



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

SCHOOL OF MANAGEMENT AND COMMERCE

(SOMC)

BBA (Hons / Hons. with Research) - Entrepreneurship

Code:205

FOUR YEAR UNDERGRADUATE PROGRAMME

(2025-2029)

Approved in the 38th Meeting of Academic Council held on 28th June 2025

Index

S.no.	Title	Page no.
1	Preface	3
2	NEP-2020: Important features integrated in the curriculum	4
3	University Vision and Mission	6
4	About the School of Management and Commerce	7
5	School Vision and Mission	7
6	About the Programme	7
7	Student's Structured Learning Experience from Entry to Exit in the Programme	12
8	Scheme of Studies	18
9	Syllabus	24

1. Preface

At K.R. Mangalam University, we believe in the transformative power of education. Our curriculum is designed to equip the learners with the knowledge, skills, and competencies necessary for success in their chosen fields and to prepare them for the challenges of the ever-evolving global landscape. The foundation of our curriculum is rooted in a Learning Outcomes-Based Curricular Framework (LOCF) that ensures that the programmes are designed with clear learning objectives in mind, guiding the teaching and learning process to facilitate learner's growth and achievement. Our goal is to foster a holistic educational experience that not only imparts disciplinary knowledge but also nurtures critical thinking, problem-solving abilities, communication skills, and lifelong learning. The curriculum is aligned with the needs of the industry and the job market and flexible enough to adapt to changing trends and technologies. It integrates cross-cutting issues relevant to professional ethics, gender, human values, environment, and Sustainable Development Goals (SDGs). All academic programmes offered by the University focus on employability, entrepreneurship and skill development and their course syllabi are adequately revised to incorporate contemporary requirements based on feedback received from students, alumni, faculty, parents, employers, industry and academic experts. We are committed to implementing the National Education Policy (NEP) 2020 in its entirety, and to creating a more inclusive, holistic, and relevant education system that will prepare our students for the challenges of the 21st century. With the focus on Outcome-Based Education (OBE), our university is continuously evolving an innovative, flexible, and multidisciplinary curriculum, allowing students to explore a creative combination of credit-based courses in variegated disciplines along with value-addition courses, Indian Knowledge Systems, vocational courses, projects in community engagement and service, value education, environmental education, and acquiring skill sets, thereby designing their own learning trajectory.

In response to the evolving landscape of higher education and the dynamic demands of industry and society, the **School of Management and Commerce** remains deeply committed to academic excellence and the holistic development of its students. Recognizing the need for a more robust and future-ready education, the university has introduced an extended four-year undergraduate programme that goes beyond the traditional three-year model. This programme offers students a comprehensive and immersive learning experience in the domains of **management, business, finance, and commerce**.

Aligned with the vision of the **National Education Policy (NEP) 2020**, the curriculum places strong emphasis on foundational knowledge, skill development, ethical values, and the cultivation of professional abilities. The primary objective is to provide students with a deeper understanding of their discipline while enhancing their employability across diverse sectors.

Understanding that education is a lifelong journey, the four-year programme is designed not only to prepare students for successful careers but also to foster adaptability, innovation, and a commitment to lifelong learning in an ever-changing global business environment.

This **Programme Handbook** serves as a comprehensive guide, outlining the course structure,

learning outcomes, subjects offered, and evaluation methodologies. Students are encouraged to use this handbook as a key resource throughout their academic journey at K.R. Mangalam University.

2.NEP-2020: Important features integrated in the curriculum

K.R. Mangalam University has adopted the National Education Policy NEP-2020 to establish a holistic and multidisciplinary undergraduate education environment, aiming to equip our students for the demands of the 21st century. Following the guidelines of NEP-2020 regarding curriculum structure and duration of the undergraduate programme, we now offer a Four-Year Undergraduate Programme with multiple entry and exit points, along with re-entry options, and relevant certifications.

- **UG Certificate** after completing 1 year (2 semesters with the required number of credits) of study, and an additional vocational course/internship of 4 credits during the summer vacation of the first year.
- **UG Diploma** after completing 2 years (4 semesters with the required number of credits) of study, and an additional vocational course/internship of 4 credits during the summer vacation of the second year.
- **Bachelor's Degree** after completing 3-year (6 semesters with the required number of credits) programme of study.
- **Bachelor's Degree (Honours)** 4-year with the required number of credits after an eight semesters programme of study.

Students who secure 75% marks and above in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. Upon completing a research project in their major area(s) of study in the 4th year, a student will be awarded **bachelor's degree (Honours with Research)**.

The advantage of pursuing a 4-year bachelor's degree programme with Honours/Honours with Research is that the master's degree will be one year duration. Also, a 4-year degree programme will facilitate admission to foreign universities.

S. No.	Broad Categories of Courses	Minimum Credit Requirement for Four Year UG
1	Major (Core)	80
2	Minor	32
3	Multidisciplinary	09
4	Ability Enhancement Course (AEC)	08
5	Skill Enhancement Course (SEC)	09
6	Value-Added Course (VAC)	06-08

7	Summer Internship	02-04
8	Research Project/Dissertation	12
9	Total	160

2.1 Categories of Courses

- **Major:** The major would provide the opportunity for a student to pursue in-depth study of a particular subject or discipline.
- **Minor:** Students will have the option to choose courses from disciplinary/interdisciplinary minors and skill-based courses. Students who take enough courses in a discipline or an interdisciplinary area of study other than the chosen major will qualify for a minor in that discipline or in the chosen interdisciplinary area of study.

(Students have multiple minor streams to choose from. They can select one minor stream from the available options, which will be pursued for the entire duration of the programme.)

- **Multidisciplinary (Open Elective):** These courses are intended to broaden intellectual experience and form part of liberal arts and science education. These introductory-level courses may be related to any of the broad disciplines given below:

- Natural and Physical Sciences
- Mathematics, Statistics, and Computer Applications
- Library, Information, and Media Sciences
- Commerce and Management
- Humanities and Social Sciences

(A diverse array of Open Elective Courses, distributed across different semesters and aligned with the categories, is offered to the students. These courses enable students to expand their perspectives and gain a holistic understanding of various disciplines. Students can choose courses based on their areas of interest)

- **Ability Enhancement Course (AEC):** Students are required to achieve competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills. The courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity.
- **Skills Enhancement Courses (SEC):** These courses are aimed at imparting practical skills, hands-on training, soft skills, etc., to enhance the employability of students.
- **Value-Added Course (VAC):** The Value-Added Courses (VAC) are aimed at inculcating Humanistic, Ethical, Constitutional and Universal human values of truth, righteous conduct, peace, love, non-violence, scientific and technological advancements, global citizenship values and life-skills falling under below given categories:

- Indian Knowledge system
 - Environmental Science/Education
 - Digital and Technological Solutions
 - Health & Wellness, Yoga education, Sports, and Fitness
- **Research Project / Dissertation:** Students choosing a 4-Year Bachelor's degree (Honours with Research) are required to take up research projects under the guidance of a faculty member. The students are expected to complete the Research Project in the eighth semester. The research outcomes of their project work may be published in peer-reviewed journals or may be presented in conferences /seminars or may be patented.

3.University Vision and Mission

3.1.1 Vision

K.R. Mangalam University aspires to become an internationally recognized institution of higher learning through excellence in inter-disciplinary education, research, and innovation, preparing socially responsible life-long learners contributing to nation building.

3.1.2 Mission

- Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology
- Instill the notion of lifelong learning through stimulating research, Outcomes-based education, and innovative thinking
- Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries, and professional bodies.
- Enhance leadership qualities among the youth understanding ethical values and environmental realities

4. About the School of Management and Commerce

The School of Management & Commerce takes pride in its professional and highly qualified intellectual capital and its faculty members. The school boasts of its modern infrastructure and the latest technology and resources in the field of General

Management, Human Resources, Finance, Operations, Marketing, Information Technology, Economics, and International Business. The school aims at creating professionals who are committed to excellence in their personal and professional endeavours by adopting the best of industry practices with a keen focus on research, training, and consultancy programmes. The approach to pedagogy combines fieldwork, case studies, and instrumented feedback with a strong emphasis on concepts and theory.

School Vision and Mission

4.1 School Vision

To be a Top Business School in India recognized Globally for Excellence and Innovation in Management Education and Research

4.2 School Mission

The mission of the Business School is to

- Nurture, Innovative and Ethical Leaders capable of managing change.
- Leverage Technology developing proficiency in students, enabling them to thrive in dynamic business models.
- Foster Research to advance the theory and practice of management.
- Develop compassionate and socially responsible business leaders.

5.About the Programme

The **BBA (Honours / Honours with Research) – Entrepreneurship** program is designed to equip students with the knowledge, mindset, and practical skills essential for success in today's fast-paced and evolving business environment. Emphasizing both technological and managerial competencies, the curriculum offers a unique and holistic learning experience that integrates academic rigour with hands-on, project-based learning. A strong focus on experiential learning is maintained through activities such as live projects, industry visits, expert guest lectures, panel discussions, role plays, business simulations, and management games. These elements collectively enrich the learning process and provide students with real-world exposure, effectively preparing them to navigate entrepreneurial challenges and thrive in competitive corporate landscapes.

Definitions

- **Programme Educational Objectives (PEOs)**

Programme Educational Objectives of a degree programme are the statements that describe the expected achievements of graduates in their career, and what the graduates are expected to perform and achieve during the first few years after graduation.

- **Programme Outcomes (POs)**

Programme Outcomes are statements that describe what the students are expected to know and would be able to do upon the graduation. These relate to the skills, knowledge, and behaviour that students acquire through the programme.

- **Programme Specific Outcomes (PSOs)**

Programme Specific Outcomes define what the students should be able to do at the time of graduation, and they are programme specific. There are two to four PSOs for a programme.

- **Credit**

Credit refers to a unit of contact hours/ tutorial hours per week or 02 hours of lab/ practical work per week

6.1 Programme Educational Objectives (PEO)

PEO 1: The program aims to cultivate and enhance students' entrepreneurial mindset by fostering creativity, innovation, and risk-taking abilities. Graduates should be able to identify opportunities, think critically, and develop business ideas.

PEO 2: The program focuses on providing students with a solid foundation in business knowledge and skills relevant to entrepreneurship. This includes areas such as marketing, finance, management, operations, and strategy.

PEO 3: The course aims to develop students' leadership and management capabilities to effectively lead and manage entrepreneurial ventures. This includes skills in team building, communication, decision-making, and strategic planning.

PEO 4: The program emphasizes the importance of ethical behavior and social responsibility in entrepreneurship. Graduates should understand the impact of their ventures on society and be committed to conducting business in a responsible and sustainable manner.

PEO 5: The course aims to equip students with practical entrepreneurial competencies necessary for success. This includes skills in opportunity assessment, business planning, financial management, market analysis, and networking.

PEO 6: The program encourages students to build and expand their entrepreneurial networks. This involves connecting with industry professionals, mentors, and fellow entrepreneurs to gain insights, support, and potential business opportunities.

PEO 7: The course aims to develop students' understanding of global business environments and the challenges and opportunities associated with international entrepreneurship. Graduates should be able to adapt their ventures to different cultural, economic, and legal contexts.

PEO 8: The program emphasizes the importance of continuous learning and professional development in entrepreneurship. Graduates should have the motivation and skills to keep up with industry trends, adapt to changes, and pursue further education or entrepreneurial ventures.

6.2 Programme Outcomes (PO)

PO1: Apply conceptual, technical and technological skills to solve complex business problems.

PO2: Analyse business problems critically and design creative and innovative solutions.

PO3: Communicate effectively and negotiate to collaborate, coordinate and lead global and diverse teams.

PO4: Exhibit decision-making ability upholding universal human values, ethics, empathy, compassion and righteousness.

PO5: Practice responsible global citizenship by considering the social and environmental impact of business decisions.

PO6: Demonstrate entrepreneurial and intrapreneurial skills to start their own firms and work with ownership in organizations.

PO7: Imbibe lifelong learning skills for continuous improvement.

PO8: Contribute to management theory and practice by conducting pure and applied empirical research.

6.3 Program Specific Outcomes (PSO)

PSO 1: To understand the knowledge in business management at both fundamental and advanced levels.

