

Puducherry Technological University, Puducherry – 605014
(An Autonomous Institution of Government of Puducherry)



Curriculum and Syllabi
for
MBA
(Innovation, Entrepreneurship & Venture Development)
(Effective from the Academic Year 2020 – 21)

(Approved in Sixth Academic Council meeting held on 20th March 2021)

CURRICULUM

The curriculum of MBA (Innovation, Entrepreneurship & Venture Development) is designed to fulfill the Programme Educational Objectives (PEO) and Programme Outcomes (PO) listed below:

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

PEO1	To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment
PEO2	To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities
PEO3	To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
PEO4	To harness entrepreneurial approach and skill sets.

PROGRAMME OUTCOMES (PO)

PO1	Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society.
PO2	Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources
PO3	Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO4	Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
PO5	Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology
PO6	Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

Distribution of Credits among the subjects grouped under various categories:

Courses are grouped under various categories and the credits to be earned in each category of courses are as follows:

Sl. No.	Category	Credits	Course Category Code (CCC)
1	Core – Classroom	32	CC
2	Elective – Classroom	16	EC
3	Outside Classroom Segment	12	OC
4	Capstone Project Segment	08	CP
5	Action Learning Segment (Venture Creation)	34	AL
	Total	102	

Acronyms used for Types of Periods:

Sl.No.	Category	Acronym
1	Lecture	L
2	Tutorial	T
3	Practical / Business Activity	P/BA

Semester Wise Courses and Credits

Semester I

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB251	Basic Course on Entrepreneurship	CC	4	0	0	4
MB252	Design Thinking	CC	4	0	0	4
MB253	Design Thinking Lab	OC	0	0	4	2
MB254	Digital Tools for Entrepreneurship	OC	0	0	4	2
MB255	New Product Development & Project Management	CC	4	0	0	4
MB256	Entrepreneurial Finance and Business accounting	CC	4	0	0	4
MB257	Development of Business model submission	CP	0	0	4	4
MB258	Business Accounting Tools	OC	0	0	4	2
Total						26

Semester II

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB259	Marketing and Sales Management	CC	4	0	0	4
MBZNN	Elective I	EC	4	0	0	4
MB260	POC and Development of Business Plan	CP	4	0	4	4
MB261	Marketing tools	OC	0	0	4	2
MB262	Incubation center Residential Program	AL	0	0	20	14
Total						28

Semester III

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB263	Legal & Compliance for Startups	CC	4	0	0	4
MBZNN	Elective II	EC	4	0	0	4
MBZNN	Elective III	EC	4	0	0	4
MBZNN	Elective IV	EC	4	0	0	4
MB264	Legal Contracts and Patent filing Compliance Lab	OC	0	0	4	2
MB265	HR Management and Organizational Behavior	CC	4	0	0	4
MB266	E-Commerce Lab	OC	0	0	4	2
Total						24

Semester IV

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB267	Venture Creation Program	AL	0	0	32	20
MB268	Strategic Management	CC	4	0	0	4
Total						24

LIST OF CORE SUBJECTS

Course Code	Course
MB251	Basic Course on Entrepreneurship
MB252	Design Thinking
MB253	Design Thinking Lab
MB254	Digital Tools for Entrepreneurship
MB255	New Product Development & Project Management
MB256	Entrepreneurial Finance and Business accounting
MB257	Development of Business model submission
MB258	Business Accounting Tools
MB259	Marketing and Sales Management
MB260	POC and Development of Business Plan
MB261	Marketing tools
MB262	Incubation center Residential Program
MB263	Legal Contracts and Compliance
MB264	Legal Contracts and Patent filing Compliance Lab
MB265	HR Management and OrganizationalBehavior
MB266	E-Commerce Lab
MB267	Venture Creation Program
MB268	Strategic Management

LIST OF ELECTIVES

Electives	Course Code	Course
I	MBZ01	New Venture Creation
	MBZ02	Managing Diversity
	MBZ03	Business Environment and Ethics
II	MBZ04	Technology Innovation and Sustainable Enterprise
	MBZ05	Digital Technology for Entrepreneurship
	MBZ06	Startup valuation & Funding
III	MBZ07	International Business and Import/Export Management
	MBZ08	Social Entrepreneurship
	MBZ09	E-commerce
IV	MBZ10	Opportunity Identification & Customer validation
	MBZ11	Business Analytics
	MBZ12	Quantitative techniques for managers

Department: MBA				Programme: IEV				
Semester: I				Course Category Code:CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB251	Basic Course on Entrepreneurship	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Gain conceptual understanding of Entrepreneurship and design thinking					
		CO2	Understand about business model development and MVP					
		CO3	Gain knowledge about costing and revenue					
		CO4	learn about marketing and sales					
		CO5	Understand importance of team formation and compliance requirements					
UNIT I	SELF DISCOVERY & IDEA					Periods : 12		
Effectuation, Finding the flow. Entrepreneurial style, business opportunity, problems worth solving, methods for finding problems, problem interviews. - Design Thinking, DISRUPT Model of Idea Generation Brainstorming & mind mapping- Idea validation : Decision matrix analysis, Paired Comparison Analysis & 5Q framework.							CO1	
UNIT II	BUSINESS MODEL AND VALIDATION					Periods : 12		
Consumer and customer, market types, segmentation and targeting, early adopters, Value Proposition Canvas (VPC), Types of Business Models, Lean Canvas, Risks. Building solution demo, solution interviews, problem solution test, competition, Blue Ocean Strategy. MVP- Build-Measure-Learn feedback loop, MVP Interviews							CO2	
UNIT III	REVENUE AND COST					Periods :12		
Revenue Streams-Income, costs, gross and net margins - primary and secondary revenue streams Different pricing strategies - product costs and Operations costs; Basics of unit costing. Financing New Venture- various sources - investor expectation- Pitching to Investors							CO3	
UNIT IV	MARKETING AND SALES					Periods : 12		
Difference between product and brand - positioning statement. Building Digital Presence, Types of digital channel - Social media company profile page – Sales Planning - buying decisions, Listening skills, targets. Unique Sales Proposition (USP), sales pitch, Follow-up and closing a sale..							CO4	
UNIT V	TEAM AND SUPPORT					Periods : 12		
Team Building - Shared leadership - role of a good team - team fit - defining roles and responsibilities - collaboration tools and techniques- project management, time management, workflow, delegation of tasks. Business regulations - starting and operating a business - compliance requirements							CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS:								
1. NandanH,"Fundamentals of Entrepreneurship",Prentice Hall India,2013. 2. LearnWISE–Digital learning platform by Wadhwani Foundation, 3. Khanka S.S,"EntrepreneurialDevelopment",S Chand & Company,2007. 4. SangeethaSharma,"Entrepreneurship Development"— Prentice Hall India,2017. 5. Anil Kumar.S,"Entrepreneurship Development"— New Age Publishers, 2003.								

