO3	Identify the major decision areas included in operations management and explain the principles, concepts, tools and techniques employed for decision making in each of the decision areas.	BTL3	PO2, PO3, PO6
CO6	Evaluate the role of innovation in organizational performance and transformation.	BTL5	PO6, PO8				
CO7	Understand and examine the factors affecting the technological change and its management	BTL4	PO3, PO6	CO4	Identify the processes of product design and development, analyse various approaches to product development, compare and classify manufacturing and service delivery processes & analyse the factors determining process selection.	BTL4	PO3, PO6
CO8	Build innovative organizations through climate and culture for innovation	BTL6	PO7, PO9				
CO9	Apply creative thinking for problem solving.	BTL3	PO4, PO8	CO5	Apply various tools and techniques & use operations analytics for operations planning and control & managing supply chains.	BTL5	PO2, PO6, PO7
				CO6	Design and implement quality management systems applying both traditional & Japanese management philosophies for sustainable operations management.	BTL6	PO3, PO8

C.CODE: MS 104   COURSE: Financial Management				C.CODE: MS 110   COURSE: Management of Information Systems			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Demonstrate the sound understanding of the concept, functions & importance of financial management for a business firm.	BTL2	PO1, PO2	CO1	Define, classify and explain information systems, analyze their functions and explain the strategic role of information systems in enhancing organizational performance.	BTL1, 2,4	PO1,PO2
CO2	Analyze the convolutions associated with management of short-term & long-term funds in the corporate capital structure.	BTL4	PO3, PO4	CO2	Discuss the components of information systems, analyze their inter relationships and apply the knowledge to configure information systems that can be effectively integrated into the business strategy and business processes of the organization.	BTL2, 3,4	PO3, PO6, PO7
CO3	Demonstrate the ability to assess & manage financial risks and recommend an optimum capital portfolio for a firm.	BTL5	PO5, PO6				
CO4	Combine the knowledge of financial management and investment, financing, dividend policy and working capital decisions for ensuring optimum valuation of a firm.	BTL6	PO7, PO8	CO3	Explain the tools and techniques for information systems design and implementation and apply them appropriately to take leverage of enterprise systems for enhancing the effectiveness of decision making.	BTL2, 3,5	PO6, PO7

C.CODE: MS 106   COURSE: Business Research				CO4	Evaluate the information systems in terms of their contribution towards improved decision making and optimum use of organizational resources.	BTL4, BTL5	PO2, PO6, PO7
CO#	THE COURSE OUTCOMES	BTL	MAPPING				
CO1	Identify and differentiate between different types of research and research designs.	BTL2	PO1, PO2				
CO2	Formulate and articulate research questions and specify research objectives and hypothesis.	BTL3	PO3, PO4				
CO3	Critically analyze and evaluate the existing literature to identify the research gaps and prepare a research proposal for scientific study.	BTL4	PO5, PO6				
CO4	Design a sample study employing statistical tools and techniques, develop data collection instruments comprising scale items and test their validity and reliability.	BTL5	PO7, PO8				
CO5	Analyze quantitative data by identifying & applying various statistical tests & interpret the results for drawing generalizations.	BTL6	PO9, PO10	CO5	Anticipate the risks associated with enterprise systems from economic, social, privacy and security perspectives and propose legal and ethical solutions consistent with sustainable development goals	BTL4, 5,6	PO7,PO8
CO6	Write a report & present the findings in a structured manner with coherent arguments in logically persuasive style & analyze the implications for both practice & future research.	BTL6	PO11,PO12				

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### SECOND SEMESTER (Theory)

C.CODE: MS 112   COURSE: Human Resource Management				C.CODE: MS 114   COURSE: Minor Project			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Explain the scope and strategic significance of the Human Resources Management function, discuss and differentiate between various models of HRM.	BTL2	PO1,PO2	CO1	Identify and articulate a clear research question or research problem.	BTL4, BTL5	PO2,PO6
CO2	Apply the methods and techniques of human resources planning, job design, recruitment, selection and onboarding.	BTL3, BTL4	PO3, PO6	CO2	Perform a thorough literature review & formulate a hypothesis.	BTL2, 3,5	PO1, PO2
CO3	Develop performance management systems integrating performance appraisal, training and development, reward and recognition and other initiatives to create a high performance culture in organizations.	BTL6	PO3, PO9	CO3	Distinguish between different research methodologies and know when to use them.	BTL3, BTL4	PO6, PO7
CO4	Evaluate Human Resources Management Systems and employ Human Resource Information Systems and data driven approach to improve the HR processes.	BTL3, 4,5	PO6, PO7	CO4	CO4: Collect pertinent data, analyse it and communicate clearly and effectively the findings and conclusions.	BTL3, 4,5,6	PO6, PO9, PO10
CO5	Identify contemporary issues & challenges in managing increasing diversity of workforce & apply the concepts of inclusion, employee engagement, positive psychology etc. for promoting inclusive work spaces & enhancing employee engagement through positive employee experiences.	BTL3, 4,5	PO8,PO9				