PSO 2: Graduates will possess the ability to develop innovative business models and strategies to drive entrepreneurial ventures.

PSO 3: Graduates will exhibit proficiency in applying ethical and sustainable business practices in entrepreneurial contexts.

PSO 4: Graduates will have the ability to analyze and manage risks associated with entrepreneurial ventures.

PSO 5: Graduates will demonstrate the capability to identify and engage with various stakeholders to support entrepreneurial endeavours

6.4 Career Avenues

The BBA (Honours / Honours with Research) – Entrepreneurship program offers a comprehensive and dynamic platform that empowers students to build successful careers across a wide range of industries. Designed to develop entrepreneurial mindsets along with core business competencies, this program opens doors to various professional opportunities that align with graduates' skills, aspirations, and interests. Key Career Opportunities:

- **Business administration:**

Graduates can begin their careers as management trainees or junior executives, gradually advancing to positions such as business development manager, operations manager, project manager, or general manager. These roles involve managing business operations, optimizing resources, and contributing to strategic planning and organizational growth.

- **Marketing and Sales:**

Entrepreneurship graduates often explore careers in marketing and sales, taking up roles such as brand manager, marketing executive, digital marketing specialist, sales consultant, or market researcher. These positions focus on market strategy, advertising, consumer engagement, and competitor analysis—essential for launching and growing a business.

- **Finance and Banking:**

Graduates with an interest in finance may pursue roles such as financial analyst, investment banker, credit analyst, financial consultant, or risk manager. They work in areas like corporate finance, investment planning, fundraising, and financial forecasting—skills that are also vital for entrepreneurial success.

- **Human Resources Management:**

Students may take up roles such as HR executive, recruitment specialist, training and development officer, or HR generalist. These positions involve talent acquisition, performance management, employee relations, and organizational culture building, all of which are crucial for managing a growing enterprise.

- **Entrepreneurship and Startups:**

Graduates with a passion for innovation and leadership often choose to start their own ventures or join early-stage startups. Roles may include founder, co-founder, business strategist, or operations lead, involving business planning, securing funding, team building, and driving innovation-led growth.

- **Consulting:**

Those inclined towards strategic problem-solving can work as business consultants, management analysts, or startup advisors. They provide expert insights into business processes, growth strategies, market entry, and operational efficiency, benefiting both clients and entrepreneurial ventures.

- **International Business:**

Graduates may also work in multinational firms or global trade organizations in roles like international business executive, export-import manager, or global operations coordinator. These roles involve managing cross-border business activities, understanding global markets, and handling international partnerships.

The **BBA (Honours / Honours with Research) – Entrepreneurship** program equips students with the skills, knowledge, and mindset required to succeed across a wide spectrum of industries such as e-commerce, information technology, consulting, finance, retail, and manufacturing. By fostering entrepreneurial thinking, strategic decision-making, and innovation, the program prepares graduates to thrive in both corporate and startup environments. Leading recruiters that actively seek BBA graduates from this specialization include Amazon, Flipkart, Cognizant, Wipro, IBM, Infosys, Deloitte, Walmart, Genpact, Accenture, Microsoft, and Reliance. These esteemed organizations offer diverse career opportunities where attributes like business insight, creative problem-solving, and leadership—core strengths developed throughout the program—are highly valued.

6.4 Duration

Name of the Programme	Duration
BBA (Hons / Hons. with Research) – Entrepreneurship	4 Year's (8 Semesters)

6.6 Criteria for award of certificates and degree:

Undergraduate Certificate	53 Credits and an additional vocational course/internship of 4 credits to be covered within 6-8 weeks
Undergraduate Diploma	102 Credits and an additional vocational course/internship of 4 credits to be covered within 6-8 weeks during the summer vacation of the second year
Bachelor of Business Administration	137 Credits
BBA (Hons/Hons.with Research) - Entrepreneurship	169 Credits

6.5 Eligibility criteria:

Candidates must have completed their 10+2 education from a recognized educational board or equivalent with a minimum of 50% marks in aggregate. The reservation and relaxation for SC/ST/OBC/PWD and other categories shall be as per the rules of central/state government, whichever is applicable.

7. Student's Structured Learning Experience from Entry to Exit in the Programme

7.1 Education Philosophy and Purpose:

Learn to Earn Living:

At KRMU, we believe in equipping students with the skills, knowledge, and qualifications necessary to succeed in the job market and achieve financial stability. All the programmes are tailored to meet industry demands, preparing students to enter specific careers and contributing to economic development.

Learn to Live:

The university believes in the holistic development of learners, fostering sensitivity towards society, and promoting a social and emotional understanding of the world. Our aim is to nurture well-rounded individuals who can contribute meaningfully to society, lead fulfilling lives, and engage with the complexities of human experience.

7.2 University Education Objective: Focus on Employability and Entrepreneurship through Holistic Education using Bloom's Taxonomy

By targeting all levels of Bloom's Taxonomy—remembering, understanding, applying, analyzing, evaluating, and creating—students are equipped with the knowledge, skills, and attitudes necessary for the workforce and entrepreneurial success. At KRMU we emphasize learners critical thinking, problem-solving, and innovation, ensuring application of theoretical knowledge in practical settings. This approach nurtures adaptability, creativity, and ethical decision-making, enabling graduates to excel in diverse professional environments and to innovate in entrepreneurial endeavors, contributing to economic growth and societal well-being.

7.3 Importance of Structured Learning Experience:

A **Structured Learning Experience (SLE)** plays a pivotal role in ensuring effective education for students in commerce and management disciplines. It offers a systematic and organized approach that supports the progressive development of both conceptual understanding and practical skills. Through a clearly articulated curriculum—blending a variety of teaching-learning methods and evidence-based assessment strategies—students are empowered to master foundational concepts before moving on to more advanced business applications. This model not only deepens subject knowledge but also promotes analytical and critical thinking by connecting theory with real-world business challenges.

At **K.R. Mangalam University**, the SLE is designed as a comprehensive learning process that merges academic instruction with experiential learning opportunities. Students engage in two main components:

- **Inside the Classroom:** Activities include lectures, interactive discussions, case study analysis, presentations of research papers, data interpretation exercises, and structured debates on economic theories and business strategies.
- **Outside the Classroom:** Learning is extended beyond the classroom through industry visits, community engagement, seminars, field surveys, and **workshops on business analytics, Excel modelling, and financial tools**, giving students hands-on exposure to practical business environments.

A strong emphasis is placed on **Project-Based Learning (PBL)**, where students work on

individual and group projects that involve real-time problem solving, market research, and data-driven decision-making. These projects enhance critical thinking, collaboration, and application of theoretical knowledge in practical contexts—key skills for future professionals.

Educational planning under this framework addresses **what** students will learn, **when** it will be taught, and **how** it will be delivered and assessed. In the **Four-Year Undergraduate Programme** for commerce and management, the curriculum combines rigorous core subjects (e.g., Accounting, Finance, Marketing, Organizational Behaviour) with flexible minors in areas such as Data Science, Human Resource Management, Psychology, Media Studies, and International Business.

To enhance employability, students undertake practical skill-building courses in **Microsoft Excel, Digital Marketing, and Entrepreneurship**. Furthermore, their personal and professional development is strengthened through **Ability Enhancement Courses (AECs)** and **Value-Added Courses (VACs)**, focusing on communication, leadership, ethics, and life skills.

Assessment and Learning Methodologies:

- **Course Planning:** Assessment methods and timelines are planned at the beginning of the semester and aligned with course learning outcomes.
- **Transparent Communication:** Faculty clearly communicates rubrics, submission formats, and deadlines to ensure fairness and clarity.
- **Mid-Semester Review:** Student feedback is actively collected and integrated into teaching strategies to improve learning outcomes.
- **Continuous Assessment:** Students are assessed through a blend of projects, presentations, essays, quizzes, participation, and case studies—ensuring a well-rounded evaluation process.
- **End-of-Course Evaluation:** Teaching and assessment methods are reviewed based on feedback and student performance, informing future course design.

7.4. Academic and Career Support Services for Commerce and Management Students

7.4.1. Academic Support System

The School of Management and Commerce offers comprehensive academic support to help students meet their educational and professional goals. Key components include:

- **Mentoring and Academic Guidance:** Faculty members serve as academic mentors, offering personalized guidance on coursework, projects, internships, and career planning. One-on-one meetings help students address academic challenges and develop long-term strategies for success.
- **Skill-Based Tutorials and Workshops:** Special sessions are conducted to strengthen conceptual understanding in core areas such as quantitative techniques, business statistics, accounting, marketing analytics, and strategic management. These workshops emphasize real-world application and hands-on learning.
- **Peer Learning and Discussion Forums:** Students are encouraged to collaborate through peer-led study circles and group discussions. These platforms enhance critical

thinking, problem-solving, and the practical application of theories to business scenarios.

- **Access to Learning Resources:** Through the Learning Management System (LMS) – Moodle, students access a rich repository of learning materials including textbooks, e-resources, industry reports, academic journals, and multimedia content for independent and group learning.
- **Focus on Research and Analytics:** Students are guided in research methodology, data analytics, and the use of tools such as MS Excel, SPSS, and Power BI to develop strong research capabilities. This foundation prepares them for higher education, consulting roles, and industry research projects.
- **Soft Skills and Career Preparedness:** The Career Development Centre (CDC) collaborates with faculty to deliver workshops on résumé writing, group discussions, interview preparation, corporate etiquette, and entrepreneurship. These initiatives bridge the gap between academic knowledge and employability.
- **Ongoing Evaluation and Feedback:** Regular quizzes, assignments, mock exams, and performance reviews ensure students receive constructive feedback for continuous improvement.

7.4.2. Addressing Diverse Learning Needs: Slow and Advanced Learners

- **Identification:** A structured assessment system is used to identify slow learners (scoring $\leq 55\%$ in internals) and advanced learners (scoring $\geq 80\%$). Performance is monitored throughout the semester to implement targeted support.
- **Support for Slow Learners:** Tailored remedial classes, concept-reinforcement tutorials, digital learning tools, and peer mentoring help students improve their academic performance.
- **Opportunities for Advanced Learners:** Students with advanced capabilities are encouraged to engage in faculty-led research, develop business models or prototypes, and present their work at national and international conferences.

7.4.3. Digital and Online Learning Support

Faculty members utilize **Learning Management Systems (LMS)** and digital tools to ensure effective communication, resource sharing, and real-time feedback. Online learning is enhanced through multimedia content, simulations, case-based learning, virtual labs, and interactive quizzes to support blended and flipped classroom models.

7.4.4. Student Development & Wellness Services

A. Mentor-Mentee Program

This program fosters close guidance relationships between faculty mentors and students. It aims to:

- Support students' academic, personal, and career growth.
- Encourage regular mentor-mentee meetings to review academic progress and goals.
- Create student groups under assigned mentors who maintain records, monitor progress, and submit reports to the Dean for review.

Mentees are expected to set goals, take initiative, communicate openly, and seek guidance proactively ensuring a two-way relationship that promotes success.

B. Counselling and Wellness Services

The **Counselling and Mental Wellness Centre** at K.R. Mangalam University offers dedicated emotional and psychological support to both students and staff. The aim is to cultivate a healthy, inclusive, and growth-focused environment. Services include:

- **Individual Counselling:** Confidential sessions to address academic, personal, or emotional challenges.
- **Group Counselling:** Peer support groups dealing with shared concerns to promote empathy and collective well-being.
- **Workshops & Seminars:** Interactive events on stress management, emotional resilience, time management, study habits, and personal development.
- **Crisis Intervention:** Immediate support is available for students facing critical or emergency situations, ensuring safety and care.

These integrated academic and wellness initiatives aim to create a holistic learning environment where commerce and management students thrive intellectually, emotionally, and professionally.

C. Career Services and Industry Readiness

The **Career Development Centre (CDC)** at K.R. Mangalam University plays a pivotal role in preparing *Management and Commerce* students for the professional world. The centre provides personalized support for internships, placements, skill-building, and career exploration.

Acting as a bridge between students and the industry, the CDC ensures that learners are equipped with the right competencies through real-world exposure and expert-led training.

