NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR
(An Autonomous Institute)

Affiliated to

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

Evaluation Scheme & Syllabus

For

MBA - Innovation, Entrepreneurship and Venture Development
First Year

(Effective from the Session: 2024-25)

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

School of Management
Masters of Business Administration (Innovation Entrepreneurship and Venture Development)
MBA (IEV)
EVALUATION SCHEME
SEMESTER -I

Sl. No.	Subject Code	Subject Name	Type of Subject	Periods			Evaluation Scheme				End Semester		Total	Credit
				L	T	P	CT	TA	Total	PS	TE	PE		
		**3 WEEKS COMPULSORY INDUCTION PROGRAM**												
1	BMBIE0104	Entrepreneurship, Innovation and Business Models	Mandatory	3	0	0	30	20	50	0	100	0	150	3
2	BMBIE0108	Marketing Management	Mandatory	3	0	0	30	20	50	0	100	0	150	3
3	BMBIE0105	Financial Accounting and Management	Mandatory	3	0	0	30	20	50	0	100	0	150	3
4	BMBIE0107	Managerial Economics	Mandatory	3	0	0	30	20	50	0	100	0	150	3
5	BMBIE0101	Business Communication	Mandatory	3	0	0	30	20	50	0	100	0	150	3
6	BMBIE0106	Human Resource Management	Mandatory	3	0	0	30	20	50	0	100	0	150	3
7	BMBIE0102	Business Statistics and Quantitative Techniques	Mandatory	2	1	0	30	20	50	0	100	0	150	3
8	BMBIE0103	Design Thinking	Mandatory	3	0	0	30	20	50	0	100	0	150	3
9	BMBIE0151	Office Management and Spreadsheet Modelling	Mandatory	0	0	4	0	0	50	50	0	50	100	2
10	BMBIE0159	Minor Project	Mandatory	0	0	4	0	0	50	50	0	50	100	2
		Grand Total											1400	28

Abbreviation Used:
L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam.,
CE: Core Elective,OE:Open Elective, DE: Departmental Elective, PE: Practical End Semester Exam, CA: Compulsory Audit,
MOOCs: Massive Open Online Courses.

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School of Management

Masters of Business Administration (Innovation Entrepreneurship and Venture Development)

MBA (IEV)

EVALUATION SCHEME

SEMESTER -II

Sl. No	Subject Code	Subject Name	Type of Subject	Periods			Evaluation Scheme				End Semester			Total	Credit
				L	T	P	CT	TA	Total	PS	TE	PE		
1	BMBIE0202	Entrepreneurial Eco-system	Mandatory	3	0	0	30	20	50	0	100	0	150	3
2	BMBIE0203	Production and Operations Management	Mandatory	3	0	0	30	20	50	0	100	0	150	3
3	BMBIE0201	Business Research Methods	Mandatory	3	0	0	30	20	50	0	100	0	150	3
4	BMBIE0220	Social Entrepreneurship	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
5	BMBIE0219	Venture Growth Strategies	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
6	BMBIE0212	Introduction to Business Analytics	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
7	BMBIE0213	Introduction to Data Science	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
8	BMBIE0211	Digital Marketing	Departmental Elective	4	0	0	30	20	50	0	100	0	150	4+4+4+4
9	BMBIE0215	Integrated Marketing Communication	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
10	BMBIE0216	Training and Development	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
11	BMBIE0218	Talent management	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
12	BMBIE0217	Strategic Financial Management	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
13	BMBIE0214	Indian Financial Market and Services	Departmental Elective	4	0	0	30	20	50	0	100	0	150	
14	BMBIE0251	Introduction to Tableau (Workshop)	Mandatory	0	0	4	0	0		50	0	50	100	2
15	BMBIE0259	Capstone project	Mandatory	0	0	6	0	0		50	0	100	150	3
		Grand Total											1300	30

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L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam.,
CE: Core Elective,OE:Open Elective, DE: Departmental Elective, PE: Practical End Semester Exam, CA: Compulsory Audit,
MOOCs: Massive Open Online Courses.

Course- MBA First Year -Semester 1		
Branch- IEV		
Subject Code- BMBIE0104		**L - T - P** **3 – 0 - 0**
Subject Name- Entrepreneurship, Innovation and Business Models		**No. of Hours- 40**
Course Objective- The objective of this course is to 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.		
Course Outcome – Students will be able to:-		**Bloom's Taxonomy**
CO1	Understand the basic concepts of entrepreneurship, innovation, and business model.	Understanding (K2)
CO2	Understand innovation and its applications in different spheres of development and growth.	Understanding (K2)
CO3	Apply and Analyze holistic view of the new product development arena and gain specific knowledge.	Analyzing (K4)
CO4	Creating comprehensive and highly scalable business model by applying customer development principles in real-life exercises.	Creating (K6)
CO5	Design a successful business plan through knowledge of financial schemes for successful launch of an enterprise.	Creating (K6)
Course Content:		

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/ Lab	CO Mapping
Unit 1: **Introduction to Entrepreneurship**	Concept of Entrepreneur ship	Meaning, definition and overview of Entrepreneurship, Evolution, and growth of entrepreneurship in India, role of entrepreneurship in economic	Discussion, video, Role play	4 Hours	SWOT Analysis of any two innovative start-ups.	CO1

Unit	Topic	Content	Pedagogy	Hours	Assessment	CO
		development, Characteristics of entrepreneurs, types of entrepreneurs.				
	Theories of entrepreneurship	Theories of entrepreneurship. Intrapreneurship, Women entrepreneurship, Social entrepreneurship, SWOT Analysis, case study.	Discussion, videos, Case study	4 Hours		
Unit 2: **Innovation**	Evolution and theories of Innovation	Innovation- Meaning, concept, definition. Innovation theories. The Process of Innovation and Idea Generation, Social innovation.	Discussion, videos, Story Telling	4 Hours	Case based assignment	CO2
	Method for Innovation	Systems Thinking as a Method for Innovation. Team Formation. Problem Definition and Asset Mapping. Development of Start-up Venture Idea, design thinking and innovation. Legal And IP issues in innovation, case study.	Discussion, videos, Case study	4 Hours		
Unit 3: **Product Development**	Concept of New product development	Concept of new product development, idea generation, sources of newideas, methods of idea generation, Feasibility study.	Discussion, videos, Case study	3 Hours	Develop a new product & launching process for company of your choice.	CO3
	Marketing and Commercialization	Test marketing- Advantages, need, types, and methods. Prototype and MVP. Commercialization- Time to market, Breaking into the market, methods of commercialization, Case study.	Discussion, videos, Presentation	4 Hours		

Unit 4: Business Models	Different Business Model	Developing and effective business model, entrepreneurship models, corporate entrepreneurship models. Elements of business models, The business model canvas, Review of Business Model Canvas.	Discussion, videos, Case based	4 Hours	Present ay two real life start-ups ,their business model, their success strategy and competitor analysis	CO4
	Opportunities and Challenges	Recognizing opportunities and generating ideas, Feasibility analysis, Industry, and competitor analysis, Case study.	Discussion, Start-up Story telling	4 Hours		
Unit 5: Financing and preparing a business plan	Financing the Business	Financing the venture, Sources of finance, Bootstrapping strategies and their Valuation, Crowd-funding, and its valuation. Role of government and other agencies in entrepreneurship.	Discussion, videos, Case based	5 Hours	Write a report on Final Business Plan with due respect to any innovative enterprise.	CO5
	Business Plan	Entrepreneurial assistance schemes. The business plan- Contents, preparing a business plan, pitching, Case study	Experiential exercise, discussion, Case study	4 Hours		

References-

Text Books:
1. Amit, R., & Zott, C. (2020). Business model innovation strategy: Transformational concepts and tools for entrepreneurial leaders. John Wiley & Sons.
2. Lewrick, M. (2022). Design Thinking for Business Growth: How to Design and Scale Business Models and Business Ecosystems. John Wiley & Sons.

Reference Books:
2. Mitra, J. (2019). Entrepreneurship, innovation, and regional development: an introduction. Routledge.
3. Lorenzo, O., Kawalek, P., & Wharton, L. (2018). Entrepreneurship, Innovation, and technology: A guide to core models and tools. Routledge.

Links:

1. Sustainable entrepreneurship, innovation, and business models: Integrative framework and propositions for future research - Lüdeke-Freund – 2020, Business Strategy and the Environment - Wiley Online Library

2. https://www.youtube.com/watch?v=rcGcpd03Bjk&pp=ygUwRW50cmVwcmVuZXVyc2hpcCwgSW5ub3ZhdGlvbiBhbmQgQnVzaW5lc3MgTW9kZWxz
3. Innovation, Business Models and Entrepreneurship - Course (nptel.ac.in)
4. Chapter 4 – Business Models – Entrepreneurship and Innovation Toolkit (bccampus.ca)

Course- MBA First Year - Semester 1	
Branch- IEV	
Subject Code- BMBIE0108	L - T - P 3 – 0 – 0
Subject Name- Marketing Management	No. of Hours- 40

Course Objective- The objective of this course is to make students understand the fundamentals of marketing management and its concepts.

Course Outcome – Students will be able to:-		Bloom's Taxonomy
CO1	Understand basic marketing concepts and significance of marketing.	Understanding (K2)
CO2	Understanding consumer buying decision process.	Understanding (K2)
CO3	Analyze the market based on segmentation, targeting and positioning.	Analyzing (K4)
CO4	Analyze and take effective decisions based on marketing mix.	Analyzing (K4)
CO5	Understand the contemporary issues in marketing and technological advancements in marketing.	Understanding (K2)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1:	Introduction of marketing	Introduction, objectives, Scope and Importance of marketing. Types of Market, Core Concepts of Marketing, Functions of	Classroom discussion, videos, Case study	3 Hours	Case based assignment	CO1

Introduction to Marketing Management		Marketing, Marketing Orientations				
	Marketing Environment	Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Marketing Planning and Implementation.	Classroom discussion, videos, Case study	4 Hours		
Unit 2: **Understanding Consumer behavior**	Consumer buying behaviour	Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process	Classroom discussion, videos, Case study	2 Hours	Case based assignment	CO2
	Buyer Behaviour Models	Buyer Behavior Models, Business Buyer Behavior: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behavior, Buying Roles in Industrial Marketing	Classroom discussion, videos, Case study	3 Hours		
Unit 3: **Segmentation, Targeting and Positioning**	Market Segmentation	Introduction, Concept of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets,	Classroom discussion, videos, Case study	3 Hours	Select any three companies of your choice ad discuss the following components: 1. Market segmentation	CO3

	Targeting and positioning	Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation- Meaning, Strategies	Classroom discussion, videos, Case study	4 Hours	2. Target market 3. Market positioning	
Unit 4: **Marketing Mix Strategies**	Product Management	Introduction, Product Mix Strategies, New Product Development Process, Adoption Process, Diffusion of Innovation, Product Life Cycle (PLC)	Classroom discussion, videos, Case based	3 Hours	Prepare a assignment on any two companies of an industry discussing its pricing strategy in the entire product cycle.	CO4
	Pricing Management	Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies	Classroom discussion, videos, Case based	3 Hours		
	Distribution Management	Introduction, Channel Management Strategies, Introduction to Logistics Management, Retailing and Wholesaling-Meaning, Types, Multi-Channel Marketing	Classroom discussion, videos, Case-based	4 Hours		
	Promotion Management	Introduction, Integrated Marketing Communications (IMC), Promotion Mix, Advertising Budget	Classroom discussion, videos, Case-based	4 Hours		
Unit 5:	Recent Trends in Marketing	Recent Trends in Marketing-Rural Marketing, Digital and Mobile Marketing,	Classroom discussion,	4 Hours	Case based assignment	CO5

Recent Trends in Marketing			videos, Case-based			
	Customer Relationship Management	Customer Relationship Management, Marketing Information System (MKIS)	Classroom discussion, videos, Case-based	4 Hours		

References-

Text Books:
1. Kotler, P., & Keller, K. (2021). *Marketing Management (15th global edition)*. Pearson Education Limited.
2. Park, S. (2020). *Marketing management (Vol. 3)*. Seohee Academy.