Department: MBA				Programme: IEV				
Semester: I				Course Category Code: CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB252	Design Thinking	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand the importance of Innovation					
		CO2	Explore and understand the ways to empathize					
		CO3	Understand the steps in defining the problem					
		CO4	Explore the importance of Ideation					
		CO5	Understand the process of prototyping and testing					
UNIT I	Introduction to Innovation				Periods : 12			
Historical changes the world is experiencing in all areas and Identifying opportunities. - Recognize the own creativity, its potential and understand the need for permanent - Self- education and expansion - Understanding the importance and need for innovation. - Understanding and managing a human centered innovation methodology - The role of creativity and innovation in both established business and entrepreneurial context								CO1
UNIT II	Investigation				Periods : 12			
Getting Started with Empathy - How to Improve Your Designs by Developing Empathy for Your Target Group - Probes for Context Mapping – How to Design and Use Them - How to Conduct User Interviews - The Power of Stories in Building Empathy								CO2
UNIT III	Define				Periods : 12			
Define the Problem by Synthesizing Information - Methods to Help You Define Synthesize and Make Sense in Your Research- How to Cluster and Bundle Ideas and Facts - Empathy Map – Why and How to Use It - Personas - Map the Stakeholders								CO3
UNIT IV	Ideation				Periods : 12			
What is Ideation – and How to Prepare for Ideation Sessions - Understand the Elements and Thinking Modes that Create Fruitful Ideation Sessions - Create Some Space - Brainstorming, Brain dumping, Brainwriting, and Brain walking - Etch A Sketch: How to Use Sketching in User Experience Design - Barriers to Ideation								CO4
UNIT V	Prototype & test				Periods : 12			
Key Benefits of Prototyping - How to Avoid Six Common Pitfalls - Don't Build It, Fake It First: Prototyping for Mobile Apps - How to Gather Feedback and Maximise Learning - How to Conduct a Heuristic Evaluation - Creating a system around the solution and developing a value proposition - Ensuring Your Solution is Feasible and Viable - Prototyping Process								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
<ol style="list-style-type: none"> 1. Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem-solving by PavanSoni 2. The Design Thinking Playbook by Michael Lewrick 3. Authenticity, Joseph Pine & James Gilmore 4. The Design Full Company, Marty Neumeier, 5. The Design of Business, Roger Martin 6. Change your Dam Thinking, GrayMcQuarrie 7. Change by Design. Tim Brown 								

Department: MBA			Programme: IEV					
Semester: I			Course Category Code: OC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB253	Design Thinking Lab	4	-	-	4	40	60	100
Course Outcome	On completion of the course the Learner will be able to							
	CO1	Understand the importance of Design thinking						
	CO2	Explore and understand the ways to empathize						
	CO3	Understand the steps in defining the problem						
	CO4	Explore the importance of Ideation						
	CO5	Understand the process of prototyping and testing						
1. Case study - Empathize							CO1	
2. Case study - Define							CO2	
3. Case study - Ideate							CO3	
4. Case study - Prototype							CO4	
5. Case study - Test							CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
<u>Reference Books</u>								
1. Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem-solving by PavanSoni								
2. <u>The Design Thinking Playbook by Michael Lewrick</u>								

Department: MBA				Programme: IEV					
Semester: I				Course Category Code: OC			Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA			CA	SE	TM
MB254	Digital Tools for Entrepreneurship	-	-	4	2	40	60	100	
Course Outcome		On completion of the course the Learner will be able to							
		CO1	Design a simple website and explore advertising tools						
		CO2	Understand the importance of online video tools						
		CO3	Create effective presentation & drafting Business email						
		CO4	Create Forms for surveys & Explore Video conferencing tools						
		CO5	Apply Digital Storytelling & Multimedia tools for Investor Pitching						
1. Design a business website 2. Using online Advertising tools							CO1		
3. YouTube Channel Creation 4. Video Creation, Uploading and Optimization 5. Chanel Monetization							CO2		
6. Creating effective business presentations 7. Drafting Business Email							CO3		
8. Creating online Forms for surveys 9. Creating profiles and using Video conferencing tools							CO4		
10. Creating pitching videos using Digital Storytelling tools 11. Designing Business pamphlets, brochures using Graphics & Multimedia Tools							CO5		
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60			
REFERENCE BOOKS / WEBSITE:									
1. Michael Alexander, Jared Decker, Bernard Wehbe, Microsoft Business Intelligence Tools for Excel Analysts, Wiley Publishers, 2016									
2. Donna Baker, How to Do Everything with Google Tools, McGraw-Hill Osborne Media, 2007									

Department: MBA				Programme: IEV				
Semester: I				Course Category Code:CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB255	New Product Development & Project Management	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	To gain practical, real world experience in the application of the concepts, strategies, process, tools and techniques.					
		CO2	Learn how to develop and implement a new product or service to an existing and potential target market.					
		CO3	Understand the importance of new product development to firm performance					
		CO4	Learn methods of generating, evaluating and testing product ideas					
		CO5	Identifying scalable solutions for key problem areas and develop a sustainable business model and road map for sustainable venture creation					
UNIT I	Introduction to NPD				Periods : 12			
Introduction- Types of products – Product development - Factors contributing to New Product Development - New product development process – product life cycle in theory and practice - Invention Vs Innovation – Diffusion of innovation Theory.								CO1
UNIT II	NPD Strategies & Testing				Periods : 12			
Strategic Planning for New Product - Generation of ideas - Criteria for screening – need assessment based on secondary and primary research - Concept generation and evaluation – selection, screening, scoring - Concept cycle - concept testing – purpose and procedure. Product testing - Test Marketing, advantages and disadvantages - Test marketing strategies - Launch cycle - Managing Growth and Maturity - Commercialization.								CO2
UNIT III	Basics of Project Management				Periods : 12			
Need for Project Management - The Project Life Cycle - Phases of Project Management Life Cycle, Project Management Processes - Impact of Delays in Project Completions - Project Management Principles - Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point								CO3
UNIT IV	Project Planning				Periods : 12			
Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS) - Development of Project Network - Time Estimation - Determination of the Critical Path - PERT Model - Measures of variability - CPM Model – Gantt Charts - Network Cost System								CO4
UNIT V	Project Budgeting & Project Control Management				Periods : 12			
Project Budgeting - Different ways of developing budgets – Project Schedule & budget relationship – Importance of project monitoring – Monitoring schedules – Project crashing – Earned value chart - Project communication process - types of conflict over the project life cycle - project termination/closeout process - reasons why projects are terminated								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS:								
1. Product Management in India”, RamanujManjundar 3rd Edition, Prentice Hall Publication 2. Karl T Ulrich, Steven D. Eppinger and AmitaGoyal (2012) “Production design and Development” (5th Edition) –								

Tata McGraw Hill

3. Project Management in Practice, 3rd Edition Samuel J. Mantel, Jr., Univ. of Cincinnati Jack R. Meredith, Univ. of Cincinnati Scott M. Shafer, Wake Forest Univ Margaret M. Sutton, Project Management Consultant

Department: MBA			Programme: IEV					
Semester: I			Course Category Code:CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB256	Entrepreneurial Finance & Business Accounting	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand the importance of Cost and Revenue					
		CO2	Understand the funding sources & Financial performance measurement					
		CO3	Understand the basics of Accounting					
		CO4	Understand how book keeping is to be done					
		CO5	Measure and Report cash flows					
UNIT I	Introduction to Accounting					Periods : 12		
Nature and Role of Financial Accounting –Nature and purpose of measuring and reporting financial positions – Format of Income Statement – recognition of revenue and expenses – calculation of depreciation – valuation of inventory – problems of bad and doubtful debts – Double Entry Book Keeping – Trail Balance – End of the period adjustments – ledgers and subsidiary records – Sales and Purchase journals – Cash Book and cash journals;							CO1	
UNIT II	Financial Planning and Control					Periods : 12		
Funding a new venture: Seed Startup and first round financing resources - Financial Boot Strapping – Business Angel Funding – Venture Capital Funding; Budgetary Control : Budget Control as a management tool – Budget Procedure - Classification of Budgets: Fixed and Flexible Budgeting - Sales Budget - Production Budget - Cash Budget - Master Budget; Control Ratios : Activity Ratio – Capacity Ratio – Efficiency Ratio – Calendar Ratio – Capacity Usage Ratio;							CO2	
UNIT III	Management of Finance					Periods : 12		
Capital requirement : Factors affecting fixed and working capital requirements; Capital structure: Factors determining Capital Structure; Capital Budgeting: Importance of Capital Budgeting – Factors affecting investment decisions; Capital Budgeting Appraisal Methods : Pay Back Method – Discounted Cash Flow Method: Net Present Value Method – Present Value Index Method – Internal Rate of Return - Accounting Rate of Return Method; Working Capital Management: Techniques for assessing working Capital Requirements - Estimation Method – Per Cent of Sales Approach – Operating Cycle Approach;							CO3	
UNIT IV	Financial Analysis and Interpretation					Periods : 12		
Analysis and interpretation of Financial Statements: Steps involved in Financial Analysis – Techniques of Financial Analysis; Ratio Analysis: Profitability Ratio – Turnover Ratio –Liquidity Ratios – Solvency Ratios; Cash Flow Statement: Utility of Cash Flow Analysis – Limitations of Cash Flow Statements – Preparation of Cash Flow Statement as per AS 3 (revised) Accounting Standards; Funds Flow Statements: Meaning – Preparation of Fund Flow Statements – Difference between Cash Flow and Fund Flow Statements;							CO4	
UNIT V	Cost Analysis					Periods : 12		
Basics of Cost Accounting: Concept of Cost - Elements of Cost – Components of Total Cost – Cost Sheet; Classification of Costs: Fixed, Variable, Semi- variable, and Step Costs; Cost Ascertainment: Cost Unit - Cost Centre – Profit Centre; Activity Based Costing – Backflush Costing – Life Cycle Costing; Marginal Costing: Absorption Costing – Direct Costing - Differential Costing – Segment of Semi Variable Cost; Cost Volume Profit Analysis: Profit Volume Ratio – Break Even Analysis - Break Even Charts – Margin of Safety;							CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -			Total Periods: 60	

