

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



Affiliated to

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



Evaluation Scheme & Syllabus

For

Masters of Business Administration (Innovation Entrepreneurship and Venture Development)

MBA (IEV)

First Year

(Effective from the Session: 2022-23)

NOIDA INSTITUTE OF ENGG. & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR
(AN AUTONOMOUS INSTITUTE)

Masters of Business Administration (Innovation Entrepreneurship and Venture Development)

MBA (IEV)

EVALUATION SCHEME

SEMESTER -I

S.No.	Module	Subject Code	Subject	Periods			Evaluation Scheme				End Semester		Total	Credit
				L	T	P	CT	TA	Total	PS	TE	PE		
1	M1													
2		AMBIEM103	Entrepreneurship Innovation and Business Models	2	0	0	30	20	50	0	50	0	100	2
3		AMBIEM104	Financial Accounting and Management	2	0	0	30	20	50	0	50	0	100	2
4		AMBIEM101	Business Communication	2	0	0	30	20	50	0	50	0	100	2
5		AMBIEM105	Marketing Management	2	0	0	30	20	50	0	50	0	100	2
6		AMBIEM102	Creativity and Critical Thinking	2	0	0	30	20	50	0	50	0	100	2
7		AMBIEM159	Capstone Project	0	0	8	0	0	50	50	0	100	150	4
				Total									650	14
1	M2	AMBIEM202	Entrepreneur Eco-System	2	0	0	30	20	50	0	50	0	100	2
2		AMBIEM204	Managerial Economics	2	0	0	30	20	50	0	50	0	100	2
3		AMBIEM203	Leadership and Organizational Behaviour	2	0	0	30	20	50	0	50	0	100	2
4		AMBIEM201	Business Statistics For Managers	2	1	0	30	20	50	0	50	0	100	3
5		AMBIEM255	Office Management	0	0	2	0	0	25	25	0	25	50	1
6		AMBIEM259	Capstone Project	0	0	8	0	0	50	50	0	100	150	4
				Total									600	14

Abbreviation Used:-

L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam., PE: Practical End Semester Exam.

NOIDA INSTITUTE OF ENGG. & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR
(AN AUTONOMOUS INSTITUTE)

Masters of Business Administration (Innovation Entrepreneurship and Venture Development)

MBA (IEV)

EVALUATION SCHEME

SEMESTER -II

S. No.	Module	Subject Code	Subject	Periods			Evaluation Scheme				End Semester		Total	Credit
				L	T	P	CT	TA	Total	PS	TE	PE		
1	M3	AMBIEM303	Opportunity Mapping	2	0	0	30	20	50	0	50	0	100	2
2														
3		AMBIEM304	Operations Research for Managers	2	0	0	30	20	50	0	50	0	100	2
4		AMBIEM302	Engaging Talent	2	0	0	30	20	50	0	50	0	100	2
5		AMBIEM301	Business Research Methods	2	0	0	30	20	50	0	50	0	100	2
6		AMBIEM355	Spreadsheet Modeling	0	0	4	0	0	50	50	0	50	100	2
7		AMBIEM359	Capstone Project	0	0	8	0	0	50	50	0	100	150	4
				Total									600	14
1	M4	AMBIEM401	Technology, Innovation Management and Design Thinking	2	0	0	30	20	50	0	50	0	100	2
2		AMBIEM411	Social Entrepreneurship	2	0	0	30	20	50	0	50	0	100	2
3		AMBIEM412	Venture Growth Strategies	2	0	0	30	20	50	0	50	0	100	2
4		AMBIEM416	Integrated Marketing Communication	2	0	0	30	20	50	0	50	0	100	2+2
5		AMBIEM417	Digital Marketing	2	0	0	30	20	50	0	50	0	100	
6		AMBIEM421	Strategic Financial Management	2	0	0	30	20	50	0	50	0	100	
7		AMBIEM422	Indian Financial Market and Services	2	0	0	30	20	50	0	50	0	100	
8		AMBIEM426	Introduction to Business Analytics	2	0	0	30	20	50	0	50	0	100	
9		AMBIEM427	Time Series Forecasting	2	0	0	30	20	50	0	50	0	100	
10		AMBIEM455	Introduction to Tableau	0	0	4	0	0	50	50	0	50	100	2
				Total									600	12

Abbreviation Used:-

L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam., PE: Practical End Semester Exam.

MBA(IEV) Semester-I/Module-I							
Course Code		AMBIEM103		L	T	P	Credit
Course Title		Entrepreneurship, Innovation and Business Models		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Identify and analyze the factors that contribute to the creation of successful new ventures and to highlight the process of creating and managing a new business.						
2	Understand how ideas are created, assessed, and implemented.						
3	Examine how corporate managers may capture the initiative in trying new ideas and developing internal markets for their business organizations.						
4	learn to segment and analyze opportunities and evaluate and select models for new ventures						
5	Understand various sources of finance for fund startups.						
Pre-requisites: Basic knowledge of marketing and entrepreneurship							
Course Contents / Syllabus							
UNIT-I		Introduction to Entrepreneurship				6 Hours	
Introduction to Entrepreneurship- Concept, definition and overview of Entrepreneurship, Evolution and growth of entrepreneurship in India, role of entrepreneurship in economic development, Characteristics of entrepreneurs, types of entrepreneurs. Theories of entrepreneurship. Intrapreneurship. Women entrepreneurship. Social entrepreneurship.							
UNIT-II		Innovation				6 Hours	
Innovation- Meaning, concept, definition. Innovation theories. The Process of Innovation and Idea Generation. Systems Thinking as a Method for Innovation. Team Formation. Problem Definition and Asset Mapping. Development of Startup Venture Idea, design thinking and innovation. LEGAL AND IP ISSUES, Social innovation.							
UNIT-III		Product Development				6 Hours	
Feasibility study. Concept of new product, new product development, idea generation, sources of new ideas, methods of idea generation. Test marketing- Advantages, need, types, methods. Prototype and MVP. Commercialization- Time to market, Breaking into the market, methods of commercialization							
UNIT-IV		Business Models				6 Hours	
Recognizing opportunities and generating ideas, Feasibility analysis, Industry and competitor analysis, Developing and effective business model, entrepreneurship models, corporate entrepreneurship models. Elements of business models, The business model canvas, Review of Business Model Canvas.							
UNIT-V		Financing and preparing a business plan				6 Hours	
Financing the venture, Sources of finance, Bootstrapping strategies and their Valuation, Crowdfunding and its valuation. Role of government and other agencies in entrepreneurship. Entrepreneurial assistance schemes. The business plan- Contents, preparing a business plan, pitching.							
Course outcome: At the end of course, the student will be able to:							
CO 1	To assess and analyze entrepreneurship as a career choice.			Analyze (K4)			

CO 2	To efficiently work in a complex and dynamic environment comprised of multicultural interdisciplinary teams.	Understand (K2)
CO 3	To apply creative thinking techniques in addressing their customers' and company's needs and will be able to plan and prioritize work tasks to leverage human capital, time. and resources and achieve maximum results.	Apply (K3)
CO 4	To develop a business idea into a comprehensive and highly scalable business model by applying customer development principles in real-life exercises.	Create (K6)
CO 5	To design a successful business plan and launch their product or service in the market fast to acquire customers.	Create (K6)
Text books		
<ol style="list-style-type: none"> 1. Entrepreneurship: Successfully launching New Ventures, 3rd Edition, Bruce R. Barringer; R. Duane Ireland. 2. <i>Innovation and Entrepreneurship</i> (Third edition, John Wiley and Sons 2015) 		
Reference Books		
<ol style="list-style-type: none"> 1. Ries, Eric(2011), The lean Start-up: How constant innovation creates radically successful businesses, Penguin Books Limited. 2. Blank, Steve (2013), The Startup Owner's Manual: The Step by Step Guide for Building a Great Company, K&S Ranch. 3. S. Carter and D. Jones-Evans, Enterprise and small business- Principal Practice and Policy, Pearson Education (2006) 4. T. H. Byers, R. C. Dorf, A. Nelson, Technology Ventures: From Idea to Enterprise, McGraw Hill (2013) 5. Osterwalder, Alex and Pigneur, Yves (2010) Business Model Generation. Kachru, Upendra, India Land of a Billion Entrepreneurs, Pearson 6. Verstraete, T. and Laffitte, E.J. (2011). a Business Model of Entrepreneurship, Edward Elgar Publishing. 7. Johnson, Steven (2011). Where Good Ideas comes from, Penguin Books Limited. 		

MBA(IEV) Semester-I/Module-I							
Course Code		AMBIEM104		L	T	P	Credit
Course Title		Financial Accounting and Management		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Understand the basic theory, concepts and practice of Financial Accounting.						
2	Enable students to understand information contained in the published financial Statements of companies and other organizations.						
3	Understand the concepts and utilization of ratios and cash flow statement.						
4	Understand the basic concepts of cost of capital and capital budgeting in Financial Management.						
5	Analyze the concept of Working Capital and flow of Operating Cycle in the firm.						
Pre-requisites: Basics of Accounting and Finance.							
Course Contents / Syllabus							
UNIT-I		Meaning, Principles and Standards of Accounting				5 Hours	
Overview of Accounting, Accounting concepts and Meaning, Users of Accounting, Principles of Accounting, Book keeping and Accounting, Accounting terminologies, Indian Accounting Standards and International Accounting Standards.							
UNIT-II		Mechanics of Accounting				8 Hours	
Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance, Reconciliation, Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet.							
UNIT-III		Ratio Analysis And Cash Flow Statement				6 Hours	
Ratio Analysis: solvency ratios, Profitability ratios, activity ratios, liquidity ratios,Cash Flow Statement and Preparation of Cash Flow Statement							
UNIT-IV		Meaning and Scope of Finance, Cost of Capital And Capital Budgeting				6 Hours	
Overview of finance: Finance & its scope, Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital.							
UNIT-V		Working capital management				5 Hours	
Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing.							
Course outcome: At the end of course, the student will be able:							
CO 1	To understand accounting concepts, principles and conventions for their routine monetary transaction.			Understand (K2)			
CO 2	To create and prepare financial statements in accordance with Generally Accepted Accounting Principles.			Create (K6)			
CO 3	To understand the concepts and utilization of ratios and cash flow statement.			Understand (K2)			
CO 4	To calculate time value of money and evaluating long term investment decisions.			Evaluate (K5)			

CO 5	To analyze the basic concepts and importance of working capital management.	Analyze (K4)
Text books		
1. Paresh Shah- Financial Accounting for management (Oxford University Press, 2nd Edition) 2. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)		
Reference Books		
1. Maheshwari S N &Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition) 2. Pandey I M - Financial Management (Vikas, 11th Ed.) 3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.) 4. Horne Wachowicz- Fundamentals of Financial Management (Pearson,13th Ed)		