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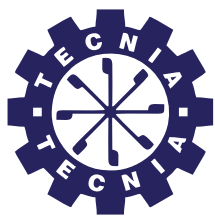
### THIRD SEMESTER (Theory)

C.CODE	COURSE	L	T/P	CREDITS	C.CODE	COURSE	L	T/P	CREDITS
MS 201	Summer Training Project	3	-	3	MS 207	Entrepreneurship Development & Startup	3	-	3
MS 203	Management of International Business	3	-	3	MS 209	Strategic Management	3	-	3
MS 205	Managing E- Business	3	-	3	MS 211	Business Analytics	2	-	2

### COURSE OUTCOMES (COs)

C.CODE: MS 201   COURSE: Summer Training Project				C.CODE: MS 207   COURSE: Entrepreneurship Development & Startup			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Integrate academic theory with practice.	BTL3, 4	PO1,PO6	CO1	Demonstrate an understanding of and appreciation for the characteristics of successful entrepreneurs and their role in economic development of a nation	BTL2, BTL4	PO1, PO2
CO2	Develop self-confidence, sensitivity and appreciation for diversity, clarification of work and personal values, & workplace etiquette.	BTL2 3	PO9,PO10				
CO3	To apply knowledge and skills learned in company/industry/organization to real-world problems	BTL3, 4,5	PO2,PO6	CO2	Analyze the industry and competitors of any firm & creatively write an effective business plan	BTL4, BTL6	PO2,PO3
CO4	Develop and demonstrate workplace competencies such oral & written communication, critical thinking, organization, problem solving, decision making, leadership, managing interpersonal relationships, etc. necessary for professional success.	BTL3, 5,6	PO3,PO6,PO9	CO3	Understand essential knowledge of how to start one's own business by assessing business viability on various parameters including support from the government	BTL2, 3,5	PO2, PO3, PO7
CO5	Carry out research projects, analyze data, and write up and present results in meetings (including experience in using specialized tools at each stage of this process).	BTL4, 5,6	PO6,PO7	CO4	Identify key drivers of growth in a venture and determine how to strategize and run a start-up in the long run	BTL4, 5,6	PO3, PO6, PO8
C.CODE: MS 203   COURSE: Management of International Business				C.CODE: MS 209   COURSE: Strategic Management			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Develop an understanding of the global business environment in terms of economic, socio-cultural, political, technological and legal aspects.	BTL2, BTL4	PO1, PO2	CO1	Understand the integrative model of strategic management process along with role of corporate governance in strategic management	BTL2, BTL4	PO1,PO8
CO2	Absorb insights of the international aspects of strategic management, global talent management, finance, marketing, e- commerce, organization & design of multinational corp.	BTL2, BTL3	PO1, PO3	CO2	Demonstrate the knowledge in formulating strategies along with identifying the resource endowments specific to the firm & industry	BTL3, BTL4	PO2, PO3
CO3	Learn the knowledge & skills necessary to function successfully in the diverse international business environment, with the ability to contribute to the innovation processes.	BTL3, 4,5	PO2, PO6	CO3	Implement a strategic plan that takes into account the functional areas of business along with procedures in order to achieve organizational goals.	BTL3, BTL5	PO3, PO6
CO4	Apply the knowledge of cross cultural issues for effectively managing international business negotiations	BTL3, 5,6	PO6, PO9	CO4	Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business. industry, and cultural differences.	BTL4, 5,6	PO6, PO8
CO5	Appreciate the underlying global public issues of ethical, sustainable & socially responsible conduct of business in the business operations of MNCs for effective decision making	BTL4, 5,6	PO8, PO10				
C.CODE: MS 205   COURSE: Managing E- Business				C.CODE: MS 211   COURSE: Business Analytics			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Understanding the concepts of electronic business and electronic commerce and related tools and techniques	BTL2, BTL3	PO1, PO7	CO1	Develop an understanding of business analytics & its models for problem solving	BTL2, BTL4	PO2, PO6
CO2	Identifying various security issues and measures for any online digital medium	BTL4, BTL5	PO6, PO7	CO2	Learn data visualization and validation techniques for effective data presentation and management	BTL2, BTL3	PO6, PO7
CO3	Understanding about latest innovation in field of Electronic payment systems.	BTL2, BTL3	PO1, PO6	CO3	Understand how to treat data for errors so as to analyze management problems correctly and create effective solutions	BTL3, 4,5	PO6, PO7
CO4	Understanding of latest trends in electronic commerce and learning it's ethical, societal, legal impacts.	BTL4, 5,6	PO8, PO10	CO4	Be able to apply predictive analysis tools to solve organizational problems using a systematic and analytical decision-making approach	BTL3, 4,5,6	PO2, PO6, PO7