REFERENCE BOOKS:
<ol style="list-style-type: none">1. Atrill, McLaney, Harvey, "Accounting for Business Students", Pearson, 2018.2. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.3. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata McGraw Hill, 2014.4. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.5. S.N. Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari, " A Textbook of Accounting for Management", Vikas Publishing House (2012), Noida6. S.N. Maheshwari, "Financial Management", Sultan Chand & Sons, New Delhi

Department: MBA			Programme: IEV					
Semester: I			Course Category Code:CP			Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA			CA	SE
MB257	Development of Business Model and Submission	4	-	4	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Identify the importance of flow					
		CO2	Understand the effectuation principles					
		CO3	Map the consumption chain and Identify Niche					
		CO4	Perform Value Proposition access fit using 4 action frameworks					
		CO5	Developing The business model					
1. Identification of Entrepreneurial styles and Flow 2. Idea Generation & Evaluation methods							CO1	
3. Implementing effectuation Principles 4. Outcome driven innovation							CO2	
5. Mapping the consumption chain 6. Finding the Niche							CO3	
7. Value Proposition & Access fit 8. Implanting Four action framework							CO4	
9. Developing the Lean canvas Business model							CO5	
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60		
REFERENCE BOOKS / WEBSITE:								
1. NandanH,"Fundamentals of Entrepreneurship",Prentice Hall India,2013. 2. LearnWISE–Digital learning platform by Wadhwani Foundation, 3. Khanka S.S,"EntrepreneurialDevelopment",S Chand & Company,2007. 4. SangeethaSharma,"Entrepreneurship Development"– Prentice Hall India,2017. 5. Anil Kumar.S,"Entrepreneurship Development"– New Age Publishers, 2003								

Department: MBA			Programme: IEV					
Semester: I			Course Category Code:OC			Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB258	Business Accounting Tools	-	-	4	2	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand the different types of accounting					
		CO2	Prepare sales and purchase register for an organization					
		CO3	Account the profit and loss statement					
		CO4	Understand the fundamentals of GST					
		CO5	Apply various taxations laid by the Governement					
1. Voucher Preparation - Daybook writing - Cash book Preparation - Ledger writing - Journal Register 2. Stock Register - Purchase Register Preparation -Sales Register Preparation - Invoice Preparation 3. Accounting and Inventory Management – Profit and Loss Balance Sheet 4. Goods and Service Tax (GST) – Purchase and sales voucher with GST 5. GST returns and Payment 6. Tax Deducted at Source (TDS) 7. Taxations							CO1 CO2 CO3 CO4 CO5	
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60		
REFERENCE BOOKS / WEBSITE:								
1. Official Guide to Financial Accounting Using Tally.ERP 9 with GST, Tally Education Pvt. Ltd. 2018 2. Tally.ERP 9 with GST in Simple Steps, DT Editorial Services, 2020								

Department: MBA				Programme: IEV							
Semester: II				Course Category Code:CC			Semester Exam Type: TY				
Course Code	Course Name			Periods / Week			Credit	Maximum Marks			
				L	T	P/BA		CA	SE	TM	
MB259	Marketing and Sales Management			4	-	-	4	40	60	100	
Course Outcome		On completion of the course the Learner will be able to									
		CO1	Gain solid understanding of key marketing concepts and skills								
		CO2	Gather, analyze, and draw conclusions from market and environmental data								
		CO3	Build an effective marketing plan to promote a company's product and/or service								
		CO4	Understanding Sales management process like forecasting and budgeting and planning								
		CO5	Identifying the Roles and Importance of Sales force								
UNIT I								Periods :12			
Value, Scope and concepts of marketing – Marketing strategies and plan – Building customer value, loyalty and relationship – Collecting information and forecasting demands – Conducting marketing research									CO1		
UNIT II								Periods :12			
Analyzing consumer market and business market – Identifying market segments and targets – Crafting the brand position – Creating brand equity – Addressing competition and driving growth – Setting product strategy – Designing and managing services – Introducing new market offerings – Developing pricing strategies and programs - Tapping Global market									CO2		
UNIT III								Periods :12			
Designing and managing integrated marketing communication – Managing mass communication(Advertising, Sales, Promotions, events and experiences, public relations) - Managing Digital communications (online, social media and mobile) – Managing personal communication(direct and database communication, personal selling) – Delivering values – Designing and managing integrated marketing channels – Managing retailing, Wholesaling and logistics – Managing a holistic marketing organization for the long run									CO3		
UNIT IV								Periods :12			
Nature and Importance of Sales Management – Levels of sales management positions – Nature of personal selling – Sales planning – Emerging trends in sales management – Steps in selling process – Strategic planning – Role of marketing and sales – Sales strategy – Sales forecast methods – Improving forecasting – Sales budget – Setting up sales territory – Procedure for designing sales territory									CO4		
UNIT V								Periods :12			
Purpose and types of sales quotas – Organizing and staffing the sales force – Training, Motivating, compensating and leading the sales force – Evaluating and controlling the sales people – Sales promotion									CO5		
Lecture Periods: 60			Tutorial Periods: -			Practical Periods: -			Total Periods: 60		
Reference Books											

1. Philip Kotler, Kevin Lane Keller, Marketing Management, Pearson Education India, 15e, 2015.
2. Havaladar, Krishna K, "SALES AND DISTRIBUTION MANAGEMENT", McGraw Hill Education, 2017

Department: MBA			Programme: IEV					
Semester: II			Course Category Code:CP			Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA			CA	SE
MB260	POC and Development of Business Plan	4	-	4	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	How to get POC validated from Customers.					
		CO2	How to create sales Plan					
		CO3	How to create People Plan					
		CO4	How to Create Financial Plan					
		CO5	How to prepare consolidated financial Plan,.					
1. How to get POC validated from Customers, Feedback forms, Modes of validation, case study.							CO1	
2. How to create sales Plan – Submission of case study of the startup							CO2	
3. How to create People Plan – Submission of case study of the startup							CO3	
4. How to Create Financial Plan – Submission of case study of the startup							CO4	
5. How to prepare consolidated financial Plan,. – Submission of case study of the startup							CO5	
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60		
REFERENCE BOOKS / WEBSITE:								
1. How to write a business plan by Mike P. McKeever								
2. The Business Plan Workbook: A Step-By-Step Guide to Creating and Developing a Successful Business, Colin Barrow; Paul Barrow; Robert Brown								