MBA(IEV) Semester-I/Module-I					
Course Code	AMBIEM101	L	T	P	Credit
Course Title	Business Communication	2	0	0	2
Course objective: Objective of this course is to:		Duration: 30 Hours			
1	Understand business communication process and principles for effective communication in business.				
2	Develop the ability to research and write a documented paper and/or to give an oral presentation.				
3	Develop the ability to use non -verbal communication in business and to use technology to facilitate the communication process.				
4	Develop the ability to give presentation in business and to appear for employment				
5	Apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument				
Prerequisites: Student must have basic understanding of General Management.					
Course Contents / Syllabus					
UNIT-I		Introduction to Business Communication		5 Hours	
Introduction and meaning of Communication, Frame work of communication, Importance of Business communication, Applications and scope of business communication, Types of communication, Barriers of effective business communication, Overcoming barriers, Principles of effective communication. Case study					
UNIT-II		Verbal Communication		6 Hours	
Principles of Effective writing, Process of effective writing, 3*3 writing process, Coherence in writing, Forms of written skills-Business letters, Business Report, memos, circulars, press release, writing Emails, Resume writing Principles of oral communication, conversation control and its application, listening skills, soft skills for managers, Technical advancements in Business Communication. Case study					
UNITI-II		Non Verbal Communication		4 Hours	
Meaning of non verbal communication, types of non verbal communication, applications and advantages of non verbal communication. Description of various forms of non verbal communication Case Study					
UNIT-IV		Employment communication		8 Hours	
Presentation skills-Designing presentation, elements of presentation, Interview skills-Do's and Don'ts of Interview, objectives and importance of interview, Group discussion- Skills assessed during GD, Do's and Don'ts of GD, Applications of GD					
Unit-V		Group Communication		7 Hours	
Meetings- Objectives, Types of meetings, Principles of conducting meeting, Minutes of meetings, Agenda Seminars- Objectives and application, Business conferences and Media management					
Course outcome: At the end of course, the student will be able					

CO 1	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K3)
CO 2	Develop an understanding of appropriate organizational formats and channels used in business communications	Creating (K6)
CO 3	Gaining an understanding of effective oral communication skills and emerging electronic modes of communication	Understanding (K2)
CO 4	Developing effective presentation skills and Interview skills	Understand (K2)
CO 5	Developing effective Group Communication techniques	Understand (K2)
Text books		
1. Robbins Stephen P& Judge Timothy A. —Organizational Behaviour (Pearson) 2. Newstrom J. W., & Davis, K. (2011) Human behavior at work (12th ed.). Tata McGraw Hill		
Reference Books		
1. Robbins & Coulter : Management (Pearson, 14th Edition, 2019) 2. Luthans Fred :Organizational Behaviour, (McGraw Hill International Edition, 12th Edition, 2013) 3. Prasad L. M. : Principles and Practices of Management, (Sultan Chand & Sons, 9th edition, 2016) 4. Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press		

MBA(IEV) Semester-I/Module-I							
Course Code		AMBIEM105		L	T	P	Credit
Course Title		Marketing Management		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.						
2	Develop understanding on Consumer and business buying behavior.						
3	Develop skill to understand Segmentation, Targeting and Positioning and develop strategy.						
4	Ability to understand and implement the Marketing-Information Systems.						
5	Ability to understand different forms of marketing and emerging concepts in it.						
Pre-requisites: Basic Understanding of marketing							
Course Contents / Syllabus							
UNIT-I						6 Hours	
Marketing: Definition, nature, scope & importance, Marketing Management, Core concepts of marketing, selling concept, production concept, modern marketing concept, Social marketing, Understanding of Consumer Behavior, Purchase decision Process.							
UNIT-II						6 Hours	
Segmentation: Concept, basis of segmentation, Importance in marketing; Targeting: Concept Types, Importance; Positioning: Concept, Importance, Brand positioning, Repositioning.							
UNIT-III						6 Hours	
Marketing Mix: Product: Product Mix, New Product development levels of Product, Product life cycle, Branding and packaging, Distribution: Concept, Importance, different types of distribution channels etc.							
UNIT-IV						6 Hours	
Price: Meaning, objective, factors influencing pricing, methods of pricing. Promotion: Promotional mix, tools, objectives, media selection & management							
UNIT-V						6 Hours	
Marketing Research: Importance, Process and Elementary knowledge of Information system, green marketing, digital marketing, Service marketing							
Course outcome: At the end of course, the student will be able to:							
CO 1	Remember and Comprehend basic marketing concepts.			Understand (K2)			
CO 2	Understand marketing Insights on application of basic marketing concepts.			Understand (K2)			
CO 3	Able to Apply and develop Marketing Strategies and Plans			Applying (K3)			
CO 4	Understand and Analyzing Business/ Consumer Markets			Analyzing (K4)			
CO 5	Develop skills and ability Identify & evaluate Market Segments and Targeting.			Evaluating (K6)			
Text books							

- | |
|--|
| <ol style="list-style-type: none">1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education,2016.2. Marketing Management - Ramaswamy V. S. &Namakumari S, 5/e, McGrawHill Education Publishers,4th edition2015.3. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers,2015. |
| Reference Books |
| <ol style="list-style-type: none">1.Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications,2010.2. Marketing Management- Russ Winer, Ravi Bhar 4/e Pearson Education2015.3.Principles & Practices of Management – Dr. PremvirKapoor, Khanna Publishing House,Delhi. |

MBA(IEV) Semester-I/Module-I							
Course Code		AMBIEM102		L	T	P	Credit
Course Title		Creativity and Critical Thinking		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Describe the concept of critical thinking and why it is so important for establishing facts before making workplace decisions.						
2	Demonstrate skills in creative thinking by identifying and refining a ‘problem’ and approaching problem-solving from different angles with a fresh perspective.						
3	Build stronger arguments with evidence-based decision making by discerning fact from fiction, and drawing on reasoned arguments for solving problems.						
4	Combine both critical and creative thinking to approach problems with sound judgment, and by offering innovative solutions, by yourself and with others.						
5	Reflect upon and describe the role creativity and innovation play in one’s daily life.						
Pre-requisites: Understanding of basic management concepts.							
Course Contents / Syllabus							
UNIT-I		Innovation and creativity				7 Hours	
Meaning of innovation and Creativity and Difference between innovation and creativity and its role in industry and organization, Process of creative thinking, Models of creative thinking, dynamics of creative thinking, implementing the process in driving innovation. Case Study							
UNIT-II		Creative and Critical thinking Areas				7 Hours	
Critical and creative thinking in various sectors(Healthcare sector, Finance sector, education sector, Infrastructure) case study on creative and critical thinking in retail, banking and management decisions.							
UNIT-III		Implementation of Creative thinking				5 Hours	
An exercise in critical thinking and implementing critical and creative thinking through a workshop and case study method							
UNIT-IV		Idea generation				5 Hours	
Creative ideas generation sources, Nature of creative Thinking, Steps involved in the successful implementation of creative and critical thinking ideas							
UNIT-V		Combining creative and critical thinking in the problem-solving process				6 Hours	
Development of skills using class-based problems and real-life scenarios for practical application							
Course outcome: At the end of course, the student will be able to:							
CO 1	Gain the depth knowledge about creative and critical thinking in every stage of problem			Understanding (K2)			

CO 2	Applying creative and critical thinking in your real life problem/situations in order to evolve an innovative and workable solutions	Applying (K4)
CO 3	Understanding and implementing in your real life problem/situations in order to evolve an innovative and workable solutions	Understanding (K2)
CO 4	Analyzing and assessing a project or activity that reflects the creative process	Analyzing(K4)
CO 5	Helps in articulating the challenges and rewards of an innovation based on an understanding of its complexities	Understanding (K2)
Text books		
1. An art of Creative Thinking by Rod Judkins 2. Thinking Fast and Slow by Daniel Kahneman		
Reference Books		
1. Design Thinking – Strategic innovation by IRIS 2. How to improve your Critical Thinking & Reflective Skills by McMillan 3. The Art of Critical Thinking by Christopher Hayes and <u>Patrick Magana</u> 4. Critical Thinking & Logic Mastery by Thinknetic 5. The Critical Thinker by Steven Schuster		

MBA(IEV) Semester-I/Module-I								
Course Code		AMBIEM159			L	T	P	Credit
Course Title		Capstone Project			0	0	8	4
Course Objective: Objective of this course is to:							Duration: 30 Hours	
1	To understand importance of social issues with the help of contemporary research							
2	To develop written and presentation skills among team members.							
3	To develop broad understanding of social and managerial issues and suggest relevant solutions.							
Pre-requisites: As per the academic regulations								
Guidelines								
<ul style="list-style-type: none">The students are required to develop a capstone project in the team of two under the guidance of assigned faculty member.The team will work collectively on a particular problem and will present his output through a presentation and viva voice.The team will submit the report to the College/Institute which will form part of the examination.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.Relevant tables and references should support the data. The student should strictly follow the prescribed format for the project.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 paperThe Project Report will carry 150 marks that will be divided in two parts i.e. 50 marks for internal interim project report presentation and 100 marks for external Project Presentation and Viva Voce. It will be evaluated by two examiners (one external and one internal).								
The scheme of evaluation for Interim Project Report								
Relevance of topic, objective and aim of the study (10)		Review of Literature and Problem Identification (10)		Research Methodology (20)	Data Collection (10)		Total (50)	
Understanding the topic, objective and aim of the study (20)		Framing review of literature and Problem Statement (20)	Research Methodology (20)	Data Analysis and Interpretation (20)	Findings and Possible solutions (20)		Total (100)	
The scheme of evaluation for Project Presentation & Viva voce								
Course outcome: At the end of course, the student will be able to:								
CO 1	To understand any prevailing issue and finding its possible solutions.							Understand (K2)
CO 2	To develop presentation skills and team spirit among students.							Analyze (K4)
CO 3	To apply basic research concepts in the formulation of the project.							Apply (K3)

Content

- 1. Cover Page**
 - 2. Abstract**
 - 3. Introduction of Topic**
 - 4. Literature Review**
 - 5. Problem Identification**
 - 6. Research Methodology**
 - 7. Data Interpretation**
 - 8. Findings**
 - 9. Possible Solutions**
 - 10. Conclusion**
 - 11. References**
- Mode of Evaluation: Presentation and Viva Voce**