Reference Books:
1. Kotler, P., & Keller, K. L. (2021). *Marketing Management*, Global Edition. Pearson.
2. Kapoor, N. (2021). *Principles of Marketing. PHI Learning Pvt. Ltd*.
3. Kotler, P., & Keller, K. (2021). *Marketing Management (15th global edition)*. Pearson Education Limited.

Link
1. https://study.com/academy/lesson/environmental-scanning-in-marketing-definition-examples-methods
2. https://www.investopedia.com/terms/s/swot.asp
3. https://corporatefinanceinstitute.com/resources/knowledge/strategy/market-planning/
4. https://www.primeone.global/build-marketing-mix-for-your-business/
5. https://www.managementstudyguide.com/integrated-marketing-communications.htm

Course- MBA First Year- Semester 1	
Branch- IEV	
Subject Code- BMBIE0105	**L-T-P** **3– 0 - 0**
Subject Name- Financial Accounting and Management	**No. of Hours-40**
Course Objective- The objective of this course is to make students understand financial accounting theory, concepts, and practise, including financial statements, ratios, cash flow, cost of capital, capital budgeting, working capital, and operating cycle flow.	

Course Outcome – Students will be able to:-		Bloom's Taxonomy
CO1	Understand the accounting concepts, principles, and conventions for their routine monetary transactions.	Understanding(K2)
CO2	Create and prepare the financial statements in accordance with Generally Accepted Accounting Principles.	Create (K6)
CO3	Understand the concepts and utilisation of ratios and cash flow statements.	Understand (K2)
CO4	Calculate the time value of money and evaluate long-term investment decisions.	Evaluate (K5)
CO5	Analyze the basic concepts and importance of working capital management.	Analyze(K4)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1: **Meaning, Principles and**	Introduction to Principles of Accounting	Overview of Accounting, Accounting concepts and Meaning, Users of Accounting, Principles of Accounting	Classroom discussion, videos, Case study	3 Hours	Assignment on applications of principles of accounting and book-keeping accounting standards.	CO1

Standards of Accounting	Introduction to Book-keeping and Standards of Accounting	Book keeping and Accounting, Accounting terminologies, Indian Accounting Standards and International Accounting Standards	Classroom discussion, videos, Case study	3 Hours		
Unit 2: Mechanics of Accounting	Journal Entries, Ledger and Trial balance	Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance, Reconciliation.	Classroom discussion, videos, Case study, MS Excel	4 Hours	Practical questions on journal entries in the prescribed format, ledger accounts, and trial balance. Prepare the final accounts of a production-based firm and make an analysis of profitability and liquidity.	CO2
	Final Accounts	Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet.	Classroom discussion, videos, Case study, MS Excel	4 Hours		
Unit 3: Ratio Analysis And Cash Flow Statement	Ratio Analysis	Ratio Analysis: solvency ratios, Profitability ratios, activity ratios, liquidity ratios.	Classroom discussion, videos, Case study	5 Hours	You are suggested to calculate the assigned firm's liquidity, stock turnover, and debtor turnover ratio. .	CO3
	Cash Flow Statement	Cash Flow Statement and Preparation of Cash Flow Statement	Classroom discussion, videos, Case study	4 Hours		
Unit 4: Cost of Capital and Capital Budgeting	Cost of Capital and WACC	Overview of finance: Finance & its scope, Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital.	Classroom discussion, videos, Case based	5 Hours	Case based assignment	CO4

	Capital Budgeting and its Techniques	Overview of Capital budgeting techniques and its applications to select the suitable project.	Classroom discussion, videos, Case based	5 Hours		
Unit 5: **Working capital management**	Concept of working capital management	Concepts of Working Capital and its types, Determinants of Working Capital	Classroom discussion, videos, Case based discussion	3 Hours	Case based assignment on working capital calculation from Balance Sheet of any two companies	CO5
	Methods of WCM and sources of finance.	Methods of calculating Working Capital, Working Capital Financing.	Experiential exercise, discussion	4 Hours		

References-

Text Books:

1. Shah, Paresh, (2022). Financial Accounting for management, 3rd Edition. Oxford University Press.
2. Khan and Jain, (2021). Financial Management, 8th Edition, Tata McGraw Hill.

Reference Books:

1. Maheshwari, S N &Maheshwari S K, (2021).A text book of Accounting for Management, Vikas Publication.
2. Pandey I M, (2022). Financial Management, Vikas Publication.

Link

1. https://ncert.nic.in/textbook/pdf/keac101.pdf
2. https://edurev.in/t/114559/Journal--Ledger-and-Trial-Balance-Accountancy-and-
3. https://www.journal-dogorangsang.in/no_2_Book_21/42.pdf
4. https://static.careers360.mobi/media/uploads/froala_editor/files/Cost-of-Capital_YUeIXt5.pdf
5.https://static.careers360.mobi/media/uploads/froala_editor/files/Management-of-Working-Capital_-Unit-I_-Introduction-to-Working-Capital-Management_WDdB8ZC.pdf

Course- MBA First Year - Semester 1

Branch- IEV

Subject Code- BMBIE0107	L - T - P
	3 – 0 - 0
Subject Name- Managerial Economics	**No. of Hours- 40**

Course Objective- The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Course Outcomes: **Students will be able to:-**

CO1	Understand the concepts of Managerial Economics to make effective business decisions under conditions of risk and uncertainty.	Understanding (K2)
CO 2	Understand the law of demand & supply & their elasticity.	Understanding (K2)
CO 3	Analyse production concepts, cost concepts and their impact on business decisions.	Analyzing (K4)
CO 4	Analyze pricing decisions under the different market structures.	Analyzing (K4)
CO5	Evaluate various theories of the firm for effective managerial decision making.	Evaluating (K5)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1: **Basic Concepts**	Basic Concepts of Managerial Economics	Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial	Discussions, quizzes, assignments, presentations & Case Studies.	3 Hours	Case based assignment	

and principles		Economics and its relevance in business decisions.				CO1
	Fundamental Principles of Managerial Economics	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.	Discussions, quizzes, assignments, presentations & Case Studies	5 Hours		
Unit 2: **Demand and Supply Analysis**	Demand Analysis	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	Discussions, quizzes, assignments, presentations & Case Studies	8 Hours		

	Supply Analysis	Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply Studies forces. Case Studies	Discussions, quizzes, assignments, presentations & Case Studies	2 Hours	Case based assignment/ Numerical on Elasticity of Demand.	CO2
Unit 3: **Production and cost Analysis**	Production Analysis	Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale.	Discussions, quizzes, assignments, presentations & Case Studies	4 Hours	Analyze the production & Cost decisions of a particular company.	CO3
	Cost & Revenue Analysis	Cost concept and analysis: Cost, Types of costs, and Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue. Case Studies	Discussions, quizzes, assignments, presentations & Case Studies	4 Hours		
Unit 4: **Market structures**	Market structures	Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Features, pricing under monopoly, Price Discrimination.	Discussions, quizzes, assignments	8 Hours	Case based assignments on Different market structures	CO4

Unit 5: **Economic Theory**	Economic Theory	The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioural Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Game Theory and Asymmetric Information. Case Studies.	Discussions, quizzes,	6 Hours	Case based assignments on Economic Theory	CO5

Text Books:

1. Pindyck, Rubinfeld, Mehta. (2021). Micro Economics (7e). Pearson.
2 Salvatore, D. (2022). Managerial Economics: Principle and Worldwide Applications, Oxford University Press.

References:

(R1) Baye, M., & Prince, J. (2022). *Managerial economics and business strategy* (10th ed.). McGraw-Hill.
(R2) Dwivedi, D.N. (2021) *Managerial Economics (7e).* Vikas Publication.
(R3) Varshney & Maheshwari, (2022). *Managerial Economics*. Sultan Chand.

Links: List of NPTEL/MOOCS/SWAYAM/Courses/Video:
1. http://nptel.ac.in/courses/110101005/1('Introduction to Managerial Economics').
2.http://nptel.ac.in/courses/110101005/ ('Theory of Demand').
3.http://nptel.ac.in/courses/110101005/38('Product Pricing').

Course: MBA / First year- Semester 1		
Branch- IEV		

Subject Code- BMBIE0101	**L-T-P**
	3 – 0 - 0

Subject Name- Business Communication	**No. of Hours- 40**

Course Objective- The objective of this course is to make students understand the techniques and principles of business communication for effective communication.

Course Outcome: Students will be able to:		Bloom's Taxonomy
CO 1	Understand principles of effective communication for domestic and international business situations.	Understanding (K2)
CO 2	Identify and apply the appropriate use of different channels of written and oral communication.	Applying (K3)
CO 3	Create various types of business reports and effective business letters.	Creating (K6)
CO 4	Apply enhanced listening and comprehension skills.	Applying (K3)
CO 5	Understanding emerging electronic modes of communication for effective business correspondence with brevity and clarity.	Understanding (K2)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1: **Introduction to Business Communication**	Basics of Communication	Introduction: Types of communication, Role of communication, defining and Framework of Communication, purpose of communication, characteristics of	PPT/ Discussion/ cases/ Videos	6 Hours	Case based assignment	CO1

		successful communication, importance of communication in management, communication structure in organization, communication in crisis, barriers to communication.				
Unit 2: **Oral Communication and Written communication**	Oral Communication	Oral Communication, principles of successful oral communication, conversation control, reflection and empathy: two sides of effective oral communication, effective listening, nonverbal communication, Kinetics- Voice Modulation, Expression.	PPT/Discussion / cases/ Videos	4 Hours	Case based assignment	CO2

	Basics of Written Communication	Written communication: Principles of effective writing – The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.	PPT/Discussion/ cases/ Videos	4 Hours		
Unit 3: **Writing Strategy in Business Letters & Presentation skills**	Writing Business Letters, emails Memos and understanding of report formats	Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – Report - Types of Reports and objectives of report writing – progress reports, routine reports – Annual reports – format. Presentation skills: Effective presentation – elements of presentation – designing a presentation.	PPT/Discussion / cases/ Videos	5 Hours	Case based assignment	CO3

		Advanced visual support for business presentation - types of visual aid				
	Presentation Skills		PPT/Discussion / cases/ Videos	3 Hours		
Unit 4: Listening	Listening skills	Listening skills and comprehension - Basics of Listening- Giving and Getting Feedback- Strategies of Effective Listening.	PPT/Discussion / cases/ Videos	7 Hours	Case based assignment	CO4

Unit	Topic	Description	Method	Hours	Assessment	CO
	Comprehension Skills	Comprehend Main Ideas and Details-Take Notes: Outline Main Ideas and Supporting Details-Distinguish between Facts, Opinion and Inferences-Evaluate What You Hear Follow Oral Directions	PPT/Discussion / cases/ Videos / Role play	5 Hours		
Unit 5: **CV writing and Advancement on Business Communication**	Writing CV	Writing CVs, Group discussions, interview skills -	PPT/Discussion / cases/ Videos	4 Hours	Case based assignment	CO5
	Technological Advancement on Business Communication	Impact of Technological Advancement on Business Communication networks, Internet, e mails, teleconferencing, video conferencing and webcast.		2 Hours		

References-

Text Books:

1. Sinha, K.K., & Sehgal, R. (2023). *Taxman's Business Communication* – Taxmann Publications Private Limited.
2. Jain, N., & Mukherji S. (2020), *Effective Business Communication.* New York, Ny McGraw- Hill Education.

Reference Books:

1. Guffey, M. E. (2022). *Essentials of Business Communication*. Cengage Learning.
2. Locker, K. O., Mackiewicz, J., Jeanine Elise Aune, & Kienzler, D. S. (2019). *Business and administrative communication.* New York, Ny McGraw-Hill Education.

Links:

https://youtu.be/ZB_StskQtac

https://youtu.be/BpP_tOZAPjg

https://youtu.be/TwZ7LgrPwR0

https://youtu.be/860LtRxP3rw

https://youtu.be/eHZdnldGuls

https://pressbooks.bccampus.ca/businesswritingessentials2/

Course- MBA First Year – Semester 1	
Branch: IEV	

Subject Code - BMBIE0106	**L-T-P** **3 – 0 - 0**
Subject Name-Human Resource Management	**No. of Hours-40**

Course Objective - This course provides an overview of functions of human resource management about how organizations acquire, develop and manage their employees.