Department: MBA				Programme: IEV					
Semester: II				Course Category Code:OC			Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA			CA	SE	TM
MB261	Marketing Tools	-	-	4	2	40	60	100	
Course Outcome		On completion of the course the Learner will be able to							
		CO1	Use effective marketing strategies						
		CO2	Utilize the marketing tools to maximize the business opportunities						
		CO3	Understand the impact of marketing tools towards business success						
		CO4	Understand the usage of Advertising tools						
		CO5	Understand and implement marketing using Mobile						
Customer Relationship Management (CRM) tools - Online Advertising - Social Media - Search Engine Optimization (SEO) - Content Creation and Design							CO1		
Video Marketing - Event Marketing - Lead Generation - Lead Capture and Conversion - Lead Nurturing and Email Marketing – Bulk SMS and Bulk Email - Marketing Automation Data							CO2		
Reporting and Analytics - Digital Asset Management - Team Communication and Collaboration - Project Management							CO3		
Money Making with AdSense - get Ads on your Blog/YouTube - Content and traffic strategy - Dynamic Display Ads							CO4		
Mobile Marketing - Focus on Smartphone Apps - Advertising on Mobile App - IP Based Geo-Targeting							CO5		
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60			
REFERENCE BOOKS / WEBSITE:									
1. Appel, Andrew;Pradeep, A. K.;Sthanunathan, Stan AI for marketing and product innovation: powerful new tools for predicting trends, connecting with customers, and closing sales									
2. Dr Steven Struhl, Artificial Intelligence Marketing and Predicting Consumer Choice: An Overview of Tools and Techniques									

Department: MBA			Programme: IEV						
Semester: II			Course Category Code:AL			Semester Exam Type: LB			
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA			CA	SE	TM
MB262	INCUBATION CENTER RESIDENTIAL PROGRAM	-	-	20	14	250	250	500	
Course Outcome		On completion of the course the Learner will be able to							
		CO1	Students will get opportunity to work with Startups in the Incubation Centre and get practical insights on the lean models adopted.						
		CO2	Gain knowledge on business models, fund raising, marketing activities on a startup team dynamic etc.						
		CO3	Ability to develop a strategy for taking their business idea to next level.						
		CO4	Gain broader view on sustainable needs of a younger firm.						
		CO5	Detailed SWOT analysis of their own business plan and set priorities for moving the business forward						
1. On-Boarding process into the Incubation Centre &Startup 2. Introduction to startup business 3. Gain practical knowledge on Startup India & DPIIT registration Process Company Registration process and documentation details							CO1		
4. Creating Open Ended customer survey for startup product 5. Conducting market research activities 6. Developing Customer Acquisition plan							CO2		
7. Work with the startup and develop Lean Business Model Canvas 8. Reworking and refining the problem 9. Developing the full Lean Canvas for the Startup							CO3		
10. Identifying the potential early adopter’s market segment 11. Creating a marketing channel plan for the startup 12. Create digital marketing campaign – collaterals for the startup							CO4		
13. Determine monthly Burn rate ad calculate 6 Month cash runway 14. Develop 6 Month cost management plan for the startup 15. Work along with Startup founder in identifying potential funding source and create an Investor Pitch Deck							CO5		
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60			
REFERENCE BOOKS / WEBSITE:									
AIC-PEC Incubatee Reference manual									

Department: MBA				Programme: IEV					
Semester: III				Course Category Code:CC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA		CA	SE	TM	
MB263	Legal & Compliance for Startup	4	-	-	4	40	60	100	
Course Outcome		On completion of the course the Learner will be able to							
		CO1	To understand various Company and Legal compliances in India						
		CO2	To take strategic decision on type of company and ease of doing business.						
		CO3	To emphasize the importance of IP creation.						
		CO4	Identifying best fit company type for the startup.						
		CO5	Search and identify IP asset and novelty creation.						
UNIT I	Company Incorporation				Periods : 12				
Companies Act - Incorporating Startup – Introduction to Companies Act 2013 – Types of companies’ fundamentals for choosing for startup registration – Laws relating to incorporation of Private – LLP – LLC – Partnership & Proprietorship firms – Laws related to Single founder company – Not for profit - Deciding on Type of Company for their Startup – Training MCA portal procedures for Application – Filling of Incorporation Dummy Format							CO1		
UNIT II	Legal Documentations				Periods : 12				
Legal Formalities – MoA – AoI – LoA – SHA – DSC – DIN application process – Partnership Agreement – Investment Deal Agreements – Legal Trade Licenses & Clearance – Accounting & Tax Compliance – CA assignment - Yearly Auditing Documents to be submitted – Regulatory Book Keeping – Creating Legal documents format – Partnership Deed – Founders Agreement – Employee Contract & Offer Letters – NDA – Non Compete Agreement – Vendors – Product Design & Development Agreement							CO2		
UNIT III	Intellectual Property Rights				Periods : 12				
IPR – Importance of IPR for Tech Startups – Indian IP office structure - Types of IPR – Application Process - Deep dive in Patents – Indian IP patent law – Application Process – Patent Filing – Provisional – Complete Application – Publication – Request Examination – FER – Grant – Patent Fees Structure – Patent Filing requirements various Forms - IP Filing mock session – Filling various IP related application forms and Fee structure Case studies: On Bajaj – TVS (DTSI Engine) Patent Issue – Apple – Samsung smartphone Design patent infringement.							CO3		
UNIT IV	Patents				Periods : 12				
Patent Search – Types of Patent Search – Prior Art – Patentability – FTO – Validity Search – State of art search – Planning and develop search strategies. Patent Drafting – Draft Document structure & content (Tittle – FoI – BG Informtion – Summary – Brief Description – Detailed Description – Claims – Abstract - Drawings) – Important sections of Patents Act 1970 - Mock patent search sessions – Patent drafting exercise – workshop – Drafting Competition							CO4		
UNIT V	Legal Compliances for Startup				Periods : 12				
Procedurals for – MSME Registration – Environmental – Pollution Control Clearances - GST Registration & monthly filing - GST Filing forms – GSTR 1 – GSTR 3B – GSTR 7 – GSTR 9 – GSTR 9A – GSTR 9C – GSTR 10 – GSTR 11 — TDS Monthly Submission – Banking Compliances – Bank Guarantees – Letter of Credit – Creating Purchase Order – Advance Payment Terms – Auditor Reports – Monthly – Quarterly – Half Yearly & Annual Returns							CO5		
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60			

REFERENCE BOOKS:
<ol style="list-style-type: none">1. Corporate Law, 33rd ed. 2016, Taxman New Delhi.2. Ramaiyas Guide to the Companies Act, 18th ed. 2014, Lexis Nexis New Delhi.3. Taxmann's guide to Startup's – Vinod Kothari Consultants4. Indian Patent Law & Practice – K C Kankanala : Oxford India5. How to patent an Idea in India – Prasad Karhad : Independently Published

Department: MBA				Programme: IEV				
Semester: III				Course Category Code:OC			Semester Exam Type: LB	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB264	Legal Contracts and patent Filing Compliance Lab	-	-	4	2	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand various contracts between buyers and sellers					
		CO2	Understand various contracts between Employees and the Company					
		CO3	Registration compliances for a startup					
		CO4	Patent searching for a given innovation					
		1. Non - Disclosure agreement						CO1
		2. Product Development Contracts						
		3. Delivery Contracts						
		4. Hiring and employee agreement with the startup						CO2
		5. Co - founder agreement with startup						
		6. Financial contracts with investors						
		7. List of all contracts in startup						
		8. List of all compliances with startup - Certificate incorporation - PAN - TAN -GST - licenses - IT compliance						CO3
		9. Registration procedure for proprietary firms, partnership firms, LLP, public & private limited companies						
		10. Checking whether the innovation is patentable						CO4
		11. Draft the patent application						CO5
		12. Filing the patent application and various Forms for patent filing (Form - 1,2,5,26,28)						
		13. Renewing the patent						
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60		
REFERENCE BOOKS / WEBSITE:								
1. Indian Company Law By Dr.Satish Kumar Saha and Anju Agarwal for various universities in india SBPD Publications by Dr.Satish Kumar Saha, Anju Agarwal 2. A Textbook of Company Law by P P S Gogna 3. Patenting in India: Policy, Procedure and Public Funding by Prasad Laxman 4. How to Patent an idea in India by Prasad Karkad 5. http://www.ipindia.nic.in/e-gateways.htm#comprehensive-e-filing								