MBA(IEV) Semester-I/Module-2							
Course Code		AMBIEM202		L	T	P	Credit
Course Title		Entrepreneur Eco-System		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Familiarize with the meaning and implications of Start-up Eco System and its various components.						
2	Make good use of Start-up Eco system for his/her own benefit.						
3	Familiarize students with various funding opportunities.						
4	Competitive Analysis of Indian Ecosystem with other International Ecosystems.						
5	Effectively make full use of the Indian ecosystem.						
Pre-requisites: Basic understanding of entrepreneurship							
Course Contents / Syllabus							
UNIT-I		Introduction to Start-up Eco System and landscape				5 Hours	
What is a system? What is Eco-system? What is a Start-up? What is Start-up Eco System? What are various components of Start-up Eco System and how these components affect each other? History, Growth and current landscape of Start-ups globally and in India. Case studies.							
UNIT-II		Start-up Eco-system Enablers				6 Hours	
Government Policies & Role of Government as Facilitator, Incubators; definition, role and performance, Accelerators; definition, role and performance, Mentors; definition, role and relevance, Research and Knowledge Institutes; role and current status, Co-Working Spaces. Funding Players; role and current status, Indian and International Eco system, Gaps to be Filled in the Indian Ecosystem. Case studies.							
UNIT-III		Funding & Investment Trends				6 Hours	
Funding by and Investment trends in Seed/Angel Funding, Venture Funding and thereafter, Case studies.							
UNIT-IV		Ecosystem Mapping				8 Hours	
Mapping of an Ecosystem by creating an Ecosystem Canvas, Basics of Ecosystem Canvassing and how to do Regional Mapping, Country Mapping, City aping, International Mapping and Govt Policy Mapping.							
UNIT-V		Vertical/Technology Insights				5 Hours	
Focus Sector Areas; Enterprise Software, Fin Tech, Marketplace, Health Tech, Ed Tech& Others Case study The Class would be divided into groups/ teams. Each group/team will pick up an Existing Company belonging to a different Sector and create a complete Idea Canvas, Sector Canvas, Ecosystem Map, Regulatory Map, and of why/how the company succeeded or failed in making full use of the ecosystem around it.							
Course outcome: At the end of course, the student will be able to:							
CO 1	To familiarise the students with the meaning and implications of Start-up Eco System and its various components.			K2 (Understand)			

CO 2	To make students aware of good use of Start-up Eco system for his/her own benefit.	K2 (Understand) K5 (Evaluate)
CO 3	To make students map the ecosystem by creating an ecosystem canvas.	K4(Analyze)
CO 4	To develop the understanding of competitive Analysis of Indian Ecosystem with other International Ecosystems within students.	K2 (Understand) K4 (Analyze)
CO 5	To make students develop effective use of the Indian ecosystem.	K3(Apply) K5 (Evaluate) K6 (Create)

Text books

1. Rama Iyer (2019), Innovation Ecosystem in India: How India is building a mature start-up ecosystem that will shape its economy and its future, Notion Press, Chennai.
2. Feld, Brad (2012). Startup Communities: Building an Entrepreneurial Ecosystem in Your City.

Reference Books

1. INDIAN TECH START-UP ECOSYSTEM 2018: Approaching Escape Velocity
https://www.nasscom.in/system/files/secure-pdf/Indian_Start-up_Ecosystem_2018-Final_Report.pdf (2)
2. Start-up Eco System in India – Growing or Matured.
<https://home.kpmg/in/en/home/insights/2019/01/startup-landscape-ecosystem-growing-mature.html>
3. Poornima C (2018), Entrepreneurship Development and Small Business Enterprises, Pearson Education, Noida.
4. Blokdyk, Gerardus (2019). Start-up Ecosystem a Complete Guide.
5. Nanda Kumar K (2018), Start-up Fundamentals: An Introductory Guide to Registering a Startup in India, Fundraising, Taxation, Marketing and Sales, Vasudha Publishers, Chennai.

MBA(IEV) Semester-I/Module-2					
Course Code	AMBIEM204	L	T	P	Credit
Course Title	Managerial Economics	2	0	0	2
Course Objective: Objective of this course is to:		Duration: 30 Hours			
1	Understand the concepts and importance of Managerial Economics in taking business decisions.				
2	Enable students to apply various concepts of law of demand and supply for taking price decisions.				
3	Develop understanding of production concepts and cost concepts.				
4	Understand and be able to apply pricing decision to various market structure				
5	Comprehend various theories of the firm.				
Pre-requisites: Required Basic Knowledge of management concepts and principles.					
Course Contents / Syllabus					
UNIT-I		Basic Concepts and principles:			6 Hours
Definition, Nature and Scope of Economics-Micro Economics 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.					
UNIT-II		Demand and Supply Analysis:			6 Hours
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 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. Price of a Product under demand and supply forces. Case Studies					
UNIT-III		Production and cost Analysis:			6 Hours
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					
UNIT-IV		Market structures:			5 Hours
Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Features, pricing under monopoly, Price Discrimination.					
UNIT-V		Economic Theory			7 Hours
The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Game Theory and Asymmetric Information. Case Studies.					
Course outcome: At the end of course, the student will be able to:					

CO 1	To remember and understand the concepts of micro economics to make effective business decisions under conditions of risk and uncertainty.	Remembering (K1) Understanding (K2)
CO 2	To understand the law of demand & supply & their elasticities.	Understanding (K2)
CO 3	To analyze production concepts, cost concepts and their impact on business decisions.	Analyzing (K4)
CO 4	Understand & evaluate pricing decisions under the different market structures.	Understanding (K2) Evaluating (K5)
CO 5	To analyze various theories of the firm and how they affect the business decisions.	Analyzing (K4)
Text books		
1. Managerial Economics, Nick Wilkinson, Cambridge University Press, 2. Managerial Economics, Theory, Practice & Problems, Douglas Evan J, PHF, New Delhi;		
Reference Books		
1. Managerial Economics , D.N.Dwivedi,Vikas Publication, 7th Ed 2. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed. 3. Managerial Economics: by Varshney & Maheshwari Pub, Sultan Chand.		

MBA(IEV) Semester-I/Module-2							
Course Code		AMBIEM203		L	T	P	Credit
Course Title		Leadership and Organizational Behavior		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Understand concepts underlying organization behavior.						
2	Help students develop a conceptual understanding of OB theories.						
3	Enable the students to put the ideas and skills of OB into practice.						
4	Enhance the understanding of the interaction between the individuals and the organizations.						
5	Identify the skills of effective leader and leadership strategies of leaders.						
Pre-requisites: Basic understanding of management concepts and theory.							
Course Contents / Syllabus							
UNIT-I		ORGANIZATIONAL BEHAVIOR				6 Hours	
Organizational behavior-Meaning, importance and Nature of organizational behavior, Factors influencing organizational behavior, OB and Emotional Intelligence							
UNIT-II		INDIVIDUAL BEHAVIOR				6 Hours	
Individual behavior -Attitudes and Values, Personality - Concepts, Types , Determinants, individual differences, Big Five Personality Traits, Perception – Process, Errors and implications of Perception, Concept and theories of learning. Case Studies							
UNIT-III		MOTIVATION				6 Hours	
Motivation -Concept, importance and theories of motivation. Maslow’s Need Hierarchy, Herzberg’s Two Factors Theory, Vroom’s Expectancy Theory, Theory Equity Theory. Case Studies							
UNIT-IV		GROUP DYNAMICS				6 Hours	
Group dynamics -Meaning of groups and group dynamics, Formation, Characteristics and Types of groups, Group cohesiveness - Factors influencing group cohesiveness. Case Studies							
UNIT-V						6 Hours	
Leadership - Role and functions of a leader, Charismatic and Transformational Leaders; Leadership Styles, Situational Leadership, Managerial Grid, LSM – Leadership Situational Model Case Studies.							
Course outcome: At the end of course, the student will be able to:							
CO 1	To apply the conceptual foundation and theories of organizational behaviour.			Understand (K2) Applying (K4)			
CO 2	Applicability of analyzing the complexities associated with management of individual behavior in the organization.			Understand (K2), Applying (K4)			

CO 3	Apply different motivational theories and methods to increase the productivity and job satisfaction of employees.	Understand (K2), Analyzing (K5)
CO 4	Analyze the complexities associated with management of the group behavior in the organization.	Analyzing (K4)
CO 5	Applying the theories of leadership in the work environment.	Applying (K3)

Text books

1. Robbins, S.P.; Judge, T.A.; and Sanghi, A. (2009). Organizational behaviour. N.D.: Pearson Prentice Hall
2. P Subba Rao – Organizational Behavior (2018), HPH, 18th Edition

Reference Books

1. Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press
2. Organizational Behavior 12E by LUTHANS, McGraw Hill
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behavior - Konark Publishers Pvt.Ltd., Delhi, 1987.

2

MBA(IEV) Semester-I/Module-								
Course Code		AMBIEM201			L	T	P	Credit
Course Title		Business Statistics for Managers			2	1	0	3
Course objective: Objective of this course is to					Duration: 30Hours			
1	Understand the different basic concept/fundamentals of business statistics.							
2	Understand the importance of measures of Descriptive statistics and their implication on Business performance.							
3	Understand the concept of Probability and its usage in various business applications.							
4	Understand the practical application of various concepts.							
5	Understanding the concept of time series analysis and index numbers in business decision making.							
Pre-requisites: Basic knowledge of statistics								
Course Contents/Syllabus								
UNIT-I		Descriptive Analytics				8 Hours		
Introduction of statistics, Measures of Central tendency–Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Moments, Skewness and Kurtosis.								
UNIT-II		Predictive Analytics				8 Hours		
Correlation Analysis: Rank Method & 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.								
UNIT-III		Probability Theory				8 Hours		
Probability: Theory of Probability, Addition and Multiplication Law, Bayes Theorem, Random Variables, Discrete and Continuous Random Variables, Probability Mass function, Probability Density functions.								
UNIT-IV		Probability Distribution				8 Hours		
Expectation, Moment Generating Function, Probability Distributions- Binomial distributions, Poisson distributions and Normal distributions.								
UNIT-V		Time Series & Index Number				8 Hours		
Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method for Linear equations and Applications in business decision-making. Index Numbers:-Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:-Fixed base and Chain base methods.								
Course outcome: At the end of course, the student will be able to								
CO1	Understand the basic concepts of fundamentals of business statistics and its role in descriptive analytics.				(K2)			
CO2	Apply Correlation and Regression analysis into business problems and their implication on Business performance.				(K3)			

CO3	Understand the basic concepts of probability	(K2)
CO4	Understand the basic concept of probability distributions.	(K2)
CO5	Apply the concept of time series analysis and index numbers in business decision making.	(K3)
Text books		
1. G.C.Beri–BusinessStatistics,3 rd edition,TATA Mc Graw Hill. 2. J.K Sharma–Fundamentals of Business Statistics,5e Paper back–January 2020 3. S. C.Gupta –Fundamentals of Statistics, Himalaya Publishing 4. Chandra sekaran & Umaparvathi–Statistics for Managers,1 st edition,PHI Learning.		
Reference Books		
1. Davis,Pecar–Business Statistics using Excel, Oxford 2. Ken Black–Business Statistics,5thed.,Wiley India 3. Levin and Rubin–statistics for Management,7thed.,Pearson 4. Lind,Marchal,Wathen–Staistical techniques in business and economics,13 th ed,Mc Graw Hill. 5. Newbold,Carlson,Thorne–Statistics for Business and Economics, 6 th ed.,Pearson 6. Walpole–Probability and Statistics for Scientists and Engineers,8 th ed.,Pearson		