Course Outcome –		Bloom Taxonomy
CO1	Understanding the concept of Human resource management from a strategic perspective.	Understanding (K2)
CO2	Analyze and forecast human resource requirement through human resource planning.	Analyzing(K4)
CO3	Assess the training requirements and design a successful training program.	Creating (K6)
CO4	Understand techniques of performance management systems and performance appraisal.	Understanding (K2)
CO5	Creating the compensation structure for employees and understanding employee relations.	Creating (K6)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1: **Concept of Human Resource Management**	Introduction to Human Resource Management	Meaning of Human Resource Management, Nature of Human Resource Management, Scope, functions, and importance of HRM, Evolution of HRM, Difference with HRD,	Discussion, videos, Case study	4 Hours	Discuss the HR policies and practices of any two firms. What are the effective points in the HR Policies?	CO1

	Essentials of Human Resource Management	Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe, Case study.	Discussion, videos, Case study	3 Hours	
Unit 2: **Human Resource Planning and Employee Hiring**	Human Resource Planning	Nature of Job Analysis, Job Design, Job Evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Employee movement	Discussion, videos, Case study	4 Hours	Recruitment and selection process of two organizations with suitable example and its comparison.
	Employee Hiring	Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection, Orientation of new employees	Discussion, videos, Case study, Expert talk	5 Hours	CO2
Unit 3: **HR Development**	Training	Nature and importance of Training, Methods of training, Training Need Analysis, Training module	Discussion, videos, Case study, Expert talk	3 Hours	Design a training module for middle level employees for a car showroom. List out the step by step process in framing the module.
	Human Resources Development (HRD)	Nature of HRD program, Methods of management development and Executive development programs, Career planning and development.	Discussion, videos, Case study	4 Hours	CO3
Unit 4: **Performance Management System**	Introduction of Performance Appraisal	Nature and Importance of performance appraisal, Methods, and models of Performance Appraisal	Discussion, videos	3 Hour	Case based Assignment on Performance Appraisal
	Performance Management System	Meaning of Performance Management System, Different types of Performance Management System, Implementation of Future of	Discussion, videos, Case based	5 Hours	CO4

Unit		Topic	Pedagogy	Hours	Practical	CO
		performance management system, Component of PMS, Case study				
Unit 5: **Compensation Management and Employee Relations**	Introduction to compensation management	Meaning of compensation management, Components of employee and executive compensation, Factors affecting employee compensation,	Discussion, videos	4 Hours	Practical questions on Salary structure, Take away salary and components of Salary	CO5
	Scheme of Incentive	Employee incentive schemes and Recent trends in compensations management.	Experiential exercise, discussion, Discussion	4 Hours		
	Employee Relation Management	Nature of employee relation, Industrial relations, Resolution of industrial disputes, Employee grievance, Trade union and their relevance, Case study	Discussion, Case study	4 Hours		

References-

Text Books:

1. Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). Human resource management. Bloomsbury Publishing.
2. Rao,V.S.P. (2023). Human Resource Management. (3rd ed). Taxmann's Publication.

Reference Books:

1. Stone, R. J., Cox, A., & Gavin, M. (2020). Human resource management. John Wiley & Sons.
2. Widarni, E. L., & Bawono, S. (2020). The Basic of Human Resource Management Book. BookRix.

Link:

1. HR Outsourcing - The Emerging Trends, https://www.icmrindia.org/free%20resources/Articles/HR%20Outsourcing1.htm
2. researchgate.net/profile/Stephen-Wood8/publication/229657494_Human_Resource_Management_and_Performance/links/5dc3e320a6fdcc2d2ff7ec3b/Human-Resource-Management-and-Performance.pdf
3. https://human-resources-health.biomedcentral.com/articles/10.1186/1478-4491-12-35

MBA/ MBA IEV – FIRST SEMESTER					
Subject Cobe	BMBIE0102		**L T P**		**Credit**
Course Title	**Business Statistics & Quantitative Techniques**		**4 0 0**		**4**
Course objective: Objective of this course is to			**Duration: 40 Hours**		
1	Understand the different basic concept / fundamentals of business statistics.				
2	Understand the importance of measures of Descriptive statistics and theirimplication on Business performance.				
3	Understand the concept of Probability and its usage in various businessapplications.				
4	Understanding of basic concept of operations research and LPP for better decision making.				
5	Understand the concept of Transportation and Assignment problems to find optimum solutions.				
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 ofDispersion – Range, Inter quartile 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 ofCorrelation. **Regression Analysis:** Fitting of a Regression Line and Interpretation of Results, Properties ofRegression 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 Densityfunctions					
UNIT-IV	**Operations Research Introduction & Linear Programming Problem**				**8 Hours**
Nature Definition and characteristics of Operations Research, Phases of OR problem approach, Models of OR , Scope and applications of Operations Research , Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems, Duality.					
UNIT-V	**Transportation Problem & Assignment Problem**				**8 Hours**

Transportation problem: Various methods of finding Initial basic feasible solution-North West CornerMethod, Least Cost Method & VAM Method and MODI Method.

Assignment Problem: Hungarian Algorithm and its applications.

Course outcome:	At the end of course, the student will be able to	
CO 1	Understand the basic concepts of fundamentals of business statistics and its role in descriptive analytics.	(K2)
CO 2	Apply Correlation and Regression analysis into business problems and their implication on Business performance.	(K3)

Course: MBA First Year/ Semester 1 Branch IEV		
Subject Code- BMBIE0151		**L - T - P** **0 – 0 - 4**
Subject Name- Office Management and Spread sheet Modelling		**No. of Hours- 40**
Course Objective- To learn office management practices, emerging trends, administrative resources, and restructured systems using spread sheet modelling for effective problem-solving .		
Course Outcome Students will be able to		**Bloom's Taxonomy**
CO1	Understanding the functions and importance of Office Organization.	Understanding (K2)
CO2	Understanding Organisation structure and etiquettes.	Understanding (K2)
CO3	Applying spread sheet model for improved managerial decision making	Applying (K3)
CO4	Creating data representation for improved decision making.	Creating (K6)
CO5	Apply spread sheets in different domains of management to solve business problems.	Applying (K3)
Course Content		

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1: Introduction to Office Maagemet	Office in today's world of business	Functions and importance of office, Role of Management in the workplace, Administrative Manager Position (Responsibilities, Challenges, Qualifications), Levels and	Discussion, Presentation, Case based	6 Hours	Application based assignment	CO1

		Skills of Management, Principles of Management.				
Unit 2: Office Operation and Office Etiquette	Organizing for Office Operation	Principles of Office Organization, Organizational Structure, Centralization VS. Decentralization, Common jobs in the Office, Dividing and Grouping of work, Delegation Office Operations and Procedures	Discussion, Presentation, Case Based	4 Hours	Application based assignment	CO2
	Office Etiquette	General Office Manners, Business Meeting etiquette, The Importance of Workplace Etiquette, Key Elements to a Productive, Happy Workplace.	Discussion, Presentation, Cased Based	4 Hours		
Unit 3: Modelling and Spread sheet Functions	Introduction to Modelling and Spread sheet Functions	Modelling: Definition, terminology, types, and process, Introduction to Excel functionality, Basic Functions: (IF, VLOOKUP, INDEX, MATCH, COUNTIF, Text Functions). Advanced Functions (OFFSET, INDIRECT, ARRAY formulae)	Presentation, Excel & Advance Excel, Tutorial video	8 Hours	Practical/Lab	CO3
Unit 4: Data Crunching	Data Crunching Explained	Data tables, What-if-analysis, Database functions, Pivot Tables and Charts, Solver, correlation and multiple regression	Excel & Advance Excel, Tutorial Video	8 Hours	Practical/Lab	CO4

Unit 5: **Spread sheets in Business**	Applications of Spread sheets in Business	Linear programming, sensitivity analysis, simulations, and optimization with applications in marketing, operations, and finance	Discussion, Presentation, Case Based	6 Hours	Application based assignment	CO5

References-

Text Books:
1. Pillai, R. S. (2008). Office management. S. Chand Publishing.
2. Ragsdale, C. (2021). Spread sheet modelling and decision analysis: A practical introduction to business analytics. Cengage Learning.
3. Winston, W. (2019). Microsoft Excel 2019 data analysis and business modelling. Microsoft Press

Reference Books:
1. Sahai, I. M. (2019). Office management. Sahitya Bhawan Publication.
2. Chopra, R. K. (2017). Office management (17th ed.). Himalaya Publishing House.

Links:
1. **https://fl01000126.schoolwires.net/cms/lib/FL01000126/Centricity/Domain/244/chapter01.pdf**
2. **https://www.indeed.com/career-advice/career-development/office-etiquette-rules**
3. **https://www.careereducation.columbia.edu/resources/5-workplace-etiquette-tips-every-professional-should-know**
4. **https://www.youtube.com/watch?v=ShBTJrdioLo**
5. **https://www.w3schools.com/excel/excel_vlookup.php**

Course-MBA First Year – Semester 1
Branch- IEV

Subject Code- BMBIE0103	L - T - P 3– 0 - 0
Subject Name- Design Thinking	**No. of Hours- 40**

Course Objective- The primary aim of the course is to empower students to ideate, launch, run, and successfully complete innovation projects. The course encompasses sessions on empathy, brain storming, ideation, and rapid prototyping - in the context of tackling cutting-edge technological challenges and addressing strategic industry objectives.

Course Outcome –		Bloom's Taxonomy
CO1	Understand various design process procedures.	Understanding (K2)
CO2	Create design ideas through different techniques.	Creating (K6)
CO3	Understand the various stages of innovative thinking and use design thinking to generate innovative ideas.	Understanding (K2)
CO4	Apply design thinking to Business problems/situations to evolve innovative and workable solutions.	Applying (K3)
CO5	Evaluate processes and mindset suited for innovation and creative problem-solving.	Evaluating(K5)

Course Content:

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Map ping
Unit 1: Design Thinking Overview	Introduction to design thinking	Meaning of Innovation and Creativity, Introduction to design thinking, Traditional problem solving versus Design Thinking, Design Mind-set, Design Principles, and Examples of Great Design.	Classroom discussion, video, Role-play	8 Hours	Case based analysis on Design Thinking.	CO1

Unit 2: Design Thinking Process	Steps of design thinking	Process of Design Thinking: Empathising, Define, ideating, Prototyping, and Testing, Implementing the Process in driving innovations, Examples of Great Design, and Design Approaches across the World.	Classroom discussion, videos, Story Telling	8 Hours	Apply the design thinking process for a case based scenario.	CO2
Unit 3: Idea Generation	Methods of Idea Generation	Methods of Idea Generation: Brainstorming, Mind mapping, Nominal group technique, SCAMPER, Synectic.	Classroom discussion, videos, Case study	8 Hours	An all-weather bicycle has been proposed by a company. Apply the mind mapping technique applying the six hat technique.	CO3
Unit 4: Design Thinking in Business Processes	Role of design thinking in Business	Design thinking applied in business and strategic innovation, Design thinking for Start-ups and Design Thinking in various sectors (Health sector, Finance, Education, Retail, Infrastructure). Case studies.	Classroom discussion, and videos, Case-based	8 Hours	Identify any two sectors where you could introduce design thinking in terms of products or processes focusing on customers and their needs.	CO4
Unit 5: Refinement and Prototyping	Concept of Prototyping	Prototyping mind-set, Tools for prototyping, Minimum Viable Product, Evaluation of design Ideas, Methods to evaluate design ideas.	Classroom discussions, videos, Case-based	8 Hours	Using basic sketches and rough materials create a Prototype and explain its relevance to solve problems of the end user consumer.	CO5

References-

Text Books:
1. Cross, N. (2023). Design thinking: Understanding how designers think and work. Bloomsbury Publishing.
2. Uebernickel, F., Jiang, L., Brenner, W., Pukall, B., Naef, T., & Schindlholzer, B. (2020). Design Thinking: The Handbook. World Scientific Press

Reference Books:
1. Fletcher, L., Boller, S. (2020). Design Thinking for Training and Development: Creating Learning Journeys That Get Results. United States: American Society for Training & Development.

2. Roger, M. (2019). The Design of Business: Why Design Thinking is the Next Competitive Advantage. Boston: Harvard Business Review Press.