Department: MBA				Programme: IEV				
Semester: III				Course Category Code:CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB265	HR Management & Organizational Behavior	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Gain comprehensive views on HR process and Team dynamics for Startups					
		CO2	To emphasis the importance of Human Resource in a Startup journey					
		CO3	Strategies for Team Building, Performance Management, Motivation & employee retention					
		CO4	Setting up of Startup HR Policy – Hiring Strategy, building team developing startup culture.					
		CO5	Help understanding the process of HR budgeting, performance management and its implications on overall business growth.					
UNIT I	Introduction to Human Resource Management				Periods : 12			
Objectives - Significance; Role of HRM; Human Resource Planning: Need and Process for Human Resource Planning - HR Forecasting Technique; Job Analysis and Design: Concept, Process and Methods of Job Analysis; Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment; Selection: Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction.								CO1
UNIT II	Training and Development				Periods : 12			
Identifying Training needs (Personal analysis – task analysis – organization analysis) – Competency mapping - Assessment of training needs - Creating Training Program Manual – Designing Training module – Training budgeting – Evaluation methods (Kirk-Patrick Model – CIRO Model – Cost benefit analysis) - Creating Training program for a given Industry and Personality characteristic – Creating Training Calendar and selecting trainer profiles – Creating Training Program budget Case studies oncorporate training program of Siemens, L&T.								CO2
UNIT III	Performance Management System				Periods : 12			
Understanding KRA – KPA – KPI - Performance Appraisal versus Performance Management and Employee Rating – Performance Improvement Plans - Methods of Performance Appraisal, Pro's and Con's of 360 Degree Appraisal. Performance linked remuneration system – career planning & promotion policy - Create – Own Organization Appraisal Strategy – Employee Rating & Mock Appraisal Interview Session – Design a performance linked promotion policy Case studies on Indian corporate best Performance management & appraisal strategies of Indian bootstrapped startup								CO3
UNIT IV	Employee Welfare and Working Conditions				Periods : 12			
Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities; Emerging Trends in HRM – HRIS, Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement, Work life balance.								CO4
UNIT V	Organisational Behaviour: Perception and Learning				Periods : 12			
Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Communication: Types - Process - Barriers - Making Communication Effective; Group Dynamics; Team								CO5

Building -Stages of Group Development; Leadership: Styles - Approaches; Power and Politics			
Lecture Periods: 60	Tutorial Periods: -	Practical Periods: -	Total Periods: 60
REFERENCE BOOKS:			
<ol style="list-style-type: none"> 1. Robbins and T Judge Organizational Behaviour 2. Ganesh Natarajan and SandhyaShekhar, Knowledge Management – Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited 3. Durbin. Leadership Principles. Cengage Publications 4. RajasekharKandepu, Bhagirath V. Shanbhag (2017) Performance @ Results, Himalaya Publishing House 5. DevendraAgochia. Every Trainers Handbook 6. TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press 7. Radha Sharma. 360 Degree Feedback. Competency Mapping and Assessment Centre 8. TV Rao. (2008). HRD Score Card 2500. Sage publications 			

Department: MBA				Programme: IEV					
Semester: III				Course Category Code:OC			Semester Exam Type:LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA		CA	SE	TM	
MB266	E-Commerce Lab	-	-	4	2	40	60	100	
Course Outcome		On completion of the course the Learner will be able to							
		CO1	Create online shopping portal which accepts payment						
		CO2	Implement E-market services						
		CO3	Implement different Online applications for customer management						
		CO4	Implement Vendor & Supplier management						
		CO5	Understand Ecommerce platforms with practical case studies						
1. Creating Online Shopping Portal using Digital Tools 2. Integrating online payment system							CO1		
3. Managing Ecommerce inventory 4. Managing Logistics in Ecommerce							CO2		
5. Customer management in Ecommerce 6. Promotional activities in Ecommerce							CO3		
7. Vendor & Supplier management in Ecommerce 8. Digital marketing in Ecommerce							CO4		
9. Case Study: Creating a fully functional Ecommerce platform							CO5		
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60			
REFERENCE WEBSITE:									
1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013									

Department: MBA		Programme: IEV						
Semester: IV		Course Category Code:AL				Semester Exam Type: LB		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB267	VENTURE CREATION PROGRAM	-	-	32	20	250	250	500
Course Outcome	On completion of the course the Learner will be able to							
	CO1	Students will get opportunity to get Pre-Incubated for their Startup Idea						
	CO2	Access to AIC-PECF facility and Pre-Incubation program (Mentoring & Prototyping support)						
	CO3	Establishing Startup Venture and Registration						
	CO4	Product customer validation & develop scalable business model						
	CO5	Startup Seed Investment fit						
1. Startup venture initiated through official agreement 2. Getting MCA registered 3. Founder DIN, DSC's 4. DPIIT recognition 5. Mentor match making and assignment 6. Preparing 6 Month – Road Map						CO1		
7. Mentoring session to handhold startup in Idea validation 8. Introducing to Product validation methods 9. Identifying customer segment and preparing customer validation survey 10. Focused and milestone-based approach						CO2		
11. Getting the product / solution market validated 12. Mentoring session on Product market fit and design thinking approach 13. Solution aligned towards achieving customer satisfaction 14. PoC Creation and Mentor guidance towards prototyping						CO3		
15. Preparing vendor list for prototyping 16. Initiating PCB designing and rapid prototyping 17. Development of Alpha version 18. Technical mentoring session on Product Design						CO4		
19. Complete prototype testing phase 20. Re-work on design as per the test result 21. Conduct Pilot Project 22. Application for IP if any 23. Mentor validated Pitch Deck 24. Applying for NIDHI EIR / SPARSH fellowship / State Startup Policy Fellowship / NIDHI Prayas / BIG / MSME Incubate Fund 25. Prototype validated for MVP creation process 26. Pitching ready for final Demo day						CO5		
Lecture Periods: -		Tutorial Periods: -		Practical Periods: 60		Total Periods: 60		
REFERENCE BOOKS / WEBSITE:								
AIC-PEC Incubatee Reference manual								

Department: MBA				Programme: IEV				
Semester: IV				Course Category Code:CC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB268	Strategic Management	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understanding a company's basic strategies					
		CO2	Understanding strategic tools, technique and analysis					
		CO3	Understanding the nature and dynamics of the strategy formulation					
		CO4	To develop the ability to identify strategic issues and design appropriate courses of action for implementation.					
		CO5	Understanding strategy evaluation and control.					
UNIT I	Introduction				Periods : 12			
Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies– Factors that shape a company's strategy – Crafting a strategy - Industry and Competitive Analysis								CO1
UNIT II	Environmental Scanning and leadership				Periods : 12			
Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.								CO2
UNIT III	Strategy Formulation				Periods : 12			
Strategy Framework For Analysing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies								CO3
UNIT IV	Strategy Implementation				Periods : 12			
Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy– Resource Allocation – Planning systems for implementation								CO4
UNIT V	Strategy Evaluation and control				Periods : 12			
Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
REFERENCE BOOKS:								
1. Vijaya Kumar P,.,Hitt A : Strategic Management, Cengage learning,NewDelhi,2010								
2. JohnAPearceII,AmitaMital: "StrategicManagement",TMH, NewDelhi,2012.								
3. SanjayMohapatra: "Cases Studies in Strategic Management", Pearson,New Delhi,2012								
4. Adrian Haberberg& Alison: Strategic Management, Oxford University Press, New Delhi, 2010								
5. P.Subba Rao: "Business Policy and Strategic Management" Text and Cases, Himalaya Publishing House, New Delhi, 2011								
6. .AppaRao, ParvatheshwarRao, ShivaRama Krishna: "Strategic Management and Business Policy", Excel Books, New Delhi, 2012								

