

**NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR  
(AN AUTONOMOUS INSTITUTE)**



**Affiliated to**

**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY, LUCKNOW**



**Evaluation Scheme & Syllabus**

**For**

**Master of Business Administration**

**Innovation, Entrepreneurship and Venture Development (IEV)**

**First Year**

**(Effective from the Session: 2025-26)**

**NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR  
(AN AUTONOMOUS INSTITUTE)**

**Master of Business Administration**

**Innovation, Entrepreneurship and Venture Development (IEV)**

**Evaluation Scheme**

**SEMESTER-I**

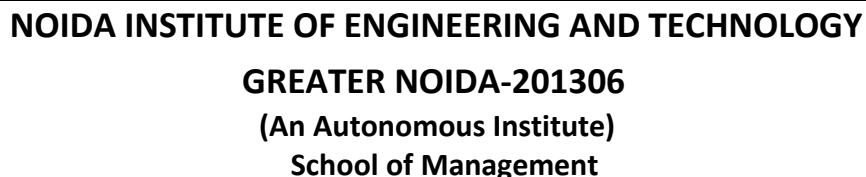
Sl. No.	Subject Codes	Subject	Types of Subjects	Periods			Evaluation Schemes				End Semester		Total	Credit
				L	T	P	CT	TA	Total	PS	TE	PE		
1	CMBIE0104	Entrepreneurship Technology, Innovation and Design Thinking	Mandatory	3	0	0	30	20	50	0	100	0	150	3
2	CMBIE0105	Financial Reporting Statements & Analysis	Mandatory	3	0	0	30	20	50	0	100	0	150	3
3	CMBIE0101	Business Communication	Mandatory	3	0	0	30	20	50	0	100	0	150	3
4	CMBIE0107	Marketing Management	Mandatory	3	0	0	30	20	50	0	100	0	150	3
5	CMBIE0106	Managerial Economics for Entrepreneurs	Mandatory	3	0	0	30	20	50	0	100	0	150	3
6	CMBIE0108	Opportunity Mapping	Mandatory	3	0	0	30	20	50	0	100	0	150	3
7	CMBIE0103	Entrepreneurial Leadership - Org Behaviour.	Mandatory	3	0	0	30	20	50	0	100	0	150	3
8	CMBIE0102	Business Statistics and Quantitative Techniques	Mandatory	3	0	0	30	20	50	0	100	0	150	3
9	CMBIE0151	Excel for Entrepreneurs	Mandatory	0	0	4	0	0	50	50	0	50	100	2
10	CMBIE0159	Capstone Project 1	Mandatory	0	0	8	0	0	50	50	0	100	150	4
		<b>TOTAL</b>											<b>1450</b>	<b>30</b>

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**(AN AUTONOMOUS INSTITUTE)**  
**Master of Business Administration**

**Innovation, Entrepreneurship and Venture Development (IEV)**

**Evaluation Scheme**  
**SEMESTER-II**

Sl. No.	Subject Codes	Subject	Types of Subjects	Periods		Evaluation Schemes					End Semester		Total	Credit
				L	T	P	CT	TA	Total	PS	TE	PE		
1	CMBIE0202	Entrepreneurial Finance: Concept & Management	Mandatory	3	0	0	30	20	50	0	100	0	150	3
2	CMBIE0201	Business Research Methods & Decision making	Mandatory	3	0	0	30	20	50	0	100	0	150	3
3	CMBIE0212	Entrepreneurial Eco-system	Mandatory	3	0	0	30	20	50	0	100	0	150	15
4	CMBIE0219	New Venture Establishment & Management	Mandatory	3	0	0	30	20	50	0	100	0	150	
5	CMBIE0213	Family run Business and Succession Planning	Mandatory	3	0	0	30	20	50	0	100	0	150	
6	CMBIE0214	Introduction to Business Analytics	Mandatory	3	0	0	30	20	50	0	100	0	150	
7	CMBIE0215	Introduction to Data Science	Mandatory	3	0	0	30	20	50	0	100	0	150	
8	CMBIE0218	Product and Brand Management	Mandatory	3	0	0	30	20	50	0	100	0	150	
9	CMBIE0216	Integrated Marketing Communication	Mandatory	3	0	0	30	20	50	0	100	0	150	
10	CMBIE0222	Talent Management	Mandatory	3	0	0	30	20	50	0	100	0	150	
11	CMBIE0211	Compensation & Performance Management	Mandatory	3	0	0	30	20	50	0	100	0	150	
12	CMBIE0221	Strategic Financial Management	Mandatory	3	0	0	30	20	50	0	100	0	150	
13	CMBIE0223	Working Capital Management	Mandatory	3	0	0	30	20	50	0	100	0	150	
14	CMBIE0217	Introduction to SCM and Demand Forecasting	Mandatory	3	0	0	30	20	50	0	100	0	150	
15	CMBIE0220	Purchase Management and Vendor Development	Mandatory	3	0	0	30	20	50	0	100	0	150	
16	CMBIE0251	Spreadsheet Modelling	Mandatory	0	0	4	0	0	50	50	0	50	100	2
17	CMBIE0259	Capstone Project -II	Mandatory	0	0	8	0	0	50	50	0	100	150	4
		<b>TOTAL</b>											<b>1300</b>	<b>27</b>



<b>Course Code:</b> CMBIE0104		<b>Course Name:</b> Entrepreneurship, Technology, Innovation & Business Models		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in:</b> MBA-IEV				<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Basic Management concepts and general understanding of business.							
<b>Course Objectives:</b> This course is intended to develop an understanding of theoretical and practical aspects of Technology and innovation in Entrepreneurship to develop successful business models.							
<b>Course Outcome:</b> After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)	
<b>CO1</b>	Understand the essence of entrepreneurship along with role of entrepreneurship fostering agencies in India.						(K2)
<b>CO2</b>	Get insights about technology management in enterprises.						(K2)
<b>CO3</b>	Understand the role and use innovation and creativity in business processes.						(K3)
<b>CO4</b>	Evaluate Apply various tools of innovation in a corporate and business setting.						(K3)
<b>CO5</b>	Understand various business models and gain insights to create a successful business model.						(K2)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>							
<b>CO-PO Mapping</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>		
<b>CO1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>		
<b>CO2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>		
<b>CO3</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>		
<b>CO4</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>		
<b>CO5</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>		
<b>Course Contents / Syllabus</b>							
<b>Module 1:</b>		<b>Introduction to Entrepreneurship and Entrepreneurial Mindset</b>				<b>10 hours</b>	
Entrepreneurship: Types of entrepreneurship, Theories, Forms of Business Ownership, Appraisal of Business Idea, Entrepreneurial Mindset, Value Proposition, Regulatory compliance for starting and managing business, Schemes & Agencies fostering Entrepreneurship							
<b>Module 2:</b>		<b>Technology Management</b>				<b>8 hours</b>	
Evolution of Technology, Current state of technology, Technology and science, Impact of technological development on human life, Types of modern technologies and their application in business, Technology Management, Emerging technologies, Ethics in using technology							
<b>Module 3:</b>		<b>Innovation and Creativity</b>				<b>8 hours</b>	
Meaning, Concept, Characteristics, Importance, Principles of Innovation, Process of Innovation. Creativity: Meaning, Concept, Importance, Creativity Process, Hurdles to Creativity.							
<b>Module 4:</b>		<b>Innovation Management, Tools &amp; Areas</b>				<b>8 hours</b>	
Concept, Scope, Characteristics, Evolution of Innovation Management, Significance, Factors Influencing Innovation, Creative Thinking: Traditional V/S Creative Thinking, Individual Creativity Techniques: Meditation, Self-Awareness, & Creative, Focus Group Creative Techniques: Brainstorming, off The Wall Thinking, Process Innovation: Concept, Requirement & Types: Benchmarking-TOM Business Process Reengineering							

Product Innovation: Concept, Packaging and Positioning Innovation							
Module 5:			Business Models			6 hours	
Fundamentals of business model design, analysis, implementation, Types of business models, Business Model canvas, Adapting business models to specific contexts, impact of business models on organizational structure and strategy.							
Total Lecture Hours						40 hours	
Textbook:							
S.No	Book Title <i>Entrepreneurship: Theory, process, practice</i> (11th ed.). Cengage Learning.				Author: Kuratko, D. F. (2020).		
Reference Books:							
S.No	Book Title: <i>Innovation and entrepreneurship: Practice and principles</i> (Rev. ed.). Harper Business.				Author: Drucker, P. F. (2006)		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://www.youtube.com/watch?v=pC5l5j2u9SQ">https://www.youtube.com/watch?v=pC5l5j2u9SQ</a>						
2.	<a href="https://www.youtube.com/watch?v=oYkhxgoWQxc">https://www.youtube.com/watch?v=oYkhxgoWQxc</a>						
3.	<a href="https://www.youtube.com/watch?v=nITjNZb7_WM">https://www.youtube.com/watch?v=nITjNZb7_WM</a>						
4.	<a href="https://www.youtube.com/watch?v=bPMYUQoGJms">https://www.youtube.com/watch?v=bPMYUQoGJms</a>						
5.	<a href="https://www.youtube.com/watch?v=AdpGgWHraXU">https://www.youtube.com/watch?v=AdpGgWHraXU</a>						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: CMBIE0105		Course Name: Financial Reporting, Statement and Analysis			L	T	P	C
Course Offered in: MBA-IEV					3	0	0	3
Pre-requisite: Basic knowledge of accounting principles and business finance.								
Course Objectives: To equip students with the skills to interpret and analyse financial statements for decision-making, focusing on understanding reporting practices, evaluating financial performance, and drawing insights for strategic planning.								
Course Outcome: After completion of this course students will be able to:						Bloom's Knowledge Level (KL)		
CO1	Understand and prepare financial statement.					K2		
CO2	Interpret income statements, balance sheets, and cash flow statements.					K6		
CO3	Perform comparative, common-size, and trend analysis.					K4		
CO4	Comprehend the financial reporting framework, standards, and regulatory environment.					K5		
CO5	Understand the process and ethical aspects of financial reporting.					K2		
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	2	1		
CO2		3	3	1	2	1		
CO3		3	3	1	2	2		
CO4		3	2	1	3	1		
CO5		3	2	2	3	2		
Course Contents / Syllabus								
Module 1:		Introduction to Financial Analysis					8 hours	
Objectives of financial analysis, Users of financial statements, Preparation of financial statement as per Schedule III, Companies Act 2013								
Module 2:		Tools of Financial Analysis					8 hours	
Ratio analysis: profitability, liquidity, solvency, turnover, Concepts, indirect method, interpretation, limitations								
Module 3:		Comparative & Common-size Analysis					8 hours	
Horizontal, vertical analysis; inter-company & intra-company comparison Trend analysis; DuPont analysis								
Module 4:		Framework of Financial Reporting and Regulatory Environment					8 hours	
GAAP vs IFRS, Ind-AS, legal requirements under Companies Act, Role of SEBI, MCA, ICAI; corporate disclosures & compliance								
Module 5:		Process of Financial Reporting and Ethics & Emerging Issues in Reporting					8 hours	
Reporting cycle, accounting policies, estimates, notes to accounts, Creative accounting, earnings management, Insider Trading, Sustainability reporting (ESG)								
Total Lecture Hours							40	

<b>Textbook:</b>							
<b>S.No</b>	<b>Book Title :</b> <i>Financial Statement Analysis and Reporting</i> (2nd ed.). PHI Learning					<b>Author:</b> Rao, P. M. (2025).	
<b>Reference Books:</b>							
<b>S.No</b>	<b>Book Title:</b> <i>Financial Reporting, Financial Statement Analysis and Valuation</i>					<b>Author:</b> James M. Wahlen, Stephen P. Baginski, Mark Bradshaw	
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://www.youtube.com/watch?v=1NKmGtoQi6o&amp;t=41s">https://www.youtube.com/watch?v=1NKmGtoQi6o&amp;t=41s</a>						
2.	<a href="https://www.youtube.com/watch?v=mppj22rscto&amp;t=7s">https://www.youtube.com/watch?v=mppj22rscto&amp;t=7s</a>						
3.	<a href="https://www.youtube.com/watch?v=zJ31CoFs2x8&amp;t=4s">https://www.youtube.com/watch?v=zJ31CoFs2x8&amp;t=4s</a>						
4.	<a href="https://www.youtube.com/watch?v=O4xc-_WSIzA&amp;t=1s">https://www.youtube.com/watch?v=O4xc-_WSIzA&amp;t=1s</a>						
5.	<a href="https://www.youtube.com/playlist?list=PLTUiYBY0wgV_z7QetpDG9ywPWu2CVSrem">https://www.youtube.com/playlist?list=PLTUiYBY0wgV_z7QetpDG9ywPWu2CVSrem</a>						
<b>Mode of Evaluation</b>							
<b>CIE</b>						<b>ESE</b>	<b>Total</b>
<b>ST1</b>	<b>ST2</b>	<b>ST3</b>	<b>TA1 5</b>	<b>TA2 5</b>	<b>Attendance 10</b>		
<b>30</b>			<b>20</b>			<b>100</b>	<b>150</b>

**Course Code: CMBIE0101**
**Course Name: Business Communication**
**L**
**T**
**P**
**C**
**Course Offered in: MBA-IEV**
**3**
**0**
**0**
**3**
**Pre-requisite:** An understanding of basic communication process and management.

**Course Objectives:** The objective of this course is to make students understand the techniques and principles of business communication for effective communication; develop and exhibit an understanding and practice of modes of oral and written expression and develop effective listening and comprehension skills. Students, be able to present well in group communication and interviews.

**Course Outcome:** After completion of this course students will be able to:

 Bloom's  
Knowledge  
Level (KL)

**CO1** Understanding the fundamental concepts of business communication

(K2)

**CO2** Applying forms of oral and written communication pertinent to organizational needs

(K3)

**CO3** Understanding and creating various employment and organizational skills in order to create employment opportunities and to survive in organization.

(K2)

**CO4** Understanding various forms of non-verbal communication and analyzing impact of technology on business communication.