Links:
1. https://www.sciencedirect.com/science/article/abs/pii/S003801212100135X
2. http://www.youtube.com/watch?v=2mjSDIBaUlM
3. Gonen, Esra. (2019). Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation (2009). Markets, Globalization & Development Review. 04. 10.23860/MGDR-2019-04-02-08.

MBA IEV I Semester						
Course Code: BMBIE0159			**L**	**T**	**P**	**Credit**
Course Title: Minor Project			**0**	**0**	**2**	**2**
Course Objective: The 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

- 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 paper

- The Project Report will carry 100 marks that will be divided in two parts i.e. 50 marks for internal interim project report presentation and 50 marks for external Project Presentation and Viva Voce. It will be evaluated by two examiners (one external and one internal).

The scheme of evaluation for Interim Project Report

Understanding the topic, objective and aim of the study (10)	Framing review of literature and Problem Statement (10)	Research Methodology (10)	Data Analysis and Interpretation (10)	Findings and Possible solutions (10)	**Total (50)**	

The scheme of evaluation for Project Presentation & Viva voce									
Understanding the topic, objective and aim of the study (10)	Framing review of literature and Problem Statement (10)	Research Methodology (10)	Data Analysis and Interpretation (10)	Findings and Possible solutions (10)	**Total (50)**				

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

Course- MBA First Year - Semester 2

Branch- MBA-IEV

Subject Code- BMBIE0202	L - T - P
	3 – 0 - 0
Subject Name- Entrepreneurial Eco system	**No. of Hours- 40**

Course Objective- The objective of the course is to understand the concept of a start-up, identify the required strategic resources and entrepreneurial strategies in developing entrepreneurship competencies.

Course Outcome – On successful completion of the course students will be able to:		Bloom Taxonomy
CO1	Understand the concept of entrepreneurship and identify the dimensions and resources required to establish a start-up.	Understanding (K2)
CO2	Identify the entrepreneurial strategies and various business models and develop the entrepreneurial competencies.	Understanding (K2)
CO3	Analyse the schematic of the new venture's environment and understand the elements of business plan.	Analysing (K4)
CO4	Identify the various sources of finance for a new venture and role of central and state government in promoting entrepreneurship	Remembering (K1)
CO5	Analyse the institutional support to the business enterprises at central level and state level institutions,	Analysing (K4)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/ Lab	CO Map ping
Unit 1	Concept of Entrepreneurship	Concept of Entrepreneur - Features - Types - Functions - Entrepreneurship - Characteristics - Evolution -	Discussion, video, Role play	5 Hours	Create an outline for an entrepreneur in respect of different dimensions	CO1

					like marketing, operation, and Finance etc.	
Foundation of Entrepreneurship		Entrepreneurial process - Dimensions and Paradoxes - Attributes of Strategic Resources - Approaches - Social Entrepreneur - Women				
	Mapping of entrepreneurial ecosystem	Entrepreneur - Role of entrepreneurship in economic development - Constraints for the growth of entrepreneurial culture - Start-up success stories. Case study	Discussion, videos, Case study	3 Hours		
Unit 2 **Entrepreneurial Strategies and Competencies**	Different strategies of entrepreneurship	Business Models and Strategy - Resource-Based Strategies - Information Rules Strategies - Strategy and Industry Environments - Crafting and Evaluating Strategy - Entrepreneurship competencies - qualities of a successful entrepreneur - Entrepreneurial traits - Developing competencies - Tools of assessment	Discussion, videos, Story Telling	5 Hours	Create your own business model.	CO2
	Institutional Framework	Institutional Framework - Role of SSI Sector in the Economy - Failure, Causes and Preventive Measures.	Discussion, videos, Case study	3 Hours		
Unit 3 **Start-up Environment and Business Plan**	New venture's environment	Schematic of the New Venture's Environment - Processes of Business Environment Analysis - Political, Governmental, Stakeholder, Technological, Macroeconomic, Socio-demographic, Competitive and Competitor Analysis -	Discussion, videos, Case study	4 Hours	Choose an industry and identify the factors affecting the growth of a new venture in that industry.	CO3

		Elements of Business plan - Feasibility study - Critiquing the plan - Formalities and procedures in registration of a business - Regulatory norms and legal aspects - Format and presentation of report – Marketing strategies.	Discussion, videos	4 Hours		
Unit 4 **Managing New Venture and Financing**	Financing new venture	Preparing for the new venture launch - New venture expansion strategies - Venture Capital and Angel Investment - Importance and Benefits - Sources of Investment - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions.	Discussion, videos, Case based	8 Hours	Identify financing options for a new venture.	CO4
Unit 5 **Institutional Financial Support**	Institutions supporting the small business enterprises	Institutions supporting the small business enterprises: Central level institutions, state level institutions, other agencies. District Industries Centres (DICs) - Industrial Development Corporation (IDC) - State Financial Corporation (SFCs) - Small Scale Industries Development Corporations (SSIDCs) - Khadi and Village Industries Commission (KVIC) - Technical Consultancy Organisation (TCO) - Small Industries Service Institute (SISI) - National Small Industries Corporation (NSIC) - Small	Discussion, videos, Case based	8 Hours	Compare the different schemes provided by the government to give financial support to SSIs. .	CO5

		Industries Development Bank of India (SIDBI) - NBFC's in India				

References-

Text Books:

1. Hisrich, R., Peters, M., & Shepherd, D. (2023) *Entrepreneurship, 12 th Edition*, McGraw Hill Education.
2. Desai, V., (2016) *Small-Scale Enterprises and Entrepreneurship Ecosystem*, *6th Edition*, Himalaya Publishing House.

Reference Book:

2. Frederick, H., Connor, A., Kuratko, F. D. (2016) Entrepreneurship: Theory, Process and Practice, 4th Edition, Cengage Leaming.
3. Zimmerer, T., & Scarborough, N. M. (2005). Essentials of Entrepreneurship and Small Business Management. Prentice Hall.

Link

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

Course- MBA First Year – Semester 2

Branch- IEV

Subject Code- BMBIE0203	**L - T – P** **3 – 0 – 0**
Subject Name- Production and Operation Management	**No. of Hours- 40**

Course Objective-: The aim of this course is to develop the understanding of the strategic and operational issues in the operational/ manufacturing environment of any organization and the various decisions involved the operational activities and the methods by which best possible alternative decision can be taken.

Course Outcome – On successful completion of the course students will be able to:

CO1	Understand the basic concepts of Production and Operation Management.	Understanding (K2)
CO2	Apply the concept of competitive edge & WCM.	Applying (K3)
CO3	Analysing and designing various forms of logistics and distribution channel.	Analysing (K4)
CO4	Apply the data/Information integration approaches in decision-makings of Inventory and Stores Management.	Applying (K3)
CO5	Designing the quality approaches in day-to-day material planning and applying Six sigma implementation.	Applying (K3)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping

Unit	Topic	Content	Pedagogy	Hours	Assignment	CO
Unit 1 **Introduction to Production & Operation Management**	Introduction of various operation functions and Production & Operation Management	Transformation process, Input transformed and transforming resources in service and manufacturing units, Using Operations as a competitive advantage, Forecasting in POM	Discussion, videos, Case study	3 Hours	Case Base Assignment on operational efficiency	CO1
	Operations Processes	Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems, Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow.	Discussion, videos, Case study	2 Hours		
	Plant Location	Factors affecting location planning of plants, technical, economical, commercial, social, political, government factors.	Discussion, videos, Case study	3 Hours		
	Plant layout	Models for planning location, Introduction to layout, factors influencing layout of plants, types of layouts, Process and Product Layout, Service System Design Matrix: Design of Service Systems, Service Blueprinting.	Discussion, videos, Case study	2 Hours		

Unit 2 **World Class Manufacturing**	World class manufacturing and information age competition.	The Emergence of Information Age, Competition and Business Challenge, Operating Environment, Global Competitiveness and Manufacturing Excellence, World Class Manufacturing and Information Age Competition, Manufacturing Challenges, Problems in Manufacturing Industry.	Discussion, videos, Case study	2 Hours	Case Base Assignment on Global Environment	CO2
	Gaining competitive edge through world class manufacturing.	Evolution of WCM, Principles and Practices, Quality in WCM, Deming's & Shingo's Approach to Quality Management.	Discussion, videos, Case study	3 Hours		
Unit 3 **Logistics and Distribution Management**	Logistics Management & design for distribution channel.	Logistics definition, scope and function of logistics, logistics a system approach, objectives of logistics, role of logistics in supply chain.	Discussion, videos, Case study	2 Hours	Comparative Analyses on the strategies of Logistics management of E-Commerce Operators	CO3
	E-Commerce Logistics & Reverse Logistics.	E-commerce- requirements on logistics, logistics as backbone of e-commerce, e-logistics structure and operation, Reverse logistics- a competitive tool, scope of reverse logistics, system design consideration.	Discussion, videos, Case study	3 Hours		
Unit 4	Inventory and Control system	Concept, nature and importance of inventory, Classification & Types of inventory, functions & elements of inventory management: inventory concepts, pressures for low & high	Discussion, videos, Case study	3 Hours	Case base assignment on Inventory Control	CO-4

Inventory and Stores Management		inventory, role of inventory in operations, types of inventory –				
	Stores management	Spare parts management, factors affecting spare part inventories, classification of spare parts, spare parts planning and control, obsolete spare parts, classification and codification, advantages, methods, standardization, objectives, advantages and disadvantages of standardization, simplification, variety reduction	Discussion, videos, Case study	3 Hours		
Unit 5 **Six Sigma, Purchasing & Materials Management**	Principles & Methodology of Six Sigma:	Business performance improvement and six sigma, evolution of six sigma, six sigma and competitive advantage, six sigma and business results, Process Measurement and Analysis: Process Improvement and Process Control	Discussion, videos, Case study	2 Hours	As a manager in a US Based MNC state the general reasons that results a huge gap between demand and supply. In your opinion, what could have been done to avoid these situations	CO5
	Materials Planning & Management	Role of materials management, materials activities, materials and profitability, profit centre concept, materials objectives, materials and user department, materials planning, concept and advantages, defining materials planning	Discussion, videos, Case study	2 Hours		
References-						
Text Books:						
1. Adam E.E., Jr and Ebert R.J, (2021), Production and Operations Management: Concepts, Models and Behaviour, 11th Ed. Prentice Hall of India.						

2. Buffa E.S. and Sarin R.K, (2020), Modern Production Operations Management, 13th Ed. John Wiley & Sons.

Reference Books:

1. Krajewski L.J. & Ritzman L.P., (2019), Operations Management: Strategy and Analysis, 10th Ed. Addison,Wesley.

2. Haksever, Render, Russell & Murdick, (2020), Service Management and Operations, 2nd Ed. Prentice Hall International, Inc

Links:

1. NPTEL :: Management - NOC:Production and Operation Management
2. Introduction to Production and Operations Management - YouTube
3. IBM-https://www.ibm.com/topics/inventory-management
4. https://www.youtube.com/watch?v=SX5gmVlrp-w

Course: MBA First Year - Semester 2	
Branch- IEV	
Subject Code- BMBIE0201	**L - T - P**
	3 – 0 - 0
Subject Name- Business Research Methods	**No. of Hours- 40**

Course Objective- The main objective of this course is to introduce the basic concepts in research methodology in social science. This course addresses the issues inherent in selecting a research problem and discuss the techniques and tools to be employed in completing a research project. This will also enable the students to prepare report writing and framing Research proposals.