Key Support Areas:

- **Internships** with reputed companies to gain hands-on experience.
- **Placement assistance** across diverse sectors including finance, marketing, analytics, HR, and entrepreneurship.
- **Career Counselling & Industry Guidance** through personalized sessions.
- **Seminars & Skill Workshops** with top industry leaders and recruiters.
- **Training and Development Programs** focused on resume building, mock interviews, aptitude, and soft skills.
- **Project-Based Learning (PBL)** to integrate classroom learning with industry application.
- **Corporate Connects and Industry Interface** via industrial visits, guest lectures, and live case discussions.

D. Academic Assessment and Evaluation

➤ Evaluation Scheme

Assessment Components	New Scheme

Internal Assessment	Marks
I. Continuous Assessment	40 Marks: Assessment I: 20–25 Marks components is: Project-Based Learning: Assessment. II: 15-20 Marks Components are: Quizzes/Assignments/Essays/Presentations/Participation/Case Studies/Reflective Journals: (minimum five components)-
II. Mid-Term Examination	20 Marks
External Assessment-End Term Examination (Theory) 40 Marks	

➤ **Grading and Credit System:**

The evaluation system for *Commerce and Management* programs is designed to ensure comprehensive learning and consistent academic progress.

- The academic year is divided into Odd and Even Semesters.
- The medium of instruction is English.
- Letter Grades are assigned based on total marks obtained in each course. Below is the grading scale:

Marks Range (%)	Grade	Grade Point	Performance Description
> 90%	O	10.0	Outstanding
81–90%	A+	9.0	Excellent
71–80%	A	8.0	Very Good
61–70%	B+	7.0	Good
56–60%	B	6.0	Above Average
51–55%	C	5.5	Average
41–50%	P	5.0	Pass
≤ 40%	F	0	Fail
-	AB	0	Absent

Note: A student passes the course if they earn **A, B+, B, C, or P** grades.

Continuous Feedback and Learning Improvement

The teaching-learning process is outcome-based and continuously monitored for effectiveness. Each **Course Outcome (CO)** is assessed through diverse methods such as class tests, assignments, presentations, and projects. Gaps between desired and actual outcomes are identified and addressed in the following semester using:

- Personalized academic interventions
- Remedial sessions and bridge courses
- Faculty mentoring and peer learning initiatives

F. Academic Integrity and Ethical Learning

Academic integrity is a fundamental value at K.R. Mangalam University and is crucial in Commerce and Management education. It promotes original thinking, fair assessment, and professional ethics.

Objectives:

- Foster awareness about **plagiarism**, ethical research practices, and responsible academic conduct.
- Incorporate **training sessions** on citation styles, research ethics, and originality in coursework.
- Implement strict **plagiarism-check protocols** using digital tools.
- Ensure submission of **student undertakings** and **faculty certifications** for originality.
- Archive student dissertations on **Shod Ganga** and institutional repositories.

Anti-Plagiarism Practices Include:

- Use of software to check all research outputs.
- Mandatory originality declaration from students.
- Supervisor verification of plagiarism compliance.
- Hosting of final research on **INFLIBNET** and university platforms.

These well-structured academic and professional development initiatives at the **School of Management and Commerce, K.R. Mangalam University** ensure that students are equipped with industry-relevant skills, a strong ethical foundation, and critical thinking abilities. Graduates emerge as competent professionals, ready to make meaningful contributions to both the corporate sector and society at large.

Scheme of Studies

BBA (Hons / Hons. with Research) - Entrepreneurship Semester-I								
S. No.	Category of Course	Course Code	Course	L	T	P	C	Multiple Entry and Exit
1	Major I	MCBBAG101	Business Statistics	3	0	0	3	Award: UG Certificate [after completing 1 year of study (2 semesters with 53 credits as prescribed), and an additional vocational course/internship of 4 credits during the summer vacation of the first year]
2	Major II	MCBBAG102	Financial Accounting and Reporting	3	0	0	3	
3	Major III	MCBBAG103	Microeconomics	3	0	0	3	
4	Major IV	MCBBET101	Basics of E-commerce	4	0	0	4	
5	Major V		Startup Ecosystem and Policies	4	0	0	4	
6	SEC I		Ideation to Business & Design Thinking	4	0	0	4	
7	AEC I		Corporate Management Skills I	3	0	0	3	
8	VAC I		Environmental Studies	0	0	0	2	
			TOTAL	24	0	0	26	
BBA (Hons / Hons. with Research) - Entrepreneurship Semester-II								
S. No.	Category of Course	Course Code	Course	L	T	P	C	
1	Major V	MCBBAG201	Individual and Organisational Behaviour	3	0	0	3	
2	Major VI	MCBBET201	Social Media Strategies	4	0	0	4	
3	Minor I		Prompt Engineering with Gen AI	3	0	2	4	
4	Minor II		Business Intelligence with Power BI	3	0	2	4	

5	OE I		Open Elective	3	0	0	3	
6	AEC II		Corporate Management Skills II	3	0	0	3	
7	SEC II		Introduction to PowerPoint and MS Excel	2	0	2	3	
8	VAC II		MOOC	0	0	0	2	
9			Club/Society	0	1	0	1	
			TOTAL	23	1	2	27	
Summer Internship-I								
BBA (Hons / Hons. with Research) - Entrepreneurship Semester-III								
S. No.	Category of Course	Course Code	Course Title	L	T	P	C	Multiple Entry and Exit
1	Major VIII	MCBBET301	Online marketing for startups	4	0	0	4	Award: UG Diploma [after completing 2 years of study (4 semesters with 102 credits as prescribed), and an additional vocational course/internship of 4 credits during the summer vacation of the second year]
2	Major IX	MCBBET351	Website Building & SEO	3	0	2	4	
3	Minor- III		Cloud Computing with Azure	3	0	2	4	
4	AEC III		Corporate Management Skills III	3	0	0	3	
5	OE II		Open Elective	3	0	0	3	
6	SEC III		Advanced Excel	0	0	4	2	
7	VAC III		Value Added Course	2	0	0	2	
8	INT/PROJ I	MCBBPR301	Business Plan Submission	0	0	0	2	
9			Community Service	0	1	0	1	
			Total	19	1	6	25	
BBA (Hons / Hons. with Research) - Entrepreneurship								

Semester-IV								Entry: The student who took exit after completion of the first year (UG Certificate) is allowed to enter the diploma programme within five years from the first entry in the programme, four years in case of degree program and three years in case of Hons. degree to complete the programme within the stipulated time period of seven years.
S. No.	Category of Course	Course Code	Course	L	T	P	C	
1	Major -X	MCBBAG451	Research Methods For Business	2	0	2	3	
2	Major -XI	MCBBET401	Family Business	4	0	0	4	
3	Major -XII	MCBBET451	Basics of App Development	3	0	2	4	
4	Major -XIII	MCBBAG401	Business Laws	3	0	0	3	
5	Minor- IV		Database Management using SQL	3	0	2	4	
6	AEC -IV		Corporate Management Skills IV	3	0	0	3	
7	OE -III		Open Elective	3	0	0	3	
			Total	22	0	4	24	
****Workshop on Cyber Security for 15 hours								
Summer Internship II								
BBA (Hons / Hons. with Research) - Entrepreneurship Semester-V								
S. No.	Category of Course	Course Code	Course Title	L	T	P	C	Multiple Entry and Exit
1	Major -XIV	MCBBET501	International Business and Foreign Trade	4	0	0	4	Award: Bachelor's Degree [after completing 3-year of study (6 semesters with 137 credits as prescribed)]
2	Major- XV	MCBBET502	Startup Funding and Valuations	4	0	0	4	
	Major -XVI	MCBBAG303	Sales and Distribution Management	3	0	0	3	
4	Minor -V		Project Management Using Asana and Trello	3	0	2	4	

5	INT/PROJ- II	MCBBPR501	Pitch Deck Submission	0	0	0	2	Entry The student who took exit after completion of two years of study (UG Diploma) are allowed to re-enter the degree programme within three years and complete the degree programme within the stipulated maximum period of seven years.
			TOTAL	15	0	0	17	
Bachelor of Business Administration (Honours/ Honours with Research) Semester-VI								
S. No.	Category of Course	Course Code	Course	L	T	P	C	
1	Major- XVII	MCBAET601	Sustainable & Social Entrepreneurship	4	0	0	4	
2	Major -XVIII	MCBAET602	Critical Business Analysis	4	0	0	4	
3	Major -XIX	MCBMHS202	Introduction to Financial Management	3	0	0	3	
4	Major -XX	MCBBAG202	Cost and Management Accounting	3	0	0	3	
5	Minor -VI		Web Automation and Scraping with Python	3	0	2	4	
			Total	18	0	0	18	

BBA (Hons / Hons. with Research) - Entrepreneurship Semester-VII								
S. No.	Category of Course	Course Code	Course	L	T	P	C	Multiple Entry
1	Major XXI	MCBBAG701	Geo-Political Implications on Business	3	0	0	3	
2	Major XXII	MCBBAG751	Data Analytics	2	0	2	3	
3	Major XXIII	MCBBET701	Technology Commercialization and IP Strategy	3	0	0	3	
4	Major XXIV	MCBBET702	Venture Operations and Business Modelling	3	0	0	3	

5	Minor -VII		Agentic AI in Python	3	0	2	4
			Total	15	0	2	16
BBA (Hons / Hons. with Research) - Entrepreneurship Semester-VIII							
S. No.	Category of Course	Course Code	Course	L	T	P	C
1	Major- XXV	MCBBDR801	Dissertation	0	0	0	12
2	Minor -VIII		Blockchain	3	0	2	4
			Total	4	0	0	16
BBA (Hons / Hons. with Research) - Entrepreneurship Semester-VIII							
S. No.	Category of Course	Course Code	Course	L	T	P	C
1	Major -XXV	MCBBAG801	Business Negotiations	4	0	0	4
2	Major -XXVI	MCBBAG802	Organisation Design & Development	4	0	0	4
3	Major -XXVII	MCBBAG803	Transformational Leadership	4	0	0	4
4	Minor- VIII		Blockchain	3	0	2	4
			Total	16	0	0	16

MINOR STREAMS FOR BBA GENERAL

Minor Stream - Information Technology							
S.No .	Semester	Cours e Code	Course Title	L	T	P	C
1	I		Prompt Engineering with Gen AI	3	0	2	4
2	II		Business Intelligence with Power BI	3	0	2	4
3	III		Cloud Computing with Azure	3	0	2	4
4	IV		Database Management using SQL	3	0	2	4
5	V		Project Management Using Asana and Trello	3	0	2	4
6	VI		Web Automation and Scraping with Python	3	0	2	4
7	VII		Agentic AI in Python	3	0	2	4
8	VIII		Blockchain	3	0	2	4

SEMESTER I					
Course Code: MCBBAG101	Course Title: Business Statistics	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	Basics of Mathematics and Statistics				

Course Perspective

The course Business Statistics provides a comprehensive understanding of data analysis techniques essential in finance and economics. It begins with descriptive analysis, covering data types, central tendency measures, dispersion, and data visualization techniques such as histograms and box plots. It progresses to correlation and regression analysis, highlighting their significance and applications in financial modelling. The course also delves into probability and random variables, explaining distributions like binomial, Poisson, and normal. Finally, it introduces estimation and hypothesis testing, including confidence intervals, parametric and non-parametric tests, and error types, equipping students with statistical tools for decision-making in finance and research.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the basic concepts of statistics and the measurement of central tendency and dispersion. Also understand the data visualization and presentation.	L2
CO2	Applying probability concepts and various data distributions to solve business-related problems.	L3
CO3	Analysing statistical data using techniques such as hypothesis testing and regression analysis to inform business decisions in the field of business management.	L4
CO4	Evaluating different statistical models to assess their effectiveness in forecasting and decision-making processes	L5
CO5	Creating data-driven strategies based on statistical analysis for optimizing business operations and decision-making in business management.	L6

Course Content

Unit I	Data and Types of Descriptive Analysis	12 Hours
Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Quantitative and Qualitative Data, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages, Application of Central tendency and Variance Measures in Finance and Economics.		
Unit II	Correlation and Regression Analysis	10 Hours
Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation – Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, R-square and MSE in Regression, Geometric Interpretation of Regression., Application of Correlation and Regression in Finance and Economics		
Unit III	Random Variable Analysis	10 Hours
Probability: Meaning and types, Conditional probability, Bayes' theorem, Random Variable: discrete and continuous. Probability Distribution: This means the characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, and Central limit theorem.		
Unit IV	Introduction to Estimation and Hypothesis Testing	13 Hours
Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Null and Alternate Hypothesis, Parametric and Non-Parametric tests, One Tail and Two tail tests, Chi-Square test, Level of Significance, Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.		