ELECTIVES

Department: MBA				Programme: IEV					
Semester: II				Course Category Code:EC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks			
		L	T	P/BA			CA	SE	TM
MBZ01	New Venture Creation	4	-	-	4	40	60	100	
Course Outcome		On completion of the course the Learner will be able to							
		CO1	Understand various strategies of Venture Creation – Problem Identification – Idea Validation – MVP creation						
		CO2	To discover purpose, passion and perseverance needed for new venture creation.						
		CO3	To emphasize the importance of creating a sustainable Business Model.						
		CO4	understand various strategies of Venture Creation – Problem Identification – Idea Validation – MVP creation						
CO5	Identifying scalable solutions for key problem areas and develop a sustainable business model and road map for sustainable venture creation.								
UNIT I	Entrepreneurial Mindset				Periods : 12				
Entrepreneurial Mindset& Problem Validation - Purpose, Passion and Perseverance - Entrepreneurship Based on Innovation and Technology – Problem Identification - Observation, Questioning, DT, Jobs to be done (JTBD) – Problem Identification & Validation (Time – Solvability – Acceptability Need Analysis) - Case studies: Young Successful Indian Startup ventures (Openapp, Uniphore, OYO)								CO1	
UNIT II	MVP Creation				Periods : 12				
PoC – MVP Creation – PoC VS Prototype Vs MVP – Process of PoC to MVP creation – Identifying Early Adopters – Customer Persona & Adoption Patterns – Solution &PoC creation Prototyping through Design Thinking Process – Introduction to various phases of DT (Empathize – Define – Ideate – Prototype – Test – Launch) - Teams will work on given problem and come out with solution and prototype by using DT process – ADQ (Attribute Desirability Quotient Exercise) Case studies On Design Thinking approach of Uber Eats, Braun IoT Oral-B toothbrush								CO2	
UNIT III	Lean Canvas				Periods : 12				
Business Model – Business Model Vs Business Plan - Lean Canvas Introduction – B2B,B2C,D2C – Deep Dive into Lean Canvas – Problem – Customer Segment – Solution – UVP – Revenue Stream – Cost Structure – Key Metrics – Unfair Advantage - Documenting Lean Canvas and presenting in class – UVP creation								CO3	
UNIT IV	Introduction New Venture Compliance				Periods : 12				
New Venture Creation Compliance – Venture Incorporation – Types of Companies – Introduction to PAN – TAN – TIN – What is Current Account – Difference between Savings & Current Account – How to open a current account – documents required etc. -Introduction to GST – GST Registration Process								CO4	
UNIT V	Managerial Economics				Periods : 12				
Managerial Economics - General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting – Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly – Oligopoly - National Income Concepts – Models of National Income Determination - Fiscal and Monetary Policies - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs). Case studies on Indian Railway Org structure								CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60			
REFERENCE BOOKS:									

1. New Venture Creation – Jeffry A. Timmons, Tata Mcgraw-Hill
2. Running Lean – Ash Maurya, O'Reilly Media Inc.
3. The Lean Startup – Eric Ries, Portfolio Penguin
4. YogeshMaheswari, Managerial Economics, Phi Learning, Newdelhi, 2005 Gupta G.S.,
5. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer & Harris

Department: MBA				Programme: IEV				
Semester: II				Course Category Code: EC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		CA	SE	TM
MBZ02	MANAGING DIVERSITY	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand basics of Business					
		CO2	Understand the importance of culture					
		CO3	Understand the need for competing					
		CO4	Understand the Strategic Responses to changing environment					
		CO5	Understand the Legal acts in India.					
UNIT I	Business				Periods : 12			
Business - Concepts and Significance - Entry of Multinationals - New Changes in Business - Innovation of new products - Technological changes – Competition in Business - Social Responsibility of Business								CO1
UNIT II	Cultural concept				Periods : 12			
Cultural concept - Cultural change - Culture and Workplace - Cross culture - Culture and Competition - Differences in culture - Cultural theories - Impact of Culture on Business -Managing Cultural impacts and changes.								CO2
UNIT III	Nature of Competition				Periods : 12			
Nature of Competition - Heckscher Ohlin Theory - The new Trade Theory - National Competitive Advantage - Porter's Diamond - Impact of Competition - Managing Competition - Updating of new technology. Era of Globalization - Significance - Strategy and the firm - Profiting from Global Expansion - Pressures for cost reductions and Local responsiveness - Strategic Choice - Entry mode - Liberalization of Indian economy - Export and Import acts - Managing global entry								CO3
UNIT IV	Strategic Responses				Periods : 12			
Strategic Responses to changing environment-Portfolio Related, Process Related and Structure Related- Aligning HR Strategy-strategic Changes- Planned Changes - drawbacksUnplanned Change- Steps in Planned Change -Changes and Amendments in LaborsLawsInternational Trade Unions and Business Associations.								CO4
UNIT V	Legal acts in India				Periods : 12			
Legal acts in India - Industrial Developmental Regulation Act (IDRA) - New Industrial Policy - New Economic Policy - Abolition of MRTP Act and introduction of Competitive Act - Consumer Protection Act - Imposing of MODVAT in India. Political Environment -Political uncertainty - Impact of Politics on Business- GATT -WTO- TRIPS-TRIMS-Consumer movements, Right to information								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
1. Business Environment - Francis Cherunilam. (Himalaya Publishers) 2. Business Environment - Aswathappa. (Himalaya Publishers) 3. International Business - Francis Cherunilarn. (Prentice Hall of India). 4. International Business: Competing in the Global Market Place - Hill. C. W. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi). 5. Indian Economy - A. N. Agarwal. (WishwaPrakashan).								

Department: MBA			Programme: IEV					
Semester: II			Course Category Code: EC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		CA	SE	TM
MBZ03	BUSINESS ENVIRONMENT AND ETHICS	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand basics of Business environment					
		CO2	Understand the importance of Ethics					
		CO3	Understand the need for globalization of economy					
		CO4	Understand the legal policies					
		CO5	Understand the Legal environment of business.					
UNIT I	Business environment				Periods : 12			
Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.								CO1
UNIT II	Ethics				Periods : 12			
Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards- reforms in Boards – compensation issues – ethical leadership.								CO2
UNIT III	Economy				Periods : 12			
Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.								CO3
UNIT IV	Legal Policies				Periods : 12			
Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts & deficit financing.								CO4
UNIT V	Legal environment of business				Periods : 12			
Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
1. Adhikari.m - Economic environment of Management 2. Francis cherunnilam - Business environment Prutis . 3. economic & managerial environment in India 4. Davis & Keith William c .frederik - business and society 5. Amarchand d - Government and business Mankard _ Business Economics 6. Steiner and Steiner – Business Ethics – Mc-Graw Hill 7. Raj Agarwal – Business Environment – Excel Books..								

Department: MBA		Programme: IEV						
Semester: III		Course Category Code: EC				Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P		CA	SE	TM
MBZ04	TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand the need for innovation					
		CO2	Understand the importance of Technology Transfer and Joint Ventures					
		CO3	Understand the basics of Web marketing					
		CO4	Understand the Strategic for web marketing					
		CO5	Understand the Enterprise Resource Planning					
UNIT I	Need for Innovation				Periods : 12			
Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management- need - Business strategies related to knowledge management - Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management - Future of Knowledge Management							CO1	
UNIT II	Technology Transfer and Joint Ventures				Periods : 12			
Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problemsOperational constraints-Problems in Indian Business Environment Problems in Finalization of Agreement-Major Problems in Technology transfer Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and Intellectual Property rights.							CO2	
UNIT III	Web marketing basics				Periods : 12			
Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web MarketingWeb Psychology: Understanding the Internet mind- The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction-Do's and Don'ts on Web.							CO3	
UNIT IV	Web marketing Strategies				Periods : 12			
Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues.							CO4	
UNIT V	Enterprise Resource Planning				Periods : 12			
Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning- ERP Implementation- The Future of ERP Applications- Procurement-Enterprise Business Blueprint Planning.							CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
1. Knowledge Management for Competitive advantage-Harish chandraChaudharaty, Excel Books Publications, New Delhi								
2. Technology Transfer and Joint Ventures Abroad-R.R.Azad, Deep& deep Publications, New Delhi								
3. Web Advertising and marketingthomas J Kuegler,Jr. #rd Edition-Prentice- Hall of India, New Delhi								
4. e-Business Roadmap for Success- Dr.raviKalakota- Perason Education								
5. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, Addition -Wesley, 2000								