MBA(IEV) Semester-I/Module-2								
Course Code		AMBIEM255			L	T	P	Credit
Course Title		Office Management			0	0	2	1
Course Objective: Objective of this course is to:					Duration: Hours 40			
1	To develop understanding of windows.							
2	To provide an in-depth training in use of office automation, internet and internet tools.							
3	To develop documents, spreadsheets,make small presentations and would be acquainted with internet.							
4	To Understand the concept of internet and its application.							
5	To Understand the concept of Computer and its Components.							
Pre-requisites: The student must understand basic computer terminology, must have knowledge of input and output devices.								
Course Contents / Syllabus								
UNIT-I		Introduction to Computers						8 Hours
Introduction, Characteristics of Computers, Block diagram of computer. Types of computers and features, Mini Computers, Micro Computers, Mainframe Computers, Super Computers. Types of Programming Languages (Machine Languages, Assembly Languages, High Level Languages). Types of Memory (Primary and Secondary) RAM, ROM, PROM, EPROM. Secondary Storage Devices (CD, HD, Pen drive) I/O Devices (Scanners, Plotters, LCD). Introduction to Binary, Octal, Hexadecimal system Conversion, Simple Addition, Subtraction, Multiplication.								
UNIT-II		Windows						8 Hours
Windows - Installing Windows, Starting and Quitting windows, Basic Elements of, Windows Working with Menus Dialogue Boxes, Window Applications, Program Manager, File Manager, Print Manager, Control Panel, Write, Paint Brush, Accessories including Calculator, Calendar, Clock, Card file, Note pad etc.								
UNIT-III		Word Processor and Spreadsheet Tool						8 Hours
Word Processing Tool - Salient features of Word Processing, File, Edit, View, Insert, Format, Tools, Tables, Window, Help options and all of their features, Options and Sub options etc. Spreadsheet Tool - Excel Worksheet, Data Entry, Editing, Cell Addressingranges, Commands, Menus, Copying & Moving Cell Content.								
UNIT-IV		Microsoft PowerPoint						8 Hours
Starting MS-PowerPoint, different Bars, Different Types of Views and Exiting MS- PowerPoint Creating a New Presentation, Working with Slides, Applying Design templates, Applying Custom Animations, Applying Slide Transitions. Saving a Presentation, Running a Presentation, Closing a Presentation and Opening an Existing Presentation.								
UNIT-V		Internet and E-mail						8 Hours

Introduction to Internet - Definition & History of Internet, Uses of Internet, Definition of URL, different types of Internet Connections; Evolution of Internet, Internet Applications, WWW, E-mail, FTP, TELNET, Web Browsers. Internet Service, Difference Between Internet, Extranet and Ethernet.

Course outcome: At the end of course, the student will be able to:

CO 1	Acquire the skills necessary to understand windows and its functionality.	K1, K2
CO 2	Understand the word processing skills.	K2
CO 3	Understand excel worksheet and analyzing the data.	K2
CO 4	Demonstrate PowerPoint presentation and how to present data in best possible manner.	K2, K3
CO 5	Understand basic working of internet and email.	K2

Text books

1. B Ram, “Computer Fundamentals: Architecture and Organization”, 5th Edition, New Age International Publishers, 2018.

2. Pradeep k Sinha, “Fundamental of Computers”, 8th Edition, BPB Publications, 2010.

Reference Books

1. V. Rajaraman, 'Fundamentals of Computers', 5th Edition., PHI, 2010.

2. Satish Jain, 'Information Technology Concepts', ns, 4th Edition., BPB Publications, 2006.

3. Turban, Mclean and Wetherbee, 'Information Technology for Management', 4th Edition., John Wiley & Sons, 2006.

4. G. Courter, 'Mastering MS Office 2000 Professional', 3rd Edition., BPB Publication, 2006.

Capstone Project						
Course Code	AMBIEM259		L	T	P	Credit
Course Title	Capstone Project		0	0	8	4
Course Objective: Objective of this course is to:			Duration: 30 Hours			
1	To understand importance of social issues with the help of contemporary research					
2	To develop written and presentation skills among team members.					
3	To develop broad understanding of social and managerial issues and suggest relevant solutions.					
4	To analyse the analytical thinking ability of the students					
5	To enhance their understanding research methods and tools.					
Pre-requisites: As per the academic regulations						
Guidelines						
<ul style="list-style-type: none">• The students are required to develop a capstone project in group under the guidance of assigned faculty member.• The group will work collectively on a particular problem and will present his output through a presentation and viva voice.• The team will submit the report to the College/Institute which will form part of the examination.• 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.• Relevant tables and references should support the data. The student should strictly follow the prescribed format for the project.• 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 submittedto the College/Institute. The report will be typed on A-4 size paper• The Project Report will carry 150 marks that will be divided in two parts i.e. 50 marks for internal interim project report presentation and 100 marks for external Project Presentation and Viva Voce. It will be evaluated by two examiners (one externaland one internal).						
The scheme of evaluation for Interim Project Report						
Relevance of topic, objective and aim of the study (10)	Review of Literature and Problem Identification (10)	Research Methodology (20)	Data Collection (10)	Total (50)		
The scheme of evaluation for Project Presentation & Viva voce						

Understanding the topic, objective and aim of the study (20)	Framing review of literature and Problem Statement (20)	Research Methodology (20)	Data Analysis and Interpretation (20)	Findings and Possible solutions (20)	Total (100)
Content <ol style="list-style-type: none"> Cover Page Abstract Introduction of Topic Literature Review Problem Identification Research Methodology Data Interpretation Findings Possible Solutions Conclusion References <p>Mode of Evaluation: Presentation and Viva Voce</p>					
Course outcome: At the end of course, the student will be able to:					
CO 1	To understand any prevailing issue and finding its possible solutions.			Understand (K2)	
CO 2	To develop presentation skills and team spirit among students.			Analyze (K4)	
CO 3	To apply basic research concepts in the formulation of the project.			Apply (K3)	
CO 4	To develop communication skills among students.			Understand (K2)	
CO 5	To develop analytical thinking among the students			Analyze (K4)	

MBA(IEV) Semester-II/Module-3							
Course Code		AMBIEM303		L	T	P	Credit
Course Title		Opportunity Mapping		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Identify opportunities present in the sector they are operating.						
2	Map the sector, region, and country they are operating in thereby giving them a bird’s eye view.						
3	Analyze why Start-ups fail or succeed by not being at the right place at the right time.						
4	Track Emerging Sectors.						
5	Understand various initiatives undertaken in this aspect.						
Pre-requisites: Understanding of business opportunities in various industries.							
Course Contents / Syllabus							
UNIT-I							6 Hours
Opportunities in India, 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 Organizing the Unorganized.							
UNIT-II							6 Hours
Factors of Start-up Success, Recent Success Stories of Startups discussion on how they identified opportunities and captured the relevant market by being at the right place and at the right time. Analysis of Startups that have raised fund in the past 10 years and identification of reasons of why they failed or are sustaining.							
UNIT-III							6 Hours
Recent Emerging Sectors and Success Stories Emerging sectors and success stories from each sector in India and abroad. Sectors such as Ecommerce, Mobility, Edtech, Fintech and Healthcare to be discussed.							
UNIT-IV							6 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.							
UNIT-V							6 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 Pain Point Solutions Offered.							
Course outcome: At the end of course, the student will be able to:							
CO 1	Identify unmet customer needs, pain points, and desires helping you decipher where your product can have the biggest impact.			Analyze (K4)			

CO 2	Structure the opportunity space—helping you turn large, intractable challenges into a series of smaller, more solvable challenges.	Create (K6)
CO 3	Access and prioritize opportunities quickly, ensuring that you are always working on the highest impact needs.	Apply (K3)
CO 4	Analyze and identify the areas in which customers have their interest.	Analyze (K4)
CO 5	Arrive at key requirement of the project which are imperative to be fulfilled, based on the requirements of the client search matching projects	Create (K6)

Text books

1. Levitt, D.Steven (2013). Freakonomics: A Rogue Economist Explores the Hidden Side of Everything
2. Deorah, Kashyap (2015). The Golden Tap: The Inside Story of Hyper Funded Indian Startups

Reference Books

1. Nishta, Tripathi (2018). No Shortcuts: Rare Insights from 15 Successful Start-up Founders: Rare Insights
2. Bock, J. Bock (2019) The Business Model Book

MBA IEV–Semester -II/Module-3							
Course Code	AMBIEM304			L	T	P	Credit
Course Title	Operations Research for Managers			2	0	0	2
Course objective: Objective of this course is to				Duration: 30 Hours			
1	Understanding of basic concept of operations research and LPP for better decision making.						
2	Understand the concept of Transportation problems to find optimum solutions						
3	Understanding of assignment model and game theory for optimum business solutions						
4	Understand the application of sequencing problem for solving business Problem						
5	Understand the basic application of different techniques in project planning.						
Pre-requisites: Business Statistics and Decision Making.							
Course Contents/Syllabus							
UNIT-I	Introduction to Linear Programming Problem					8 Hours	
Introduction to Operations Research, Linear programming problem: Mathematical formulations of LP Models; Graphical method and Simplex method of solving Linear programming problem.							
UNIT-II	Transportation Problem					8 Hours	
Transportation problem: Initial basic feasible solution– North West Corner Method, Least Cost Method &Vogel Approximation Method and MODI Method for Optimal Solution.							
UNIT-III	Assignment model & Game Theory					8Hours	
Assignment model: Hungarian Method. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.							
UNIT-IV	Sequencing Problem					6Hours	
Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m-Machines Problems.							
UNIT-V	Project Management					6Hours	
Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control.							
Course outcome: At the end of course, the student will be able to							
CO1	Understand the basic operations research concepts and LP Problems in business modules.			(K2)			
CO2	Understand how to interpret and solve business-related problems using transportation problem			(K2)			
CO3	Apply certain mathematical techniques in getting the best possible solution of problem involving			(K4)			