Learning Experience

The course will employ diverse teaching methods to enhance student engagement and learning. Interactive lectures, incorporating presentations and Q&A sessions, will facilitate a deeper understanding of core concepts while maintaining active student participation. Hands-on learning through practical exercises will reinforce theoretical knowledge. To simplify complex ideas, real-world cases will be adapted and discussed, making the content more relatable. Digital media resources such as video tutorials and podcasts will cater to various learning styles, and a Learning Management System

(LMS) will be used to share course materials and assignments. Continuous and formative assessments, including quizzes and class discussions, will provide timely feedback on student progress. Additionally, the course instructor will offer extra support and feedback during scheduled office hours to address individual learning needs. Together, these strategies will ensure a comprehensive and engaging learning experience.

Textbooks

1. Levin, R. and Rubin, D., Statistics for Management, Pearson India.
2. G Kellar, Statistics for Management and Economics.

Suggested Readings

1. Keller, G., Statistics for Management and Economics, Cengage Learning, New Delhi.
2. Stine, R. and Foster, D., Statistics for Business (Decision making and Analysis). Pearson India.
3. Levine, D., Stephan, D., & Szabat, K., Statistics for Managers using MS Excel, Pearson India.

Open Educational Resources (OER)

NPTEL, Swayam, Course Era

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory)	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory) Mid-Term Exam	20 Marks
External Marks (Theory) End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I						
Course Code: MCBBAG102	Course Title: Financial Accounting and Reporting	L	T	P	C	
Version	1	3	0	0	3	
Category of Course	Major					
Total Contact Hours	45					
Pre-Requisites/ Co-Requisites	Basic knowledge of financial accounting					

Course Perspective

This course provides a comprehensive introduction to the principles and practices of financial accounting. Students will gain a solid foundation in basic accounting concepts, the recording and reporting of business transactions, depreciation and inventory valuation, and accounting for non-profit organizations. Contemporary issues in accounting will also be explored, equipping students with the knowledge to navigate both traditional and modern accounting challenges.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the concept and standards of financial accounting.	L2
CO2	Applying accounting process from recording of transactions to preparation of final accounts.	L3
CO3	Applying the various methods of depreciation and inventory costing and control as well as their reporting process.	L3
CO4	Analysing the financial statement and the cash flow of a company.	L4
CO5	Evaluating contemporary issues in accounting and integrate these advanced concepts into practical and theoretical accounting frameworks.	L5

Course Content

Unit I	Basic Concepts of Accounting & Framework	12 Hours
Basics of Accounting, Financial accounting principles: Meaning and need; Concepts and Conventions of Accounting, Accounting Systems, Measurement of Business income, Revenue recognition, Introduction to Generally Accepted Accounting Principles (GAAP), Accounting standards: Overview of IAS, IFRS. AS and Ind AS.		
Unit II	Recording of Business Transaction & Preparation of Final Accounts	12 Hours
Accounting Process: Recording of a business transaction, ledgers, preparation of vouchers and Trial Balance, Rectification of Errors, Preparation of Final Accounts: Profit and Loss Account, Balance Sheet with adjustments, Cash Flow Statement.		
Unit III	Depreciation Accounting & Inventory Valuation	12 Hours
Accounting for Depreciation- Concepts, Methods and Calculation, Changes in depreciation methods and impact on measurement of business income. Inventory valuation through Accounting Standards: LIFO, FIFO, Weighted Average Method, Introduction of Capital and revenue expenditures, Capital and Revenue Receipts, Provisions and Reserves & Deferred Revenue Expenditure.		
Unit IV	Non-Profit Organization Accounting & Contemporary issues	9 Hours
Non-Profit Organization Accounting: Basic Concepts, Treatment of Subscription and Preparation of Receipts & Payment Accounts and Balance Sheet. Introduction to Contemporary issues in Accounting – Human Resource Accounting, Inflation Accounting, Business Responsibility & Sustainability Reporting (BRSR), Green Washing, Accounting for CSR		

Learning Experience: The learning experience will include interactive lectures with real-world examples to make accounting concepts engaging. Students will gain hands-on practice through practical exercises and accounting software tools. Group activities and case studies will enhance collaborative problem-solving skills. Regular quizzes and assignments will reinforce learning, while guest lectures from industry experts will provide current insights. Opportunities for self-reflection and feedback will help students assess their progress and improve their understanding.

Textbooks

1. R. Narayanaswamy. "Financial Accounting: A Managerial Perspective", PHI Learning Pvt. Ltd.
2. Maheshwari, S. N. Financial Accounting. 6th ed., Vikas Publishing House

References Books

1. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. Accounting: Text and Cases (13th ed.). McGraw-Hill Education.
2. Grewal, T. S. Double Entry Book Keeping: Financial Accounting for Class 12. Sultan Chand & Sons.
3. Monga, J. R. Financial Accounting: Concepts and Applications. Mayur Paperback.

Open Educational Resources (OER)

1. OpenStax Financial Accounting Textbook
2. MIT OCW Financial Accounting Course
3. Coursera Financial Accounting Course
4. Saylor Academy Financial Accounting Course

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCBBAG103	Course Title: Micro Economics	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basic knowledge of Micro Economics				

Course Perspective

This microeconomics course aims to equip students with a comprehensive understanding of microeconomic principles and their practical applications in business contexts. By delving into core concepts such as opportunity costs, time value of money, consumer behaviour, and demand elasticity, students will develop the analytical skills needed to assess market behaviours and make informed decisions. The course emphasizes the importance of production theories, cost analysis, and pricing strategies across various market structures, fostering strategic decision-making and problem-solving abilities. Through an in-depth exploration of market dynamics and economic factors, students will gain insights into the forces that drive business performance and sustainability. Ultimately, this course prepares students to apply microeconomic theories to real-world challenges, enhancing their ability to contribute effectively to organizational success and economic development.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the concept of Micro Economics.	L2
CO2	Applying consumer behavior theories to evaluate demand and consumer choices.	L3
CO3	Analysing production theory and differentiating between short-run and long-run production scenarios.	L4
CO4	Evaluating cost concepts and developing pricing strategies for various market structures.	L5

CO5	Evaluating demand forecasting methodologies and elasticity measures to enhance strategic planning.	L5
-----	-----------------------------------------------------------------------------------------------------------	----

Course Content

Unit I	Introduction	5 Hours
Scope of Microeconomics. Analysis of the relevance and practical application of Microeconomics in organizational contexts. Comparative study of Individual vs. Aggregate Economic Analysis. In-depth examination of Opportunity Costs, Time Value of Money, Marginal Analysis, Instrumentalism, Market forces, and Equilibrium states.		
Unit II	Advanced Consumer Behavior and Demand Analysis	8 Hours
Cardinal Utility Theory: Detailed exploration of Diminishing Marginal Utility and the Law of Equi-Marginal Utility. Ordinal Utility Theory: Comprehensive analysis of Indifference Curves, Marginal Rate of Substitution, Budget Constraints, and Consumer Equilibrium. Rigorous study of Demand Theory, Law of Demand, Distinction between Movements along and Shifts in the Demand Curve. Measurement methodologies for Elasticity of Demand, encompassing Income, Cross, Advertising, and Expectation Elasticities. Strategic Demand Forecasting: Objectives, necessity, and advanced methodologies (overview).		
Unit III	Production Theory	12 Hours
Conceptual and analytical frameworks of Production, including Factors of Production and Production Functions. Differentiation between Fixed and Variable Inputs. Detailed analysis of the Law of Variable Proportions in the short run, and the Law of Returns to Scale in the long run, utilizing Isoquant and Isocost analysis.		
Unit IV	Cost Analysis and Pricing Strategy	15 Hours
In-depth exploration of Cost concepts and Cost Functions, including Short Run and Long Run Cost analyses. Examination of Economies and Diseconomies of Scope and Scale. Explicit and Implicit Costs, and Private and Social Costs. Advanced Pricing Strategies in various market structures: Perfect Competition, Monopoly.		

Learning Experience: The learning experience in this Microeconomics course is designed to be engaging and participatory, enabling students to actively interact with the material and apply their knowledge in practical situations. Instruction will blend lectures with interactive discussions, case studies, and problem-solving exercises. Students will participate in hands-on learning through assignments that require them to apply microeconomic concepts to analyze real-world scenarios, assess consumer behavior, and evaluate production functions. Group activities and peer reviews will encourage collaboration, allowing students to learn from one another and deepen their understanding. Assessments will include quizzes, case study analyses, and project-based assignments, providing a comprehensive evaluation of student progress. The course instructor will offer additional support and feedback, fostering an environment where students feel comfortable seeking help. This approach will ensure that students grasp microeconomic theories and effectively apply them in their future endeavors.

Textbooks

1. Principles of Microeconomics, Dominick Salvatore, (2022 edition)

2. Principles of Microeconomics, N.Georgy Mankiw, South-Western; 9th Edition

Suggested Readings

1. Mehta, P. L.; Managerial Economics, Sultan Chand & Sons.
2. Koutsoyiannis, A.; Modern Micro Economics, Macmillan Press Ltd.
3. Salvator, Dominick, Managerial Economics, McGraw-Hill Book Company

Open Educational Resources (OER)

1. <https://ocw.mit.edu/courses/economics/14-01-principles-of-microeconomics-fall-2018/>
2. <https://ocw.mit.edu/courses/economics/14-01-principles-of-microeconomics-fall-2018/lecture-notes/>
3. <https://apstudents.collegeboard.org/courses/ap-microeconomics>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I						
Course Code: MCBBET101	Course Title: Basics of E-commerce	L	T	P	C	
Version	1	4	0	0	4	
Category of Course	Major					
Total Contact Hours	60					
Pre-Requisites/ Co-Requisites						

Course Perspective

This course offers an in-depth introduction to the dynamic field of E-Commerce, covering the fundamental principles, technologies, and strategies behind online business operations. Students will explore the evolution of E-Commerce, key business models, website development, digital marketing strategies, operations and logistics management, analytics, and the legal and ethical landscape governing online commerce. By integrating theory with practical applications and current trends, the course prepares students to understand and navigate the digital marketplace confidently and responsibly.

Course Outcome

Course Outcome (CO)	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the scope, evolution, and various models of E-Commerce.	L2
CO2	Applying strategies for building an E-Commerce website and leveraging digital marketing effectively.	L3
CO3	Managing E-Commerce operations, including inventory, logistics, and interpreting analytics.	L3
CO4	Analyzing customer behavior, marketing data, and business metrics for better decision-making.	L4
CO5	Evaluating legal, ethical issues and emerging trends in E-Commerce and integrating them into strategic planning.	L5

Course Content

Unit I	Introduction	5 Hours
Definition and Scope of E-Commerce, Evolution and History of E-Commerce E-Commerce vs. Traditional Commerce: Key Differences, Types of E-Commerce Models: B2B (Business-to-Business), B2C (Business-to-Consumer), C2C (Consumer-to-Consumer)		

C2B (Consumer-to-Business), Revenue Models in E-Commerce : Advertising, Subscription, Transaction Fee, Sales, Affiliate Marketing		
Unit II	Building an E-Commerce Presence and Digital Marketing	8 Hours
Steps to Build an E-Commerce Website/Store, Social Media Marketing for E-Commerce, Importance of Content: Blogs, Product Descriptions, SEO Content, Blogging for Brand Awareness and Traffic, Video Marketing and Collaborations with Influencers		
Unit III	E-Commerce Operations and Analytics	12 Hours
Basics of Inventory Management for Online Businesses, Order Fulfillment: Processes and Best Practices, Logistics and Shipping Management, Understanding Customer Behavior and Preferences, Introduction to E-Commerce Analytics and Metrics (e.g., Conversion Rate, Bounce Rate)		
Unit IV	Legal, Ethical Issues and Emerging Trends in E-Commerce	15 Hours
Intellectual Property Rights in Digital Commerce, Data Protection Laws: GDPR, CCPA Overview Legal Compliance and E-Commerce Regulations, Ethical Marketing and Customer Privacy Practices, Emerging Trends: Voice Commerce, Subscription Box Business Models		
Unit III	Advanced E-Commerce Technologies	12 Hours
Role of Chatbots and Virtual Assistants in E-Commerce Introduction to Predictive Analytics and Personalization Augmented Reality (AR) and Virtual Reality (VR) Shopping Experiences Blockchain Applications in E-Commerce (e.g., Smart Contracts, Secure Payments)		

Learning Experience

Students will engage in interactive lectures, hands-on projects involving E-Commerce tools and platforms, and group activities like website design simulations. Case studies and real-world business examples will provide context for understanding key digital strategies. Assignments will include blog writing, SEO projects, and digital marketing campaigns. Guest speakers from E-Commerce businesses and digital marketing firms will share industry insights. Reflective journaling and peer feedback will encourage critical thinking and ongoing personal development.