Course Outcome- On successful completion of the course students will be able to:

CO1	Understand concept & fundamentals for different types of research. Knowledge.	Understanding (K2)
CO2	Apply relevant research techniques for problem solving.	Applying (K 4)
CO3	Apply scaling& measurement techniques and should use appropriate sampling techniques	Applying (K 4)
CO4	Analyse different techniques of coding, editing, tabulation in doing research.	Applying (K4)
CO5	Apply statistical analysis for hypothesis testing using parametric and non-parametric tests and preparing reports	Applying (K4)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 **Fundamentals of Research**	Types of Research	Research - Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business Research & the Scientific Method: Characteristics of scientific method.	Interactive classroom sessions, discussions, quizzes, assignments	4 Hours	Case based group Discussion on steps of Research	CO1
	Steps of Business Research	Steps in Research Process Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question Research Proposal – Elements of a Research Proposal, drafting a Research Proposal, evaluating a research proposal		4 Hours		
Unit 2 **Research Design**	Basics of Research Design	Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.	Interactive classroom sessions, discussions, quizzes, assignments	4 Hours	Draft a Research Design for Business Research	
	Types of Research Design	Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.		4 Hours		CO2

		Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control.				
Unit 3 **Scaling Methods**	Scaling Measurement	Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Designing Questionnaire, Problems in measurement in management research.	Interactive classroom sessions, discussions, quizzes, assignments	4 Hours	Design a Questionnaire and collect data for Business Research	CO3
	Validity and Reliability	Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale Development 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		4 Hours		
		Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining	Interactive sessions, discussions, quizzes, assignments	4 Hours	Case Base Discussion on types of Sampling and Sampling errors	CO4

		the sample frame expected), Sampling errors, non-Sampling errors, Methods to reduce the errors, Sample Size constraints, non-Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.				
Unit 4 **Sampling Methods**	Sampling and its types					
	Sample Size	Determining size of the sample – Practical considerations in sampling and sample size, sample size determination. Data Collection: Tools & techniques, questionnaire framing	Interactive sessions, discussions, quizzes, assignments	4 Hours		
Unit 5 **Data Analysis**	Data Editing and Coding	Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions		2 Hours		
	Statistical Tools	Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram. Hypothesis: Qualities of a good Hypothesis – Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t-test (Mean, proportion) and F tests, Z test, Cross	Interactive sessions, discussions, quizzes, assignments	4 Hours	Explain formulation of Null Hypothesis & Alternate	

		tabulations, Chi-square test; Analysis of Variance: One way and two-way			Hypothesis with the help of examples.	
CO5						CO5
	Report Writing	Classifications. Mechanism of Report Writing- Report Preparation: Types,. Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation	Interactive sessions, discussions, quizzes, assignments	2 Hours		

References-

Text Books:

1. Zikmund, Business Research. Method, (Cengage Learning, 8th edition)
2. Malhotra Naresh, K. Marketing Research: An Applied Orientation (Pearson, 8th Edition 2022)

Reference Books:

1. Chawla Deepak & Sondhi Neena, Research Methodology: Concept and Cases (Vikas Publishing, 2nd Edition, 2016)
2. Srivastava T N & Rao Shailaja: Business Research Methods (TMH Publication, 2ndEdition, 2017)

Links:

1. https://www.youtube.com/watch?v=knTzw_WOUd8
2. https://www.youtube.com/watch?v=JuTeCVaIKMU

Course- MBA/First Year - Semester 2

Branch- IEV

Subject Code- BMBIE0220	**L - T - P** **4 – 0 - 0**
Subject Name- Social Entrepreneurship	**No. of Hours- 40**

Course Objective- The objective of this course is to make students understand the fundamentals of social entrepreneurship and entrepreneurial opportunities. The purpose of the course is to expose the students to viable "business models" (through case-studies/ interactions/ first -hand experience), which are simultaneously sustainable and/or financially viable (though, not necessarily with "profit-making" as the sole aim) and enthuse them to actively think about this as a realistic vocational choice.

Course Outcome – On successful completion of the course students will be able to:		**Bloom Taxonomy**
CO1	Understand the fundamentals of social entrepreneurship and to know social entrepreneurs.	Understanding (K2)
CO2	Understand various concepts and challenges of sustainable development of social enterprises.	Understanding (K2)
CO3	Identify and analyse entrepreneurial opportunities for social venture plans.	Analysing (K4)
CO4	Recognize opportunities and threats of social enterprise and to develop models of social enterprise.	Understanding (K2)
CO5	Analyse various successful social entrepreneurship models.	Analysing (K4)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1	Concept of Social Entrepreneurship	Introduction to Social Entrepreneurship, Defining Social Entrepreneurship with live examples, who can become a social entrepreneur, The characteristics of	Discussion, video, Role play	4 Hours	Case Based Assignment of social entrepreneurship.	CO1

Social Entrepreneurship		social entrepreneurs, Advantage, and disadvantage of social entrepreneurship				
	Mapping of social entrepreneurship ecosystem	Factors impacting transformation into social entrepreneur, Mapping the Social Entrepreneurship Ecosystem, The four distinctions of social entrepreneurship, Challenges before society, Case study	Discussion, videos, Case study	4 Hours		
Unit 2 **Social Enterprises**	Different Forms of Social Enterprises	Forms of Social Enterprises, Profit and non-profit Proprietorships-partnership-company, non-Governmental Organization-Society –Trust and Company (sec. 25) registration, Business planning for social entrepreneurs	Discussion, videos, Story Telling	4 Hours	Compare different companies' stakeholder analysis in respect of social entrepreneurship.	CO2
	Challenges of Social Enterprises	Assessing social change opportunities and designing social change ventures to meet unmet needs, Factors determining selection of forms of registration, Case study	Discussion, videos, Case study	4 Hours		
Unit 3 **Sustainable Development**	Concept of Sustainable Development	Meaning of Sustainable Development and its importance, Factors affecting sustainable development - Environmental costs and its economic value, Sustainable development goals	Discussion, videos, Case study	3 Hours	Evaluate Industry & Market Analysis of a particular company.	CO3
	Challenges of Sustainable Development	The Political Challenge and development Issues in India, The Millennium Ecosystem Assessment - International Influences, structuring your social change ventures and other organization considerations,	Discussion, videos	3 Hours		

	Finances and market analysis	Evaluating outcomes, and measuring impact, Market, and industry analysis, funding your social venture, Case study	Discussion, videos, Case study	3 Hours		
Unit 4 **Assessment of opportunities**	Opportunities For Social Entrepreneurs	Opportunities For Social Entrepreneurs, Methods of sensing opportunities and fields of opportunities, Assessing and prioritizing opportunities, Case study	Discussion, videos, Case based	3 Hours	Analyse the key factors that business entity needs to consider while evaluating growth opportunity. Give real life examples.	CO4
	Initiatives for social entrepreneurs	Enterprise launching and its procedures, start-ups, incubation, accessing venture capital, CSR funds, PPP, Sources of finance available, Scaling Up & Impact Investing, Optimize Wayne Social Innovation Challenge Showcase (class meets off-site).	Discussion, Social Work Start-up Story telling	4 Hours		
Unit 5 **Successful Social Entrepreneursh ip Models**	Challenges of growth and change	Challenges of growth and change, 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; Growth and risk	Discussion, videos, Case based	5 Hours	Write a report on Final Business Feasibility Plan with due respect to social enterprise. Take real life examples.	CO5
	Successful Social Entrepreneurship Initiatives	End of the social entrepreneurship process, Successful Social Entrepreneurship Initiatives Study of successful models like Grameen Bank, Arvind Eye Care, Case Study on SELCO.	Experiential exercise, discussion, Case study	3 Hours		
References-						

Text Books:

1. Dey, P., & Steyaert, C. (Eds.). (2018). *Social entrepreneurship: An affirmative critique.* Edward Elgar Publishing.

2. Blundel, R., Lockett, N., Wang, C., & Mawson, S. (2021). *Exploring entrepreneurship.* Sage.

Reference Books:

3. Marques, J., & Dhiman, S. (Eds.). (2020). *Social entrepreneurship and corporate social responsibility*. Springer.
4. Dey, P., & Steyaert, C. (Eds.). (2018). *Social entrepreneurship: An affirmative critique.* Edward Elgar Publishing.

Links

1. https://www.goodreads.com/book/show/35667470-entrepreneurship

2. Introduction to intra/social entrepreneurship (typeform.com)

3. How social entrepreneurship will change the world | Erica Wenger | TEDxUSC - Bing video

4. https://www.goodreads.com/book/show/35667470-entrepreneurship

Course- MBA First Year - Semester 2	
Branch- IEV	
Subject Code- BMBIE0219	**L - T - P** **4 – 0 - 0**
Subject Name- Venture Growth Strategies	**No. of Hours- 40**

Course Objective- The objective of this course is to helps students learn and apply powerful frameworks and methodologies that are useful for planning and launching new ventures, and for corporate ideation and intrapreneurship.

Course Outcome – On successful completion of the course students will be able to:		**Bloom Taxonomy**
CO1	Understand the concept of business strategy and its role in corporate world.	Understanding (K2)
CO2	Understand stages of venture growth and the strategies to deal with failure.	Understanding (K2)
CO3	Understand and evaluating different types of strategies of companies.	Evaluating (k5)
CO4	Understanding strategic business control and alliances.	Understanding (K2)
CO5	Understand and Analyse industry-wise strategies for competitive business.	Applying (K3)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 **Introduction of Strategy**	Concept of Strategy	Introduction & Concept of Strategy, Nature. Importance, purpose and objective of business policy and strategy, Chief Executive job, roles, and responsibilities of board of Directors,	Discussion, video, Role play	4 Hours	Create an outline on different types of business strategies adopted by successful business houses.	CO1

	Introduction of Strategic management	An overview of strategic management, its nature and process, Formulation of strategy, Environment, environment scanning, environment appraisal, Identifying corporate competence & resource Case study	Discussion, videos, Case study	4 Hours		
Unit 2 **Venture Survival and Growth**	Venture Growth	Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture	Discussion, videos, Story Telling	4 Hours	Discuss the cases of those companies which reached to the verge of bankruptcy but came out of it successfully.	CO2
	Planning for Harvest and Exit	Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.	Discussion, videos, Case study	4 Hours		
Unit 3 **Strategy Evaluation**	Type of strategies and its implementation	Corporate portfolio analysis, competitor & SWOT analysis, strategic audit & choice, strategic plan, routes to sustainable competitive advantage (SCA). Strategy Implementation, Structural implementation, organisational design and change, Behavioural	Discussion, videos, Case study	8 Hours	Choose a company and perform its SWOT analysis	CO3

		implementation, leadership, corporate culture. Corporate politics and use of power, functional implementation - financial, marketing. Operation personnel (HR) policies and them strategic evaluation and control.				
Unit 4 **Strategic Control**	Strategic Control system	Strategic Control, Mc Kinsey's 7s Framework, Balanced Score Card, Triple Bottom line, Strategic drift, Mergers and Acquisitions: Takeover and Defence Tactics. Concept and role of Mergers and Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.	Discussion, videos, Case based	8 Hours	Discuss the impact of current merger and acquisition	CO4

Unit 5 Tailoring Strategies	Industry wise Strategies	Tailoring Strategy to Fit Specific Industry and Company Situations: Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.	Discussion, videos, Case based	8 Hours	Take an industry of your choice and draft growth strategies for it.	CO5

References-

Text Books

1. Kuratko, D. F., Hornsby, J. S., (2017) New Venture Management: The Entrepreneur's Road Map, 2e, Routledge.
2. Wheelen, T. L., & Hunger, J. D. (2012). Strategic Management and Business Policy: Entering 21st Century Global Society., 13th Ed, Pearson Education.

Reference Books:

1. *Thompson, A. A., & Strickland, A. J. (2019).* Strategic management: Concepts and cases.*12e Irwin/McGraw-Hill.*
2. *Allen, R. K., (2016) Launching New Ventures, An Entrepreneurial Approach, Cengage Learning.*

Link

1. https://www.innovationgrowthlab.org/blog/venture-growth-strategy-how-do-entrepreneurs-spend-their-time
2. https://www.economicsdiscussion.net/strategic-management/types-of-growth-strategies/31914
3. https://www.entrepreneur.com/en-in/growth-strategies/what-should-be-entrepreneurs-right-strategy-for-their/298607

Course: MBA First year – Semester 2

Branch: IEV

Subject Code- BMBIE0212	L - T - P
	4 – 0 - 0
Subject Name- Introduction to Business Analytics	**No. of Hours - 40**

Course Objective- The objective of this course is to teach students about various applications of business analytics so that they would be able to formulate and solve business problems. The course also aims to develop an understanding in students about the business analytics processes so that they become capable of gathering, analysing, and extracting information from business data using various tools and techniques.