MBA(IEV) Semester-II/Module-3							
Course Code		AMBIEM302		L	T	P	Credit
Course Title		Engaging Talent		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Apply the knowledge of talent management in assessing talent management practices of an organization and aligning them to organizational strategy and other HR practices.						
2	Measure the effectiveness of individual talent programs and monitor the health of an organizations talent management system						
3	Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs						
4	Developing knowledge on measuring the effectiveness of talent management initiatives.						
5	Identify a variety of best practice methodologies to develop professionals. Learn the development methodologies that deliver a return on investment and the ones that do not.						
Pre-requisites:							
Course Contents / Syllabus							
UNIT-I						6 Hours	
Introduction – Talent as an engine of new economy, strategic importance of talent; difference between talent and knowledge worker, leveraging talent, the talent value chain, element, of talent friendly organizations.							
UNIT-II						6 Hours	
Talent Management System - Elements and benefits of Talent Management System; creating TMS, challenges of TMS; Role of HR in Talent Management; building blocks of talents management: competencies- performance management, evaluating employee potential; Talent Multiplication							
UNIT-III						6 Hours	
Talent Planning, Procurement and Deployment - Identifying talent needs, sourcing talent; developing talent, Deployment of talent, succession management process; cross functional capabilities and fusion of talents.							
UNIT-IV						6 Hours	
Talent development- Need Analysis, Knowledge Management, Stress management, competency development. Talent engagement: Levels, strategies and best practices in talent engagement in industries. Case discussions.							
UNIT-V						6 Hours	
Talent Retention – Cost and consequences of talent departure, diagnosing causes of talent departure, Measuring and monitoring turnover and retention data. Return on Talent - Return on Talent measurements, optimizing investment in talent; integrating compensation with talent management.							
Course outcome: At the end of course, the student will be able to:							

CO 1	Understand the concept of talent management.	Understand (K2)
CO 2	Analyze the impact of talent management in the organization	Analyze (K4)
CO 3	Competency to implement talent management process	Create (K6)
CO 4	Competency to develop leadership qualities among subordinates	Create (K6)
CO 5	Evaluate and implement the models, strategies, programs, approaches and systems towards improving Talent management effectiveness.	Evaluate (K5)

Text books

1. Gowri josh & Veena Vohra, Talent management, Cengage learning, 2017.
2. Lance A Berger, Dorothy R Berger, Talent Mangement Handbook, McGraw Hill.
3. Varkkey Biju, Dessler Gary, Fundamentals of human resource management Pearson Editon 14th.

Reference Books

1. Collings, Mellahi, Cascio, The Oxford Handbook of Talent Management, Oxford University Press, 2017
2. The talent era, Achieving a high return on talent by Subir Chowdhury.
3. The war of talent by McKinsey and Co.

MBA(IEV) Semester-II/Module-3							
Course Code		AMBIEM301		L	T	P	Credit
Course Title		Business Research Methods		2	0	0	2
Course Objective: The objective of this course is to:				Duration: 30 Hours			
1	Equip the students with a basic understanding of Research Methodology.						
2	Understand the scaling & measurement techniques.						
3	Enhance the conceptualization, logical and systematic thinking ability.						
4	Understand the tools & techniques used in Research.						
5	Have an insight into forecasting and writing reports.						
Pre-requisites: To have good writing, analytical, verbal, and problem-solving skills.							
Course Contents / Syllabus							
UNIT-I		Introduction to Business Research & Design				6 Hours	
Business Research Concepts, Defining Research Proposal, Defining Hypothesis, Variables, Research Process, Scheduling of projects. Research Proposal, Basics of Research Design; Descriptive, causal, longitudinal, cross-sectional, Experimental and Exploratory, Research Ethics.							
UNIT-II		Data Measurement & Collection Methods				5 Hours	
Concept of Measurement, Types of Scale, Validity & Reliability, Concept of Scale Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept, and Application.							
UNIT-III		Sample & Sampling Techniques				6 Hours	
Basic concepts of Population, Sample, and Characteristics of a good sample. Sampling Frame, Sampling errors, Non-Sampling errors, Probability-Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling Non-Probability-Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Sampling, Determine the sample size and sampling technique.							
UNIT-IV		Analysis of Research Data				8 Hours	
Introduction to Coding, Tabulation, Univariate & Bivariate Analysis, Overview of hypothesis testing- t-test, F-test, Chi-square test, Correlation, Regression, Discriminant analysis, ANOVA, MANOVA, MANCOVA, Factor analysis, Cluster analysis, Use of SPSS.							
UNIT-V		Mechanism of Report Writing				5 Hours	
Report Types, Report Structure: Preliminary section, Literature Review, Main Report, Interpretation, Suggestions & Recommendation, Limitations, References Types, Report Formulation, Long & Short Report							
Course outcome: At the end of course, the student will be able to:							
CO 1	Identify the Research Problem and formulate a suitable research design				Create (K6)		

CO 2	Design Research Scale & instruments for collecting data.	Create (K6)
CO 3	Extract appropriate sample and devise a proper sampling technique	Understand (K2) Apply (K3)
CO 4	Analyze various statistical tools for decision making	Analyze (K4)
CO 5	Prepare and analyze Research Reports.	Analyze (K4) Create (K6)
Textbooks		
<ol style="list-style-type: none"> 1. Research Methodology, Deepak Chawla, Neena Sondhi, Vikas Publication 2. Research Methodology, C R Kothari, New Age International 3. Field, A. (2016). Discovering statistics using IBM SPSS statistics. Sage. 		
Reference Books		
<ol style="list-style-type: none"> 1. Cooper, D., & Schindler, P. (2009). Business research methods (4thed.). New Delhi: Tata McGraw Hill Publications. 2. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2ndEdition. 3. Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2ndEdition 4. Saunders, M., Lewis, P., & Thornhill, A. (2009). Research Methods for Business Students. Prentice Hall 		

MBA(IEV) Semester-II/Module-3							
Course Code		AMBIEM355		L	T	P	Credit
Course Title		Spreadsheet Modeling		0	0	4	2
Course Objective: Objective of this course is to:				Duration: Hours			
1	To develop understanding of basic spreadsheet tools.						
2	To apply Excel formulas and functions.						
3	To interpret data using sorting, filtration & conditional formatting.						
4	To create various Excel charts.						
5	To organize and lay out model elements						
Pre-requisites: The student must understand basic computer terminology, must have knowledge of input and output devices.							
Course Contents / Syllabus							
UNIT-I		Introduction to Spreadsheet					8 Hours
Objectives & Spreadsheet history, Getting Started with Excel, Data Entry, Data Editing, and Number, Formatting, Data Formatting, Working with Cells and Ranges in Excel, Managing Worksheets, Introduction to Excel Tables, Auto-fill, Custom Lists, and Flash Fill, Number Formatting in Excel.							
UNIT-II		Excel Formulas					8 Hours
Excel Formula Basics, Logical Formulas in Excel, Math Formulas in Excel, Lookup and Reference, Formulas in Excel, Stats Formulas in Excel, Text Formulas in Excel, Date and Time Formulas in Excel							
UNIT-III		Data Analysis					8 Hours
Named Ranges in Excel, Data Validation in Excel, Data Sorting and Filtering in Excel, Using Conditional Formatting in Excel							
UNIT-IV		Excel Charting & Excel Extras					8 Hours
Introduction to Excel Charting , Advanced Excel Charting , Dynamic Charts in Excel, Protection in Excel, Introduction to Macros							
UNIT-V		Spreadsheet to Model: An overview					8 Hours
Module introduction, Assumptions and decision variables, Structure spreadsheet to Model variables: objectives and objective functions, cash flow model, What-if analysis and sensitivity analysis, Limits to simple, deterministic models.							
Course outcome: At the end of course, the student will be able to:							
CO 1	Acquire the skills necessary to navigate Excel			K2			
CO 2	Implement formulas and functions			K4			

CO 3	Analyze Data using sorting, filtration & conditional formatting.	K4
CO 4	Construct different excel charts.	K5
CO 5	Understand what-if analysis and scenarios, sensitivity analysis, and other classic models	K2
Text books		
3. Excel 2010 Power Programming with VBA by John Walkenbach , Wiley 4. Excel for Beginners by M L Humphrey, M L Humphrey 5. Managerial Decision Modeling with Spreadsheets by Balakrishnan (Author), Pearson Education India		
Reference Books		
8. https://www.w3schools.com/googlesheets/index.php 9. https://www.javatpoint.com/excel-tutorial 10. https://www.tutorialspoint.com/excel/index.htm 11. https://www.youtube.com/watch?v=27dxBp0EgCc 12. https://www.youtube.com/watch?v=UWvRG5BkuN		

Capstone Project					
Course Code	AMBIEM359	L	T	P	Credit
Course Title	Capstone Project	0	0	8	4
Course Objective: Objective of this course is to:		Duration: 30 Hours			
1	To understand importance of social issues with the help of contemporary research				
2	To develop written and presentation skills among team members.				
3	To develop broad understanding of social and managerial issues and suggest relevant solutions.				
4	To analyse the analytical thinking ability of the students				
5	To enhance their understanding research methods and tools.				
Pre-requisites: As per the academic regulations					
Guidelines					
<ul style="list-style-type: none">The students are required to develop a capstone project in group under the guidance of assigned faculty member.The group will work collectively on a particular problem and will present his output through a presentation and viva voice.The team will submit the report to the College/Institute which will form part of the examination.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.Relevant tables and references should support the data. The student should strictly follow the prescribed format for the project.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 submittedto the College/Institute. The report will be typed on A-4 size paperThe Project Report will carry 150 marks that will be divided in two parts i.e. 50 marks for internal interim project report presentation and 100 marks for external Project Presentation and Viva Voce. It will be evaluated by two examiners (one externaland one internal).					
The scheme of evaluation for Interim Project Report					
Relevance of topic, objective and aim of the study (10)	Review of Literature and Problem Identification (10)	Research Methodology (20)	Data Collection (10)	Total (50)	
The scheme of evaluation for Project Presentation & Viva voce					

Content					
Understanding the topic, objective and aim of the study (20)	Framing review of literature and Problem Statement (20)	Research Methodology (20)	Data Analysis and Interpretation (20)	Findings and Possible solutions (20)	Total (100)
12. Cover Page 13. Abstract 14. Introduction of Topic 15. Literature Review 16. Problem Identification 17. Research Methodology 18. Data Interpretation 19. Findings 20. Possible Solutions 21. Conclusion 22. References Mode of Evaluation: Presentation and Viva Voce					
Course outcome: At the end of course, the student will be able to:					
CO 1	To understand any prevailing issue and finding its possible solutions.			Understand (K2)	
CO 2	To develop presentation skills and team spirit among students.			Analyze (K4)	
CO 3	To apply basic research concepts in the formulation of the project.			Apply (K3)	
CO 4	To develop communication skills among students.			Understand (K2)	
CO 5	To develop analytical thinking among the students			Analyze (K4)	