Textbooks

1. **Laudon, K. C., & Traver, C. G.** “E-Commerce 2023: Business, Technology and Society”, Pearson Education.
2. **David Whiteley.** “E-Commerce: Strategy, Technologies and Applications”, McGraw-Hill Education.

Reference Books

1. **Turban, E., King, D., Lee, J., Liang, T. P., & Turban, D. C.** “Electronic Commerce: A Managerial and Social Networks Perspective”, Springer.
2. **Chaffey, D.** “Digital Marketing: Strategy, Implementation and Practice”, Pearson.
3. **Kotler, P., Kartajaya, H., & Setiawan, I.** “Marketing 5.0: Technology for Humanity”, Wiley.

Open Educational Resources (OER)

1. **MIT OpenCourseWare – E-Commerce and Digital Business**
2. **Saylor Academy – E-Commerce Course**
3. **Coursera – Digital Marketing Specialization**
4. **Google Digital Garage – Fundamentals of Digital Marketing**

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code:	Course Title: Startup Ecosystem and Policies	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course offers a foundational understanding of the startup ecosystem, equipping students with knowledge about the key stakeholders, business models, ownership structures, pitching techniques, and financial principles relevant to startups. It also emphasizes the strategic use of intellectual property (IP) to protect and scale innovative business ideas. By blending theory with hands-on learning and real-world examples, students will be empowered to think entrepreneurially and prepare for launching or supporting startup ventures.

Course Outcome

Course Outcome (CO)	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the components, stakeholders, and terminology of the startup ecosystem.	L2
CO2	Applying knowledge of business ownership structures and startup frameworks in real-world contexts.	L3
CO3	Developing and structuring startup business models, and analyzing strategic matrices for competitive advantage.	L3
CO4	Creating startup pitches and analyzing financial elements like burn rate, runway, and funding stages.	L4
CO5	Evaluating the role of intellectual property and formulating strategies for its protection in startup environments.	L5

Course Content

Unit I	Introduction to the Startup Ecosystem	5 Hours
<p>Startup Jargons and Terminologies</p> <p>Key Players in the Startup Ecosystem (Incubators, Accelerators, Angel Investors, Venture Capitalists, etc.)</p> <p>Forms of Ownership: Sole Proprietorship, Partnership, Limited Liability Partnership (LLP)</p> <p>Corporation, Advantages and Disadvantages of Different Ownership Forms</p>		
Unit II	Startup Frameworks and Pitching Concepts	8 Hours
<p>Types of Startup Frameworks: B2B (Business to Business), B2C (Business to Consumer)</p> <p>C2C (Consumer to Consumer), C2B (Consumer to Business)</p> <p>Business Models: Listing Platforms, Marketplaces, Aggregators, Understanding Franchising, Licensing, and Leasing Models</p> <p>Strategic Matrices for Startups: BCG Matrix, Ansoff's Matrix, Porter's Five Forces</p> <p>Introduction to the Concept of Pitching</p>		
Unit III	Startup Pitching and Financial Elements	12 Hours
<p>Essential Elements of a Startup Pitch</p> <p>Introduction to Startup Finances: Basic Financial Statements</p> <p>Funding Process: Seed, Angel, Series A, B, C Rounds</p> <p>Key Rates and Ratios: ,Burn Rate, Runway, ROI, Break-Even Analysis</p>		
Unit IV	Intellectual Property (IP) and Protection for Startups	15 Hours
<p>Importance of IP for Startups, Types of Intellectual Property: Patents, Trademarks</p> <p>Copyrights, Trade Secrets and Confidential Information</p> <p>IP Strategy for Startups: Registration and Protection Mechanisms</p> <p>Startup Policies, Regulations, and Tax Laws</p> <p>Overview of Government Initiatives for Startups (Startup India, Stand-Up India, Atal Innovation Mission, etc.)</p> <p>Key Regulatory Bodies: DPIIT, SEBI, RBI</p> <p>Startup Ecosystems: National and Regional Perspectives</p> <p>Understanding Goods & Services Tax (GST) for Startups</p>		

Tax Incentives and Compliances for Startups

Overview of Applicable Tax Laws and Benefits under Startup Policies

Learning Experience

The learning journey will combine lectures, case studies of real startups, peer pitching practice, and IP strategy simulations. Students will actively collaborate in teams to prepare business models and pitch decks. Guest speakers from startup incubators and VC firms will offer industry perspectives. Continuous feedback will be provided through interactive sessions and reflective journaling, ensuring both theoretical grounding and experiential learning.

Textbooks

1. **Eric Ries**, *The Lean Startup*, Crown Publishing.
2. **Steve Blank & Bob Dorf**, *The Startup Owner's Manual*, Wiley.

Reference Books

1. **Ash Maurya**, *Running Lean*, O'Reilly Media.
2. **Guy Kawasaki**, *The Art of the Start 2.0*, Portfolio Penguin.
3. **Alexander Osterwalder**, *Business Model Generation*, Wiley.

Open Educational Resources (OER)

1. **Y Combinator Startup School** – Free video lectures & resources
2. **MIT OpenCourseWare** – Entrepreneurial Courses
3. **Saylor Academy** – Entrepreneurship
4. **Coursera** – Startup Entrepreneurship by Technion

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks

External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code:	Course Title: Ideation to Business & Design Thinking	L	T	P	C
Version	1	4	0	0	4
Category of Course	Skill Enhancement Courses				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course provides an introduction to entrepreneurship through the lens of innovation, design thinking, and business modelling. Students will engage with startup fundamentals, practical design thinking methods, market research techniques, and strategic tools such as the Business Model Canvas (BMC). With a strong emphasis on experiential learning, this course is ideal for aspiring entrepreneurs and innovators who want to develop, validate, and structure new business ideas.

Course Outcome

Course Outcome (CO)	Course Outcome Statement	Bloom's Taxonomy Level
CO1	Understanding the core differences between startups and traditional businesses and the role of innovation in entrepreneurship.	L2
CO2	Applying design thinking methodology to real-world problems using a structured five-stage process.	L3
CO3	Conducting basic market research, including survey design and sampling techniques.	L3
CO4	Analyzing and constructing business models using tools like the Business Model Canvas and SWOT analysis.	L4
CO5	Evaluating startup ideas using strategic planning tools and hands-on exercises.	L5

Learning Content

Unit I	Introduction	5 Hours
Difference between Startup and Traditional Business, Introduction to Entrepreneurship and Innovation, Case Studies of Successful Startups, Activity: Identify and Present a Local Startup		
Unit II	Fundamentals of Design Thinking	8 Hours
Design Thinking: Concept and Importance, The Five Stages of Design Thinking (Empathize, Define, Ideate, Prototype, Test), Case Study: Design Thinking at IDEO / Stanford, Workshop/Activity: Conduct a Mini Design Thinking Sprint on a Problem		
Unit III	Market Research Essentials	12 Hours
Basics of Market Research: Purpose and Types, Designing a Questionnaire: Key Principles and Examples, Introduction to Sampling: Techniques and Importance, Activity: Prepare and Conduct a Small Survey on Campus		
Unit IV	Business Modeling and Strategic Tools	15 Hours
Business Model Canvas (BMC): Concept and Nine Building Blocks, Lean Model Canvas: Adaptation for Startups, Activity: Create a BMC for Your Own Startup Idea, SWOT Analysis: Concept and Practical Application, Activity: SWOT for a Real Startup (group exercise)		
Unit V	Strategic Analysis and Growth Frameworks	15 Hours
Porter's Five Forces Analysis: Understanding Industry Dynamics BCG Matrix: Product Portfolio Analysis Ansoff's Matrix: Growth Strategies Activity: Apply BCG and Ansoff Matrix to a Popular Brand (e.g., Apple, Nike)		

Learning Experience

Through workshops, group activities, mini design sprints, and real-world applications, students will develop core entrepreneurial competencies. Emphasis will be on active learning through market research assignments, case studies, and business model generation exercises. Mentorship sessions, pitch presentations, and feedback loops will also be integrated to provide a practical, startup-driven classroom experience.

Textbooks

1. **Ash Maurya**, *Running Lean: Iterate from Plan A to a Plan That Works*, O'Reilly Media
2. **Alex Osterwalder & Yves Pigneur**, *Business Model Generation*, Wiley

Reference Books

1. **Tim Brown**, *Change by Design*, Harvard Business Review Press
2. **Steve Blank**, *The Startup Owner's Manual*, Wiley
3. **Kotler & Keller**, *Marketing Management*, Pearson (Chapters on Market Research)

Open Educational Resources (OER)

1. **IDEO U – Design Thinking Courses**
2. **MIT OpenCourseWare – Entrepreneurship Series**
3. **Coursera – Design Thinking for Innovation**
4. **Saylor Academy – Introduction to Entrepreneurship**

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code:	Course Title: Corporate Management Skills I	L	T	P	C
Version	1	3	0	0	3
Category of Course	Ability Enhancement Courses				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

SEMESTER I					
Course Code:	Course Title: Environmental Studies	L	T	P	C
Version	1	0	0	0	2
Category of Course	Value Added Courses				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites					

SEMESTER II

SEMESTER II					
Course Code: MCBBAG201	Course Title: Individual and Organisational Behaviour	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Fundamentals of management				

Course Perspective

This course on Organizational Behaviour (OB) is integral to students' academic and professional development, providing essential knowledge and skills for understanding and improving workplace dynamics. By exploring the foundational concepts of OB, including emotional intelligence and the scope of individual and group behaviour, students gain a comprehensive understanding of how personal and collective behaviours influence organizational effectiveness. The practical application of this course is evident in real-world scenarios such as team management, organizational restructuring, and enhancing employee satisfaction. For instance, a manager who understands team dynamics and conflict resolution will be better equipped to lead diverse teams and drive organizational success. Overall, this course equips students with the skills to analyse and improve organizational effectiveness, making them valuable assets in any professional setting.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the concept and scope of organizational behaviour.	L2
CO2	Applying the concepts of individual differences, values, and attitudes to influence perception, personality, and behaviour in different organizational settings.	L3
CO3	Analysing strategies to develop self-directed work teams and virtual teams.	L4

CO4	Analysing the sources and different conflict management techniques to enhance team cohesion and effectiveness.	L4
CO5	Evaluating different organizational structures and designs, assessing their effectiveness in supporting organizational work and culture.	L5

Course Content

Unit I	Foundation and background of OB	12 Hours
Concept, nature & scope of OB, Foundations of OB, challenges & opportunities, emotional intelligence at workplace.		
Unit II	Individual behavior and processes	13 Hours
Individual differences–values and attitudes; Perception concept, process and applications; Personality–concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.		
Unit III	Interpersonal and team processes	10 Hours
Group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment–concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics.		
Unit IV	Organizational processes and structure	10 Hours
Organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.		

Learning Experience: This course offers an interactive and practical approach, blending lectures with hands-on activities. Lectures will cover key Organizational Behavior (OB) concepts, while case studies and real-world examples will enable students to apply them effectively. Through group work students will delve into interpersonal dynamics, team processes, and conflict management, fostering teamwork and collaboration. Through role-playing exercises, students will develop emotional intelligence and conflict resolution skills in simulated workplace settings. Technology, including interactive simulations and online platforms, will enhance engagement. Assignments, such as reflections and group projects, will connect OB theories to real-world challenges, supported by fieldwork, professional interviews, peer reviews, and instructor feedback.