(K2)

**CO5** Understanding the emerging trends in Business Communication.

(K2)

**CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)**

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	3	2	2	3
CO3	3	2	3	2	3
CO4	2	3	2	3	2
CO5	2	3	2	3	2

**Course Contents / Syllabus**
**Module 1:**
**Introduction and Fundamental Concepts in Business Communication**
**6 Hours**

Introduction to Business Communication- Meaning, Process and role of Business Communication, Applications and scope of business communication, types of Business Communication, Barriers of Business Communication-Factors effecting barriers, Types of barriers, strategies to overcome barriers, Principles of business, communication-7c's .

**Module 2:**
**Oral Communication and Written Communication**
**10 Hours**

Meaning, types and applications of oral communication in business. Advantages and Disadvantages of Oral communication Public Speaking Conversation Control-Meaning and applications of conversation control in business. Listening skills- Meaning, scope and applications, Meaning, types and applications of written Communication, advantages and disadvantages of written communication, effective writing, letter writing and report writing, Notice and circulars.

**Module 3:**
**Employment Communication**
**10 Hours**

CV Writing, Interview skills, GD Skills Meeting-Meaning, Types and applications, minutes and agenda writing. Presentation skills Role of communication in Grievance handling.

**Module 4:**
**Impact of technology on business communication**
**8 Hours**

Meaning, Types and applications of non- verbal Communication, Importance of Nonverbal Communication in business. Evolution of technology in communication, Digital and Social media communication,



<b>Module 5:</b>			<b>Emerging Trends in Business Communication</b>			<b>6 Hours</b>	
Soft Skills-Meaning and applications, Negotiation skills Conflict Management Email Etiquettes, Employee Counselling Workplace etiquette							
						<b>Total Lecture Hours</b>	<b>40</b>
<b>Textbook:</b>							
<b>S.No</b>		<b>Book Title :</b> <i>Business Communication</i> , McGraw- Hill Education.			<b>Author:</b> Locker, K., Mackiewicz, J., Aune J.E., and Kienzler D. (2023		
<b>Reference Books:</b>							
<b>S.No</b>		<b>Book Title:</b> <i>Effective Business Communication</i> , McGraw- Hill Education.			<b>Author:</b> Jain, N., Mukherji S. (2020)		
NPTEL/ Youtube/ Faculty Video Link:							
1.		<a href="https://www.youtube.com/playlist?list=PLpQQipWcxwt-_W3wEm_j7v5DomdXCnzAb">https://www.youtube.com/playlist?list=PLpQQipWcxwt-_W3wEm_j7v5DomdXCnzAb</a>					
2.							
3.							
4.							
5.							
<b>Mode of Evaluation</b>							
<b>CIE</b>						<b>ESE</b>	<b>Total</b>
<b>ST1</b>	<b>ST2</b>	<b>ST3</b>	<b>TA1 5</b>	<b>TA2 5</b>	<b>Attendance 10</b>		
<b>30</b>			<b>20</b>			<b>100</b>	<b>150</b>

<b>Course Code: CMBIE0107</b>		<b>Course Name: Marketing Management</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Basic Knowledge of the Management and Markets								
<b>Course Objectives:</b> The objective of this course is to provide students with a comprehensive understanding of the fundamentals of marketing management and its key concepts.								
<b>Course Outcome:</b> After completion of this course students will be able to:							Bloom's Knowledge Level (KL)	
<b>CO1</b>	Understand basic marketing concepts and terminologies.							(K2)
<b>CO2</b>	Analyze consumer behavior in order to offer suitable products.							(K4)
<b>CO3</b>	Develop effective marketing strategies and plans.							(K6)
<b>CO4</b>	Analyze the marketing mix strategies for taking informed marketing decisions.							(K4)
<b>CO5</b>	Understand current trends in the field of marketing							(K2)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>								
<b>CO-PO Mapping</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>			
<b>CO1</b>	3	2	1	2	2			
<b>CO2</b>	3	3	2	2	2			
<b>CO3</b>	3	3	3	2	3			
<b>CO4</b>	3	3	2	2	2			
<b>CO5</b>	2	3	2	3	2			
<b>Course Contents / Syllabus</b>								
<b>Module 1:</b>		<b>Introduction to Marketing Management</b>					<b>8 Hours</b>	
Concept of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets. Targeting-Meaning, Target market strategies, Market Positioning-Meaning, Positioning Strategies, Differentiation Strategies								
<b>Module 2:</b>		<b>Understanding Consumer Behaviour</b>					<b>8 Hours</b>	
Introduction, Characteristics, Factors affecting Consumer Behavior, Types of Buying Decision Behavior, Consumer Buying Decision Process, Buyer Behavior Models, Business Buyer Behavior: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behavior.								
<b>Module 3:</b>		<b>Product &amp; Price Mix</b>					<b>8 Hours</b>	
Introduction, Product Mix Strategies, New Product Development Process, Adoption Process, Product Life Cycle (PLC). Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies								
<b>Module 4:</b>		<b>Place &amp; Promotion Mix</b>					<b>8 Hours</b>	
Introduction, Types of channels, Introduction to Logistics Management, Multi-Channel Marketing, Introduction: Promotion Mix, Advertising (Definition and types), Personal selling (Concept, Process, AIDA Model), Sales promotion (Concept and Techniques), PR and Publicity (Concept and difference)								
<b>Module 5:</b>		<b>Recent Trends in Marketing</b>					<b>8 Hours</b>	
Recent Trends in Marketing- Rural Marketing, Digital and Mobile Marketing, Customer Relationship Management, Marketing Information System (MKIS)								
<b>Total Lecture Hours</b>							<b>40</b>	
<b>Textbook:</b>								

S.No	Book Title: <i>Marketing management</i> (17th ed.). Pearson.	Author: Kotler, P., Keller, K. L., & Chernev, A. (2025).					
Reference Books:							
S.No	Book Title: <i>Marketing</i> (2025 ed.). Cengage Learning.	Author: Pride, W. M., & Ferrell, O. C. (2025)					
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://study.com/academy/lesson/environmental-scanning-in-marketing-definition-examples-methods">https://study.com/academy/lesson/environmental-scanning-in-marketing-definition-examples-methods</a>						
2.	<a href="https://www.investopedia.com/terms/s/swot.asp/">https://www.investopedia.com/terms/s/swot.asp/</a>						
3.	<a href="https://corporatefinanceinstitute.com/resources/knowledge/strategy/market-planning/">https://corporatefinanceinstitute.com/resources/knowledge/strategy/market-planning/</a>						
4.	<a href="https://www.primeone.global/build-marketing-mix-for-your-business/">https://www.primeone.global/build-marketing-mix-for-your-business/</a>						
5.	<a href="https://www.managementstudyguide.com/integrated-marketing-communications.htm/">https://www.managementstudyguide.com/integrated-marketing-communications.htm/</a>						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code:</b> CMBIE0106		<b>Course Name:</b> Managerial Economics for entrepreneurs			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in:</b> MBA-IEV					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Supply Chain Management, Planning, Demand Forecasting and Human Resource Planning								
<b>Course Objectives:</b> The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms, explaining how tools of standard price theory can be employed to formulate a decision problem and evaluate alternative courses of action and finally choose among alternatives.								
<b>Course Outcome: After completion of this course students will be able to:</b>						Bloom's Knowledge Level (KL)		
<b>CO1</b>	Understand the concepts of Managerial Economics to make effective business decisions under conditions of risk and uncertainty.						(K2)	
<b>CO2</b>	Understand the law of demand & supply & their elasticity's.						(K2)	
<b>CO3</b>	Analyze production concepts, cost concepts and their impact on business decisions.						(K4)	
<b>CO4</b>	Analyze pricing decisions under the different market structures.						(K4)	
<b>CO5</b>	Evaluate various theories of the firm and how they affect the business decisions.						(K5)	
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>								
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>		
<b>CO1</b>		3	3	2	3	2		
<b>CO2</b>		3	3	2	2	2		
<b>CO3</b>		3	3	2	2	2		
<b>CO4</b>		3	3	2	3	2		
<b>CO5</b>		3	3	2	3	2		
<b>Course Contents / Syllabus</b>								
<b>Module 1:</b>		Basic Concepts and Principles					<b>8 Hours</b>	
Definition, Nature and Scope of Economics- Microeconomics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility. Case Studies.								
<b>Module 2:</b>		Demand and Supply Analysis					<b>8 Hours</b>	
Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the Law of Demand, Shifts in the demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting- meaning, significance and methods. (Numerical Exercises) Case Studies. Supply Analysis: Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.								
<b>Module 3:</b>		Production and Cost Analysis					<b>8 Hours</b>	
Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, cost output relationship in the short run. Cost output relationship in the long run. Estimation of revenue. Average Revenue, Marginal Revenue. Case Studies								

<b>Module 4:</b>		Market structures				<b>8 Hours</b>	
Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, and product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.							
<b>Module 5:</b>		Economic Theory				<b>8 Hours</b>	
Theory of the Firm – The Behavioural Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Game Theory and Asymmetric Information. Case Studies.							
						<b>Total Lecture Hours</b>	<b>40</b>
<b>Textbook:</b>							
<b>S. No</b>	<b>Book Title:</b> “Micro Economics (7e)”, Pearson. (2021)				<b>Author:</b> Pindyck, Rubinfeld, Mehta		
<b>Reference Books:</b>							
<b>S. No</b>	<b>Book Title:</b> “Managerial economics and business strategy” McGraw-Hill. (10th ed.)				<b>Author:</b> Baye, M., & Prince, J.		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="http://nptel.ac.in/courses/110101005/1">http://nptel.ac.in/courses/110101005/1</a> (Introduction to Managerial Economics)						
2.	<a href="http://nptel.ac.in/courses/110101005/">http://nptel.ac.in/courses/110101005/</a> (Theory of Demand)						
3.	<a href="http://nptel.ac.in/courses/110101005/38">http://nptel.ac.in/courses/110101005/38</a> (Product Pricing)						
4.							
5.							
<b>Mode of Evaluation</b>							
<b>CIE</b>						<b>ESE</b>	<b>Total</b>
<b>ST1</b>	<b>ST2</b>	<b>ST3</b>	<b>TA1</b>	<b>TA2</b>	<b>Attendance</b>		
			<b>5</b>	<b>5</b>	<b>10</b>		
<b>30</b>			<b>20</b>			<b>100</b>	<b>150</b>

Course Code: CMBIE0108		Course Name: Opportunity Mapping			L	T	P	C
Course Offered in: MBA-IEV					3	0	0	3
Pre-requisite: Knowledge of basic Entrepreneurial Skills								
Course Objectives: The objective of this course is to identify opportunities present in the sector they are operating. To analyse why Start-ups, fail or succeed by not being at the right place at the right time. Understand various initiatives undertaken in this aspect.								
Course Outcome: After completion of this course students will be able to:						Bloom's Knowledge Level (KL)		
CO1	Identify unmet customer needs, pinpoints, and desires to help you decipher where your product can have the biggest impact.						(K4)	
CO2	Structure the opportunity space—helping you turn large, intractable challenges into a series of smaller, more solvable challenges.						(K6)	
CO3	Access and prioritize opportunities quickly, ensuring that you are always working on the highest impact needs.						(K3)	
CO4	Analyze and identify the areas in which customers have their interest.						(K4)	
CO5	Arrive at key requirements of the project which are imperative to be fulfilled, based on the requirements of the client search matching.						(K2)	
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	3	2	2	2		
CO2		3	3	2	2	3		
CO3		3	3	2	3	2		
CO4		3	3	2	2	2		
CO5		3	3	2	3	3		
Course Contents / Syllabus								
Module 1:		Opportunities in India,					8 Hours	
Brief about various opportunities at play in a market, How Markets Evolve, Industries are disrupted due to technology, Customer Pain Points give rise to new opportunities and How Opportunities arise out of organising the unorganized								
Module 2:		Factors of Start-up Success					8 Hours	
Recent Success Stories of Startups discussion on how they identified opportunities and captured the relevant market by being in the right place and at the right time. Analysis of Startups that have raised funds in the past 10 years and identification of the reasons why they failed or are sustaining.								
Module 3:		Recent Emerging Sector and Success Stories					8 Hours	
Recent Emerging Sectors and Success Stories: Emerging sectors and success stories from each sector in India and abroad. Sectors such as E-commerce, Mobility, Edtech, Fintech and Healthcare to be discussed.								
Module 4:		Idea and Sectoral Mapping					8 Hours	

Idea and Sectorial Mapping (Practical Assignment) How to develop an Idea Canvas for various Sectors and look at various business models that can be built around those ideas.							
Module 5:			Practical assignment of creating an Idea Canvas				8 Hours
Practical assignment of creating an Idea Canvas by Listing Pain Points and see if they are relevant to the Indian Context from the perspective of Time, Wave of Fund Flow, Relevance and Pinpoint Solutions Offered.							
Total Lecture Hours							40
Textbook:							
S.No	Book Title: “Mapping Innovation”				Author: Greg Satell – McGraw-Hill		
Reference Books:							
S.No	Book Title: “Blue Ocean Strategy”				Author: W. Chan Kim & Renée Mauborgne – Harvard Business Review Press		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="#">Strategyzer – Business Model Canvas &amp; Value Proposition</a>						
2.	Y Combinator Startup Library						
3.	<a href="#">NASSCOM Startup India Hub</a>						
4.	<a href="#">Harvard Business Review – Innovation</a>						
5.	<a href="#">MIT OpenCourseWare – Entrepreneurial Opportunities</a>						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: CMBIE0103		Course Name: Entrepreneurial Leadership-Organization Behavior			L	T	P	C
Course Offered in: MBA-IEV					3	0	0	3
Pre-requisite: Basic understanding of Principles of Management & Fundamentals of Organization Behavior.								
Course Objectives: To enable students to understand the dynamics of organizational behaviour and leadership in entrepreneurial settings. The course aims to build leadership capabilities, understand team dynamics, enhance emotional intelligence, and foster innovation in entrepreneurial organizations.								
Course Outcome: After completion of this course students will be able to:						Bloom's Knowledge Level (KL)		
CO1	Understand fundamental concepts of leadership in entrepreneurial context.					K2		
CO2	Understand fundamental concepts of Organization Behavior.					K2		
CO3	Apply motivation and communication theories to entrepreneurial teams.					K3		
CO4	Analyze group dynamics, conflict management, and leadership styles.					K4		
CO5	Evaluate the role of emotional intelligence and ethics in leadership & understanding of Entrepreneurial growth & sustainability.					K5		
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	3	2	3		
CO2		3	2	2	2	3		
CO3		3	3	3	2	3		
CO4		3	3	3	2	3		
CO5		3	3	3	3	3		
Course Contents / Syllabus								
Module 1:		Introduction to Entrepreneurial Leadership					8 Hours	
Meaning, significance, difference between traditional and entrepreneurial leadership, traits and roles of entrepreneurial leaders. Trait Theory, Behavioral Theory of Leadership, Managerial Grid								
Module 2:		Organizational Behaviour Fundamentals					8 Hours	
Introduction to OB, perception, learning, personality, attitude, values, and their impact on entrepreneurial organizations.								
Module 3:		Motivation in Startups					8 Hours	
Theories of motivation (Maslow, Herzberg, McClelland), motivational practices in startups, Communication models, barriers, and feedback systems								
Module 4:		Group Behavior, Leadership Styles & Conflict Management					8 Hours	
Team formation, creating effective teams, group dynamics, decision-making, leadership styles (autocratic, democratic, laissez-faire), conflict and negotiation.								
Module 5:		Emotional Intelligence, Ethics & Culture					8 Hours	
Concept of EI, leadership ethics, cross-cultural leadership, diversity and inclusion in startups, leadership in VUCA environments, Introduction to growth capabilities to entrepreneurial Leaders & organization processes that support Entrepreneurial growth								
Total Lecture Hours								40