MBA(IEV) Semester-II/Module-4								
Course Code		AMBIEM401			L	T	P	Credit
Course Title		Technology, Innovation Management and Design Thinking			2	0	0	2
Course Objective: Objective of this course is to:					Duration: 30 Hours			
1	Develop the understanding of innovation and its need.							
2	Make the students capable of managing the technology and anticipating the change.							
3	Facilitate the understanding of design thinking to create user experience.							
4	Equip students with various design thinking tools.							
5	Identify the human desirability and creating value for people.							
Pre-requisites: Basic Understanding of management concepts and theory.								
Course Contents / Syllabus								
UNIT-I		Innovation					5 Hours	
Innovation: Need & Importance, Principles of innovations, Asking the Right Questions for innovation, Rationale for innovation, Fostering innovation ecosystem.								
UNIT-II		Technology Management					6 Hours	
Technology & science, Strategic Management of Technology, Technology forecasting, Technology Transfer, Commercialization of Technology, , Technology acquisition, selection and implementation of new technology, issues and challenges in technology management for startups. Case: FinTech case study of Design Thinking application – CANVAS								
UNIT-III		Design Thinking: Introduction					7 Hours	
Design thinking, Innovation & Creativity, Design Thinking Mindset and Principles, Empathy, Process of Design Thinking, Design Approaches, Simon Sinek’s – Start with Why, The Golden Circle, The Higher Purpose, Design mindset. Case: Amazon India’s Rural Ecommerce& Gillette								
UNIT-IV		Design Thinking: Tools & Techniques					6 Hours	
Define & Ideation, Refine and narrow down to the best idea, 10-100-1000gm, QBL, Design Tools for Convergence, SWOT Analysis, Prototyping, Storytelling, Testing of design with people, Testing and feedback mechanism. Case: Careerbuddy								
UNIT-V		Understanding Human Desirability					6 Hours	
Achieve the comprehensive human goal: the five dimensions of human endeavour(ManaviyaVyavstha) are:Education- Right living (Sikhsa- Sanskar), Health – Self-regulation (Swasthy-Sanyam), Justice – Preservation (Nyaya- Suraksha), Production – Work (Utpadan – Karya), Exchange – Storage (Vinimya – Kosh), Darshan-Gyan-Charitra (Shifting the Thinking). Interconnectedness and mutual fulfilment among the four orders of nature recyclability and self-regulation in nature.								
Course outcome: At the end of course, the student will be able to:								
CO 1	Understand the need and importance of innovation				Understand (K2)			
CO 2	Apply the methods for managing technology.				Apply (K3)			

CO 3	Understand and analyze the user's needs.	Understand (K2) Analyze (K4)
CO 4	Apply the design thinking tools to create user experience.	Apply (K3) & Create (K6)
CO 5	Fulfilling the user's needs with focus on human in centre of the problem.	Apply (K3)
Text books		
1. Gavin Ambrose and Paul Harris, Basics Design 08: Design Thinking, 2010, AVA Publishing SA		
2. RR Gaur, R Sangal, G P Bagaria, A Foundation Course in Human Values and Professional Ethics, First Edition, 2009, Excel Books: New Delhi		
3. U Ravi Kiran, A Textbook of Technology Management, University Science Press, 2016		
Reference Books		
1. Jeanne Liedta, Andrew King and Kevin Benett, Solving Problems with Design Thinking – Ten Stories of What Works, 2013, Columbia Business School Publishing		
2. Vijay Kumar, 101 Design Methods: A Structured Approach for Driving Innovation in Your Organization, 2013, John Wiley and Sons Inc, New Jersey		

MBA(IEV) Semester-II/Module-4							
Course Code		AMBIEM411		L	T	P	Credit
Course Title		Social Entrepreneurship		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Understand-social entrepreneurship and entrepreneurial opportunities-culture.						
2	Learn the forms of enterprises.						
3	Define models and approaches of social entrepreneurship.						
4	Evaluate the scope for social Entrepreneurship in India and enterprise creation.						
5	Understand various initiatives undertaken in this aspect.						
Pre-requisites:							
Course Contents / Syllabus							
UNIT-I		Social Entrepreneurship				6 Hours	
Social Entrepreneurship, Social entrepreneur–factors impacting transformation into social entrepreneur, The characteristics of social entrepreneurs, The four distinctions of social entrepreneurship, Challenges before society.							
UNIT-II		Forms of Social Enterprises				6 Hours	
Forms Of Social Enterprises Profit and non-profit Proprietorships –partnership –company, Non-Governmental organization -Society –Trust and Company (sec. 25) registration, Factors determining selection of forms of registration							
UNIT-III		Sustainable Development				6 Hours	
Sustainable Development Concept of Sustainable Development and its importance, Factors affecting sustainable development -Environmental costs and its economic value -The Political Challenge and development Issues in India, The Millennium Ecosystem Assessment - International Influences, Sustainable development goals.							
UNIT-IV		Assessment of opportunities				6 Hours	
Opportunities For Social Entrepreneurs Methods of sensing opportunities and fields of opportunities, Assessing and prioritizing opportunities, Enterprise launching and its procedures –start-ups – incubation –accessing venture capital –CSR funds –PPP, Sources of finance available.							
UNIT-V		Successful Social Entrepreneurship Models				6 Hours	
Preparing for growth; Substitutes for service; Socioeconomic and demographic changes; Public policy shifts; Bargaining power of sellers and buyers; Social enterprise growth strategies; Myths about growth; Challenges of growth and change; Growth and risk; End of the social entrepreneurship process. Successful Social Entrepreneurship Initiatives Study of successful models like Grameen Bank, Arvind Eye Care, Case Study on SELCO, Case studies							
Course outcome: At the end of course, the student will be able to:							
CO 1	Understand the fundamentals of social entrepreneurship; and to know social entrepreneurs;			Understand (K2)			
CO 2	Understand various forms of social enterprises.			Understand (K2)			
CO 3	Identify and analyze entrepreneurial opportunities and to write social venture plans.			Analyze (K4)			

CO 4	Recognize opportunities and generate ideas of social enterprises; to develop social enterprise concepts and models.	Evaluate (K5)
CO 5	Analyze various successful social entrepreneurship models.	Apply (K3)

Text books

1. Kumar, Arya; Entrepreneurship; Pearson Education.
2. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.

Reference Books

1. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
2. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
3. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

MBA(IEV) Semester-II/Module-4						
Course Code	AMBIEM412		L	T	P	Credit
Course Title	Venture Growth Strategies		2	0	0	2
Course Objective: Objective of this course is to:			Duration: 30 Hours			
1	Familiarize students with the meaning of growth at different stages of a venture.					
2	Help students in quantifying growth.					
3	Help students understand various strategies used by start-ups to address growth.					
4	Sensitize students with qualitative aspects of growth.					
5	Understanding how to manage a new startup.					
Pre-requisites: Basic understanding of accounting and finance.						
Course Contents / Syllabus						
UNIT-I		Understanding & Defining Growth			6 Hours	
Meaning of growth for a public company and a Startup. Venture Capital economics to understand why 100x+ outcomes are expected. Two sided markets. Factors affecting growth - stage of your company, stage of product – pre market fit vs post market fit, availability of capital, competitive pressure, board/investor outlook, sector specific parameters. Growth vs Sustainability conundrum.						
UNIT-II		Growth Quantification & Accounting			6 Hours	
Growth scorecards. Sector specific Growth scorecards – SaaS, FinTech, Logistics, ecommerce. Creation of growth accounting statement. Tools & Technology used to quantify growth. Select examples – Flipkart, Oyo, Zomato, and Paytm etc.						
UNIT-III		Types of Growth Strategies			6 Hours	
Product-led growth framework. Role of product managers and product management. Playbook approach of growth. LTV (Life Time Value) & CAC (Cost of Acquisition) dynamics of your customers in growth. Guerrilla Warfare strategy. Growth hacks. Interplay of various strategies vis-à-vis stage of the company. Marketing and PR. Select examples – Uber & Flipkart.						
UNIT-IV		Qualitative Aspect of Growth			6 Hours	
KPI (Key Performance Indicator) setting. OKR (Objective and Key Results) framework. Organization designs. Review frameworks. Rewards & Compensation. Building a growth culture.						
UNIT-V		Managing a New Venture			6 Hours	
Market sizing, Managing cash flow, Government incentives and resources						
Course outcome: At the end of course, the student will be able to:						
CO 1	Understand the concept and importance of growth.		Understand (K2)			
CO 2	Understand and apply growth scorecards in different sectors.		Understand (K2), Apply (K3)			
CO 3	Analyze and evaluate impact of different growth strategies		Analyze (K4), Evaluate (K5)			
CO 4	Understand and evaluate qualitative aspects of growth.		Understand (K2), Evaluate (K5)			
CO 5	Understand how a manage a growing startup.		Understand (K2)			
Text books						

1. Hisrich, Robert. Michael Peters and Dean Shepherd, Mathew. (2014). Entrepreneurship. New Delhi: Tata McGraw-Hill Education.
2. Poornima M(2014), Entrepreneurship Development and Small Enterprise, Pearson Education.

Reference Books

1. Hatten, Timothy S. (2011). Small Business Management: Entrepreneurship and Beyond, Mason: Cengage Learning.
2. Bohoney, Jason. (2011). The Entrepreneurship Toolkit: Successful Approaches to Fostering Entrepreneurship. Washington: Weidemann Associates Inc.
3. Allen, K. R. (2011),“Launching New Ventures: An Entrepreneurial Approach”, 6th Edition. Mason, Ohio: South-Western Cengage Learning.
4. Kuratko, Donald F. Entrepreneurship: (2010) Theory, Process, Practice 9th Edition. Mason, Ohio: South-Western Cengage Learning.