Department: MBA	Programme: IEV
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Semester: III			Course Category Code:EC			Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ05	Digital Technology in Entrepreneurship	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Analyse the role of Technology in venture creation					
		CO2	Provide the fundamentals of ICT, which will allow understanding their usefulness and applicability to your specific business project.					
		CO3	Understand the size and scope of the E-Commerce & Technology industry;					
		CO4	Understand the role of Digital Technology in creating value					
		CO5	Create a basic social media plan to attract and engage online customers.					
UNIT I					Periods :12			
Technology Entrepreneurship: Trends, Opportunities and Challenges – Five Pillars of Technology Entrepreneurship – Technology Venture Idea Creation						CO1		
UNIT II					Periods :12			
Understanding Digital Entrepreneurship – Creating sustainable strategies and Business Model – Defining Unique Value Proposition – Understanding Customer Relationship in a Digital World – Reaching Current and New Customer – Competing in Networked World – Investing in Key Assets and Capabilities – Entrepreneurial Leadership and Culture						CO2		
UNIT III					Periods :12			
Digital Entrepreneurship: New Opportunities and Challenges – Choosing a Digital Business Idea – Creating a Digital Business Design – Building a Business Prototype – Digital Content for Business						CO3		
UNIT IV					Periods :12			
Business Prototype Look and Feel – Business Prototype Features – Web Analytics – Creating and Tracking Business Goals – Usability and Customer Experience – Customer Acquisition in a Digital World – Digital Business Experiments – Launching a New Digital Business Venture						CO4		
UNIT V					Periods :12			
Ambient Intelligence Systems Development – Role of Websites and E-Commerce in the Development of Global Start-ups – E-Commerce innovation in SMEs – E-Entrepreneurship – Integrating E-Supply Networks – E-Learning and Knowledge Management in the Global Context						CO5		
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
<div>1. Hisrich, Robert A., Lechter, Michael A, “Technology Entrepreneurship: Taking Innovation to the Marketplace” Academic Press; 2nd Edition, 2014(unit-1)</div> <div>2. Penelope M. Abernathy, JoAnn Sciarrino, “The Strategic Digital Media Entrepreneur”, Wiley-Blackwell, 2018 (unit-2)</div> <div>3. Jonathan P. Allen, “Digital Entrepreneurship”, Routledge, 20112 (unit-3 & 4)</div> <div>4. <u>by Zhao, Fang, “Information Technology Entrepreneurship and Innovation”, Information Science Reference, 2008. (unit-5)</u></div>								
1								

Semester: III				Course Category Code:CC			Semester Exam Type: TY				
Course Code		Course Name		Periods / Week			Credit	Maximum Marks			
				L	T	P/BA			CA	SE	TM
MBZ06		Startup Valuation & Funding		4	-	-	4	40	60	100	
Prerequisite											
Course Outcome		On completion of the course the Learner will be able to									
		CO1	Discover various avenues for startup funding.								
		CO2	Understand different funding and valuation methodologies.								
		CO3	Emphasize the importance of sustainability and scalability.								
		CO4	Identifying 12 Critical Success Elements and build upon scaling up and increase investable index.								
		CO5	Identify the different investors inflection point in a startup lifecycle.								
UNIT I	Basics of Startup Funding						Periods : 12				
Startup Funding – Introduction – Startup Financing Cycle (w.r.t) Valley of Death – Funding and Startup Phase – FFF, Angels, VC’s – Seed Stage – Pre-Series – Series Funding – IPO – 12 CSE’s for startup / SMB’s – Avenues for startup growth – Role played by Incubator, Accelerators – Government Grants available for startups brief study on SIDBI – MSME - NIDHI Prayas Seed Grant – BIRAC BIG Scheme – DST – MeitY									CO1		
Case studies:: Funding & Exit failures (We Work Fiasco)											
UNIT II	Investor Mindset						Periods : 12				
Investor Mindset - Understanding basics of Investment Process (1 st Meeting – Investor Team Meeting – Due Diligence – Go-No-Go – Partner Preview – IC Memo – Investment Committee – Term Sheet & Negotiation) – 100 Questions from Investor point of view - Creating a Deal Term Sheet and Due Diligence documentation process									CO2		
Case studies: On Investment decision for 3 IC Memos comparing with the 12 CSE											
UNIT III	Startup Valuation						Periods : 12				
Startup Valuation – Methods & Approach - Pre – Money & Post Money Valuation - Market Size – Discounted Cash Flow – Enterprise Value to EBITDA – Valuation methods & Time Line – Seed & Early Stage – Mid Stage and Pre-IPO – IPO / M&A ready - Market Sizing activity – Pre Money & Post Money calculation work									CO3		
UNIT IV	Venture Capitals						Periods : 12				
Venture Capital Financing – Concept and Development of VC – Structure & Regulatory framework of VC financing in India – Investment Process and Evaluation -Private Equity Firms – Difference between PE’s & VC’s – VC Agreement									CO4		
UNIT V	Organization Structure						Periods : 12				
Crowdfunding – Types – Benefits & Regulatory framework in India – Introduction Hedge Funds – Debt Funds – Types of Edge Funds - Art of Pitching – Business – Sales – Investor Pitch – Storyboard creation – Pitching Deck design – Key elements of a Pitch Deck - Preparing and deigning a perfect pitch – Pitch Fest Competition.									CO5		
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -			Total Periods: 60				
REFERENCE BOOKS:											
1. Funding Options for startups – KSV Menon&Garima Malik : Notion Press											
2. Venture Capital Financing in India : JC Verma, SAGE Publication											
3. The Business of Venture Capital: Insights from Leading Practitioners on the Art of Raising a Fund, Deal Structuring, Value Creation, and Exit Strategies (Wiley Finance)											

Department: MBA				Programme: IEV				
Semester: III				Course Category Code: EC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ07	International Business and Import/Export Management	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understanding the opportunity and scope of doing business internationally					
		CO2	Identify the role and impact of political, economical, social and cultural variables in international business.					
		CO3	Analyze international business from a multi-centric perspective					
		CO4	Identify the major export and import documents required by banks, governments, transportation and insurance companies					
		CO5	Assess your company's readiness to go international, and evaluate your product potential for the export and import markets					
UNIT I						Periods :12		
Introduction to International Business – Globalization – International Business Environment – Global Trading Environment – Theories of International Trade – Commercial Policy Instruments – Balance of Payment Account – International Organizations and Agreements – International Financial system – Foreign Exchange Market and Exchange Risk Management – Foreign Investment								CO1
UNIT II						Periods :12		
Organizational Structure for International Business – International Production management – International Marketing management – International Financial Management – International Human Resource management – International Business Negotiation								CO2
UNIT III						Periods :12		
Strategic alliances, Mergers and Acquisitions – Foreign Trade Promotions – Indian Joint Ventures – Financing of Foreign Trade and Payment Term – Recent Development and Issues in International Business								CO3
UNIT IV						Periods :12		
Introduction to Export/Import – Identifying your role in Export/Import - Rules and Regulations – Export/Import operation – Selecting products and finding suppliers – Researching Export/Import markets – Global Negotiation - International trade procedures and Regulations - Freight, logistics, and transportation issues for import/export managers - Ten keys to become successful exporter/importer.								CO4
UNIT V						Periods :12		
Global personnel Deployment and Structure – Developing resources in import/export supply chain management – Foreign trade zones, Bonded Warehouses, Free Trade Agreements – Essential overview of Import/Export Compliance and Security Management								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
1. <u>Gupta. C.B, ‘International Business’, S.Chand and Company, 2014</u> 2. Capela, John J., “Import / Export Kit For Dummies”, 2015 3. Thomas Cook, Kelly Raia, “Mastering Import and Export Management”, 2017								