Course Outcome- On successful completion of the course students will be able to:

CO1	Understand the basic concepts and types of Business Analytics.	Understanding (K2)
CO2	Applying techniques of data cleaning for analysis and visualization.	Applying (K3)
CO3	Analysing data using various descriptive analytics methods.	Analysing (K4)
CO4	Apply advanced data analytics methods for business decision-making.	Applying (K3)
CO5	Analysing time series data for time series forecasting.	Analysing (K4)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 Introduction to Business Analytics	Business Analytics: Overview	Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, Applications of Business Analytics	Discussion videos, Case study, MS Excel	3 Hours	Suggest as a business analytics how you would deploy business analytics concepts for achieving the business objective.	CO1

	Types of Business Analytics	Descriptive, Predictive, and Prescriptive Modelling	Discussion, videos, Case study, MS Excel	3 Hours		
	Business analytics tools	Introduction to various tools such as R, Python, SPSS etc and their salient features	Discussion, videos, Case study	3 Hours		
Unit 2 **Data Preparation and Visualization**	Preparing data	Getting data into Excel, editing data, data cleaning in Excel, functions, conditional formatting, pivot tables	Discussion, videos, Case study, MS Excel	3 Hours	Case Based Assignment on data visualization	CO2
	Data Visualisation using MS Excel	Charts types and uses in Excel, Data dashboards, Heat maps	Discussion, videos, Case study, MS Excel	4 Hours		
Unit 3 **Descriptive Analytics**	Descriptive statistics	Concept of measures of location – mean, median, mode. Measures of variability – Range, Variance, Standard deviation, and Coefficient of variation,	Discussion, videos, Case study, MS Excel	4 Hours	Case Based Assignment on descriptive statistics	CO3
	Descriptive analytics using Excel	Ascertaining mean, median, mode, variance, standard deviation, correlation coefficient, etc using Excel.	Discussion, videos, Case study, MS Excel	4 Hours		
Unit 4 **Predictive and prescriptive analytics**	Linear regression, multiple regression	Simple linear regression model, least squares method, assessing the fit of the simple linear regression model	Discussion, videos, Case study, MS Excel	4 Hours	Assignment on Practical Questions of linear and multiple regression	CO4
	Data mining	Data mining techniques, the concept of supervised and unsupervised learning	Discussion, videos, Case study, MS Excel	4 Hours		
Unit 5 **Time series Forecasting**	Concept of time series forecasting	Basic concepts of trends, seasonality and cyclicity, identifying trends, seasonality and cyclicity using graphs.	Discussion, videos, Case study, MS Excel	4 Hours	Case Base Assignment on time series forecasting	CO5

	Forecasting models	Concept of auto-regression and auto-correlations, concept of AR, MA and ARIMA models.	Discussion, videos, Case study, MS Excel	4 Hours		

References

Text Books:

1. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., & Anderson, D. R. (2016). *Essentials of business analytics.* Cengage Learning.
2. Kumar, U Dinesh (2022), Business Analytics. Wiley

Reference Books:

1. Albright, S. C., & Winston, W. L. (2014). *Business analytics: Data analysis & decision making*. Cengage Learning.
2. Kumar, U. D. (2017). Business analytics: *The science of data-driven decision making*. Wiley.
3. Duan, L., & Xiong, Y. (2015). *Big data analytics and business analytics*. Journal of Management Analytics, 2(1), 1-21.

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

Course: MBA First Year-Semester 2		
Course: MBA First Year-Semester 2 **Branch: IEV**		
Subject Code- BMBIE0213		**L - T - P** **4 – 0 - 0**
Subject Name- Introduction to Data Science		**No. of Hours- 40**

Course Objective- The objective of this course is to make students understand the fundamental concepts of Data Science, various types of data and ways to handle data in different formats. This course will also help in giving the overview of data mining and data warehousing. Besides this, students will learn and execute exploratory data analysis.

Course Outcome- On successful completion of the course students will be able to:		
CO1	Understand the concepts of data science in the business.	Understanding (K2)
CO2	Identify and analyse the various forms of data and its related concepts.	Analysing (K4)
CO3	Apply data pre-processing techniques to clean the data.	Applying (K3)
CO4	Analyse and evaluate data using exploratory data analysis.	Evaluating (K5)
CO5	Understand and apply the data visualization techniques.	Applying (K3)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 **Overview of Data Science**	Introduction to Data Science	Introduction to Data Science, Skill sets needed, types of Data Analysis, and technologies, Need for Data Science,	Discussion, videos, Case study	2 Hours	Make an assignment on any organization. Identify the business problem and explain the role of data science in solving the problem.	CO1
	Evolution and Future Scope	Evolution and Future of Data Science	Discussion, videos, Case study	2 Hours		
	Related concepts	Data Science Tools, Crowd-sourcing analytics, Data Security Issues,	Discussion, videos, Case study	2 Hours		

		Analysis Vs Analytics Vs Reporting				
	Big Data and Business	Big Data-Meaning, the 5 V's, Big Data Ecosystem, Applications of Data Science in various fields Use cases -Amazon, Walmart, Airbus, Netflix	Discussion, videos, Case study	2 Hours		
Unit 2 Data Handling	Types of data	Types of data – structured, unstructured, categorical, numeric, social network data, spatial data	Discussion, videos, Case study, MS Excel	4 Hours	Collect and explain the various forms of data of an organisation for a business research.	CO2
	Data Classification	Data Classification, Data Manipulation in different formats	Discussion, videos,	4 Hours		
Unit 3 Data Mining	Data Pre-processing	Meaning, need and forms of Data Pre-processing, understanding and extracting useful variables, KDD Process	Discussion, videos, Case study, MS Excel	4 Hours	Case Based Assignment on Data Cleaning.	CO3
	Data Cleaning	Data Cleaning - handling missing data, outliers, Data Integration and Transformation, Data Reduction		4 Hours		
Unit 4 Exploratory Data Analysis	Exploratory Data Analysis	Principal Component Analysis (PCA), Factor Analysis (FA) and Linear Discriminant Analysis (LDA), Univariate and Multivariate Exploratory Data Analysis.	Discussion, videos, Case study, MS Excel, SPSS	8 Hours	Case Based Assignment on Analysing Exploratory Data.	CO4

Unit 5 Data Visualisation	Introduction to Data Visualisation	Need for data visualization, Visualization packages	Discussion, videos, Case study, MS Excel, SPSS	2 Hours	Case Base Assignment on Data Visualisation.	CO5
	Basic data visualization Types	Bar plot, Plotting categorical data, Stacked bar plot, Histogram, plot () function and line plot, pie chart / 3D pie chart, Scatter plot, Box plot		3 Hours		
	Advanced data visualization Types	Heat Map, Mosaic Map, Map Visualization, 3D Graphs, Correlogram, Q-Q plots, Visualization of Geospatial Data		3 Hours		

References-

Text Books
1. Fan, J., Li, R., Zhang, C. H., & Zou, H. (2020). Statistical foundations of data science. CRC press.
2. Van Der Aalst, W. (2016). Process mining: data science in action (Vol. 2). Heidelberg: Springer.

Reference Books:
1. Igual, L., Seguí, S., Igual, L., & Seguí, S. (2017). Introduction to data science (pp. 1-4). Springer International Publishing.
2. Cielen, D., & Meysman, A. (2016). Introducing data science: big data, machine learning, and more, using Python tools. Simon and Schuster.
3. Kotu, V., & Deshpande, B. (2018). Data science: concepts and practice. Morgan Kaufmann.

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Course: MBA First Year-Semester 2	
Branch: IEV	
Subject Code- BMBIE0211	L - T - P 4 – 0 - 0
Subject Name- Digital Marketing	No. of Hours- 40

Course Objective: The objective of this course is to impart knowledge of different digital and social media practices adopted by organizations for marketing and promotion. The course is designed to provide an understanding of how to acquire and engage consumers through various digital channels and social media platforms. It provides insights on building organizational competency by way of digital marketing practices and cost considerations.

Course Outcome – On successful completion of the course students will be able to:

CO1	Display an understanding of digital and social media marketing practices.	Knowledge (K2)
CO2	Apply skills to acquire and engage consumer online.	Applying (K3)
CO3	Creating their own marketing campaigns using digital media and social media platforms.	Creating (K6)
CO4	Demonstrate an understanding of building and analysing organizational competency by way of digital marketing practices and cost considerations.	Analysing (K4)
CO5	Implement the latest digital practices for marketing and promotion.	Applying (K3)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1	**Introduction to Marketing**	Concept and basics of Marketing, Marketing Mix (7Ps) in online context	Discussion, Videos	3 Hours	Create an Online Marketing mix for a product or service of your choice. Highlight different digital platforms that you would use and discuss which consumer segment would you target.	CO1
	Introduction to Digital Marketing	The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new		5 Hours		

		consumer's digital journey. Marketing strategies for the digital world - latest practices.			
Unit 2	**Digital Channels**	Introduction to different digital channels- mobile marketing, video marketing, email marketing, viral marketing, content marketing and social-media marketing, Marketing gamification	Interactive lecture, Demonstration, Video Cases	5 Hours	Suppose you run a small business of Organic skin care products. Identify relevant keywords to optimize your website to increase chances of appearing at the top of the search results.
	Search Marketing	Overview of search engine optimization (SEO), search engine marketing, PPC		3 Hours	CO2
Unit 3	**Content marketing**	Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing.	Discussion, Demonstration, Presentations	5 Hours	Design a digital campaign including social media and blog post for any product or service of your choice.
	Social Media Marketing	Meaning, Purpose, types of social media websites. Introduction to Facebook, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns.		5 Hours	CO3
Unit 4	**Designing Organization for Digital Success**	Digital transformation, digital transformation framework, digital leadership principles, online P.R. and reputation management. ROI of digital strategies	Discussion, Case study, Demonstration	4 Hours	Case study on Digital Transformation in Google
	Introduction to Web Analytics	Introduction to Google Analytics, Explanation of how Google Analytics works, Analysing and gaining insights		4 Hours	CO4

		from website data, Integration of Google Analytics with other tools such as Search Console, DoubleClick				
Unit 5	**Digital Innovation and Trends**	The contemporary digital revolution, security and privatization issues with digital marketing, Understanding trends in digital marketing – Indian and global context, online communities and co-creation.	Discussion, Interactive lecture	6 Hours	Discussion on what factors influenced and motivated people to join the Zomato community of foodies and made its presence on digital media prominent.	CO5

References-

Text Books:
1. Bhatia, P.S. (2019). *Fundamentals of Digital marketing (2nd ed)*. Pearson education.
2. Alavi, S., & Ahuja, V. (Eds.). (2019). *Managing Social Media Practices in the Digital Economy*. IGI Global.

Reference Book
1. Ryan, D. (2020). *Understanding digital marketing: A complete guide to engaging customers and implementing successful digital campaigns*. Kogan Page Publishers.
2. Visser, M., Sikkenga, B., & Berry, M. (2019). *Digital marketing fundamentals: From strategy to ROI*. Routledge.

Links:
1. https://www.digitalmarketing.org/blog/what-is-social-media-marketing
2. https://www.upwork.com/resources/top-digital-transformation-trends

Course- MBA First Year – Semester 2

Branch- IEV

Subject Code- BMBIE0215	L - T – P 4 – 0 - 0
Subject Name- Integrated Marketing Communication	**No. of Hours- 30**

Course Objective- The objective of this course is to make students understand the fundamentals of integrated marketing communication and its models.