Textbooks

1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

Suggested Readings

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.
2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.
3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.

Open Educational Resources (OER)

1. <https://www.pockethrms.com/blog/workforce-diversity/>
2. Students are encouraged to explore online resources such as Cousera for additional learning materials on organization behavior.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER II					
Course Code: MCBBET201	Course Title: Social Media Strategies	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

SEMESTER II					
Course Code:	Course Title: Corporate Management Skills II	L	T	P	C
Version	1	3	0	0	3
Category of Course	Ability Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

SEMESTER II					
Course Code:	Course Title: Introduction to Powerpoint and MS Excel	L	T	P	C
Version	1	2	0	2	3
Category of Course	Skill Enhancement Course				
Total Contact Hours					
Pre-Requisites/ Co-Requisites					

Course Perspective

This course equips students with essential digital skills to enhance their productivity and effectiveness in academic and business contexts. Focusing on Microsoft PowerPoint and MS Excel, the course blends theory with hands-on practice to teach professional presentation design and spreadsheet management. Students will learn to build aesthetic and persuasive presentations, manage data efficiently, use formulas and functions, and analyze data using charts, PivotTables, and dashboards. Real-world case applications are embedded to help students apply their knowledge across functions such as marketing, finance, operations, and human resources. The course aims to develop both conceptual understanding and technical proficiency, enabling students to become data-literate professionals capable of making informed decisions using digital tools.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the interface, structure, and features of PowerPoint and Excel for business and academic tasks.	L2
CO2	Applying design and formatting features in PowerPoint and Excel to create professional outputs.	L3
CO3	Using Excel functions, charts, and data tools to solve business problems.	L4

CO4	Analyzing and summarizing large datasets using sorting, filtering, PivotTables, and dashboard elements.	L5
CO5	Creating effective presentations and data summaries for decision-making and business communication.	L6

Course Content

Unit I	Fundamentals of Microsoft PowerPoint	10 Hours
PowerPoint Environment: Interface, Tabs, and Ribbons. Creating and Managing Slides, Slide Layouts and Templates. Typography, Colour Themes, Shapes, Icons, and SmartArt. Transitions and Animations: Applying Timing and Triggers. Embedding Multimedia (Audio/Video), Hyperlinking. Presenter Tools: Slide Show, Notes, Laser Pointer, Zoom. Exporting as PDF, MP4, and Compatibility Checks. Practical Assignment: Create a 10-slide professional presentation		
Unit II	Excel Basics and Data Handling	12 Hours
Excel Environment: Ribbon, Worksheets, Ranges, Shortcuts. Data Entry and Editing: Autofill, Series, Data Validation. Formatting: Cells, Tables, Conditional Formatting, Custom Styles. Basic Formulas: SUM, AVERAGE, MAX, MIN, COUNT, ROUND. Logical Functions: IF, AND, OR, Nested Functions. Practical Assignment: Budget Tracker or Salary Sheet.		
Unit III	Data Analysis and Visualization in Excel	10 Hours
Sorting, Filtering, Subtotals. Lookup Functions: VLOOKUP, HLOOKUP, XLOOKUP. Text Functions: LEFT, RIGHT, MID, LEN, CONCATENATE, TEXTJOIN. Date and Time Functions: TODAY, NOW, DATEDIF, NETWORKDAYS. Charts: Bar, Line, Pie, Combo, Sparklines. Quick Analysis Tool, Trendlines, Chart Customization. Data Cleaning Techniques: Removing Duplicates, Text to Columns. Practical Assignment: Sales Report with Interactive Charts		
Unit IV	Excel Tools and PowerPoint Integration	13 Hours
Introduction to PivotTables and PivotCharts. Grouping, Slicers, Value Summarization, Layout Settings. Dashboards: Basic Dashboard Creation Using Charts and Pivots. Data Protection and Sheet Security. Printing Options and Page Setup. Integrating Excel Charts/Tables into PowerPoint. Final Capstone Project: Business Report with Excel Dashboard and PPT		

Learning Experience

The course integrates project-driven labs, where weekly practical sessions are designed around real-world business scenarios such as HR data sheets, finance dashboards, and marketing pitch decks, allowing students to apply their skills in functional contexts. Collaborative exercises are incorporated through pair-work and

group presentations, promoting peer-to-peer learning and critical evaluation. Continuous formative feedback is provided on aspects like file design, formula usage, and presentation logic to support incremental improvement. Additionally, all lesson videos, assignments, and supplementary readings are regularly uploaded on the Learning Management System (LMS), ensuring consistent engagement and easy access to course materials.

Textbooks

Frye, C. (2022). Microsoft Excel 2021 Step by Step. Microsoft Press.

Murray, K. (2022). PowerPoint 2021 For Dummies. Wiley.

Open Educational Resources (OER)

1. Microsoft Learn: <https://learn.microsoft.com>
2. NPTEL/Swayam: Digital Skilling, IIT Madras ,
<https://elearn.nptel.ac.in/shop/nptel/digital-skilling/?v=c86ee0d9d7ed>
3. YouTube Channels: Excel Campus:
<https://www.youtube.com/user/ExcelCampus> , PowerPoint School :
<https://www.youtube.com/powerpointschool>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code:	Course Title: MOOC	L	T	P	C
Version	1	0	0	0	2
Category of Course	Value Added Course				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites					

SEMESTER III

SEMESTER III					
Course Code: MCBBET301	Course Title: Online marketing for startups	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This Digital Marketing course aims to provide students with a robust understanding of digital marketing principles and practical skills tailored to startups and small businesses. It covers the strategic use of digital tools to connect with customers, create engaging content, optimize social media presence, and improve search engine visibility. Students will learn to develop, implement, and measure digital marketing campaigns aligned with business goals, fostering data-driven decision-making and innovative marketing strategies. This course prepares students to leverage digital channels effectively for brand growth and competitive advantage in an increasingly digital marketplace.

Course Outcome

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the fundamental principles and importance of Digital Marketing.	L2
CO2	Applying content marketing strategies to create and distribute engaging content.	L3
CO3	Analyzing social media platforms and optimizing campaigns to grow audience engagement.	L4
CO4	Evaluating SEO techniques and developing strategies to improve organic search rankings.	L5
CO5	Using paid advertising tools and analytics to measure and optimize digital marketing campaigns.	L5

Course Content:

Unit I	Introduction to Digital Marketing	7 Hours
---------------	------------------------------------------	----------------

Principles and importance of Digital Marketing Setting SMART Objectives for marketing campaigns Conducting Digital Research for startups Understanding Cultural Research and customer behavior Strategies for Connecting effectively with Customers online		
Unit II	Content Marketing	8 Hours
Concepts and Strategy of Content Marketing Developing a Content Marketing Plan for startups Using Content Research to identify market opportunities Creating and Curating Content: Blogs, infographics, videos, podcasts Publishing and Distributing Content through different channels		
Unit III	Social Media Marketing	8 Hours
Key Social Media Platforms for Startup Marketing: Facebook, Instagram, LinkedIn, Twitter (X), Techniques for Growing and Engaging an Online Audience Setting up and optimizing Social Media presence for businesses Creating, Managing, and Optimizing Social Media Campaigns Using Data to derive Audience Insights and improve Campaigns		
Unit IV	Search Engine Optimization (SEO)	7 Hours
Fundamentals of SEO and its role in startup growth Aligning SEO strategies with business and marketing objectives Keyword Research and Developing an SEO Content Plan On-page and Off-page SEO techniques Techniques to Optimize Organic Search Ranking Paid Ads and Analytics Types of Paid Advertising: Google Ads, Facebook Ads, LinkedIn Ads		

Setting up and Running Google Ads Campaigns, Basics of Retargeting and Conversion Tracking. Introduction to Google Analytics and other monitoring tools. Analyzing Campaign Performance and Data-Driven Decision Making

Learning Experience

The Digital Marketing course is designed to be highly interactive and practical, encouraging students to engage deeply with the subject matter. Instruction combines lectures, case studies, live demonstrations, and hands-on exercises such as campaign creation and analytics interpretation. Assignments and projects will challenge students to design marketing strategies for startups and evaluate their effectiveness through data analysis. Group work and peer feedback will foster collaboration and diverse insights. Regular quizzes and presentations will reinforce learning outcomes, while ongoing instructor support ensures students are guided in applying digital marketing concepts effectively in real-world contexts.

Textbooks

1. Ryan, D. *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*, Kogan Page, Latest Edition.
2. Chaffey, D. & Ellis-Chadwick, F. *Digital Marketing: Strategy, Implementation and Practice*, Pearson, Latest Edition.
3. Kingsnorth, S. *Digital Marketing Strategy: An Integrated Approach to Online Marketing*, Kogan Page, Latest Edition.

Suggested Readings

1. Charlesworth, A. *Digital Marketing: A Practical Approach*, Routledge.
2. Tuten, T. & Solomon, M. *Social Media Marketing*, Sage Publications.
3. Fishkin, R. & Høgenhaven, T. *SEO 2023: Learn Search Engine Optimization*, Moz.

Open Educational Resources (OER)

1. Google Digital Garage
2. [HubSpot Academy](#)
3. [Coursera - Digital Marketing Specialization](#)

Evaluation Scheme

Evaluation Components	Weightage
-----------------------	-----------

Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: MCBBET351	Course Title: Website Building & SEO	L	T	P	C
Version	1	3	0	2	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course introduces students to foundational and emerging technologies with a focus on website development and search engine optimization (SEO) for entrepreneurial ventures. By exploring the core elements of web and mobile technologies, as well as practical tools like WordPress, students gain hands-on experience in building and optimizing digital platforms. The course equips learners with critical knowledge of hosting, domain management, content management systems, and SEO techniques to boost online presence. Emphasis is placed on bridging technical understanding with real-world application, enabling students to create functional, optimized websites aligned with modern digital trends and business needs.

Course Outcome

Course Outcome (CO)	Course Outcome Statement (in -ing format)	Bloom's Taxonomy Level
CO1	Understanding key technology trends and types of digital applications in the 2025 context.	L2
CO2	Explaining the structure and functioning of websites, domains, hosting, and SEO fundamentals.	L2
CO3	Applying web development tools (HTML, CSS, JS, WordPress) to build and manage websites.	L3
CO4	Analyzing the use of WordPress and plugins to design functional, responsive, and SEO-ready websites.	L4
CO5	Evaluating and implementing SEO strategies and tools to enhance website visibility and performance.	L5

Course Content

Unit I	Introduction	7 Hours
<p>Understanding Technology in 2025 Context</p> <p>Redefinition of Technology Trends: AI, Web 3.0, IoT, and Beyond</p> <p>Different Types of Applications: Web Applications, Mobile Applications (Android, iOS), Desktop Applications, Cloud-Based Applications, Overview of Essential Entrepreneurial Software Tools</p>		
Unit II	Websites, Domains, Hosting, and SEO Basics	8 Hours
<p>What is a Website? How Websites Work (Frontend and Backend)</p> <p>Concept of Domain Name and Web Hosting</p> <p>Types of Websites: Static, Dynamic, E-commerce, Blogs, Portfolios</p> <p>Introduction to SEO:</p> <p>What is SEO and Why it Matters</p> <p>On-Page SEO vs. Off-Page SEO</p> <p>Basic SEO Terminologies (SERP, Keywords, Meta Tags, Alt Text)</p>		
Unit III	WordPress for Website Building and Practical creation	8 Hours
<p>Introduction to HTML5: Structure and Elements</p> <p>Basics of CSS3: Styling a Web Page</p> <p>Fundamentals of JavaScript: Interactivity</p> <p>Introduction to Bootstrap: Mobile-First and Responsive Design</p> <p>Introduction to WordPress and CMS Platforms</p> <p>Theme Selection: Free vs. Premium Themes</p> <p>Basic Theme Customization</p> <p>Adding Pages, Posts, Menus, and Widgets</p> <p>Making a WordPress Website Live (Hosting & Domain Linking)</p> <p>Installing Basic SEO Plugins (Yoast SEO, Rank Math)</p> <p>How to Create an E-Commerce Website with WordPress (WooCommerce)</p> <p>Common Website Errors and How to Fix Them (404, Server Errors, etc.)</p> <p>Google Analytics Integration for Website Performance Monitoring</p>		

Unit IV	SEO Optimization	7 Hours
SEO Practical: Keyword Research and Placement Optimizing Title Tags and Meta Descriptions Image Optimization for Faster Loading Link Building Basics and Blogging for		
Unit V	Practical Website Creation and SEO Optimization	7 Hours
How to Create an E-Commerce Website with WordPress (WooCommerce) Common Website Errors and How to Fix Them (404, Server Errors, etc.) Google Analytics Integration for Website Performance Monitoring SEO Practical: Keyword Research and Placement Optimizing Title Tags and Meta Descriptions Image Optimization for Faster Loading Link Building Basics and Blogging for SEO		

Learning Experience

This course adopts a practical, project-based approach to learning, emphasizing hands-on experience in website development and optimization. Lectures will be supplemented with live demos, lab exercises, and real-world case studies. Students will engage in activities such as building their own websites, configuring hosting services, and implementing SEO strategies. Collaborative projects and peer assessments will promote experiential learning and teamwork. Assessment components are designed to evaluate both conceptual understanding and technical proficiency. Instructor support will ensure personalized feedback and continuous improvement throughout the course.