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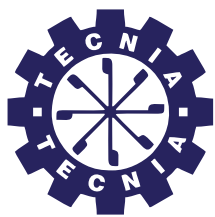
### FOURTH SEMESTER (Theory)

C.CODE	COURSE	L	T/P	CREDITS	C.CODE	COURSE	L	T/P	CREDITS
MS 202	Project Dissertation	-	-	6	MS 204	Corporate Social Responsibility, Human Values and Ethics	3	-	3

### COURSE OUTCOMES (COs)

C.CODE: MS 202   COURSE: Project Dissertation				C.CODE: MS 207   COURSE: Entrepreneurship Development & Startup			
CO#	THE COURSE OUTCOMES	BTL	MAPPING	CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Identify and articulate a clear research question or research problem.	BTL2	PO1, PO2	CO1	Learn the significance of value system and ethical conduct in business	BTL2	PO1, PO2
CO2	Perform a thorough literature review & formulate a hypothesis.	BTL3	PO2,PO3,PO6	CO2	Examine the association between corporate strategy, Corporate Social Responsibility (CSR) and its influence on stakeholder engagement	BTL4	PO3, PO5, PO6
CO3	Distinguish between different research methodologies and know when to use them.	BTL4	PO3,PO4,PO6	CO3	Compare and contrast the multiple international frameworks of CSR and Sustainability.	BTL4	PO4, PO7
CO4	Collect pertinent data, analyse it and communicate clearly and effectively the findings and conclusions.	BTL5	PO4,PO5,PO7, PO8	CO4	Understand the issues that organizational leaders face as they develop their CSR and corporate governance programs	BTL3	PO6, PO8
CO5	Give recommendations based on research findings in the interest of benefitting industry and society.	BTL6	PO7,PO9, PO10	CO5	Analyze the impact of CSR implementation on corporate culture, in the realm of sustainable development, innovation, and solutions to business, social and environmental problems.	BTL5	PO7, PO9, PO10

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## COURSE OUTCOMES (COs)

### FIRST SEMESTER (Practical)

C.CODE	COURSE	L	T/P	CREDIT
MS-117	Information Technology Management Lab		2	1

### COURSE OUTCOMES (COs)

C.CODE: MS-117 | COURSE: Information Technology Management Lab

CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Apply Operating system tools for IT resources.	BTL3	PO6
CO2	Create and analyze the database using SQL.	BTL6	PO5,PO6
CO3	Make use of Spreadsheet software such as MS-Excel as a data analysis tool.	BTL3	PO5,PO6
CO4	Create and develop web pages using HTML.	BTL6	PO6
CO5	Evaluate routing in the networks and compare different routing algorithms	BTL5	PO5,PO6
CO6	Work in teams to design networks for real life scenarios by applying the concepts of all the layered architecture.	BTL6	PO6,PO8

### THIRD SEMESTER (Practical)

C.CODE	COURSE	L	T/P	CREDIT
MS 265	Business Analytics Lab		2	1

### COURSE OUTCOMES (COs)

C.CODE: MS 265 | COURSE: Business Analytics Lab

CO#	THE COURSE OUTCOMES	BTL	MAPPING
CO1	Apply data visualization and validation techniques for effective data presentation and management	BTL3	PO6
CO2	Apply data analysis tools to solve management problems with data perspectives	BTL3	PO2,PO5,PO6
CO3	Apply predictive analysis tools to solve organizational problems using a systematic and analytical decision- making approach	BTL4	PO2,PO4,PO5

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