Course Outcome – On successful completion of the course students will be able to:

CO1	Understanding the concepts of IMC and its tools.	Understanding (K2)
CO2	Understanding the communications process and Consumer behaviour in IMC.	Understanding (K2)
CO3	Applying the process of Marketing Communication and sketch the Budget.	Applying (K3)
CO4	Appraising and evaluate the best strategy in implementation of IMC and understanding its appeals.	Evaluating (K5)
CO5	Investigating the role of digital and an advertising media in IMC	Creating (K6)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required(T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 **An Introduction to Integrated Marketing**	An Introduction to Integrated Marketing Communication	An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, Relationship between	Discussion, videos, Case study	3 Hours	ICC Cricket World Cup-2011 provided big opportunities to various companies for promoting their brands. Enlist various sponsors of event and elaborate different	CO1

Communication (IMC)		marketing and marketing communication.			promotional techniques used by them during the event.	
	Introduction to IMC tools	Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship	Classroom discussion, videos, Case study	3 Hours		
Unit 2 **Understanding Communication process**	Understanding communication process	Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Innovation adoption model, information processing model.	Classroom discussion, videos, Case study	3 Hours	Assume that you have been appointed as Manager for a Multinational Firm entering Indian markets with its brand of "Packaged Salted Waters". Design an 'IMC Programme' for this firm in the capacity of Marketing Manager Justify your answer appropriately.	CO2
	Consumer involvement- Role of Consumer Behaviour in IMC	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	Classroom discussion, videos, Case study	3 Hours		

Unit 3 **Planning for Marketing Communication and Budgeting for Marcom-Factors influencing budget**	MARCOM and DAGMAR approach	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.	Discussion, videos, Case study	3 Hours	Assume that you have been appointed as Manager for a Multinational Firm entering Indian markets with its brand of "Packaged Salted Waters". Design an 'IMC Programme' for this firm in the capacity of Marketing Manager Justify your answer appropriately.	CO3
	Budgeting for marcom-Factors influencing budget	Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve. IMC as a strategic tool	Discussion, videos, Case study	3 Hours		
Unit 4 **Developing the Integrated Marketing Communication Programme**	Developing IMC and its branding	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.	Discussion, videos, Case based	3 Hours	As the creative head of a large advertising agency, what are the main points you would ask your team to keep in mind while devising a television advertisement for an important client who is in the business of Cosmetics in the Global market and now wants to enter the Indian market.	CO4
	Strategy in implementation of MARCOM	Creative strategy in implementation and evaluation of marcom-Types of appeals and execution styles. Media	Discussion, videos, Case based	3 Hours		

		planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of IMC				
Unit 5 **Digital Media & Advertising**	Digital Media	Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media	Discussion, videos, Case based	2 Hours	If you are the manager of a large multinational corporation dealing with the advertising agency that you have, what would your brief be to them regarding conducting an event on behalf of your company in order to improve the visibility and vision of your company among the target audience	CO5
	Advertising on Digital Media	Advertising on Digital Media, Social Media, Mobile Adverting, E-PR.	Discussion, videos, Case based	2 Hours		
	Current trends and design thinking	Current trends and design thinking outlook in IMC. Ethics in marketing communications.	Discussion, videos, Case based	2 Hours		

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Text Books:

1. Kitchen, P. J., & Tourky, M. E. (2022). *Integrated Marketing Communications:* A Global Brand-Driven Approach. Springer Nature.
2. Percy, L. (2023). *Strategic integrated marketing communications.* Taylor & Francis.

Reference Books:

1. Juska, J. M. (2021). *Integrated marketing communication: advertising and promotion in a digital world*. Routledge.

2. Blakeman, R. (2023). *Integrated marketing communication: creative strategy from idea to implementation.* Rowman & Littlefield.
3. Ang, L. (2021). *Principles of integrated marketing communications*. Cambridge University Press.

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Course- MBA First Year – Semester 2
Branch- IEV

Subject Code- BMBIE0216	**L - T - P** **4 – 0 - 0**
Subject Name- Training and Development	**No. of Hours- 40**

Course Objective- The objective of this course is to make the students understand training needs, methods, and emerging trends in development.

Course Outcomes– On successful completion of the course students will be able to:	Bloom's Taxonomy
CO1	Understand the concepts and process of training and development.	Understanding (K2)
CO2	Understand basic concepts associated with learning processes, learning theories, training, and development.	Understanding (K2)
CO3	Apply relevance and usefulness of training expertise and programmes in the organizational work environment.	Applying (K3)
CO4	Evaluate the training methods to be used at the workplace.	Evaluating (K5)
CO5	Create the psychology of the emerging trends on which training and development is based.	Creating (K6)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 Introduction to Training and development	Concepts of Training	Need for Training and Development, Differences between training	Classroom discussion, videos, Case study	4 Hours	State the training and development programmes of any company of your choice.	CO1

		and development.			Elucidate the difference between the both.	
	Process and stages of Training	Process: Needs assessment, Setting objectives, Designing, Implementation, and Evaluation of the Training Programme. Stages: **A**ssessment, Motivation, Design, Delivery, and Evaluation.	Discussion, videos, Case study	4 Hours		
Unit 2 Strategic Learning	Concepts of Learning	Principles of Learning, Learning Process, Learning Objectives, Learning Principles.	Discussion, videos, Case study	4 Hours	Compare and contrast Cognitive and Social Learning of any two companies.	CO2
	Theories and Methods of Learning	Theories: Classical Conditioning, Operant Conditioning, Cognitive	Discussion, videos, Case study	5 Hours		

		Theory, and Social Learning Theory. Methods: Trial and Error method, Conditional Response.				
Unit 3 Implementation of Training Programme	Training styles and Trainer's skills	Styles: Behaviourist, Liberal, Progressive, Humanistic, Radical. Skills: Problem-solving, Communication, Organization, Management, Active listening,	Discussion, videos, Case study	5 Hours	Design an in-house Training Programme for the Executive Directors of NTPC Ltd.	CO3
	Training Evaluation	Determining training needs, Training aids, Kirkpatrick's Four levels of training evaluation.	Discussion, videos, Case study	4 Hours		
Unit 4 Methods of Training	On the Job Training	Job rotation, Coaching, Job Instruction, Committee Assignments,	Discussion, videos, Case based	3 Hours	Consider yourself as training manager of an organization. You need to find out which training method is applicable for the following:	CO4

		Internship trainings.			1) Employees working in the same role from past 2 years 2) Employees working in the same role from past 5 years.	
	Off the Job Training	Case study, Incident method, Role play, In-basket method, Business games, Grid Training, Simulation, Hours.	Discussion, videos, Case based	5 Hours		
Unit 5 Need for development	Job Evaluation	Methods and techniques, Training Aids and management of training sessions, Recent trends in training and development.	Discussion, videos, Case based	6 Hours	Explain the current scenarios of employee training and development in various organization in India using suitable examples.	CO5

References-

Text Books:
1. Ross, S. (2019). *Training and Development in Organizations: An Essential guideline for Trainers.* Routledge.
2. Renuka, V. (2023). *Training and Development.* Margham Publication.

Reference Books:
1. Raymond, N., & Kodwani, A. (2018). *Employee training and development.* McGraw Hill.
2. Paine, N. (2019). *Workplace Learning: How to Build a Culture of Continuous Employee Development.* Kogan Page.

Links:

1. https://www.youtube.com/watch?v=dIB1KX5eCGc
2. https://ijcrt.org/papers/IJCRT2105860.pdf

Course- MBA First Year – Semester 2
Branch- IEV

Subject Code- BMBIE0218	L - T - P 4 – 0 - 0
Subject Name- Talent Management	No. of Hours- 40

Course Objective- The objective of this course is to give insights to students on how to identify, develop, and retain talent in an organization to deliver high performance.

Course Outcomes– At the end of the course, Students will be able to		Bloom's Taxonomy
CO1	Understand talent management and its significance.	Understanding (K2)
CO2	Understand and comprehend how to acquire and retain talent	Understanding (K2)
CO3	Demonstrate insights into talent matrix, talent pool and pipeline.	Applying (K3)
CO4	Develop a greater capacity and a comprehensive approach to managing talent and performance.	Developing (K6)
CO5	Evaluate Talent Management practices.	Evaluating (K5)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 Introduction to Talent Management	Concepts of Talent Management	Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations.	Lecture method, Teaching with case study, Group discussions,	4 Hours	Prepare a comprehensive document that outlines the design of the talent management system, including strategies,	CO1

			Using media to enhance teaching and learning, Role plays.		processes, and implementation plan.	
	Talent Management Systems	Talent Management Systems and Dimension. Components and benefits of Talent Management System; Creating TMS, Challenges of TMS, building blocks of talents management.	Lecture method, Teaching with case study, Group discussions, Using media to enhance teaching and learning, Role plays.	5 Hours		
Unit 2 Manpower planning and Talent Acquisition	Manpower planning	Identifying Talent Needs, Sourcing Talent, Recruitment, Screening and Selection.	Lecture method, Teaching with case study, Group discussions, Using media to enhance teaching and learning, Role plays.	4 Hours	Presentation by students about the competency directory profiling of various positions in companies.	CO2
	Talent Acquisition	Types of Talent Deployment, Competency Mapping, Competency Models, Talent Multiplication Model.	Lecture method, Teaching with case study, Group discussions,	5 Hours		

			Using media to enhance teaching and learning, Role plays			
Unit 3 Measuring performance	Performance measurement	Background and approaches to performance assessment, competency-based performance assessment, diagnosing reasons for performance problems, designing an effective performance management system, sources of errors in performance measurement.	Lecture method, Teaching with case study, Group discussions, Using media to enhance teaching and learning, Role plays	6 Hours	Consider yourself as training manager of an organization, design a performance management system for an organization including goals, expectations, measurement methods, feedback mechanisms, appraisal process, improvement plans, recognition programs, and implementation plan.	CO3
Unit 4 Talent retention and engagement	Talent retention	Cost and Consequences of Talent Departure, Diagnosing Causes of Talent Departure, Measuring and Monitoring Turnover and Retention Data	Lecture method, Teaching with case study, Group discussions, Using media to enhance teaching and learning, Role plays	5 Hours	Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies to attract and retain people.	CO4
	Talent engagement	Designing Engagement Strategies, return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent		5 Hours		

		management information system.				
Unit 5 Effectiveness of Talent Management	Talent effectiveness	Measuring Contribution of Talent to Business Performance, Talent Metrics, Measuring Human Capital Investment, Transformation and Reorganization of HR, Future Challenges of Talent Management for The Organization.	Lecture method, Teaching with case study, Group discussions, Using media to enhance teaching and learning, Role plays	6 Hours	Explain the current scenarios of talent management in various organization in India using suitable examples.	CO5

References-

Text Books:
1. Berger, D., & Berger, L.A. (2017*). The Talent Management Handbook, Third Edition*. McGraw Hill.
2. Thunnissen, M & Gallardo, E (2017). *Talent Management and Practice: An Integrated and Dynamic Approach*. Emerald Group Publishing.

Reference Books:
1. Alderich, B. (2020). *Winning the Talent Shift: Three Steps to Unleashing the New High-Performance Workplace.* Wiley.
2. Wilcox, M. (2016). *Effective Talent Management: Aligning Strategy, People and Performance*. Routledge.

Links:
3. **https://onlinelibrary.wiley.com/journal/17446570**
4. **The Talent Management Handbook - PDF Drive**

MBA IEV/ First Year- Semester 2	
Branch -IEV	
Subject Code- BMBIE0217	**L - T - P** **4 – 0 - 0**
Subject Name- Strategic Financial Management	**No. of Hours- 40**

Course Objective- Strategic Financial Management is designed to introduce students to the strategic financial issues involved in assessing a firm's monetary resources, the mix of these resources, the sources and uses of funds, and the benefits, risks, and costs associated with various forms of resources and financing. The course seeks to improve analytical abilities by correlating capital project appraisal tools and procedures. It assists in the development of skills in evaluating business information and applying financial theory to financial decisions and having knowledge about valuation and restructuring of alliances.