Textbooks

1. *WordPress for Beginners 2023*, Dr. Andy Williams, Amazon Digital Services
2. *SEO 2023: Learn Search Engine Optimization with Smart Internet Marketing Strategies*, Adam Clarke

3. *Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics*, Jennifer Robbins, O'Reilly Media

Suggested Readings

1. Brad Williams, David Damstra, Hal Stern – *Professional WordPress: Design and Development*
2. Bruce Clay – *Search Engine Optimization All-in-One For Dummies*
3. Google Search Central Documentation – <https://developers.google.com/search>

Open Educational Resources (OER)

1. WordPress.org Learning
2. Google Digital Garage – Fundamentals of Digital Marketing
3. [Mozilla Web Docs – HTML, CSS, JavaScript](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: MCBBET301	Course Title: Corporate Management Skills III	L	T	P	C
Version	1	3	0	3	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

SEMESTER III					
Course Code: SEC III	Course Title: Advanced Excel	L	T	P	C
Version	1	0	0	4	2
Category of Course	Skill Enhancement Course				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites	Basic MS Excel course must be completed beforehand				

Course Perspective

Upon completing this course, students will be able to apply advanced Excel techniques for efficient data management and analysis. They will understand how to leverage cell references and array formulas for targeted computations. They will analyse datasets using functions like VLOOKUP, HLOOKUP, INDEX, and MATCH to enhance data retrieval capabilities, while also creating custom data validation rules and evaluating patterns through conditional formatting. The course will enable students to synthesize complex data visualizations using PivotTables, Pivot Charts, and new chart types like tree maps and waterfalls, facilitating better interpretation of trends. Students will also apply statistical functions to calculate averages, percentiles, and forecasts, and evaluate statistical distributions using histograms, thereby making data-driven decisions with precision.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding core Excel functions, including cell references, array formulas, data retrieval, and statistical calculations, to establish a strong analytical foundation.	L2
CO2	Analysing complex datasets by applying advanced functions and conditional formatting to identify trends, patterns, and anomalies.	L3

CO3	Applying diverse visualization tools and advanced charts to effectively present analytical findings.	L4
CO4	Evaluating statistical measures to assess data distributions and predict future outcomes.	L5
CO5	Creating integrated Excel solutions that combine advanced formulas, data validation, visualization, and statistical analysis to optimize decision-making.	L6

Course Content

Unit I	Cell References & Array Formulas	7 Hours
Copy a Formula, External References, Hyperlinks, Count Unique Values, Count with Or Criteria, SUMIF, SUMIFS, COUNTIF, and COUNTIFS for targeted analysis.		
Unit II	Advanced Functions and Data Validation	8 Hours
VLOOKUP, HLOOKUP, INDEX, MATCH for advanced data retrieval; Data Validation Rules - Creation & Customisation; Conditional Formatting - Highlighting trends, patterns, and anomalies in data.		
Unit III	Data Visualization - Pivot Tables & Charts	8 Hours
Filters & Slicers in Pivot Tables, PivotCharts; New Charts – Tree map & Waterfall, Sunburst, Box and whisker Charts		
Unit IV	Statistical Functions	7 Hours
Negative Numbers to Zero , Rank , Percentiles and Quartiles, AverageIf , Forecast , MaxIfs and MinIfs , Weighted Average, Histograms		

Learning Experience: The learning process for this course is a blend of interactive classes, hands-on practice, quizzes, and assessments tailored to enhance students' Excel skills across all units. It begins with instructor-led sessions to build a foundation in cell references, array formulas, and functions like SUMIF and COUNTIF, followed by practical exercises that reinforce concepts. As students' progress to advanced functions such as VLOOKUP and data validation, they will engage in case-based tasks to retrieve and analyse complex data effectively. Data visualization techniques will be taught through collaborative labs, enabling students to create PivotTables, advanced charts, and dashboards that depict data insights clearly. The course concludes with applying statistical functions, where students will practice forecasting and analysing distributions. Regular quizzes and assessments throughout ensure an effective learning journey, making students proficient in Excel's advanced functionalities and equipping them for real-world applications.

Textbooks

- 1 Microsoft Excel 2019 Data Analysis and Business Modelling, **Wayne Winston** - 6th Edition, published by Microsoft Press Arora, M.N. (2021)
- 2 Excel 2016 Bible, John Walkenbach - Published by Wiley
- 3 Excel 2019 All-in-One for Dummies, Greg Harvey - Published by Wiley

Open Educational Resources (OER)

- 1 <https://excelgraduate.com/advanced-excel/>
- 2 [Excel Skills for Business: Advanced Course \(Macquarie University\) | Coursera](#)
- 3 [Excel Skills for Business Certificate Program \(Macquarie\) | Coursera](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: MCBBPR301	Course Title: Business Plan Submission	L	T	P	C
Version	1	0	0	0	2
Category of Course	Project				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites					

SEMESTER IV

SEMESTER IV					
Course Code: MCBBAG451	Course Title: Research Methods For Business	L	T	P	C
Version	1	2	0	2	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course students will be able to critically evaluate and apply essential business research methodologies to solve organizational challenges and analyze market trends. Students will understand foundational concepts such as the nature and scope of business research, while also advancing to analyze, apply, and create effective data collection instruments, hypothesis formulations, and ethical research proposals. The course empowers students with skills to accurately sample data, interpret findings, and communicate insights, ultimately preparing them for data-driven decision-making within diverse business contexts.

Course Outcomes:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the foundational concepts and principles of business research.	L2
CO2	Applying sampling techniques and survey methodologies to ensure that it represents population.	L3
CO3	Analysing different types of research designs and data collection techniques for various research objectives.	L4
CO4	Evaluating data through statistical methods, including hypothesis testing and advanced data analysis, to interpret findings effectively.	L5

CO5	Creating research reports and presentations that synthesize analysis outcomes, with a focus on actionable business insights and recommendations.	L6
------------	---------------------------------------------------------------------------------------------------------------------------------------------------------	----

Course Content

Unit I	Introduction to Business Research	10 Hours
Introduction to Business Research: Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research; Marketing Research.		
Unit II	Types of Research Design	11 Hours
Research Design and Data Collection: Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments -Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.		
Unit III	Sample Design	12 Hours
Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors		
Unit IV	Data Analysis, Interpretation and Report Preparation	12 Hours
Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi-Dimensional Scaling; use of SPSS/Mini-Tab in data analysis, Report Preparation and Presentation		

Learning Experience

The learning process in this course is designed to be engaging and practical, involving a blend of lectures, hands-on exercises, quizzes, and real-world case studies to enrich understanding. Students will participate in workshops on hypothesis formulation and research proposal development, while data collection and sampling topics will be reinforced through practical assignments and in-class group projects. Advanced data analysis techniques are taught using software like SPSS allowing students to apply theoretical knowledge directly to real data sets. This balanced approach fosters analytical and practical skills, preparing students for dynamic applications in business research.

Textbooks

1. C.R. Research Methodology (Methods and Techniques) 2nd Edition, New Age International(P)ltd.
2. Zikmund, Babin, et.al. Business Research Methods, 8th Edition, Cengage Learning.
3. Marketing Research – Naresh Kumar Malhotra & David F. Birks

Suggested Readings

1. Chawla Deepak, Research Methodology, 2nd Edition, Vikas Publications.
2. Dash Priyaranjan, Research Methodology, 3rd Edition, Vrinda Publications.

Open Educational Resources (OER)

1. NPTEL, Swayam, Course Era
2. <https://www.coursera.org/>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER IV					
Course Code: MCBBET401	Course Title: Family Business	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course on Family Business Management explores the unique dynamics, structures, and challenges of family-run enterprises. It equips students with frameworks and practical strategies to effectively manage and sustain family businesses across generations. The course addresses core topics such as family systems and values, business complexity, models of governance, conflict management, and succession planning. By blending theory with real-world applications, students develop insights into leadership, interpersonal relationships, and strategic decision-making within a family business context. This course is essential for future leaders from family-owned enterprises and professionals supporting them in advisory or managerial roles.

Course Outcomes

Course Outcome	Course Outcome Statement	Bloom's Taxonomy Level
CO1	Understanding the uniqueness, dynamics, and structural complexities of family business systems, including people roles and life cycles.	L2
CO2	Applying knowledge of family business models and mindset frameworks to evaluate organizational structures and decision-making processes.	L3
CO3	Analyzing sources of conflict within family enterprises and applying strategies to manage interpersonal, ownership, and leadership conflicts.	L4
CO4	Evaluating succession planning strategies, including grooming and compensation practices, to ensure leadership continuity in family businesses.	L5
CO5	Integrating cultural, strategic, and governance considerations to manage family-business complexity and promote long-term sustainability.	L5

Course Content

Unit I	Fundamentals of Family Business Management	12 Hours
<p>Understanding the Uniqueness and Dynamics of Family Businesses</p> <p>Role of People and Women in Family Enterprises, Systems and Life Cycles in Family Business, Structuring and Managing Family Business Organizations</p> <p>Family Complexity: Culture, Values, and its Impact</p> <p>Business Complexity: Growth Challenges and Their Effects on Family Business Structure</p>		
Unit II	Family Business Models and Mindset	13 Hours
<p>Overview of Key Family Business Models: Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model, Family Investment Group (FIG) Model, Comparative Analysis of the Models</p> <p>Influence of Mindset and Structure: Thought Processes Driving Actions</p>		
Unit III	Conflict Management in Family Business	10 Hours
<p>Social Structure and Hierarchies within Family Business</p> <p>Managing Interpersonal Dynamics: Trust, Communication, and Role Clarity</p> <p>Justice Perception in Family Enterprises</p> <p>Types of Conflicts: Ownership, Leadership, Interpersonal</p> <p>Conflict Dynamics and Effective Conflict Management Strategies</p>		
Unit IV	Succession Planning and Management Succession	10 Hours
<p>Fundamentals of Succession Planning: Importance and Challenges, Setting Succession Objectives and Selecting Ownership Structures, Promoting Stewardship among Next Generation, Role of Board of Directors in Succession</p> <p>Management Succession: Employment, Grooming, and Assessing Family Members</p> <p>Compensation Policies for Family Members, Managing Family Disagreements Professionally, Integrating Family Concerns into Business Strategy</p>		

Unit V	Developing Successors and Leadership Transition	10 Hours
<p>Preserving Core Company Values During Transition, Supporting Senior Managers and Non-Family Employees, Challenges in Transition from Second to Third Generations</p> <p>Mechanisms for Transferring Control and Ownership: Trusts, Buy-Sell Agreements, Incentives</p> <p>Trusting Professional Caretakers, Founder's Emotional Transition: Letting Go with Grace and Style</p>		

Learning Experience

This course offers a highly participatory learning environment, encouraging students to explore family business scenarios through case studies, role-plays, and reflective journals. Real-life examples and guest lectures from family business leaders enhance experiential understanding. Group projects simulate family business challenges, requiring students to balance business growth with family values. Continuous assessments, structured debates, and situational analysis develop critical thinking and collaborative decision-making skills. Students are supported in relating theoretical frameworks to their personal or observed family business experiences, ensuring practical relevance and insight.