<b>Textbook:</b>							
<b>S. No</b>		<b>Book Title:</b> <i>Organizational Behavior</i> . Pearson Education.				<b>Author:</b> (2020). Robbins, S. P., & Judge, T. A	
<b>Reference Books:</b>							
<b>S. No</b>		<b>Book Title:</b> <i>Research Findings, Practice, and Skills</i> . Cengage Learning.				<b>Author:</b> (2015). Durbin, A. J. <i>Leadership</i>	
NPTEL/ Youtube/ Faculty Video Link:							
1.		<a href="https://www.mindtools.com/">https://www.mindtools.com/</a> – Tools for leadership and personal effectiveness					
2.		<a href="https://hbr.org/topic/leadership">https://hbr.org/topic/leadership</a> – Harvard Business Review articles on leadership					
3.		<a href="https://www.coursera.org/specializations/leadership">https://www.coursera.org/specializations/leadership</a> – Coursera specialization on leadership					
4.		https://www.edx.org/learn/organizational-behavior – edX courses on OB					
5.							
<b>Mode of Evaluation</b>							
<b>CIE</b>						<b>ESE</b>	<b>Total</b>
<b>ST1</b>	<b>ST2</b>	<b>ST3</b>	<b>TA1 5</b>	<b>TA2 5</b>	<b>Attendance 10</b>		
<b>30</b>			<b>20</b>			<b>100</b>	<b>150</b>

**Course Code: CMBIE0102**
**Course Name: Business Statistics & Quantitative Techniques for Managers**
**Course Offered in: MBA**
**Pre-requisite:** Basic knowledge of statistics

**Course Objectives:** Learn the fundamental concepts of business statistics, including data collection, analysis, and interpretation. Apply statistical methods to address business challenges and make informed decisions based on statistical insights.

**Course Outcome:** After completion of the course, the student will be able to

Bloom's Knowledge Level (KL)

<b>CO1</b>	Apply the basic concepts of descriptive analytics in business statistics problems.	K3
<b>CO2</b>	Apply Correlation and Regression analysis into business problems and their implication on Business performance.	K3
<b>CO3</b>	Apply the basic concepts of probability and probability distributions in business problems.	K3
<b>CO4</b>	Apply the Operations Research principles and methodologies, including linear programming problem in better decision-making.	K3
<b>CO5</b>	Apply the concept of transportation and assignment problems to find optimum solution for decision-making.	K3

**CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)**

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	1	2	-	-	-
CO2	3	3	1	2	-	-	-
CO3	3	3	1	2	-	-	-
CO4	3	3	1	2	-	-	-
CO5	3	3	1	2	-	-	-

**Course Contents / Syllabus**

<b>Module 1</b>	<b>Descriptive Analytics</b>
Introduction of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Moments, Skewness and Kurtosis.	
<b>Module 2</b>	<b>Predictive Analytics</b>
Correlation Analysis: Rank correlation coefficient & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.	
<b>Module 3</b>	<b>Probability Theory</b>
Theory of Probability, Addition and Multiplication Law, Bayes Theorem, Random Variables, Discrete and Continuous Random Variables, Probability Mass functions, Probability Density functions	
<b>Module 4</b>	<b>Operations Research: Introduction &amp; Linear Programming Problem</b>
Nature Definition and characteristics of Operations Research, Phases of OR problem approach, Models of OR, Scope and applications of Operations Research, Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems, Duality.	
<b>Module 5</b>	<b>Transportation Problem &amp; Assignment Problem</b>
Transportation problem: Various methods of finding an Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and MODI Method. Assignment Problem: Hungarian Algorithm and its applications.	

**Total Lecture Hours**
**Textbook:**

<b>S.No 1</b>	<b>Book Title:</b> Statistical Methods, Sultan Chand & Sons.	<b>Author</b> S. P. Gupta
<b>S.No 2</b>	Business Statistics, Pearson Education, New Delhi.	J.K. Sharma.
<b>S.No 3</b>	"Operations Research"	S. Kalavathy
<b>S.No 4</b>	Operations Research (PHI, 2nd Edition)	R. Panneerselvam

**Reference Books:**

<b>S.No 1</b>	<b>Book Title:</b> "Business Statistics" TATA McGraw-Hill. 3rd ed,	<b>Author</b> G.C. Beri
<b>S.No 2</b>	"Statistics for Managers" PHI Learning, 1st edition	Chandrasekaran & Umaparvathi

S.No 3	“Business Statistics using Excel” Oxford.	Davis, Pecar					
S.No 4	“Business Statistics” Wiley India. 5th ed	Ken Black					
NPTEL/ Youtube/ Faculty Video Link:							
UNIT 1	<a href="https://youtu.be/XaHFNhHfXwQ?si=OJKYu_BVt4n88ONp">https://youtu.be/XaHFNhHfXwQ?si=OJKYu_BVt4n88ONp</a> <a href="https://youtu.be/BsVtMnp3vks?si=orRM338vLgBE-hQS">https://youtu.be/BsVtMnp3vks?si=orRM338vLgBE-hQS</a>						
UNIT 2	<a href="https://youtu.be/TWd42yUBZkk?si=PA4D8KQ-HgF65ebs">https://youtu.be/TWd42yUBZkk?si=PA4D8KQ-HgF65ebs</a> <a href="https://www.youtube.com/watch?v=OQV8WmUdeIo&amp;list=PLbMVogVj5nJSpj5sl-8tdKARg1lw2wEa-&amp;index=1&amp;pp=iAQB">https://www.youtube.com/watch?v=OQV8WmUdeIo&amp;list=PLbMVogVj5nJSpj5sl-8tdKARg1lw2wEa-&amp;index=1&amp;pp=iAQB</a>						
UNIT 3	<a href="https://www.youtube.com/watch?v=r1sLCDA-kNY&amp;list=PL8AE5D5CCA85AE91D&amp;index=1&amp;pp=iAQB">https://www.youtube.com/watch?v=r1sLCDA-kNY&amp;list=PL8AE5D5CCA85AE91D&amp;index=1&amp;pp=iAQB</a> <a href="https://www.youtube.com/watch?v=bpKarwfDRIk&amp;list=PL8AE5D5CCA85AE91D&amp;index=4&amp;pp=iAQB">https://www.youtube.com/watch?v=bpKarwfDRIk&amp;list=PL8AE5D5CCA85AE91D&amp;index=4&amp;pp=iAQB</a> <a href="https://youtu.be/cp7_ZF2kNi4?si=AgRIQVjIZkRg4nbZ">https://youtu.be/cp7_ZF2kNi4?si=AgRIQVjIZkRg4nbZ</a> <a href="https://www.youtube.com/watch?v=p1Y4yJ1XnKY&amp;list=PLbMVogVj5nJQWowhOG0-K-yI-bwRRmm3C&amp;index=5&amp;pp=iAQB">https://www.youtube.com/watch?v=p1Y4yJ1XnKY&amp;list=PLbMVogVj5nJQWowhOG0-K-yI-bwRRmm3C&amp;index=5&amp;pp=iAQB</a>						
UNIT 4	NPTEL – Optimization Techniques by Prof. S. S. Rao ( <a href="https://nptel.ac.in">https://nptel.ac.in</a> ) <a href="https://youtu.be/4U3B5lr-MqM">https://youtu.be/4U3B5lr-MqM</a>						
UNIT 5	<a href="https://youtu.be/oE2nJTXC8OM">https://youtu.be/oE2nJTXC8OM</a> <a href="https://youtu.be/oE2nJTXC8OM">https://youtu.be/oE2nJTXC8OM</a> <a href="https://youtu.be/BUGIhEecipE">https://youtu.be/BUGIhEecipE</a> <a href="https://youtu.be/82s6vjg-vhg">https://youtu.be/82s6vjg-vhg</a> <a href="https://youtu.be/j58TUy0d9R4">https://youtu.be/j58TUy0d9R4</a> <a href="https://www.youtube.com/watch?v=Bt9IG9TTXZI">https://www.youtube.com/watch?v=Bt9IG9TTXZI</a> <a href="https://www.youtube.com/watch?v=zN4AE1YjE2I">https://www.youtube.com/watch?v=zN4AE1YjE2I</a> <a href="https://www.youtube.com/watch?v=KarLMGILAJc">https://www.youtube.com/watch?v=KarLMGILAJc</a>						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code: CMBIE0151</b>		<b>Course Name: Excel for Entrepreneur</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> : Basic Computer Applications or Fundamentals of Information Technology. (Students should be comfortable with using a computer, file management, and basic mathematics.)								
<b>Course Objectives:</b> : To equip learners with practical skills in Microsoft Excel for efficient data analysis, decision-making, and business reporting.								
<b>Course Outcome:</b> After completion of this course students will be able to:						Bloom’s Knowledge Level (KL)		
<b>CO1</b>	Demonstrate proficiency in Excel interface, data entry, and basic formatting techniques.					(K1)		
<b>CO2</b>	Use formulas and functions to perform calculations and conduct data analysis effectively.					(K3)		
<b>CO3</b>	Analyze data by creating and interpreting charts, pivot tables, and dashboards					(K2)		
<b>CO4</b>	Evaluate and implement data validation rules, conditional formatting, and worksheet protection to ensure data integrity.					(K3)		
<b>CO5</b>	Design and automate workflows by developing macros and applying basic VBA programming skills.					(K4)		
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>								
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>		
<b>CO1</b>		3	2	1	1	2		
<b>CO2</b>		3	3	2	1	2		
<b>CO3</b>		3	3	2	2	2		
<b>CO4</b>		3	3	2	2	2		
<b>CO5</b>		3	3	2	2	2		
<b>Course Contents / Syllabus</b>								
<b>Module 1:</b>		<b>Introduction to Excel and Data Handling and Formatting</b>					<b>8 Hours</b>	
Interface, Workbook, Worksheets, Data Entry, Formatting Cell Referencing, Number Formatting, Conditional Formatting, Sorting and Filtering								
<b>Module 2:</b>		<b>Formulas and Functions (Data Validation and Protection)</b>					<b>8 Hours</b>	
Basic Math, Logical (IF, AND, OR), Text, Date, Lookup (VLOOKUP, HLOOKUP, XLOOKUP), Nested Functions Data Validation Rules, Drop-down Lists, Sheet and Workbook Protection								
<b>Module 3:</b>		Charts and Visualization, Pivot Tables and Pivot Charts					<b>8 Hours</b>	
Pivot Tables and Pivot Charts, Creating Pivot Tables, Grouping, Slicers, Pivot Charts								
<b>Module 4:</b>		<b>Advanced Excel Features (Macros and Automation)</b>					<b>8 Hours</b>	
Named Ranges, What-If Analysis, Goal Seek, Scenario Manager, Data Tables Recording Macros, Introduction to VBA, Simple Automation Tasks								
<b>Module 5:</b>		<b>Dashboard Creation (Excel in Business Applications)</b>					<b>8 Hours</b>	

KPI Dashboards, Interactive Elements (Form Controls), Linking Sheets Financial Models, HR Tracker, Sales Reports, Inventory Management		
Total Lecture Hours		40
Textbook:		
S. No	Book Title: Microsoft Excel 365 Bible	Author: Michael Alexander, Dick Kusleika
Reference Books:		
S. No	Book Title: Pivot Table Data Crunching (Excel 2016 or later)	Author: Bill Jelen, Michael Alexander, Que Publishing
NPTEL/ Youtube/ Faculty Video Link:		
1.	<a href="https://www.youtube.com/watch?v=Zu5npcqgap4">https://www.youtube.com/watch?v=Zu5npcqgap4</a>	
2.	<a href="https://www.youtube.com/watch?v=EJkY6R9HAA4">https://www.youtube.com/watch?v=EJkY6R9HAA4</a>	
3.	<a href="https://www.youtube.com/watch?v=rj8yeTVcnK0">https://www.youtube.com/watch?v=rj8yeTVcnK0</a>	
4.		
5.		
Mode of Evaluation		
CIE		Total
PS	PE	
50	50	
		100

<b>Course Code:</b> CMBIE0159		<b>Course Name: Capstone 1</b>				<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in:</b>						<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Students should have basic knowledge of research methodology, communication skills, and social or managerial concepts is required.									
<b>Course Objectives:</b> The objective of this course is to understand the importance of social issues with the help of contemporary research. It will also develop broad understanding of social and managerial issues and suggest relevant solutions by analysing the analytical thinking ability of the students and developing writing and presentation skills among them.									
<b>Course Outcome:</b> After completion of this course students will be able to:						Bloom’s Knowledge Level (KL)			
<b>CO1</b>	Understand contemporary social and managerial issues through the lens of recent research.					<b>(K2)</b>			
<b>CO2</b>	Apply appropriate research methodologies to investigate identified social or managerial problems.					<b>(K3)</b>			
<b>CO3</b>	Analyse data and information critically to draw meaningful insights and conclusions.					<b>(K4)</b>			
<b>CO4</b>	Develop feasible and relevant solutions to real-world social and managerial challenges.					<b>(K6)</b>			
<b>CO5</b>	Demonstrate effective writing and presentation skills to communicate research findings.					<b>(K3)</b>			
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>									
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>			
<b>CO1</b>		3	3	2	3	2			
<b>CO2</b>		3	3	2	3	2			
<b>CO3</b>		3	3	2	2	2			
<b>CO4</b>		3	3	2	3	3			
<b>CO5</b>		3	3	2	2	3			
<b>Course Contents / Syllabus</b>									
<b>Module 1:</b>									
The group will work collectively on a particular problem and will present his output through a presentation and viva voice									
<b>Module 2:</b>									
The team will submit the report to the College/Institute which will form part of the examination									
<b>Module 3:</b>									
The report should be based on either primary data or secondary data or both. It should reflect in-depth study of a micro problem, ordinarily chosen by them or assigned by the mentor.									
<b>Module 4:</b>									
Relevant tables and references should support the data. The student should strictly follow the prescribed format for the project.									
<b>Module 5:</b>									

The report should be on standard font size (12) and double spacing. Two neatly typed (one-sided only) and soft-bound copies of the report will be submitted to the College/Institute. The report will be typed on A4-size paper. The Project Report will carry 100 marks, divided into two parts: 50 marks for the internal project report presentation and 50 marks for the external project presentation and viva-voce. It will be evaluated by two examiners (one external and one internal).