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

CO1	Understand the basic theory, concepts, and practice of Strategic Financial Management.	Understanding (K2)
CO2	Enable students to know and evaluate sources of finance and cost of international finances.	Evaluating(K5)
CO3	Evaluate financial forecasts to estimate long-term financing needs and risk evaluation in projects.	Analysing (K4)
CO4	Analyze the concept and various models of business valuations.	Analysing (K4)
CO5	Identify the scope of financial restructuring and alliances.	Understanding (K2)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 **Strategic Financial Management**	Basics of Strategic Financial Management	Financial Policy and Strategic Planning, Strategic Planning Process, Objective and Goals, Major Kinds of Strategies and Policies	Discussion and Videos	2 Hours	Assi gnment based on Excel for Financial Model	CO1
	Corporate Planning	Process of Financial Planning ,Types of Financial Plan ,Financial Models – Tools or Techniques of Financial Modelling	Excel Application on Financial Models	3 Hours		
	Agency Problems	Stockholders', Management, Creditors Governance and Problems	Videos & Corporate Cases	2 Hours		
Unit 2 **Financing Decisions**	Financing Avenues	Sources of Capital, Asset-Backed Securities – Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing,	Discussion, Practical Questions	3 Hours	Conceptual Assignment on optimum capital structure	CO2

		Warrants, Convertibles, and Exchangeable Commercial Paper.				
	International Capital Market Instruments	Issue of ADRs/GDRs, FCCBs and FCEBs, ECBs and FDIs, Foreign Capital Markets and Instruments.	Demonstration via Financial Websites	4 Hours		
Unit 3 **Investment Decisions**	Evaluation of Investment	Capital Budgeting Decisions, Decision making in risk and uncertainty, Profitability Analysis, Value of Financial Information,	Discussion + Hands-on Hands-on Excel, Cases on Profitability Analysis	5 Hours	Assignment on Practical Cases of Capital Budgeting Decisions	CO3
	Risk Analysis	Sensitivity Analysis, Risk Adjusted Discount rate, certainty Equivalent.		4 Hours		
Unit 4 **Business Valuation**	Valuation of Sources of Finances	Value of Share and Company, Asset-based Valuation, Valuation relative to Industry Averages,	Discussion + Hands-on Experience on Excel +	5 Hours	Practical Questions on Valuation Models	CO4
	Valuation Models	DCF valuation Models, and Valuation based on Company fundamentals.	Corporate Cases on Companies Fundamentals	4 Hours		
Unit 5 **Business Alliances**	Financial Restructuring	Corporate Restructuring Mergers and Amalgamations , Reasons for Mergers, Benefits, and Cost of Merger, Takeovers Business Alliances, Managing an Acquisition, Divestitures,	Group Discussion on current Business Alliances	4 Hours	Case base Assignment on current mergers and acquisition profits	CO5

| | Dynamics of Restructuring | Ownership Restructuring ,Privatisation, Buy Back of Shares, Leveraged buy-outs (LBOs),Divestiture, Demergers | Corporate Cases of Demerger | 4 Hours | | |

References-

Text Books:

1. Sofat, R., & Hiro, P. (2015). Strategic financial management. PHI Learning Pvt. Ltd.
2. Narayanan, M. P., & Nanda, V. K. (2006). Finance for strategic decision making: What non-financial managers need to know. John Wiley & Sons.

Reference Books:

1. Khan, M. Y., Jain, P. K., Khan, M. Y., & Jain, P. K. (2017). Financial management. Tata McGraw-Hill.
2. Peiris, M. S., Dewasiri, N. J., & Banda, Y. W. (2020). Book review: IM Pandey (Ed.), Financial Management.
3. Chandra, P. (2017). Fundamentals of financial management. McGraw Hill Education.
4. Damodaran, A. (2007). Strategic risk-taking: a framework for risk management. Pearson Prentice Hall.

Links:

1. **https://corporatefinanceinstitute.com/resources/management/strategic-financial-management/** 2.**https://studycorgi.com/strategic-financial-management/**
3. **https://www.upgrad.com/blog/aboutstrategic-financial-management**

Course - MBA First Year- Semester 2	
Branch - IEV	

Subject Code - BMBIE0214	**L - T – P**
	4 – 0 - 0
Subject Name- Indian Financial Market and Services	**No. of Hours- 40**

Course Objective - Development of a better understanding among students of Banking Services including commercial banking as well as an overall financial system which will help them in their future assignments.

Course Outcome		
CO1	Understand about Financial system and its Theories.	Understanding (K2)
CO2	Understand the need and role of RBI.	Understanding (K2)
CO3	Apply knowledge gained in Financial Markets.	Applying (K3)
CO4	Understand the Mutual funds and their application in real life.	Applying (K3)
CO5	Understand the IRDA and its application in Insurance Sector.	Applying (K3)

Course Content

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
	Indian Financial System	Structure of Indian financial system: An overview.	Classroom discussion,	3 Hours	'Circular flow of income in a two-sector economy is based on the axiom that one's expenditure is the other's income. Elaborate with application base cases.	CO1

Unit 1 - Structure of the Indian financial system	Saving Theories	Theories of the Impact of financial development and Savings; Prior saving theory, Credit creation Theory, Theory of forced savings, financial regulation theory, and financial liberation Theory.	Presentation Assignment Case study	5 Hours		
Unit 2 - RBI & Financial Institutions	Introduction of RBI	Reserve Bank of India: Organization, management and functions, Recent monetary policy of RBI.	Presentation	3 Hours	State the impact of E Banking and Digital Rupee on Indian Financial market	CO2
	Indian Banking Structure	Banking role and structure, Commercial banks: meaning, functions and present structure.	Classroom discussion,	3 Hours		
	E-Banking	E-banking and recent developments in commercial banking, Exim Bank.	Assignment and Case study	4 Hours		

Unit 3- Indian Financial Markets	Money Market and Its Instruments	Introduction of Money Market and its Functions. Instruments of Money Market: call loans, treasury bills, certificates of deposits, commercial bills, trade bills, and Recent trends in the Indian money market.	Classroom discussion,	3 Hours	Case Based Assignment on Capital Market	CO3
	Introduction Capital Market Primary and Secondary Market	Capital market: Primary and secondary markets, their role in recent developments, Government securities market,	Classroom discussion, Case Study	2 Hours		
	SEBI	SEBI: objectives and functions and structure.	Classroom discussion, videos.	3 Hours		
Unit 4- Introduction to Mutual Funds	Mutual Funds	Mutual Fund: Structure of Mutual Funds, Types of Mutual Funds, other Aspects and Performance Evaluation of Mutual Funds and Regulation.	Out Bound Activity Presentation Assignment Case study	6 Hours	Case Based Assignment on Analysis of Mutual Fund	CO4
Unit 5- Principles and Practice of Insurance	Insurance and Risk	Principles and Practice of Insurance- Introduction to Risk and Insurance, Types of Insurance-General and Life, Basic Principles of General and Life Insurance,	Classroom discussion Presentation	4 Hours	Comparative Analysis on various Insurance Schemes of LIC	CO5

| | IRDA | Insurance contracts-Regulations on investments (IRDA), Role of IRDA in daily life. Insurance Premiums & Riders, maturity & Claims. | Classroom discussion Case study videos. | 4 Hours | | |

References-

Text Books:
1. Singh, S.P. (2018). *Indian Financial System*. Wisdom Publication
2. Bhole, L M (2022). *Financial Institutions and Markets*. McGraw-Hill Education

Reference Books:
1. Shashi K. Gupta, Nisha Aggarwal, Neeti Gupta (2018)-. *Indian Financial System*. Kalyani Publishers.
2. Khan, M.Y. (2019). *Indian Financial System*. McGraw-Hill Education

Links:
1. https://www.youtube.com/watch?v=tDHwUh8fbsQ
2. https://onlinecourses.nptel.ac.in/noc23_mg46/preview
3. https://archive.nptel.ac.in/courses/110/105/110105121/
4. https://onlinecourses.nptel.ac.in/noc22_hs72/preview
5. https://www.nseindia.com/learn/self-study-ncfm-modules-advanced-mutual-funds-module

Course: MBA/First Year – Semester 2	
Branch - IEV	
Subject Code- BMBIE0251	**L - T - P**
	0 – 0 - 4
Subject Name- Introduction to Tableau	**No. of Hours- 30**
Course Objective- Apply the essentials of the software and utilize all the fundamental usefulness to visualize their information furthermore, associate with various information sources.	

Course Outcome		Bloom's Taxonomy
CO1	Apply the fundamentals of the tool, use all the basic functionality to visualize their data and connect to various data sources.	Applying (K3)
CO2	Apply a wide range of tools formatting options to slice and dice your data to mine for critical insights.	Applying (K3)
CO3	Build a variety of basic charts to learn and deploy the ethics of visualization.	Creating (K6)
CO4	Design new solutions to produce complex chart types and apply advanced formatting and data visualization best practices.	Creating (K6)
CO5	Apply state of the art insights into a useable dashboard, share and publish Visualizations with powerful interactivity.	Applying (K3)
Course Content		

Unit	Module	Topics Covered	Pedagogy	Lecture Required (T=L+P)	Aligned Practical/Assignment/Lab	CO Mapping
Unit 1 **Tableau Fundamentals**	Understanding Data	Introduction to data, Where to find data, Foundations for building Data Visualizations, Installing Tableau Software.	Discussion, Tableau Software, MS Excel	2 Hours	Case Based Assignment on fundamentals of Data Analysis.	CO1
	Getting started with Tableau	Getting started with Tableau Software, Using Data file formats, Connecting your Data to Tableau, Tableau products, Tableau Terminology	Discussion, Tableau Software, MS Excel	2 Hours		
	Creating Your First visualization	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)	Discussion, Tableau Software, MS Excel	4 Hours		
Unit 2	Basics of Reporting	Parameters, Grouping Example, Edit Groups, Set, Combined Sets,	Discussion, Tableau	3 Hours	Analyse the dataset by performing all the relevant	CO2

		creating a First Report, Data Labels, Create Folders, Sorting Data, Add Totals, Sub Totals and Grand Totals to Report	Software, MS Excel		functions on the shared dataset using Tableau software.	
Tableau Basic Reports	Calculations	Tableau Aggregate features, creating custom calculations and fields, applying new data calculations to your visualization	Discussion, Tableau Software, MS Excel	2 Hours		
	Formatting	Formatting Visualizations, Formatting Tools and Menus, Formatting specific parts of the view, Editing and Formatting Axes.	Discussion, Tableau Software, MS Excel	3 Hours		
Unit 3 Tableau Charts	Generating charts	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	Discussion, Tableau Software, MS Excel	4 Hours	Make different charts for the various variables of the dataset.	CO3

		Cloud, Waterfall Chart, Geographic map, Filled map, Crosstab Combines axis, Motion chart, Reference lines.				
Unit 4 Visualization Tools	Formatting Visualizations	Formatting Tools and Menus, Formatting specific parts of the view, Editing and Formatting Axes.	Discussion, Tableau Software, MS Excel	3 Hours	Analyse the dataset by performing all the relevant functions on the shared dataset using Tableau software.	CO4
	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.	Discussion, Tableau Software	3 Hours		
Unit 5 Tableau Dashboards & Stories	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,	Discussion, Tableau Software	4 Hours	Create a dashboard for any business problem.	CO5

		Publishing to Tableau Online, Sharing your visualization, Printing and exporting.				

References-

Text Books:

1. Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.
2. Loth, A. (2019). Visual analytics with Tableau. John Wiley & Sons.

Reference Books:

1. Milligan, J. N., Hutchinson, B., Tossell, M., & Andreoli, R. (2022). Learning Tableau 2022: Create effective data visualizations, build interactive visual analytics, and improve your data storytelling capabilities. Packt Publishing Ltd.
2. Milligan, J. N. (2019). Learning Tableau 2019: Tools for Business Intelligence, data prep, and visual analytics. Packt Publishing Ltd.

Links:

1. Dashboard Design Tips: Creative Ways to Use Images | Tableau Conference 2023 - Bing video
2. Tableau KPI Dashboard Design tutorial for Business Step by Step - Bing video
3. How to Install Tableau and Create First Visualization | Tableau Tutorials for Beginners - Bing video
4. Building A Quarterly Sales Forecast Dashboard Using Tableau | Sales Forecast Dashboard Using Tableau - Bing video

MBA IEV II Semester						
Course Code: BMBIE0259			**L**	**T**	**P**	**Credit**
Course Title: Capstone Project			0	0	2	3
Course Objective: The 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						

- 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 paper

- The Project Report will carry 100 marks that will be divided in two parts i.e. 50 marks for internal interim project report presentation and 50 marks for external Project Presentation and Viva Voce. It will be evaluated by two examiners (one external and one internal).

The scheme of evaluation for Interim Project Report

Understanding the topic, objective and aim of the study (10)	Framing review of literature and Problem Statement (10)	Research Methodology (10)	Data Analysis and Interpretation (10)	Findings and Possible solutions (10)	**Total (50)**		

The scheme of evaluation for Project Presentation & Viva voce

Understanding the topic, objective and aim of the study (10)	Framing review of literature and Problem Statement (10)	Research Methodology (10)	Data Analysis and Interpretation (10)	Findings and Possible solutions (10)	**Total (50)**			

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

    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