MBA(IEV) Semester-II/Module-4							
Course Code		AMBIEM416		L	T	P	Credit
Course Title		Integrated Marketing Communication		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Enlighten the students with important aspects of planning, execution and evaluation of marketing communication and its strategies.						
2	Familiarize students with integration of marketing communication models and strategies for building brands.						
3	Know the importance of different media choices along with the reasons and methods of integrating different media.						
4	Strategies and plan marketing campaigns.						
5	Highlight role of social media and advertising in marketing communication.						
Pre-requisites: Knowledge of marketing concepts and promotion mix							
Course Contents / Syllabus							
UNIT-I		Introduction to Integrated Marketing Communication				6 Hours	
An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, Relationship between marketing and marketing communication. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; Case Study							
UNIT-II		Understanding communication process and consumer behaviour in IMC				6 Hours	
Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Innovation adoption model, information processing model. Consumer involvement- Role of Consumer Behaviour in IMC, Consumer decision making process, The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model, Relationship between consumer behaviour and IMC. Case Study							
UNIT-III		Planning for Marketing Communication				6 Hours	
Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve. IMC as a strategic tool. Case Study							
UNIT-IV		Developing the Integrated Marketing Communication Programme				6 Hours	
Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. IMC and branding. 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 IMC. Case Study							
UNIT-V		Digital Media and current trends				6 Hours	
Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR. Current trends and design thinking outlook in IMC. Ethics in marketing communications. Case Study							
Course outcome: At the end of course, the student will be able to:							
CO 1	Know how IMC fits into the marketing mix.			Understand (K2)			

CO 2	Understand how the communications process fits into and works with consumer behavior with emphasis on the consumer decision making process.	Understand (K2)
CO 3	Develop an awareness of the connection between marketing communications tools, and how each can be used effectively- individually or in an integrated mix.	Understand (K2)
CO 4	Plan the marketing communications and using creativity and design thinking approach for improved impact.	Create (K5)
CO 5	Obtain a practical, real-world application of IMC theory.	Apply (K3)
Text books		
<ol style="list-style-type: none"> 1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 2. Integrated Advertising, Promotion, and Marketing Communications 7th edition. By Kenneth E. Clow and Donald Baack (2016), Pearson 		
Reference Books		
<ol style="list-style-type: none"> 1. Semenik, R. J., Allen, C., O'Guinn, T. C., & Kaufmann, H. R. (2012). Advertising and promotions: An integrated brand approach. China: Couth-Western Cengage Learning. 2. Kotler, P., & Keller, K. L. (2017). Marketing management. (15th Ed.). Pearson India 3. Ries, A., & Trout, J. (2001). Positioning: The battle for your mind. New York: McGraw-Hill. 4. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson 5. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning 		

MBA(IEV) Semester-II/Module-4							
Course Code		AMBIEM417		L	T	P	Credit
Course Title		Digital Marketing		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Provide understanding of digital and social media marketing practices.						
2	Impart learning on various digital channels and how to acquire and engage consumers online.						
3	Provide understanding of the concept of social media platforms						
4	Provide insights on building organizational competency by way of digital marketing practices and cost considerations.						
5	Develop understanding of the latest digital practices for marketing and promotion.						
Pre-requisites:							
Course Contents / Syllabus							
UNIT-I		Introduction to Digital Marketing				5 Hours	
The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices. Marketing Mix (7Ps) in online context							
UNIT-II		Acquiring & Engaging Users through Digital Channels				6 Hours	
Overview of search engine optimization (SEO), search engine marketing, mobile marketing, video marketing, email marketing, viral marketing, content marketing and social-media marketing, Marketing gamification							
UNIT-III		Social Media Marketing				7 Hours	
Meaning, Purpose, types of social media websites. Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Facebook, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns.							
UNIT-IV		Designing Organization for Digital Success				6 Hours	
Digital transformation, digital leadership principles, online P.R.and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.							
UNIT-V		Digital Innovation and Trends				6 Hours	
The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing, Understanding trends in digital marketing – Indian and global context, online communities and co-creation.							
Course outcome: At the end of course, the student will be able to:							
CO1	Students will develop an understanding of digital and social media marketing practices.			Apply (K2),			
CO2	Students will develop understanding of the social media platforms.			Evaluate (K2)			

CO3	Capable to apply skills to acquire and engage consumer online.	Create (K6)
CO4	Students will develop understanding of building organizational competency by way of digital marketing practices and cost considerations.	Create (K6)
CO5	Students will develop understanding of the latest digital practices for marketing and promotion.	Understand (K2)

Text Book

1. Moutsy Maiti: Internet Marketing, Oxford University Press India, First Edition
2. Vandana, Ahuja; Digital Marketing, Oxford University Press India, First Edition

Reference Book

1. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional, First Edition
2. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page, First Edition
3. Tracy L. Tuten & Michael R. Solomon: Social Media Marketing, Sage Publication, Second Edition

MBA(IEV) Semester-II/Module-4							
Course Code		AMBIEM421		L	T	P	Credit
Course Title		Strategic Financial Management		2	0	0	2
Course Objective: Objective of this course is to:				Duration: Hours 30			
1	To gain an understanding on the use of basic business Strategic financial management concepts and tools of analysis such as valuation.						
2	To gain an insight into various types of risk and also study about the capital budgeting.						
3	To have an understanding of various factors considered in designing the capital structure.						
4	To gain an insight into various sources of international finance.						
5	To gain an understanding the International Trade and impact of financial resources.						
Pre-requisites: Basic understanding of finance and accounting.							
Course Contents / Syllabus							
UNIT-I		Introduction to Financial Strategy and Planning				6 Hours	
Meaning of Strategy and Planning, Definition of Strategic Financial Management, Financial Forecasting and their techniques. Financial Planning Process, Decision making and Problem solving Process. Case Study.							
UNIT-II		Risk evaluation in Capital Budgeting				6 Hours	
Decision making in risk and uncertainty, Profitability Analysis, Value of Financial Information, Sensitivity Analysis, Risk Adjusted Discount rate, certainty Equivalent. Case Study.							
UNIT-III		Valuation of Business				6 Hours	
Value of Share and Company, Asset based Valuation, Valuation relative to Industry Averages, DCF valuation Models, Valuation based on Company fundamentals.							
UNIT-IV		Sources of International Long term Finance				6 Hours	
Risks associated with International Projects Financing, Issue of ADR's/ GDR's, FCCBs and FCEBs, ECBs and FDIs, Foreign Capital Markets and Instruments. Case Study.							
UNIT-V		International Trade Finance				6 Hours	
Forms of Export Finance, Documentary Credit, Export Credit and Insurance, Bilateral Credit, Special Economic Zones, Disinvestment and their strategies. Latest Development, Trends & Practices in strategic financial management -Corporate Governance, Fintech strategies, Management Buyouts.							
Course outcome: At the end of course, the student will be able to:							
CO 1	Apply techniques to project financial statements for forecasting long-term financial and also take a knowledge about Strategic financial management.			Apply (K3)			
CO 2	Evaluate relevant cash flows for capital budgeting, strategic projects and apply various methods to analyze projects.			Apply (K3) Evaluate (K5)			
CO 3	Apply techniques for the valuation of stock and also able to apply the methods of dividend and retention ratio.			Apply (K3)			

CO 4	Identify the relevance of International Finance and its available recourse overall the world.	Understand (K2)
CO 5	Identify the scope of international trade and also able to understand the sources of International Trade.	Understand (K2)
Text books		
1. Jakhotiya G P Strategic Financial Management Vikas Publishing House, 2010 2. Ravi M, Kishore, Strategic Financial Management Taxmann's 2011 Edition.		
Reference Books		
1. Khan, M.Y. & Jain, P.K., Basic Financial Management, Tata McGraw Hill, 2. Khan, M.Y., India Financial Services, Tata McGraw Hill, ND, 2008 3. Damodaran, A. 2004, Corporate Finance: Theory and Practice, 2nd Ed., Wiley & Sons.. 4. Van Horne, J.C. 2006, Financial Management and Policy, 12th Ed., Prentice Hall of India.		

MBA(IEV) Semester-II/Module-4								
Course Code		AMBIEM422			L	T	P	Credit
Course Title		Indian Financial Market and Services			2	0	0	2
Course Objective: Objective of this course is to:					Duration: 30 Hours			
1	To develop a basic understanding of the financial system: how it operates and why it plays a central role in the economy.							
2	Ability to distinguish between debt market and capital market ; primary and secondary market							
3	Help the students in acquiring analytical skills in the Money Market in the context of raising funds							
4	Understand the working of Financial Institutions and intermediaries							
5	To understand the concept and growth of financial services in India							
Pre-requisites:								
Course Contents / Syllabus								
UNIT-I		INTRODUCTION					7 Hours	
Structure of Financial System – Role of Financial System in Economic Development – Components of Indian financial system: Financial institutions; Financial Markets and Financial Instruments – Capital markets – Money Markets – Primary Market Operations– Role of SEBI – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.								
UNIT-II		FINANCIAL MARKET: CAPITAL MARKET					5 Hours	
Capital Market – Primary, New Issue Market – Domestic and Global, Private Placement, QIP, Disinvestment. Right Issue, Capital Market – Secondary Market, Stock Market Operations Indian Debt Market.								
UNIT-III		FINANCIAL MARKET: MONEY MARKET					6 Hours	
Money Market , Basics of Money Market, Money Market Participants, Money Market Instruments, Repo and Reverse Repo , CRR, SLR , MIBOR, LIBOR ,Government Securities Market								
UNIT-IV		INSTITUTIONS AND INTERMEDIARIES					6 Hours	
Banking and non-banking institutions; Reserve Bank of India: Organization, management and functions, Recent monetary policy of RBI, Banking role and structure, Commercial banks: meaning, functions, present structure, types, e-banking and recent developments in commercial banking, NBFC, Sectorial financial institution NABARD, Exim Bank and PFC.								
UNIT-V		FINANCIAL SERVICES					6 Hours	
An overview of Financial Services: Concept, nature and scope of financial services – growth of financial services in India – Merchant Banking – meaning, types and responsibilities of merchant banks – regulations of merchant banking in India – leasing and hire purchasing – types of leases – discounting, factoring forfeiting – factoring in India								
Course outcome: At the end of course, the student will be able to:								
CO 1	Understand the components of Indian financial system: Financial institutions; Financial Markets and Financial Instruments				Understanding (K2)			
CO 2	Complete knowledge of Capital Markets of India as a source of long term source of funds				Comprehending (K3)			

CO 3	Understanding of the money market component of the financial market	Understanding (K2)
CO 4	Clarity about the role of SEBI, IDBI, NABARD, EXIM and other development banks	Comprehending (K3)
CO 5	Evaluate and create strategies to promote financial products and services.	Applying (K4)
Text books		
<ol style="list-style-type: none"> 1. Bhole, L M ; Financial Institutions and Markets; McGraw-Hill Education 2. Khan, M.Y.; Indian Financial System; McGraw-Hill Education 3. Pathak, Bharti V.; Indian Financial System; Pearson Education 		
Reference Books		
<ol style="list-style-type: none"> 1. Singh, S.P.; Indian Financial System; Wisdom Publication 2. Machiraju, H.R.; Indian Financial System; Vikas Publishing House 3. Dorfman Marks S., “Introduction to Risk Management and Insurance”, 5th Edition, Prentice Hall Inc, Englewood Cliffs N.J. 		