<b>Total Lecture Hours</b>				
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**Textbook:**

<b>S.No</b>	<b>Book Title</b>	<b>Author:</b>
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**Reference Books:**

<b>S.No</b>	<b>Book Title</b>	<b>Author:</b>
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**Mode of Evaluation**

**Project Evaluation Criteria:**

<b>Capstone Project Evaluation (INTERNAL)</b>					
Understanding the topic, objective and aim of the study (10)	Framing review of literature and Problem Statement (10)	Research Methodology (10)	Data Analysis and Interpretation (10)	Findings and Possible solutions (10)	Total (50)
<b>Capstone Project Evaluation (EXTERNAL)</b>					
Relevance of topic, objective and aim of the study (10)	Review of Literature and Problem Identification (10)	Research Methodology (10)	Data Analysis and Interpretation (10)	Findings and Report Submission (10)	Total (50)



<b>Course Code:</b> CMBIE0202	<b>Course Name: ENTREPRENEURIAL FINANCE: CONCEPTS AND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Analytical skills and fundamental knowledge of finance					
<b>Course Objectives:</b> To Understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.					
<b>Course Outcome:</b> After completion of this course students will be able to:					Bloom's Knowledge Level (KL)
<b>CO1</b>	Outline the role of entrepreneurial Finance and screening venture opportunities.				(K2)
<b>CO2</b>	Evaluate components for organizing & operating the venture.				(K4)
<b>CO3</b>	Discuss importance of finance in venture life cycle.				(K5)
<b>CO4</b>	Analyse mechanisms & methods to venture valuation.				(K4)
<b>CO5</b>	Assess agencies for financing growing venture.				(K5)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>					
<b>CO-PO Mapping</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	3	2	2	3	2
<b>CO2</b>	3	3	2	2	3
<b>CO3</b>	3	2	1	3	1
<b>CO4</b>	3	3	1	3	1
<b>CO5</b>	3	2	2	3	2
<b>Course Contents / Syllabus</b>					
<b>Module 1:</b>	<b>Finance for Entrepreneurs</b>				<b>8 Hours</b>
Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance The successful venture life cycle- Financing through venture lifecycle Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.					
<b>Module 2:</b>	<b>Organizing and Operating the Venture</b>				<b>8 Hours</b>
Financing a New Venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and build a new venture, Asset and Liabilities and Owners Equity in Business, Sales expenses and profits, Internal Operating Schedules, Statement of cash flows, Operating Break-even Analysis. Evaluating operating and financial performance using ratio analysis.					
<b>Module 3:</b>	<b>Financial Planning</b>				<b>8 Hours</b>
Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs. Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.					
<b>Module 4:</b>	<b>Venture Valuation</b>				<b>8 Hours</b>
Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected					



financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

<b>Module 5:</b>	<b>Financing for the Growing Venture</b>	<b>8 Hours</b>
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Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, soliciting investments in the new fund, Capital Call, conducting due diligence and actively investing, arranging harvest or liquidation, other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing

<b>Total Lecture Hours</b>	<b>40</b>
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**Textbook:**

<b>S.No</b>	<b>Book Title:</b> Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, 2019. Tata Mc Graw Hill,	<b>Author:</b> Steven Rogers
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**Reference Books:**

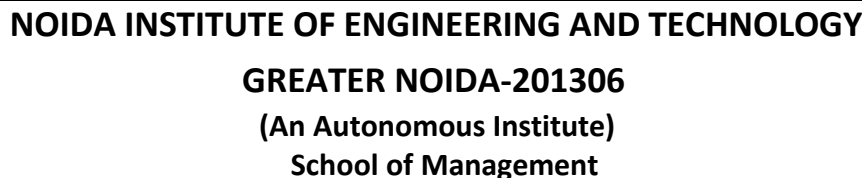
<b>S.No</b>	<b>Book Title:</b> Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley,	<b>Author:</b> M J Alhabeeb, 2015
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NPTEL/ Youtube/ Faculty Video Link:

1.	<a href="https://www.youtube.com/watch?v=YjuqH2pfYMo">https://www.youtube.com/watch?v=YjuqH2pfYMo</a>
2.	<a href="https://www.youtube.com/watch?v=_Hi2ULktkJ8">https://www.youtube.com/watch?v=_Hi2ULktkJ8</a>
3.	<a href="https://youtu.be/H0rfTZ92B-U">https://youtu.be/H0rfTZ92B-U</a>
4.	<a href="https://youtu.be/IJvIwXzYrUU">https://youtu.be/IJvIwXzYrUU</a>
5.	<a href="https://youtu.be/WrdXwFxi3uY">https://youtu.be/WrdXwFxi3uY</a>

**Mode of Evaluation**

CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150



<b>Course Code:</b> CMBIE0201		<b>Course Name:</b> Business Research Methods and Decision-Making		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in:</b> MBA-IEV				<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Basic knowledge of statistics, business concepts, and familiarity with MS Excel/SPSS							
<b>Course Objectives:</b> : To equip students with the knowledge and skills to systematically conduct business research, including formulating research problems, reviewing literature, designing research, applying sampling methods, collecting and analyzing data using statistical tools, and preparing professional research reports.							
<b>Course Objectives:</b> After completion of this course students will be able to:							
<b>Course Outcome:</b> After completion of this course students will be able to:						Bloom's Knowledge Level (KL)	
<b>CO1</b>	Understand research fundamentals and problem formulation.						(K2)
<b>CO2</b>	Conduct a thorough review of literature and identify research gaps.						(K4)
<b>CO3</b>	Design sampling methods and develop appropriate data collection instruments.						(K3)
<b>CO4</b>	Apply statistical analysis and hypothesis testing to research data.						(K4)
<b>CO5</b>	Analysis of research report to take the business decisions with ethical considerations.						(K5)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>							
<b>CO-PO Mapping</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>		
<b>CO1</b>	3	3	1	2	1		
<b>CO2</b>	2	3	1	2	1		
<b>CO3</b>	3	3	1	2	2		
<b>CO4</b>	3	3	1	2	1		
<b>CO5</b>	3	3	2	3	2		
<b>Course Contents / Syllabus</b>							
<b>Module 1:</b>		<b>Introduction to Research and Research Problem Formulation</b>				<b>8 Hours</b>	
Meaning, Objectives, Importance of Research; Types of Research; Characteristics of Good Research; Research Process, Application of Research in Business, Defining and Refining Research Problems; Research Objectives and Questions; Research Proposal Preparation.							
<b>Module 2:</b>		<b>Review of Literature and Research Gap</b>				<b>8 Hours</b>	
Purpose and Process of Literature Review; Sources of Literature; Organizing Literature; Writing the Review; Identifying Research Gaps, Types of Research Design (Exploratory, Descriptive, Causal); Identification of Variables; Conceptual and Theoretical Frameworks							
<b>Module 3:</b>		<b>Sampling Techniques, Data Collection Methods and Tools</b>				<b>8 Hours</b>	
Primary and Secondary Data; Data Collection Methods (Survey, Interview, Observation); Instrument Design; Scaling and Measurement Techniques, Formulation of Hypotheses; Null and Alternative Hypotheses; One-tailed and Two-tailed Tests; Type I and II Errors; t-test, z-test; Interpretation of Results							
<b>Module 4:</b>		<b>Statistical Tools and Analysis</b>				<b>8 Hours</b>	
Data Preparation (Editing, Coding, Tabulation); Descriptive Statistics; Correlation and Regression; ANOVA; Chi-Square Tests; Use of SPSS/Excel							

Module 5:			Decision based upon the Research Report and Ethics				8 Hours	
Structure and Components of a Report; Writing Style; Citations and References; Guidelines for presenting tabular data, Annexures, Decisions based upon the recommendations of the report , Ethical Issues in Research, COPE guidelines, plagiarism issues								
Total Lecture Hours							40	
Textbook:								
S.No	Book Title: <i>Research methodology: Methods and techniques</i> (5th ed.). New Age International Publishers.					Author: Kothari, C. R., & Garg, G. (2024).		
Reference Books:								
S.No	Book Title: <i>Business research methods</i> (6th ed.). Oxford University Press.					Author: Bell, E., Harley, B., & Bryman, A. (2022).		
NPTEL/ Youtube/ Faculty Video Link:								
1.	<a href="https://youtube.com/playlist?list=PLeoBtLuawOsUDwE6uW_D6Yy6pAF12apEN&amp;si=iAOiqEUfCjBqwKJi">https://youtube.com/playlist?list=PLeoBtLuawOsUDwE6uW_D6Yy6pAF12apEN&amp;si=iAOiqEUfCjBqwKJi</a>							
2.	<a href="https://youtu.be/Tc7C8eZaDm0?si=6g3aXzPefhkKm6oD">https://youtu.be/Tc7C8eZaDm0?si=6g3aXzPefhkKm6oD</a>							
3.								
4.								
5.								
Mode of Evaluation								
CIE						ESE		Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10			
30			20			100		150

<b>Course Code: CMBIE0212</b>		<b>Course Name: Entrepreneurial Eco system</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>				<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> General awareness of the macro and micro business environment.							
<b>Course Objectives:</b> The objective of the course is to understand the concept of a start-up, identify the required strategic resources and entrepreneurial strategies in developing entrepreneurship competencies.							
<b>Course Outcome:</b> On successful completion of the course students will be able to:				Bloom's Knowledge Level (KL)			
<b>CO1</b>	Understand the concept of entrepreneurship and identify the dimensions and resources required to establish a start-up.			(K2)			
<b>CO2</b>	Identify the entrepreneurial strategies and various business models and develop the entrepreneurial competencies.			(K2)			
<b>CO3</b>	Analyze the schematic of the new venture's environment and understand the elements of business plan.			(K4)			
<b>CO4</b>	Identify the various sources of finance for a new venture and role of central and state government in promoting entrepreneurship			(K1)			
<b>CO5</b>	Analyze the institutional support to the business enterprises at central level and state level institutions			(K4)			
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>							
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	
<b>CO1</b>		3	2	2	2	3	
<b>CO2</b>		3	2	3	2	3	
<b>CO3</b>		3	3	2	3	2	
<b>CO4</b>		3	3	2	3	2	
<b>CO5</b>		3	2	2	3	2	
<b>Course Contents / Syllabus</b>							
<b>Module 1:</b>		<b>Foundation of Entrepreneurship</b>				<b>8 Hours</b>	
Concept of Entrepreneur - Features - Types - Functions - Entrepreneurship - Characteristics - Evolution - Entrepreneurial process - Dimensions and Paradoxes - Attributes of Strategic Resources - Approaches - Social Entrepreneur – Women Entrepreneur - Role of entrepreneurship in economic development - Constraints for the growth of entrepreneurial culture - Start-up success stories. Case study.							
<b>Module 2:</b>		<b>Entrepreneurial Strategies and Competencies</b>				<b>8 Hours</b>	
Business Models and Strategy - Resource-Based Strategies - Information Rules Strategies - Strategy and Industry Environments - Crafting and Evaluating Strategy - Entrepreneurship competencies - qualities of a successful entrepreneur - Entrepreneurial traits - Developing competencies - Tools of assessment Institutional Framework - Role of SSI Sector in the Economy - Failure, Causes and Preventive Measures.							
<b>Module 3:</b>		<b>Start-up Environment and Business Plan</b>				<b>8 Hours</b>	
Schematic of the New Venture's Environment - Processes of Business Environment Analysis - Political, Governmental, Stakeholder, Technological, Macroeconomic, Socio-demographic, Competitive and Competitor Analysis - Elements of Business plan - Feasibility study - Critiquing the plan - Formalities and procedures in							

registration of a business - Regulatory norms and legal aspects - Format and presentation of report – Marketing strategies.

<b>Module 4:</b>	<b>Managing New Venture and Financing</b>	<b>8 Hours</b>
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Preparing for the new venture launch - New venture expansion strategies - Venture Capital and Angel Investment - Importance and Benefits - Sources of Investment - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants- Export Oriented Units - Fiscal and Tax concessions.

<b>Module 5:</b>	<b>Institutional Financial Support</b>	<b>8 Hours</b>
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Institutions supporting the small business enterprises: Central level institutions, state level institutions, other agencies. District Industries Centres (DICs) - Industrial Development Corporation (IDC) - State Financial Corporation (SFCs) - Small Scale Industries Development Corporations (SSIDCs) - Khadi and Village Industries Commission (KVIC) - Technical Consultancy Organisation (TCO) - Small Industries Service Institute (SISI) - National Small Industries Corporation (NSIC) - Small Industries Development Bank of India (SIDBI) - NBFC's in India.