Department: MBA				Programme: IEV				
Semester: III				Course Category Code:EC			Semester Exam Type:TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ08	Social Entrepreneurship	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to understand						
		CO1	Definition & Scope of Social innovation					
		CO2	Basics of Social Entrepreneurship					
		CO3	Business models for Social Innovation					
		CO4	Approaches to asses social impact and Impact investment					
		CO5	Study Real case studies					
UNIT I						Periods : 12		
Social innovation - Differences Between Social Innovation and Other Innovations - Core Elements and Characteristics of Social Innovations -Types of Social Innovation - Relationship Between Sectors for the Promotion of Social Innovation - Process of Creating Social Innovations Value Creation from Social Innovations - Social Value - Economic Value - Environmental Value - Institutional Value - Relations Between Values							CO1	
UNIT II						Periods : 12		
Social entrepreneur – factors impacting transformation into social entrepreneur. The characteristics of social entrepreneurs – Elements of social Enterprise - Differences Between Social Innovation Models from Traditional Business and Social Enterprises- Types of Social Entrepreneurs							CO2	
UNIT III						Periods : 12		
Opportunity Recognition & Study on the Source and Discovery of Social Opportunities - Entrepreneurial Opportunity Evaluation: A Discrete Choice Analysis of Financial and Social Entrepreneurial Opportunity Attributes - Types of Business Models of Social Enterprises - Modelling the Social Venturing Process - Inclusive Businesses - Creation of Shared Value - Sustainable Value							CO3	
UNIT IV						Periods : 12		
Social Impact - Alignment of Social Impact in Social Innovations - Measuring the Social Impact of Social Innovations - Metrics and Indicators of Assessing the Social Impact - Impact Investment - Differences Between Impact Investment and Other Types of Investments - Elements in the Construction of an Impact Investment Ecosystem - Mechanisms of Social Innovation for Impact Investment							CO4	
UNIT V						Periods : 12		
Study of successful models like Grameen Bank – Aravind Eye Care System’s – LEDeG – TERI – PasumaiPayanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj							CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
1. Luis Portales, Social Innovation and Social Entrepreneurship Fundamentals, Concepts, and Tools, Palgrave Macmillan publishing, 2021 (ISBN 978-3-030-13455-6)								

Department: MBA				Programme: IEV				
Semester: III				Course Category Code:EC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ09	E-commerce	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand the importance of fundamentals of E-Commerce					
		CO2	Explore and understand the different E- Business models					
		CO3	Understand the steps in Building an E- Business					
		CO4	Explore the importance of Internet Marketing					
		CO5	Understand the Legal and Ethical issues of E-Commerce					
UNIT I	Introduction to e-Business				Periods : 12			
Transitioning to the Web – E-Business and ECommerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E-Business.								CO1
UNIT II	E-Business Models				Periods : 12			
Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.								CO2
UNIT III	Building an E-Business				Periods : 12			
Design and Development and Management – EBusiness Solutions - Online Monetary Transactions. e-Wallets – Digital Currency and Alternate Consumer Payment Options. Smart Cards, e-Billing developing payment standards.								CO3
UNIT IV	Internet Marketing				Periods : 12			
Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e-CRM Solutions								CO4
UNIT V	Legal and Ethical Issues				Periods : 12			
Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trade mark Unsolicited Commercial E-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013 2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: e-Business and e-Commerce for Managers, Pearson Publication 3. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000 4. C.S.V.Murthy: E-Commerce–Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003 5. Kamalesh K Baij & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2002.								

Department: MBA				Programme: IEV				
Semester: III				Course Category Code:EC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ10	Opportunity Identification & Customer validation	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Identify and develop new business opportunities					
		CO2	Engage in iterative business model design and planning					
		CO3	Understand the tools, skills, and mindset required for the development of opportunities					
		CO4	Analyze new business opportunities from a financial point of view					
		CO5	Make financial forecasts for the development of new business ventures.					
UNIT I						Periods :12		
Understanding Customer Relationship – Introduction – Strategic CRM – Operational CRM – Analytical CRM – Social CRM – Models of CRM – Relationship between Company-Customer-Supplier – Relationship Management Theories								CO1
UNIT II						Periods :12		
Managing the Customer Lifecycle – Customer Acquisition – Customer Retention and Development – Customer Portfolio Management – How to Deliver Customer Experienced Value – Managing Customer Experience								CO2
UNIT III						Periods :12		
Sales Force Automation – Marketing Automation – Service Automation – Developing and Managing Customer Related Databases – Using Customer Related Data – Implementing CRM – Operational Issues in Implementing CRM								CO3
UNIT IV						Periods :12		
Opportunity Identification and Entrepreneurial Behavior – Systematic Search by Repeat Entrepreneur – Opportunities as Attributions – Opportunity Recognition								CO4
UNIT V						Periods :12		
Opportunity Identification Behavior by Different Types of Entrepreneurs – Bisociation and Opportunity – Individuality of Opportunity Recognition – Extraordinary versus Ordinary Discoveries								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
1. Francis Buttle, Stan Maklan, “Customer Relationship Management: Concepts and Technologies”, Routledge, 2015 2. GerardusBlokdyk, “Opportunity Identification The Ultimate Step-By-Step Guide”, 5starcooks, 2019								

Department: MBA				Programme: IEV				
Semester: III				Course Category Code:EC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ11	BUSINESS ANALYTICS	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand the role of Data Visualization					
		CO2	Engage in active business forecasting					
		CO3	Understand the importance of R in Data Science					
		CO4	Understanding Business data mining tools					
		CO5	Identifying the different marketing analytics					
UNIT I	Data Visualization for Managers				Periods :12			
Visualization Imperative-Message to Charts-Visual Perception- Grammar of Graphics (using R)-Component level design of tables and graphs-Storytelling using visualization								CO1
UNIT II	Business Forecasting				Periods :12			
Overview of Forecasting Process-Exploratory Data Analysis-Regression Analysis- Logistic Regression-Time Series Forecasting-Lifetime Value Models-Credit Scoring Models-Loss Forecasting Models								CO2
UNIT III	Data Science using R				Periods :12			
Exploratory Data Analysis-data munging/ scraping/ sampling/ cleaning- handling big data-automation of data analytics solutions								CO3
UNIT IV	Business Data Mining				Periods :12			
Best practices in data analytics and business intelligence–Clustering-Decision trees-Neural networks-Associations/Market Basket analysis-Text Mining								CO4
UNIT V	Marketing Analytics				Periods :12			
Product Management-Marketing-Mix Allocation-Customer Management-Digital Marketing								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
<ol style="list-style-type: none"> 1. S. Christian Albright; Wayne L. Winston, “Business analytics : data analysis and decison making”, Cengage Publications, 7th Edition, 2020 2. Nina Zumel, John Mount, Jeremy Howard, Rachel Thomas, “Practical Data Science With R”, Manning Publications, 2nd Edition, 2020 								

Department: MBA				Programme: IEV				
Semester: III				Course Category Code:EC			Semester Exam Type: TY	
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MBZ12	QUANTITATIVE TECHNIQUES FOR MANAGERS	4	-	-	4	40	60	100
Course Outcome		On completion of the course the Learner will be able to						
		CO1	Understand the importance of the use of OR application in decision Making environment					
		CO2	To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.					
		CO3	To understand and solve transportation & assignment models.					
		CO4	To know optimal sequence model and understand concepts of queuing theory.					
		CO5	To identify right time for replacement of equipment and understand project management techniques					
UNIT I						Periods :12		
Operations Research & Decision Making Environments Operations Research: Uses, Scope and Applications of Operation Research in managerial decision-making .Decision-making environments:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.								CO1
UNIT II						Periods :12		
Linear Programming Problem & Transportation Problem Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality. Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem								CO2
UNIT III	Dynamics of Framing and Executing Strategy					Periods :12		
Assignment model & Game Theory Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.								CO3
UNIT IV						Periods :12		
Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.								CO4
UNIT V						Periods :12		
Replacement Problem & Project Management Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		
Reference Books								
1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)								

2. Sharma J K - Operations Research (Pearson, 3rd Edition)
- 3) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 4) S Kalawathy-Operation Research (VikasIVth Edition)
- 5) Natarajan- Operation Research(Pearson)
- 6) Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 7) TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition) 6) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 8) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).