MBA(IEV) Semester-II/Module-4							
Course Code		AMBIEM426		L	T	P	Credit
Course Title		Introduction to Business Analytics		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	Enable the students to understand and manage Big Data.						
2	Able to visualize data by using various visualization techniques.						
3	Able to make decisions based on various simulation models.						
4	Build an understanding of Machine Learning						
5	Develop critical analyzing skills for decision-making.						
Pre-requisites: To have critical thinking, data visualization ability, and preliminary knowledge of Excel.							
Course Contents / Syllabus							
UNIT-I		Introduction to Business Analytics				6 Hours	
Overview of Business Analytics, Types of Business Analytics –Descriptive, Forecasting. Predictive Prescriptive Modelling, Applications of Business Analytics, Use of a spreadsheet for Analysis, Data Summarization, Data visualization & its Techniques, Standardised Reporting.							
UNIT-II		Data Mining & Business				6 Hours	
Introduction to Data Mining, Data Mining Techniques, Data Mining tool, Types of data, storage of data – data warehouse and data mart, retrieval of data – reports, analysis, and querying							
UNIT-III		Data Visualization				5 Hours	
Fundamentals of visualization, Introduction to visualization tool, data ingestion, working with a visualization tool, dashboarding, storytelling.							
UNIT-IV		Business Modelling using MS-Excel				6 Hours	
Use of functions, formulae, filters, and conditional formatting. Pivot tables, data models, sensitivity analysis, business decision making using multiple scenarios, Introduction to Monte Carlo simulation							
UNIT-V		Managing Big Data				7 Hours	
Introduction to Big Data, Big Data driven decisions in business organizations, Building Business and Economic Models –Tools to leverage data for Prediction purposes; Logistic Regression, Introduction to Machine Learning; Statistical Learning vs. Machine Learning, Introduction to R Programming							
Course outcome: At the end of course, the student will be able to:							
CO 1	Gain an understanding of the fundamentals of Business Analytics					Understand (K2)	
CO 2	Understand the Data Mining & Data Retrieval mechanism					Understand (K2)	
CO 3	Use data visualization techniques for business decisions					Apply (K3) Analyze (K4)	
CO 4	Apply different Models for decision-making using Excel					Apply (K3)	
CO 5	Develop an understanding of Machine Learning & R					Understand (K2)	
Textbooks							

1. Cooper, R.D., Schindler, S. P. and Sharma, J.K. (2015). Business Research Methods. New Delhi, India: McGraw Hill Education (India) Private Limited.
2. U Dinesh Kumar (2017), Business Analytics: The Science of Data-Driven Decision Making, Wiley
3. Business Intelligence and Analytics: Systems for Decision Support by Ramesh Sharda, Dursun Delen and Efraim Turban, Pearson, 10th edition.

Reference Books

1. Albright and Winston. Business Analytics: Data Analysis and Decision Making, 5th Edition.
2. Stephen Powell and Ken Baker., —The Art of Modeling with Spreadsheet
3. Microsoft Excel 2016 Data Analysis and Business Modeling (5th Edition) (Business Skills) 6th Edition, by Wayne Winston
4. Gujrati, Damodar N and Sangeetha (2011). Basic Econometrics (4th Ed.). New Delhi, India: McGraw Hill Education (India) Private Limited

MBA(IEV) Semester-II/Module-4							
Course Code		AMBIEM427		L	T	P	Credit
Course Title		Time Series Forecasting		2	0	0	2
Course Objective: Objective of this course is to:				Duration: 30 Hours			
1	To develop an understanding of time series and Forecasting						
2	To trained students to handle real life problems through practical classes.						
3	To identifying the nature of the phenomenon represented by the sequence of observations.						
4	To predicting future values of the time series variable.						
5	To taught students in various statistical software.						
Pre-requisites: Students should have an idea of basic statistics							
Course Contents / Syllabus							
UNIT-I		Time Series and Forecasting				6 Hours	
Exploratory Time Series Analysis: Forecasting trend and seasonality based on smoothing. Methods of Exponential and moving average smoothing; Types and implications of interventions; Outliers, additive and innovational outliers, procedure for detecting outliers.							
UNIT-II		Stochastic Models in time series				6 Hours	
Stationary Stochastic models: weak and strong stationarity, Deseasonalising and detrending an observed time series, Auto-covariance, autocorrelation function (ACF), partial autocorrelation function (PACF) and their properties, Conditions for stationarity and invertibility.							
UNIT-III		Models of Time Series				6 Hours	
Models for Time Series: Time series data, Trend, seasonality, cycles and residuals, Stationary, White noise processes, Autoregressive (AR), Moving Average (MA), Autoregressive and Moving Average (ARMA) and Autoregressive Integrated Moving Average (ARIMA) processes, Choice of AR and MA periods							
UNIT-IV		Spectral analysis and decomposition				6 Hours	
Spectral analysis and decomposition: Spectral analysis of weakly stationary process, Periodogram and Correlogram analysis, Spectral decomposition of weakly AR process and representation as a one-sided MA process – necessary and sufficient conditions, implication in prediction problems..							
UNIT-V		Modeling Seasonal Time Series				6 Hours	
Modeling Seasonal Time Series: seasonal ARIMA models, estimation and forecasting, Fitting ARIMA models with Box-Jenkins procedure, Identification, Estimation, Verification, Test for white noise, Forecasting with ARMA models.							
Course outcome: At the end of course, the student will be able to:							
CO 1	To explain the concept of Time series analysis in forecasting				Understand (K2)		
CO 2	To illustrate stationary stochastic models of Time series				Understand (K2)		
CO 3	To describe and illustrate time series data, trends and seasonality through different time series model.				Apply (K3)		

CO 4	To explain Spectral analysis and decomposition	Understand (K2)
CO 5	To illustrate modelling seasonal time series.	Apply (K3)
Text books		
<ol style="list-style-type: none"> 1. G. E. P. Box, G. M. Jenkins, & G. C. Reinsel: Time series analysis: Forecasting and control. 2. P. J. Brockwell, & R. A. Davis :Introduction to time series and forecasting. 		
Reference Books		
<ol style="list-style-type: none"> 1. Gun Gupta and Dasgupta (2002) Fundamentals of Statistics Vol II, World Press 2. Cooray TMJA(2008) Applied Time Series, Analysis and forecasting, Narosa Publishing house 3. Chatfield C (2004) Analysis of Time Series, Chapman & Hal 4. P. J. Brockwell, & R. A. Davis. : Time series: Theory and methods. 		

MBA(IEV) Semester-II/Module-4					
Course code	AMBIEM455	L	T	P	Credits
Course title	Introduction to Tableau	0	0	4	2
Course objective:					
Apply the essentials of the software and utilize all the fundamental usefulness to visualize their information furthermore, associate with various information sources.					
Pre-requisites:					
Course Contents / Syllabus					
UNIT-I	Tableau Fundamentals				8 HOURS
Understanding Data: What is data, Where to find data, Foundations for building Data Visualizations, Installing Tableau Software, Creating Your First visualization: Getting started with Tableau Software, Using Data file formats, Connecting your Data to Tableau, Tableau products, Tableau Terminology, Dimension vs Measure, Discrete Versus Continuous, Start Page, Using the Show me panel, Show Me, Connecting to Excel Files, Connecting to Text Files, Connect to Microsoft SQL Server, Connecting to Microsoft Analysis Services, Creating and Removing Hierarchies, Bins, Joining Tables, Data Blending, Creating basic charts (line, bar charts, Treemaps).					
UNIT-II	Tableau Basic Reports				8 HOURS
Parameters, Grouping Example, Edit Groups, Set, Combined Sets, creating a First Report, Data Labels, Create Folders, Sorting Data, Add Totals, Sub Totals and Grand Totals to Report, Tableau Aggregate features, creating custom calculations and fields, applying new data calculations to your visualization, Formatting Visualizations, Formatting Tools and Menus, Formatting specific parts of the view, Editing and Formatting Axes.					
UNIT-III	Tableau Charts				8 HOURS
Area Chart, Bar Chart, Box Plot, Bubble Chart, Bump Chart, Bullet Graph, Circle Views, Dual Combination Chart, Dual Lines Chart, Funnel Chart, Traditional Funnel Charts, Gantt Chart, Grouped Bar or Side by Side Bars Chart, Heatmap, Highlight Table, Histogram, Cumulative Histogram, Line Chart, Lollipop Chart, Pareto Chart, Pie Chart, Scatter Plot, Stacked Bar Chart, Text Label, Tree Map, Word Cloud, Waterfall Chart, Geographic map, Filled map, Crosstab Combines axis, Motion chart, Reference lines.					
UNIT-IV	Visualization Tools				8 HOURS
Formatting Visualizations: Formatting Tools and Menus, Formatting specific parts of the view, Editing and Formatting Axes. Filters Introduction: Quick Filters, Filters on Dimensions, Conditional Filters, Top and Bottom Filters, Filters on Measures, Context Filters, Slicing Filters, Data Source Filters, Extract Filters, Using the Detail panel, Using the Size panels, customizing filters, Formatting your data with colors.					
UNIT-V	Tableau Dashboards & Stories				8 HOURS
Storytelling: creating your first dashboard and Story, Design for different displays, adding interactivity to your Dashboard, Format Dashboard Layout, create a Device Preview of a Dashboard, Create Filters on Dashboard, Distributing & Publishing Your Visualization, Tableau file types, Publishing to Tableau Online, Sharing your visualization, Printing and exporting.					
Total Lecture					
Course outcome: After completion of this course students will be able to					

CO 1	Apply the fundamentals of the tool, use all the basic functionality to visualize their data and connect to various data sources.	Apply (K3)
CO 2	Apply a wide range of tools formatting options to slice and dice your data to mine for critical insights.	Apply (K3)
CO 3	Build a variety of basic charts to learn and deploy the ethics of visualization.	Create (K6)
CO 4	Design new solutions to produce complex chart types and apply advanced formatting and data visualization best practices.	Create (K6)
CO 5	Apply state of the art insights into a useable dashboard, share and publish visualizations with powerful interactivity.	Apply (K3)

Textbooks

1. Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper, O'Reilly.
2. Data Visualization with TABLEAU: Learn Data Visualization, Charts, Dashboard and Storytelling with Tableau, Praveen Kumar, Gurucool Publishing.

Reference Books

1. Learning Tableau: Leverage the Power of Tableau 9. 0 to Design Rich Data Visualizations and Build Fully Interactive Dashboards Book by Joshua N. Milligan.
2. Mastering Tableau 2021: Implement Advanced Business Intelligence Techniques and Analytics with Tableau Book by David Baldwin, Kate Strachnyi, and Marleen Meier.

NPTEL/ Youtube/ Faculty Video Link:

Unit 1	https://www.youtube.com/watch?v=gWZtNdMko1k&list=PLWPirh4EWFpGXTBu8ldLZGJCUEtMBpJFK
Unit 2	https://www.youtube.com/watch?v=jEgVto5QME8
Unit 3	https://www.youtube.com/watch?v=5-H1UltjSHk
Unit 4	https://www.youtube.com/watch?v=0pursdur27A
Unit 5	https://www.youtube.com/watch?v=JsDxcEH5VeA