<b>Total Lecture Hours</b>	<b>40</b>
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**Textbook:**

<b>S.No</b>	<b>Book Title :</b> <i>Entrepreneurship, 12 th Edition</i> , McGraw Hill Education	<b>Author:</b> Hisrich, R., Peters, M., & Shepherd, D. (2023)
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**Reference Books:**

<b>S.No</b>	<b>Book Title:</b> Entrepreneurship: Theory, Process and Practice, 4th Edition, Cengage Learning.	<b>Author:</b> Frederick, H., Connor, A., Kuratko, F. D. (2016)
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NPTEL/ Youtube/ Faculty Video Link:

1.	<a href="https://hbr.org/2014/05/what-an-entrepreneurial-ecosystem-actually-is">https://hbr.org/2014/05/what-an-entrepreneurial-ecosystem-actually-is</a>
2.	<a href="https://www.slideshare.net/MBA-ASAP/new-venture-strategies">https://www.slideshare.net/MBA-ASAP/new-venture-strategies</a>
3.	<a href="https://bharatskills.gov.in/pdf/E_Books/intitution_support.pdf#:~:text=The%20central%20and%20state%20governments%20supports%20entrepreneurial%20activities,subsidy%20and%20grants%20are%20supported%20by%20several%20institutions.">https://bharatskills.gov.in/pdf/E_Books/intitution_support.pdf#:~:text=The%20central%20and%20state%20governments%20supports%20entrepreneurial%20activities,subsidy%20and%20grants%20are%20supported%20by%20several%20institutions.</a>
4.	
5.	

**Mode of Evaluation**

CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code: CMBIE0219</b>		<b>Course Name: New Venture Establishment &amp; Management</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Having knowledge of Entrepreneurship and new business								
<b>Course Objectives:</b> This course aims to equip students with the skills to generate and critically evaluate new business ideas. It provides insights into designing business models that effectively generate revenue and explores methods for identifying, assessing, and acquiring existing businesses. Additionally, the course emphasizes evaluating the feasibility of transforming an idea into a viable venture and understanding various funding sources available for new business initiatives.								
<b>Course Outcome: :</b> After completion of this course students will be able to:							Bloom’s Knowledge Level (KL)	
<b>CO1</b>	Understand the concept of entrepreneurship and skill sets of an entrepreneur.						(K2)	
<b>CO2</b>	Assess new venture opportunities & analyze strategic choices in relation to new venture.						(K3)	
<b>CO3</b>	Analyze the legal challenges in setting up new business.						(K4)	
<b>CO4</b>	Create a business plan using a business model canvas.						(K6)	
<b>CO5</b>	Apply strategies for scaling the new ventures.						(K3)	
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>								
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>		
<b>CO1</b>		3	2	3	2	3		
<b>CO2</b>		3	3	2	2	2		
<b>CO3</b>		2	2	1	3	1		
<b>CO4</b>		3	3	2	2	2		
<b>CO5</b>		3	3	2	2	3		
<b>Course Contents / Syllabus</b>								
<b>Module 1:</b>		<b>Concept of Entrepreneurship</b>					<b>8 Hours</b>	
Evolution, Importance of entrepreneurship, developing creativity and understanding innovation, stimulating creativity; Organizational actions that enhance creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.								
<b>Module 2:</b>		<b>Developing Successful Business Ideas</b>					<b>8 Hours</b>	
Recognizing Opportunities and Generating Ideas - Entry strategies: New Product – Franchising - Buying an existing firm; Marketing, Technical and Financial Feasibility analysis - Industry and Competitor Analysis- assessing a New Venture’s Financial Strength and Viability.								
<b>Module 3:</b>		<b>Legal Challenges in Setting up Business:</b>					<b>8 Hours</b>	
Preparing the Proper Ethical and Legal Foundation- Building a New-Venture Team – Leadership - Corporate Entrepreneurship, Social Entrepreneurship. Intellectual property protection- -Patents, copyrights and trademarks- Legal acts governing businesses in India-Forms of business organization								
<b>Module 4:</b>		<b>New Venture Finances</b>					<b>8 Hours</b>	

The startup capital, Venture Capital Market, Criteria for evaluating new venture proposals, Evaluating venture capitalists’ Alternate sources of financing, Crowd funding Government Policy packages financial statements and analysis, Business Incubators and Facilitators							
Module 5:			Business Plan Preparation for New Venture				8 Hours
Business plan concept, the nature and importance of business plan, Pitfalls to avoid in business plan, successful business plans. Elements of a business plan, assessment of business plan; Venture growth, challenges of growing ventures, key elements of growth, transition from entrepreneurial stage to managerial stage, challenges of scaling globally, global threats and risks							
Total Lecture Hours							40
Textbook:							
S.No	Book Title: <i>New venture management: The entrepreneur's roadmap for development, management, and growth.</i> Taylor & Francis.				Author: Kuratko, D. F., & Hornsby, J. S. (2023).		
Reference Books:							
S. No	Book Title: <i>Project appraisal and management.</i> Taxmann Publications.				Author: Agrawal, R., & Mehra, Y. S. (2017).		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://core.ac.uk/download/pdf/98660713.pdf">https://core.ac.uk/download/pdf/98660713.pdf</a>						
2.	<a href="https://www.tutorialspoint.com/entrepreneurship_development/starting_a_business.htm">https://www.tutorialspoint.com/entrepreneurship_development/starting_a_business.htm</a>						
3.	<a href="https://www.entrepreneur.com/starting-a-business/10-ventures-young-entrepreneurs-can-start-for-cheap-or-free/300786">https://www.entrepreneur.com/starting-a-business/10-ventures-young-entrepreneurs-can-start-for-cheap-or-free/300786</a>						
4.							
5.							
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code:</b> CMBIE0213		<b>Course Name:</b> Family Run Business & Succession Planning		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in:</b> MBA-IEV				<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Early preparation, transparent communication, legal and financial structuring, leadership development							
<b>Course Objectives:</b> This course equips learners with strategies for sustaining family businesses across generations, focusing on succession planning, leadership development, and governance. It also covers legal, financial, and conflict-resolution frameworks essential for smooth ownership transitions.							
<b>Course Outcome:</b> After completion of this course students will be able to:						Bloom’s Knowledge Level (KL)	
<b>CO1</b>	Design comprehensive succession plans that ensure continuity and sustainability of family businesses.						(K6)
<b>CO2</b>	Apply leadership development strategies to mentor and guide successors effectively.						(K3)
<b>CO3</b>	Implement governance best practices to enhance ethical leadership and transparency.						(K3)
<b>CO4</b>	Evaluate legal and financial models for ownership transfer and investment planning in family enterprises.						(K5)
<b>CO5</b>	Utilize conflict resolution frameworks to balance family interests with business growth.						(K3)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>							
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	
<b>CO1</b>		3	2	3	2	3	
<b>CO2</b>		2	2	3	2	3	
<b>CO3</b>		2	2	3	3	2	
<b>CO4</b>		3	3	2	3	2	
<b>CO5</b>		3	2	3	2	3	
<b>Course Contents / Syllabus</b>							
<b>Module 1:</b>		<b>Succession Planning in Family Businesses</b>				<b>8 Hours</b>	
Fundamentals of succession planning in family businesses, Challenges in leadership transition across generations Strategic models for ensuring business sustainability, Case studies on successful succession planning							
<b>Module 2:</b>		<b>Leadership Development and Competency Building</b>				<b>8 Hours</b>	
Identifying leadership competencies for family business successors, Mentorship and coaching strategies for next-generation leaders Decision-making and governance responsibilities in leadership transition, Developing a leadership pipeline for long-term stability.							
<b>Module 3:</b>		<b>Best Practices Governance Frameworks and Best Practices</b>				<b>8 Hours</b>	
family enterprises, Ethical considerations in leadership and management, Structuring governance models for transparency and accountability, Role of advisory boards and external governance mechanisms							
<b>Module 4:</b>		Ownership Transfer and Financial Planning				<b>8 Hours</b>	



Ownership transfer models and estate planning for family businesses, financial strategies for succession planning and investment continuity, Legal instruments governing inheritance, trusts, and business agreements, Tax implications and regulatory compliance in succession transitions Legal instruments governing inheritance, trusts, and business agreements, Tax implications and regulatory compliance in succession transitions							
Module 5:			Conflict Resolution & Mediation Strategies				8 Hours
Managing family disputes in business settings, Negotiation and mediation strategies for conflict resolution, Balancing family dynamics with strategic business decision-making, Case studies on overcoming succession-related conflicts.							
Total Lecture Hours							40
Textbook:							
S.No	Book Title: Entrepreneurial Family Businesses: A Textbook on Innovation, Governance, and Succession				Author: Veland Ramadani, Erick P. C. Chang, Ramo Palalić, Esra Memili		
Reference Books:							
S.No	Book Title: Family and Dhanda: A to Z of Succession Planning for Founders and Successors				Author: Srinath Sridharan 2025, Published by Rupa Publications		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://youtu.be/OESkyZ_Om9Y">https://youtu.be/OESkyZ_Om9Y</a>						
2.	<a href="https://youtu.be/KJEINzQwI2E">https://youtu.be/KJEINzQwI2E</a>						
3.	<a href="https://youtu.be/HGIX9DAzhjo">https://youtu.be/HGIX9DAzhjo</a>						
4.							
5.							
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20				
						100	150

<b>Course Code: CMBIE0214</b>		<b>Course Name: Introduction to Business Analytics</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Predictive Analytics, Marketing Analytics, Human Resource Analytics, Supply Chain Analytics								
<b>Course Objectives:</b> The objective of this course is to teach students about various applications of business analytics so that they would be able to formulate and solve business problems.								
<b>Course Outcome:</b> After completion of this course students will be able to:							Bloom’s Knowledge Level (KL)	
<b>CO1</b>	Understand the basic concepts of Business Analytics.							(K2)
<b>CO2</b>	Applying techniques of data cleaning for analysis and visualization.							(K3)
<b>CO3</b>	Analyzing data using various descriptive analytics methods.							(K4)
<b>CO4</b>	Apply advanced data analytics methods for business decision-making.							(K3)
<b>CO5</b>	Analyzing time series data for forecasting.							(K4)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>								
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>		
<b>CO1</b>		3	2	1	2	1		
<b>CO2</b>		3	3	1	2	2		
<b>CO3</b>		3	3	1	2	2		
<b>CO4</b>		3	3	2	2	2		
<b>CO5</b>		3	3	1	2	1		
<b>Course Contents / Syllabus</b>								
<b>Module 1:</b>		<b>Introduction to Business Analytics</b>						
Business Analytics-Terminologies, Process, Importance, Relationship with Organizational Decision Making, Applications of Business Analytics Descriptive, Predictive, and Prescriptive Modeling Introduction to various tools such as R, Python, SPSS etc. and their salient features.								
<b>Module 2:</b>		<b>Data Preparation and Visualization</b>						
Getting data into Excel, editing data, data cleaning in Excel, functions, conditional formatting, pivot tables Charts types and uses in Excel, Data dashboards, Heat maps								
<b>Module 3:</b>		<b>Descriptive Analytics</b>						
Concept of measures of location – mean, median, mode. Measures of variability – Range, Variance, Standard deviation, and Coefficient of variation, ascertaining mean, median, mode, variance, standard deviation, correlation coefficient, etc. using Excel.								
<b>Module 4:</b>		<b>Predictive and prescriptive analytics</b>						
Simple linear regression model, least squares method, assessing the fit of the simple linear regression model Data mining techniques, the concept of supervised and unsupervised learning								
<b>Module 5:</b>		<b>Time series Forecasting</b>						

Basic concepts of trends, seasonality and cyclicity, identifying trends, seasonality Concept of auto-regression and auto- correlations, concept of AR, MA and ARIMA models and cyclicity using graphs.

**Total Lecture Hours**

**Textbook:**

<b>S.No</b>	<b>Book Title:</b> 2016 “Essentials of business analytics” Cengage Learning.	<b>Author:</b> Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R., 2016
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**Reference Books:**

<b>S.No</b>	<b>Book Title:</b> “Business analytics: Data analysis & decision making” Cengage Learning.	<b>Author:</b> Albright, S. C., & Winston, W. L. 2014
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NPTEL/ Youtube/ Faculty Video Link:

1.	<a href="https://www.youtube.com/watch?v=Dcmk9mEP9s">https://www.youtube.com/watch?v= Dcmk9mEP9s</a>
2.	<a href="https://www.youtube.com/watch?v=diaZdX1s5L4">https://www.youtube.com/watch?v=diaZdX1s5L4</a>
3.	<a href="https://www.youtube.com/watch?v=XqnJDqXjG48">https://www.youtube.com/watch?v=XqnJDqXjG48</a>
4.	<a href="https://online.hbs.edu/blog/post/importance-of-business-analytics">https://online.hbs.edu/blog/post/importance-of-business-analytics</a>
5.	<a href="https://www.dbta.com/Categories/Business-Intelligence-and-Analytics-327.aspx">https://www.dbta.com/Categories/Business-Intelligence-and-Analytics-327.aspx</a>

**Mode of Evaluation**

CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code:</b> CMBIE0215	<b>Course Name:</b> Introduction to Data Science	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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<b>Course Offered in:</b> MBA-IEV	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
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**Pre-requisite:** Students should be comfortable using computers and have a working knowledge of spreadsheet software like Microsoft Excel.

**Course Objectives:** Students will gain practical, foundational skills in acquiring, cleaning, and preparing data, progressing to performing exploratory data analysis using statistical summaries and visualisation techniques to uncover patterns and insights. Furthermore, the course will introduce core machine learning concepts, enabling students to apply basic regression, classification, and clustering models to business problems and evaluate their performance using relevant metrics.

<b>Course Outcome:</b> After completion of this course, students will be able to:				Bloom's Knowledge Level (KL)
<b>CO1</b>	Explain the strategic importance and lifecycle of data science projects within various business functions.			K2
<b>CO2</b>	Apply data preparation, exploration, and visualisation techniques to extract initial insights from business datasets using relevant software tools.			K3
<b>CO3</b>	Implement foundational supervised (e.g., regression, classification) and unsupervised (e.g., clustering) machine learning models to address specific business questions.			K3
<b>CO4</b>	Analyse the performance of data science models using appropriate evaluation metrics and interpret the results in the context of the business problem.			K4
<b>CO5</b>	Evaluate the quality of data visualization's and critique the potential ethical implications and biases associated with data science applications in business.			K5

**CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)**

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	2	2	3	2
<b>CO2</b>	3	3	1	2	2
<b>CO3</b>	3	3	1	2	2
<b>CO4</b>	3	3	1	2	2
<b>CO5</b>	3	2	2	3	1

**Course Contents / Syllabus**

<b>Module 1:</b>	<b>Foundations &amp; The Data Landscape</b>	<b>8 Hours</b>
What is Data Science? Importance for MBAs, Big Data Concepts, Data-Driven Decisions, Lifecycle, Data Types, Intro to Python/Pandas/Jupyter.		
<b>Module 2:</b>	<b>Data Handling &amp; Exploration</b>	<b>8 Hours</b>
Data Acquisition (CSV, Excel, basic API), Cleaning (Missing Values), Wrangling (Transform, Merge), EDA Principles, Descriptive Stats, Basic Viz (Histograms, Scatter, Box plots) using Matplotlib/Seaborn.		
<b>Module 3:</b>	<b>Statistical &amp; ML Fundamentals</b>	<b>8 Hours</b>
Probability Concepts Refresher, Correlation vs Causation, Hypothesis Testing / A/B Testing for Business, ML Overview (Supervised vs Unsupervised), Train/Test/Validation, Overfitting.		
<b>Module 4:</b>	<b>Supervised Learning &amp; Evaluation</b>	<b>8 Hours</b>
Linear & Logistic Regression, KNN, Decision Trees. Model Assumptions, Interpretation, Implementation (Scikit-		

learn), Model Evaluation Metrics (Regression & Classification), Cross-Validation.							
Module 5:			Unsupervised Learning & Advanced Topics				8 Hours
Clustering (K-Means), Customer Segmentation Application, Advanced Viz & Data Storytelling Principles, Big Data Ecosystem Overview (Hadoop/Spark concepts), Cloud Platforms Intro, Ethics, Bias, Privacy.							
Total Lecture Hours							40
Textbook:							
S.No	Book Title: Introduction to Data Science: Practical Approach with R and Python			Author: B. Uma Maheswari (Author), R. Sujatha 2021			
Reference Books:							
S.No	Book Title: Introduction to Data Science			Author: Dr. N. SHANMUGA PRIYA NAVASAKTHI M LAVANYA M DEEPTHI J 2015			
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://rafalab.dfci.harvard.edu/dsbook/">https://rafalab.dfci.harvard.edu/dsbook/</a>						
2.	<a href="https://youtu.be/HTaS2EVCaRQ">https://youtu.be/HTaS2EVCaRQ</a>						
3.							
4.							
5.							
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code: CMBIE0218</b>		<b>Course Name: Product and Brand Management</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>				<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Basic understanding of marketing management.							
<b>Course Objectives:</b> To understand product management, brand, branding and brand equity for effective implementation and growth in the market.							
<b>Course Outcome:</b> After completion of this course, students will be able to:						Bloom’s Knowledge Level (KL)	
<b>CO1</b>	Develop an understanding of product and related concepts and decisions						(K2)
<b>CO2</b>	Develop an understanding of and apply the New Product Development process						(K3)
<b>CO3</b>	Get an insight into concepts of Brand and Brand Equity.						(K2)
<b>CO4</b>	Understand, create and implement brand marketing communication.						(K6)
<b>CO5</b>	Manage brands effectively through different means.						(K3)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>							
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	
<b>CO1</b>		3	2	1	2	2	
<b>CO2</b>		3	3	1	2	2	
<b>CO3</b>		3	2	2	2	2	
<b>CO4</b>		3	2	2	2	3	
<b>CO5</b>		3	3	2	2	3	
<b>Course Contents / Syllabus</b>							
<b>Module 1:</b>		<b>Introduction to product management</b>				<b>8 Hours</b>	
Product Management & Scope, Define Product, Product Classification, Product Levels, and Product Hierarchy. , Organization for Product Management Product Life Cycle: Product Life Cycle Stages and corresponding Strategies and Product Evaluation Product Portfolio: Concept, Factors influencing Product Portfolio, The BCG Growth Matrix, Shell’s Directional Policy Matrix. Case study.							
<b>Module 2:</b>		<b>New product development</b>				<b>8 Hours</b>	
New Products: New Product Categories, understanding buyer persona, New Product Development Process, prototyping, MVP, Product testing, test marketing. New product strategy: The need for Product Innovation Strategy, disruptive innovation, the components of new Product Strategy, and product pricing. Commercialization: Test Marketing, Time to Market, Breaking into the Market Managing Growth, leveraging new Product Growth, Product growth strategies, Sustaining Differentiation, Managing the mature Product: Offensive Strategies, Extending the product life cycle, Case study							
<b>Module 3:</b>		<b>Introduction to Branding</b>				<b>8 Hours</b>	
Branding Basics: Brand, branding and significance of branding, Branding challenges and opportunities, Brand equity concept, Strategic brand management process, Planning and implementing brand marketing programs, Branding in start-ups and SMEs Brand Equity concept and Brand Equity Models: Brand Asset Valuation, Aaker Model, Brand Resonance Brand knowledge, The Four steps of brand building, Creating customer value, Identifying and establishing brand positioning, Positioning guidelines.							
<b>Module 4:</b>		<b>Planning and Implementing Brand Marketing Programs</b>				<b>8 Hours</b>	

Planning and Implementing Brand Marketing Programs: Choosing brand elements to build brand equity, Options and tactics for Brand, integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity Endorsement.							
Module 5:			Brand Tracking			8 Hours	
The brand value chain, designing brand tracking studies, capturing customer mind set through qualitative and quantitative research techniques. Measuring and interpreting brand performance, growing and sustaining brand equity. Brand architecture, Brand hierarchy, Designing brand strategy, Digital branding and social media: concept and strategies, Brand extensions- advantage and disadvantage- Reinforcing brands, Revitalizing brands, Brand Failures. (Case study)							
Total Lecture Hours						40	
Textbook:							
S. No	Book Title : <i>Strategic brand management: Building, measuring, and managing brand equity</i> (6th ed.). Pearson Education				Author: Keller, K. L. (2023).		
Reference Books:							
S. No	Book Title: <i>Managing brand equity: Capitalizing on the value of a brand name</i> . Free Press.				Author: Aaker, D. A. (2020).		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://www.youtube.com/playlist?list=PLJ9tI7MC29UNqxJZ3YbjXIQaEnWnKAguY">https://www.youtube.com/playlist?list=PLJ9tI7MC29UNqxJZ3YbjXIQaEnWnKAguY</a>						
2.	<a href="https://youtu.be/0dX0g5XFm8g">https://youtu.be/0dX0g5XFm8g</a>						
3.							
4.							
5.							
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code: CMBIE0216</b>		<b>Course Name: Integrated Marketing Communication</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Basic understanding of Marketing fundamentals, Communication skills								
<b>Course Objectives:</b> The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.								
<b>Course Outcome:</b> After completion of this course students will be able to:							Bloom’s Knowledge Level (KL)	
<b>CO1</b>	To understand the concepts of Integrated Marketing Communication and role of marketing agencies.							(K2)
<b>CO2</b>	To learn the dynamics of communication process and it’s models.							(K2)
<b>CO3</b>	To analyze the planning and budgeting for Marketing Communication.							(K4)
<b>CO4</b>	To develop the Integrated Marketing Communication Programmes and media planning &selection decisions.							(K3)
<b>CO5</b>	To understand the role of technology in marketing communication and Advertising law & ethics.							(K2)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>								
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>		
<b>CO1</b>		3	2	1	2	2		
<b>CO2</b>		3	2	2	2	2		
<b>CO3</b>		3	3	1	2	2		
<b>CO4</b>		3	3	2	2	3		
<b>CO5</b>		3	2	2	3	2		
<b>Course Contents / Syllabus</b>								
<b>Module 1:</b>		<b>Basics of Integrated Marketing Communication</b>				<b>8 Hours</b>		
Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior. Case Studies.								
<b>Module 2:</b>		<b>Marketing Communication process</b>				<b>8 Hours</b>		
Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model. The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model. Case Studies								
<b>Module 3:</b>		<b>Planning for Marketing Communication</b>				<b>8 Hours</b>		



Establishing Marcom Objectives and Budgeting for Promotional Programmed-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Factors influencing budget, Theoretical approach to budgeting viz Marginal analysis and Sales response curve, Method to determine marcom budget.							
Module 4:		Developing the Integrated Marketing Communication Programme					8 Hours
Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.							
Module 5:		Digital Media & Advertising					8 Hours
Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, social media, Mobile Adverting, E-PR Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI Case Studies							
Total Lecture Hours							40
Textbook:							
S.No	Book Title: Advertising & Promotions: An IMC perspective				Author: Kruti Shah and Alan D’Souza, Tata McGraw Hill		
Reference Books:							
S.No	Book Title: Advertising & Promotion- An Integrated Marketing Communications Perspective				Author: George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="#">AEXL - Video 119</a>						
2.	<a href="#">(578) YouTube</a>						
3.							
4.							
5.							
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code: CMBIE0221</b>		<b>Course Name: Strategic Financial Management</b>				<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>						<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Basic understanding of Financial Management									
<b>Course Objectives:</b> Strategic Financial Management is designed to introduce students to the strategic financial issues involved in assessing a firm's monetary resources, the mix of these resources, the sources and uses of funds, and the benefits, risks, and costs associated with various forms of resources and financing. The course seeks to improve analytical abilities by correlating capital project appraisal tools and procedures. It assists in the development of skills in evaluating business information and applying financial theory to financial decisions and having knowledge about valuation and restructuring of alliances.									
<b>Course Outcome:</b> After completion of this course students will be able to:							Bloom's Knowledge Level (KL)		
<b>CO1</b>	Understand the basic theory, concepts, and practice of Strategic Financial Management.						(K2)		
<b>CO2</b>	Enable students to know and evaluate sources of finance and cost of international finances.						(K5)		
<b>CO3</b>	Evaluate financial forecasts to estimate long-term financing needs and risk evaluation in projects.						(K4)		
<b>CO4</b>	Analyze the concept and various models of business valuations.						(K4)		
<b>CO5</b>	Identify the scope of financial restructuring and alliances.						(K2)		
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>									
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>			
<b>CO1</b>		3	2	1	2	1			
<b>CO2</b>		3	3	1	3	2			
<b>CO3</b>		3	3	1	2	2			
<b>CO4</b>		3	3	1	2	1			
<b>CO5</b>		3	2	1	3	2			
<b>Course Contents / Syllabus</b>									
<b>Module 1:</b>		<b>Strategic Financial Management</b>					<b>8 hours</b>		
Financial Policy and Strategic Planning, Strategic Planning Process, Objective and Goals, Major Kinds of Strategies and Policies Process of Financial Planning, Types of Financial Plan, Financial Models – Tools or Techniques of Financial Modelling Stockholders', Management, Creditors Governance and Problems									
<b>Module 2:</b>		<b>Financing Decisions</b>					<b>8 hours</b>		
Sources of Capital, Asset-Backed Securities – Hybrid Securities namely Convertible and Non- Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants ,Convertibles, and Exchangeable Commercial Paper Issue of ADRs/GDRs, FCCBs and FCEBs, ECBs and FDIs, Foreign Capital Markets and Instruments.									
<b>Module 3:</b>		<b>Investment Decisions</b>					<b>8 hours</b>		

Capital Budgeting Decisions, Decision making in risk and uncertainty, Profitability Analysis, Value of Financial Information, Sensitivity Analysis, Risk Adjusted Discount rate, certainty Equivalent.							
Module 4:			Business Valuation				8 hours
Value of Share and Company, Asset-based Valuation, Valuation relative to Industry Averages, DCF valuation Models, and Valuation based on Company fundamentals.							
Module 5:			Business Alliances				8 hours
Corporate Restructuring Mergers and Amalgamations , Reasons for Mergers, Benefits, and Cost of Merger, Takeovers Business Alliances, Managing an Acquisition, Divestitures, Ownership Restructuring, Privatization, Buy Back of Shares, Leveraged buy-outs (LBOs),Divestiture, Demergers							
Total Lecture Hours						40	
Textbook:							
S.No	Book Title Strategic financial management. PHI Learning Pvt. Ltd.				Author: Sofat, R., & Hiro, P. (2015).		
Reference Books:							
S.No	Book Title: Strategic risk-taking: a framework for risk management. Pearson Prentice Hall.				Author: Damodaran, A. (2007).		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://corporatefinanceinstitute.com/resources/management/strategic-financial-management/">https://corporatefinanceinstitute.com/resources/management/strategic-financial-management/</a>						
2.	<a href="https://studycorgi.com/strategic-financial-management/">https://studycorgi.com/strategic-financial-management/</a>						
3.	<a href="https://www.upgrad.com/blog/aboutstrategic-financial-management">https://www.upgrad.com/blog/aboutstrategic-financial-management</a>						
4.							
5.							
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code:</b> CMBIE0223	<b>Course Name:</b> Working Capital Management	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in:</b> MBA-IEV		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Knowledge of financial Accounting and Financial Management					
<b>Course Objectives:</b> To provide students with an in-depth understanding of managing short-term assets and liabilities, and to develop analytical skills for effective decision-making in cash, inventory, receivables, and payables management to ensure optimal liquidity and operational efficiency.					

<b>Course Outcome:</b> After completion of this course students will be able to:		Bloom's Knowledge Level (KL)
<b>CO1</b>	Assess and analyse the working capital requirement of the firm	K2
<b>CO2</b>	Apply the techniques for managing the cash and liquid assets of the firm	K2
<b>CO3</b>	Apply the techniques of receivables management to enhance the cash position of the firm.	K3
<b>CO4</b>	Inculcate skills for effective tax compliance, documentation, and financial planning.	K3
<b>CO5</b>	Procure the funds for meeting the working capital needs of the firm.	(K4

**CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)**

CO-PO Mapping	PO1	PO2	PO3	PO4	PO5
<b>CO1</b>	3	3	1	2	2
<b>CO2</b>	3	3	1	2	2
<b>CO3</b>	3	3	1	2	1
<b>CO4</b>	3	2	2	3	2
<b>CO5</b>	3	2	1	2	2

**Course Contents / Syllabus**

<b>Module 1:</b>	<b>Introduction to Working Capital Management</b>	<b>8 hours</b>
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**Introduction to Working Capital and operating cycle:** Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement **Approaches of working capital management:** Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

<b>Module 2:</b>	<b>Cash Management</b>	<b>8 hours</b>
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**Cash and Cash Management Models:** Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models (Baumol, Miller-Orr), Cash Budget, Cash Management: basic strategies, techniques and processes. Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India

<b>Module 3:</b>	<b>Receivables Management and Factors</b>	<b>8 hours</b>
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Receivables Management and Factors Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables policies for managing accounts receivables,

determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.							
Module 4:			Inventory Management				8 hours
Inventory and Objectives of Inventory Management: Inventory Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories. Minimizing cost in inventory, Techniques of Inventory Management - Classification, Economic order quantity, ABC Analysis, VED etc.							
Module 5:			Financing of Working Capital				8 hours
Short-Term Financial Instruments for Working Capital: Need and objectives of financing of working capital, short-term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital: accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans. Pattern and sources of Working Capital Financing in India concerning Government policies, working capital control and banking policy- prominent committees on working capital financing.							
Total Lecture Hours							40
Textbook:							
S.No	Book Title: Working Capital Management, Text, and Cases, Anmol Publication, Delhi				Author: Bhalla V.K – (2021).		
Reference Books:							
S.No	Book Title: Working Capital Management, Excel Books				Author: Misra A. (2020).		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://www.youtube.com/watch?v=tMgty8jwmHI">https://www.youtube.com/watch?v=tMgty8jwmHI</a>						
2.	<a href="https://www.youtube.com/watch?v=s3-LWmKAB_Q">https://www.youtube.com/watch?v=s3-LWmKAB_Q</a>						
3.	<a href="https://www.youtube.com/watch?v=Q0g7xwJKSS4">https://www.youtube.com/watch?v=Q0g7xwJKSS4</a>						
4.	<a href="https://www.youtube.com/watch?v=Dslq25PDH8w">https://www.youtube.com/watch?v=Dslq25PDH8w</a>						
5.	<a href="https://www.youtube.com/watch?v=MGE38QK4las">https://www.youtube.com/watch?v=MGE38QK4las</a>						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1	TA2	Attendance		
			5	5	10		
30			20			100	150

<b>Course Code:</b> CMBIE0217		<b>Course Name: Introduction of Supply Chain Management and Demand Forecasting</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA</b>					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Understanding of operations management and supply chain management								
<b>Course Objectives:</b> The course aims to equip students with a comprehensive understanding of supply chain management, planning, and demand forecasting to prepare them for successful careers in operations and logistics. Students will delve into fundamental concepts of supply chain optimization & procurement and explore effective planning techniques crucial for streamlining operations.								
<b>Course Outcome:</b> After completion of the course, the student will be able to					Bloom’s Knowledge Level (KL)			
<b>CO1</b>	Gain a comprehensive understanding of supply chain management's concepts, principles, and components				(K2)			
<b>CO2</b>	Analyse demand patterns, forecast future demand and develop strategies to optimize inventory levels, reduce stockouts, and improve customer satisfaction				(K3)			
<b>CO3</b>	Will be able to demonstrate proficiency in strategic decision-making, considering objectives, constraints, and Efficient Customer Response (ECR) strategies and JIT				(K5)			
<b>CO4</b>	Students will be able to make strategic decisions, encompassing the introduction, meaning, elements, importance, process, and challenges associated with make-or-buy analysis for optimizing supply chain operations				(K3)			
<b>CO5</b>	Understanding of quick response techniques and ability to identify, analyse, and implement key performance indicators (KPIs) to measure and improve supply chain performance.				(K3)			
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>								
<b>CO -PO mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>		
<b>CO1</b>		3	2	1	3	2		
<b>CO2</b>		3	3	1	3	2		
<b>CO3</b>		3	3	2	3	2		
<b>CO4</b>		3	3	2	3	2		
<b>CO5</b>		3	3	2	3	2		
<b>Course Contents / Syllabus</b>								
<b>Module 1</b>		<b>Introduction to Supply Chain</b>					<b>8 hours</b>	
Introduction to supply chain, elements, operations, characteristics of efficient supply chains. Challenges in supply chain, Planning decision in inbound and outbound logistics								
<b>Module 2</b>		<b>Demand and Forecasting in Supply Plans</b>					<b>8 hours</b>	
Components of Demand Management, Formulating Demand Strategies, Demand Planning. Developing the Demand Forecast. Forecasting process, Forecasting methods, Forecast error reduction, Creating the Supply Plan, Balancing the Demand and Supply Plans of Production, Implementing Sales and Operations Planning (S&OP) Grid in SCM.								
<b>Module 3</b>		<b>Supply network optimization</b>					<b>8 hours</b>	
Supply network optimization : objective, decisions, constraints, Efficient Customer Response (ECR) in Supply Chain. Collaborative Planning, Forecasting and Replenishment, Overview of JIT and Quick Response.								
<b>Module 4</b>		<b>Capacity Planning and Sourcing</b>					<b>8 hours</b>	

Demand forecasting Capacity planning, Sourcing decisions.							
Make or buy decisions: Introduction, meaning, elements to consider during the make or buy analysis in supply chain management, importance, process, challenges							
Module 5			Supply chain performance				8 hours
Supply chain performance metrics, SCOR, strategic fit between product and supply chain, quick response							
Centralized supply chain, push and pull strategy in supply chain							
Total Lecture Hours							40 hours
Textbook:							
S.No	Book Title				Author		
1	Designing & Managing the Supply Chain 4th Edition				David Simchi-Levi, Philip Kaminsky, Ravi Shankar		
2	Essentials of Supply Chain Management" 4 <sup>th</sup> Edition				Michael Hugos		
Reference Books:							
S.No.	Book Title				Author		
1.	"Supply Chain Management: Strategy, Planning and Operation"- 6th Edition				Sunil Chopra and Peter Meindl		
2.	"Inventory Optimization: Models and Simulations				Nicolas Vandeput		
NPTEL/ YouTube/ Faculty Video Link:							
1.	<a href="https://youtu.be/SUkejqWLhGY">https://youtu.be/SUkejqWLhGY</a>						
2.	<a href="https://youtu.be/G041eqAHWZg">https://youtu.be/G041eqAHWZg</a>						
3.	<a href="https://youtu.be/LMKgV84EdPI">https://youtu.be/LMKgV84EdPI</a>						
4.	<a href="https://youtu.be/6ujx68vdae0">https://youtu.be/6ujx68vdae0</a>						
5.	<a href="https://www.youtube.com/watch?v=x5QNuGkLFmo">https://www.youtube.com/watch?v=x5QNuGkLFmo</a>						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code:</b> CMBIE0220		<b>Course Name:</b> Purchase Management & Vendor Development			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in:</b> MBA-IEV					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Understanding of operations management and supply chain management								
<b>Course Objectives:</b> Develop expertise in vendor lifecycle management, supply chain optimisation, and global procurement practices to streamline operations, enhance supplier relationships, and meet customer demand effectively.								
<b>Course Outcome:</b> After completion of this course students will be able to:							Bloom's Knowledge Level (KL)	
<b>CO1</b>	Develop knowledge of all aspects of vendor lifecycle management, promoting the growth of vendors, streamlining supply chains, and encouraging the involvement of SME suppliers.							(K2)
<b>CO2</b>	Gain comprehensive skills in aligning purchasing and material management objectives with supply chain strategies, optimising logistics to meet customer demand effectively.							(K3)
<b>CO3</b>	Develop a comprehensive understanding of sourcing, procurement, purchasing principles, and retail-specific strategies.							(K2)
<b>CO4</b>	Master the fundamental steps of the buying process, negotiation techniques, utilisation of IT in sourcing, and global procurement practices, fostering proficiency in modern procurement methodologies.							(K3)
<b>CO5</b>	Develop expertise in navigating global tenders, overcoming trade barriers, managing international supplier relationships, and optimising sourcing performance.							(K3)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>								
<b>CO-PO Mapping</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>			
<b>CO1</b>	3	2	2	2	3			
<b>CO2</b>	3	3	1	2	3			
<b>CO3</b>	3	2	1	2	2			
<b>CO4</b>	3	3	2	3	2			
<b>CO5</b>	3	3	2	3	2			
<b>Course Contents / Syllabus</b>								
<b>Module 1:</b>		<b>Vendor Selection</b>					<b>8 hours</b>	
Vendor Selection Process, understanding decisions in the supply inbound supply chain, Vendor Evaluation, Vendor quality management: Vendor management and development – Vendor performance measurement. Rationalisation and optimisation: Creating a manageable supply base. New Vendor Development Process, Managing Quality in Sourcing, Key Supplier Account Management, Vendor Relationship Management, Vendor Monitoring, and Promoting SME suppliers.								
<b>Module 2:</b>		<b>Aligning Inventory Objectives with Procurement</b>					<b>8 hours</b>	
Integrating the objectives of purchasing management and Material Management with the Supply Chain, the Role of purchasing in Supporting Inventory Objectives. A structured approach to cost reduction - Price analysis - Cost analysis techniques - Total cost of ownership - Collaborative approaches to cost management, hedging vs. Forward Buying, Managing Price Fluctuation and Volatility in International Finance, Payment Modes, Matching Supply with Customer Demand, Managing Inward Logistics.								



<b>Module 3:</b>			<b>Framework of Procurement Management</b>			<b>8 hours</b>		
Introduction to Sourcing, Sourcing v/s Procurement, Introduction to Purchasing and Supply Chain Management, Purchasing Process, Purchasing Policies & Procedures, 8 R's of Purchasing, Role of a Purchase Manager. Risks associated with the purchasing process and mitigation include placing orders, budgets, and expense allocation. Types and Methods of Sourcing in Retail, Organizing for purchase,								
<b>Module 4:</b>			<b>Buying Process</b>			<b>8 hours</b>		
Fundamental Steps of the Buying Process, Terms and Conditions of Purchase, Buying Documentation Negotiation in Procurement, Use of IT in Sourcing, Global Tenders and E-Procurement, Reverse Auctions, Overview of Global Purchasing, and Case Studies. Terms and Condition of Purchase, Buying Documentation, Negotiation in Procurement, Use of IT in Sourcing, , Reverse Auctions, Overview of Global Purchasing, Case Studies and Latest Updates.								
<b>Module 5:</b>			<b>Global Procurement Management and Recent trends</b>			<b>8 hours</b>		
Global Tenders and E-Procurement, Global Trade Barriers, Dealing with International Suppliers, UNO and GATT conventions, Legal, Socio-Cultural Issues in International Buying, Environmental Issues & Green Purchasing, Industry Best Practices, Measurement of Sourcing Performance.								
<b>Total Lecture Hours</b>						<b>40</b>		
<b>Textbook:</b>								
<b>S.No</b>		<b>Book Title :</b> Vendor Management: An insider's Strategies to win and create long-lasting change				<b>Author:</b> Agostino Carrideo		
<b>Reference Books:</b>								
<b>S.No</b>		<b>Book Title:</b> Supplier Evaluation and Performance Excellence: A Guide to Meaningful Metrics and Successful Results				<b>Author:</b> Sherry Gordon (2020)		
NPTEL/ Youtube/ Faculty Video Link:								
1.		<a href="https://www.youtube.com/watch?v=DdSfqfXOLXk">https://www.youtube.com/watch?v=DdSfqfXOLXk</a>						
2.		https://youtu.be/xIbY0aANxxY						
3.								
4.								
5.								
<b>Mode of Evaluation</b>								
<b>CIE</b>						<b>ESE</b>		<b>Total</b>
<b>ST1</b>	<b>ST2</b>	<b>ST3</b>	<b>TA1</b>	<b>TA2</b>	<b>Attendance</b>			
			<b>5</b>	<b>5</b>	<b>10</b>			
<b>30</b>			<b>20</b>			<b>100</b>		<b>150</b>

<b>Course Code: CMBIE0222</b>		<b>Course Name: Talent Management</b>				<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA</b>						<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite of Subject:</b> Knowledge of human resource management.									
<b>Course Objective:</b> The objective of talent management is to strategically attract, retain, develop, and motivate talented individuals within an organization to ensure that it has the right people in the correct positions at the right time. This involves various processes such as recruitment, selection, onboarding, training, performance management, career development, and succession planning									
<b>Course Outcome:</b> After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Understand and explain the meaning, objectives, and strategic role of Talent Management in achieving sustainable competitive advantage for organizations.					(K2)			
CO2	Analyze the talent management planning process, including employee needs, values, beliefs, and the importance of modelling excellence.					(K4)			
CO3	Differentiate between talent acquisition and recruitment and evaluate the steps and strategies involved in developing a high-performance workforce and succession planning.					(K5)			
CO4	Assess various employee retention strategies, including the SMR model, and understand the impact of career planning, ROI, and employee engagement on retention.					(K5)			
CO5	Identify current trends, opportunities, and challenges in talent management and formulate strategies to overcome these challenges in the digital era.					(K6)			
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>									
<b>CO-PO mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>			
CO1		3	2	2	2	1			
CO2		2	3	2	2	1			
CO3		3	3	2	2	2			
CO4		2	3	3	2	2			
CO5		2	3	3	3	2			
<b>Course Contents / Syllabus</b>									
<b>Module 1</b>								<b>8 hours</b>	
Definition, Meaning of Talent Management, Objectives &Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management. Consequences of Failure in Managing Talent, Benefits of Talent Management Responsibilities of Talent Management Manager & Professionals.									
<b>Module 2</b>								<b>8 hours</b>	
Understanding the Needs and Mind set of Employee, Steps in Talent Management Process Knowledge, Values, Beliefs and Skill Implications for Talent Management, Modelling Excellence.									
<b>Module 3</b>								<b>8 hours</b>	
Defining Talent Acquisition, develop high potential employee - High performance workforce, Importance of Talent Development Process, Steps in Developing Talent Succession Planning, Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition.									
<b>Module 4</b>								<b>8 hours</b>	
Talent Retention "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs. Managing Voluntary Turnover, Dealing with Job Withdrawal Career Planning & Development, Employee Engagement, Best Practices in Employee Retention.									
<b>Module 5</b>								<b>8 hours</b>	
Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management. Talent Management in the Digital Era, Current trends in Talent Management.									
								<b>Total Lecture Hours</b>	
<b>40 hours</b>									
<b>Textbook:</b>									
<b>S.No</b>	<b>Book Title</b>			<b>Author</b>					
1	A Framework for Human Resource Management			Dessler Gary					
2	Talent management in India: Challenges and opportunities			Hasan, & Singh					
<b>Reference Books:</b>									
<b>S.No.</b>	<b>Book Title</b>			<b>Author</b>					
1.	Talent Management Hand Book			Lance A Berger, Dorothy R Berger					

NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://theintactone.com/2019/06/24/tm-u1-topic-2-role-of-talent-management-in-building-sustainable-competitive-advantage-to-a-firm/">https://theintactone.com/2019/06/24/tm-u1-topic-2-role-of-talent-management-in-building-sustainable-competitive-advantage-to-a-firm/</a>						
2.	<a href="https://www.tmi.org/blogs/8-steps-of-the-talent-management-process">https://www.tmi.org/blogs/8-steps-of-the-talent-management-process</a>						
3.	<a href="https://www.upwork.com/resources/talent-management-vs-knowledge-management">https://www.upwork.com/resources/talent-management-vs-knowledge-management</a>						
4.	<a href="https://hrmhandbook.com/hrp/workforce-planning/model/">https://hrmhandbook.com/hrp/workforce-planning/model/</a>						
5.	<a href="https://www.kornferry.com/insights/featured-topics/talent-recruitment/talent-acquisition-trends-2025">https://www.kornferry.com/insights/featured-topics/talent-recruitment/talent-acquisition-trends-2025</a>						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

<b>Course Code: CMBIE0211</b>		<b>Course Name: Compensation and Performance Management</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in: MBA-IEV</b>				<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Understanding of human resource management							
<b>Course Objectives:</b> The primary aim of this course is to equip students with comprehensive knowledge of managing performance, designing compensation systems, and navigating legal and ethical considerations. Students will learn to evaluate performance, design motivating compensation structures, and understand global perspectives. Ultimately, they'll contribute effectively to organizational success.							
<b>Course Outcome:</b> After completion of this course students will be able to						Bloom's Knowledge Level (KL)	
<b>CO1</b>	Understanding and knowledge of Performance Management and Performance Appraisal.						(K2)
<b>CO2</b>	Competency to understand Performance Appraisal systems and methods						(K2)
<b>CO3</b>	Understanding and knowledge about the Compensation management principles and structure.						(K2)
<b>CO4</b>	Competency to implement effective reward systems in the organization.						(K3)
<b>CO5</b>	Ability to analyze and apply the emerging trends and strategic issues in performance & compensation						(K3)
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>							
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	
<b>CO1</b>		2	2	2	2	2	
<b>CO2</b>		3	3	2	2	2	
<b>CO3</b>		3	2	2	3	2	
<b>CO4</b>		3	3	3	2	3	
<b>CO5</b>		3	3	2	3	2	
<b>Course Contents / Syllabus</b>							
<b>Module 1:</b>		<b>Introduction to Performance Management</b>					<b>8 hours</b>
<b>8 hours</b>							
<b>Module 2:</b>		<b>Performance Appraisal Systems and Methods</b>					<b>8 hours</b>
Objectives and importance of performance appraisal, Traditional and modern appraisal methods (e.g., MBO, 360-degree feedback, BARS), Designing and implementing appraisal systems, Feedback mechanisms and coaching for performance improvement, Legal and ethical considerations in performance appraisal, Common appraisal errors and strategies to minimise bias							
<b>Module 3:</b>		<b>Compensation Management – Principles and Structures</b>					<b>8 hours</b>
Introduction to compensation management, Strategic compensation and internal alignment, Components of compensation: fixed pay, variable pay, incentives, benefits, and perquisites, Compensation structure and CTC design, Factors influencing compensation: internal equity, external competitiveness, job evaluation, Pay structure development and grading systems Calculation of: PF, ESI, BONUS and Gratuity, Cost To Company. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensation, Travelling,							
<b>Module 4:</b>		<b>Incentive, Rewards, and Benefits Administration</b>					<b>8 hours</b>

Financial and non-financial incentives, Short-term and long-term incentive plans, Employee stock options (ESOPs), profit-sharing, gain-sharing, Recognition and reward systems, Benefits administration: statutory and non-statutory benefits, Taxation and regulatory aspects of compensation, Linking rewards to performance and business strategy							
Module 5:			Emerging Trends and Strategic Issues in Performance & Compensation				8 hours
Pay-for-performance models and total rewards strategies, Role of analytics and technology in performance management and compensation, Performance management in remote/hybrid workplaces, Behavioral aspects: motivation theories and performance outcomes, Global compensation practices and cross-cultural considerations, Linking performance management systems to talent management and succession planning, Legal and ethical issues in compensation fairness and transparency,							
Total Lecture Hours							40
Textbook:							
S.No	Book Title : Reward Management- Concept and Practices for Modern Organization, Cengage				Author: Chakrabarti Diganta, 2022		
Reference Books:							
S.No	Book Title: Performance Management Systems: An Experiential Approach, Sage Publications				Author: Arup Verma, Pawan Budhwar 2019		
NPTEL/ Youtube/ Faculty Video Link:							
1.	<a href="https://www.youtube.com/watch?v=eLQ8zw6CBcU">https://www.youtube.com/watch?v=eLQ8zw6CBcU</a>						
2.	<a href="https://www.youtube.com/watch?v=c75U2xofWEM">https://www.youtube.com/watch?v=c75U2xofWEM</a>						
3.							
4.							
5.							
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	Attendance 10		
30			20			100	150

Course Code: CMBIE0251		Course Name: Spreadsheet Modelling		L	T	P	C
Course Offered in: MBA-IEV				3	0	0	3
Pre-requisite: Basic computer literacy. Solid foundational understanding of Microsoft Excel: Ability to navigate the interface, enter and format data, create and use basic to intermediate formulas							
Course Objectives: Students will design and structure spreadsheet models that are clear, robust, flexible, and well-documented for various business applications. Build models for operational decisions, resource allocation, and fundamental optimization problems.							
Course Outcome: After completion of this course, students will be able to:					Bloom’s Knowledge Level (KL)		
CO1	Design and build well-structured spreadsheet models that adhere to the principles of clarity, flexibility, and robustness.					K3	
CO2	Apply advanced logical, lookup, and financial formulas to create dynamic and interconnected model components.					K3	
CO3	Analyze datasets using PivotTables and other summary tools to derive key inputs and assumptions for models.					K4	
CO4	Create charts and visuals that are both appropriate and effective for communicating model results, assumptions, and sensitivities.					K4	
CO5	Utilise built-in spreadsheet tools to conduct sensitivity, scenario, and what-if analysis on business models.					K4	
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	1	1	2	
CO2		3	3	1	2	2	
CO3		3	3	1	2	2	
CO4		2	3	2	2	2	
CO5		3	3	1	2	2	
Course Contents / Syllabus							
Module 1:		Introduction to Spreadsheet					8 hours
Objectives & Spreadsheet history, Principles of good model design (clarity, flexibility, robustness), Getting Started with Excel, Data Entry, Data Editing, and Number, structuring data with Excel Tables, Named Ranges for clarity, Data Validation for inputs.							
Module 2:		Spreadsheet Formulas					8 hours
Logical (IF, AND, OR), Lookup (VLOOKUP, INDEX/MATCH, XLOOKUP), Financial (PV, NPV, PMT, IRR), Statistical (SUMIF, COUNTIF), Error Handling (IFERROR).							
Module 3:		Data Analysis Overview					8 hours
Named Ranges in Excel, Data Validation in Excel, Data Sorting and Filtering in Excel, Using Conditional Formatting in Excel, Advanced Sorting & Filtering, Summarizing data with PivotTables, Grouping data, using Slicers for interactivity, creating Pivot Charts for quick analysis							
Module 4:		Spreadsheet Charts					8 hours

Creating Charts, Different types of charts, Formatting Chart Objects, Changing the Chart Type, Showing and Hiding the Legend, Showing and Hiding the Data Table, Choosing the right chart type, creating Combo charts (Column + Line), dynamic charts, Conditional Formatting for visual cues, and using Sparklines for trends.			
<b>Module 5:</b>		<b>Spreadsheet Tools</b>	<b>8 hours</b>
What-If Analysis: Goal Seek, Scenario Manager, Data Tables (one and two-variable). Introduction to Solver for optimisation. Worksheet & Model Protection.			
<b>Total Lecture Hours</b>			<b>40</b>
<b>Textbook:</b>			
<b>S.No</b>	<b>Book Title:</b> Mastering Advanced Excel	<b>Author:</b> Ritu Arora	
<b>Reference Books:</b>			
<b>S.No</b>	<b>Book Title:</b> Manisha Nigam	<b>Author:</b> Manisha Nigam	
NPTEL/ Youtube/ Faculty Video Link:			
1.	<a href="https://www.youtube.com/watch?v=g_4mJ65uaGE&amp;list=PLLy_2iUCG87CUBbhq5BEAiC--fF6lEOe1">https://www.youtube.com/watch?v=g_4mJ65uaGE&amp;list=PLLy_2iUCG87CUBbhq5BEAiC--fF6lEOe1</a>		
2.	<a href="https://www.youtube.com/watch?v=W0x3jrZQZpM&amp;list=PL7DQfrnrqhRASKxsd75vvePem1bqIq9eO">https://www.youtube.com/watch?v=W0x3jrZQZpM&amp;list=PL7DQfrnrqhRASKxsd75vvePem1bqIq9eO</a>		
3.			
4.			
5.			
<b>Mode of Evaluation</b>			
<b>CIE</b>		<b>Total</b>	
<b>PS</b>	<b>PE</b>		
<b>30</b>	<b>20</b>		
		<b>100</b>	

<b>Course Code:</b> CMBIE0259		<b>Course Name:</b> Capstone 2				<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Offered in:</b>						<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite:</b> Students should have basic knowledge of research methodology, communication skills, and social or managerial concepts is required.									
<b>Course Objectives:</b> The objective of this course is to understand the importance of social issues with the help of contemporary research. It will also develop broad understanding of social and managerial issues and suggest relevant solutions by analysing the analytical thinking ability of the students and developing writing and presentation skills among them.									
<b>Course Outcome:</b> After completion of this course students will be able to:						Bloom’s Knowledge Level (KL)			
<b>CO1</b>	Understand contemporary social and managerial issues through the lens of recent research.					<b>(K2)</b>			
<b>CO2</b>	Apply appropriate research methodologies to investigate identified social or managerial problems.					<b>(K3)</b>			
<b>CO3</b>	Analyse data and information critically to draw meaningful insights and conclusions.					<b>(K4)</b>			
<b>CO4</b>	Develop feasible and relevant solutions to real-world social and managerial challenges.					<b>(K6)</b>			
<b>CO5</b>	Demonstrate effective writing and presentation skills to communicate research findings.					<b>(K3)</b>			
<b>CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)</b>									
<b>CO-PO Mapping</b>		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>			
<b>CO1</b>		3	3	2	3	2			
<b>CO2</b>		3	3	2	3	2			
<b>CO3</b>		3	3	2	2	2			
<b>CO4</b>		3	3	2	3	3			
<b>CO5</b>		3	3	2	2	3			
<b>Course Contents / Syllabus</b>									
<b>Module 1:</b>									
The group will work collectively on a particular problem and will present his output through a presentation and viva voice									
<b>Module 2:</b>									
The team will submit the report to the College/Institute which will form part of the examination									
<b>Module 3:</b>									
The report should be based on either primary data or secondary data or both. It should reflect in-depth study of a micro problem, ordinarily chosen by them or assigned by the mentor.									
<b>Module 4:</b>									
Relevant tables and references should support the data. The student should strictly follow the prescribed format for the project.									
<b>Module 5:</b>									



The report should be in standard font size (12) and double spacing. Two neatly typed (one sided only) and soft bound copies of the report will be submitted to the College/Institute. The report will be typed on A-4 size paper. The Project Report will carry 100 marks that will be divided in two parts i.e. 50 marks for internal project report presentation and 50 marks for external project presentation and viva-voce. It will be evaluated by two examiners (one external and one internal).

<b>Total Lecture Hours</b>	
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**Textbook:**

<b>S.No</b>	<b>Book Title</b>	<b>Author:</b>
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**Reference Books:**

<b>S.No</b>	<b>Book Title</b>	<b>Author:</b>
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NPTEL/ Youtube/ Faculty Video Link:

1.	<a href="https://youtu.be/QVzRBafhMXo">https://youtu.be/QVzRBafhMXo</a>
2.	<a href="https://youtu.be/nJza2kfI8GU">https://youtu.be/nJza2kfI8GU</a>
3.	
4.	
5.	

**Mode of Evaluation**

**Project Evaluation Criteria:**

Capstone Project Evaluation (INTERNAL)					
Understanding the topic, objective and aim of the study (10)	Framing review of literature and Problem Statement (10)	Research Methodology (10)	Data Analysis and Interpretation (10)	Findings and Possible solutions (10)	Total (50)
Capstone Project Evaluation (EXTERNAL)					
Relevance of topic, objective and aim of the study (10)	Review of Literature and Problem Identification (10)	Research Methodology (10)	Data Analysis and Interpretation (10)	Findings and Report Submission (10)	Total (50)