Textbooks

1. Poza, E. J. & Daugherty, M. S. *Family Business*, Cengage Learning, Latest Edition
2. Sharma, M. K. *Managing Family Businesses in India*, Pearson Education
3. Gersick, K. E. et al. *Generation to Generation: Life Cycles of the Family Business*, Harvard Business Review Press

Suggested Readings

1. Carlock, R. S. & Ward, J. L. *Strategic Planning for the Family Business*, Palgrave Macmillan
2. Miller, D., Le Breton-Miller, I. *Managing for the Long Run*, Harvard Business School Press
3. Neubauer, F., & Lank, A. G. *The Family Business: Its Governance for Sustainability*, Routledge

Open Educational Resources (OER)

1. [Family Business Case Studies – Harvard Business School](#)

2. [Coursera – Family Business Strategy \(EDHEC Business School\)](#)
3. Family Firm Institute Knowledge Center

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV					
Course Code: MCBBET451	Course Title: Basics Of App Development	L	T	P	C
Version	1	3	0	2	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course on No-Code App Development is designed to empower students—especially aspiring entrepreneurs and non-technical innovators—with the ability to build fully functional applications without writing code. By leveraging visual development platforms, learners will explore the fundamentals of application design, backend integration, and app deployment. Through hands-on engagement with leading no-code tools like Bubble, Adalo, and AppSheet, students will understand the app development lifecycle, from concept to launch. The course blends technical understanding with entrepreneurial thinking, preparing students to prototype, build, and scale digital solutions efficiently and affordably.

Course Outcome

Course Outcome (CO)	Course Outcome Statement (in -ing format)	Bloom's Taxonomy Level
CO1	Understanding the core principles and advantages of no-code development for startups.	L2
CO2	Exploring and applying various no-code development platforms to prototype apps.	L3
CO3	Designing user interfaces and user journeys aligned with UI/UX best practices.	L4
CO4	Analyzing database structures and implementing frontend-backend connections in no-code tools.	L4
CO5	Evaluating and executing the app publishing process while integrating analytics tools.	L5

Course Content

Unit I	Introduction to No-Code App Development	12 Hours
<p>Understanding No-Code App Development</p> <p>Benefits of the No-Code Approach for Entrepreneurs</p> <p>Key Differences: Code vs. No-Code Development</p> <p>Case Studies: Popular Brands Using No-Code Platforms (e.g., Airbnb early MVP, Glide Apps, Zapier)</p>		
Unit II	Exploring No-Code Development Platforms	13 Hours
<p>Setting Up Accounts on No-Code Platforms</p> <p>Overview and Basics: Bubble: Visual Programming</p> <p>Adalo: Building Mobile Apps, AppSheet: Data-Driven Apps</p> <p>Webflow: No-Code Web App Creation</p> <p>Comparative Study: Choosing the Right Platform for Your Idea</p>		
Unit III	Understanding App Components	10 Hours
<p>Basic Structure of an Application</p> <p>Navigation Flow and User Journey Mapping</p> <p>Designing Various Screens and Layouts</p> <p>Fundamentals of UI (User Interface) Design</p> <p>Basics of UX (User Experience) Principles</p>		
Unit IV	Backend Basics for Applications, App Publishing and Analytics	10 Hours
<p>What is a Database and Why it Matters</p> <p>Types of Databases (Relational, NoSQL, Cloud-Based)</p> <p>Database Structure: Tables, Rows, Columns, and Cells Explained</p> <p>Connecting Frontend (UI) to Backend (Database) in No-Code Platforms</p> <p>Data Handling: Forms, Inputs, and Output Display</p>		

Pre-Publishing Checklist: Testing, Security, and Compliance

Platforms to Publish: Play Store vs. App Store

Steps to Publish an App on Google Play Store

Steps to Publish an App on Apple App Store

Integrating Google Analytics with Your Application for Performance Tracking

Learning Experience

This course takes a highly practical, hands-on approach to learning, equipping students with the tools and confidence to build real-world applications without coding. Through live demos, platform walkthroughs, and guided exercises, students will create working app prototypes. Collaborative group projects and startup-inspired case challenges will allow students to test and refine their skills. Assessments will include app-building tasks, peer reviews, and presentations. Instructor support and feedback will facilitate iterative learning, ensuring students master the functional and strategic aspects of no-code development.

Textbooks

1. Emmanuel Straschnov & Josh Haas – *The No-Code Startup*
2. Gagan Biyani – *Zero to MVP: Build Your Startup Without Code*
3. Tara Reed – *What the Hell is No-Code?* (Latest Digital Edition)

Suggested Readings

1. *The Lean Startup*, Eric Ries
2. Makerpad Resources: <https://makerpad.co>
3. *No-Code: Build Your SaaS*, Michael Novotny

Open Educational Resources (OER)

1. Bubble Academy
2. Adalo University
3. AppSheet Documentation
4. Webflow University

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

5.

SEMESTER IV					
Course Code: MCBBAG401	Course Title: Business Law	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will understand the foundational principles of various business laws in India, including the Indian Contract Act, Sale of Goods Act, and Companies Act. They will analyse the implications of these laws in real-world business scenarios, focusing on contracts, negotiable instruments, and company regulations. Students will apply legal principles to consumer protection and information rights, ensuring compliance with the respective laws. They will also evaluate the effectiveness of these laws in protecting consumer rights and regulating corporate entities. The course will enable students to create effective legal strategies for managing business operations within the framework of Indian laws.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the core concepts and essentials of the Indian Contract Act, Sale of Goods Act, and Companies Act, focusing on contract formation, sale agreements, and company incorporation.	L2
CO2	Analysing the legal provisions related to negotiable instruments, limited liability partnerships, and agency contracts to assess compliance in business transactions.	L3
CO3	Applying principles of consumer protection and right to information to address legal challenges in business	L4

	operations, focusing on consumer rights and transparency.	
CO4	Evaluating the impact of the Information Technology Act and other business laws on digital transactions, governance, and consumer engagement.	L5
CO5	Creating business strategies that align with legal requirements, ensuring compliance with contract laws, company regulations, and consumer protection mandates	L6

Course Content

Unit I:	Indian Contract Act 1872	9 Hours
The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract based on validity, formation & performance; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract; Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.		
Unit II	Sale of Goods Act 1930 & Negotiable Instrument Act 1881	12 Hours
Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.		
Unit III	Companies Act 2013 & Limited Liability Partnership Act, 2008	12 Hours
The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.		
Unit IV	Consumer Protection Act 1986	12 Hours
Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Information Technology Act 2000: The rationale behind the act, Digital signature and electronic signature, Electronic Governance.		

Learning Experience: The course will be delivered through a combination of lectures, case studies, group discussions, and interactive exercises, ensuring a thorough understanding of business laws. Classes will introduce foundational concepts of contracts, sale agreements, and company formation, supplemented with case studies that simulate real-life legal scenarios. Role plays and group activities will help students analyze legal provisions related to negotiable instruments, LLPs, and consumer rights. Practical exercises, quizzes, and assessments will be used to enhance comprehension of laws like the Information Technology Act and Right to Information Act. This approach ensures that students develop critical thinking, legal reasoning, and practical skills to apply laws effectively in business scenarios.

Textbooks

1. Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, “Elements of Business Law”. Sultan Chand & Sons Pvt. Ltd.
2. Dagar, Inder Jeet and Agnihotri, Anurag. Business Laws : Text and Problems. Sage Publication.
3. Jagota R. (2019). Business Laws. MKM Publishers ScholarTech Press.
4. Sharma, J.P. and Kanojia S. (2019). Business Laws. New Delhi. Bharat Law House Pvt. Ltd.
5. Singh, Avtar.(2018). The Principles of Mercantile Law. Lucknow. Eastern Book Company.
6. Tulsian P.C. (2018). Business Law. New Delhi.Tata McGraw Hill.

Suggested Readings

1. Information Technology Rules 2000 with Information Technology Act 2000, Taxman Publications Pvt. Ltd., New Delhi.
2. Kuchhal, M C. (2018). Business Laws. New Delhi. Vikas Publishing House.
3. Arora, Sushma. (2015). Business Laws. New Delhi. Taxmann
4. Sharma, J.P. and Kanojia S. (2015). Vyavsayik Sanniyam, Delhi University Hindi Cell. (For Hindi)

Open Educational Resources (OER)

1. MIT OpenCourseWare (OCW) - Law and Society: Commercial Law
2. Coursera - Legal Aspects of Entrepreneurship (Offered by the University of Maryland)
3. OER Commons - Commercial Law Resources

4. OpenStax - Business Law

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV						
Course Code:	Course Title: Corporate Management Skills IV	L	T	P	C	
Version	1	3	0	0	3	
Category of Course	Ability Enhancement Course					
Total Contact Hours	45					
Pre-Requisites/ Co-Requisites						

SEMESTER V

SEMESTER V					
Course Code: MCBBET501	Course Title: International Business and Foreign Trade	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course in International Business introduces students to the complexities and opportunities of conducting business in a globalized world. It explores the economic, political, legal, cultural, and technological environments that influence international business strategies. The course equips learners with a solid grounding in classical and modern trade theories, and guides them through strategic international expansion approaches such as exporting, joint ventures, and foreign direct investment (FDI). Emphasis is also placed on understanding regional economic integration and contemporary global issues such as BREXIT, technological disruption, and emerging trade blocs. The course prepares students to make informed decisions in diverse international markets and understand the dynamics of global competitiveness.

Course Outcome

Course Outcome (CO)	Course Outcome Statement	Bloom's Taxonomy Level
CO1	Understanding the scope, significance, and strategies of international business operations.	L2
CO2	Analyzing the impact of economic, political, cultural, and technological environments on international business.	L4
CO3	Applying classical, modern, and contemporary theories to explain international trade and investment patterns.	L3
CO4	Evaluating regional economic integration and its implications on business opportunities and challenges.	L5
CO5	Assessing current trends and policy developments in global trade and their strategic impacts on firms.	L5

Course Content

Unit I	Introduction to International Business	12 Hours
<p>Overview and Scope of International Business</p> <p>Role and Importance of International Business in Today's Global Economy</p> <p>Distinction between Domestic and International Business</p> <p>Strategies for International Business Expansion (Exporting, Licensing, Franchising, Joint Ventures, FDI)</p>		
Unit II	International Business Environment	13 Hours
<p>Economic Environment: Inflation, Interest Rates, Economic Growth, Recession</p> <p>Political and Legal Environment: Political Risks, Legal Systems, International Laws</p> <p>Cultural Environment: Cross-cultural Management, Cultural Sensitivity, Hofstede's Dimensions</p> <p>Technological Environment: Innovation, Digitalization, Tech Transfers</p> <p>Globalization: Drivers, Opportunities, and Challenges</p>		
Unit III	Theories of International Trade	10 Hours
<p>Classical Theories:</p> <p>Theory of Absolute Advantage (Adam Smith)</p> <p>Theory of Comparative Advantage (David Ricardo)</p> <p>Modern Theories: Heckscher-Ohlin Theory (Factor Endowments), Product Life Cycle Theory (Vernon)</p> <p>Contemporary Theories: New Trade Theory, Theory of Competitive Advantage (Porter's Diamond Model)</p>		
Unit IV	Regional Economic Integration	10 Hours
<p>Concept and Levels of Regional Economic Integration:</p> <p>Free Trade Area, Customs Union, Common Market, Economic Union</p> <p>Benefits and Challenges of Regional Integration</p>		

Major Regional Trade Agreements: NAFTA/USMCA, European Union (EU), ASEAN MERCOSUR, Impact of BREXIT and New Trade Blocs		
Unit V	International Financial Environment	10 Hours
Structure of the International Monetary System Understanding Balance of Payments (BoP) Overview of Foreign Exchange Markets Exchange Rate Mechanisms: Fixed vs. Floating Exchange Rates Managing Currency Risks in International Business		

Learning Experience

This course promotes active learning through real-world case studies, cross-cultural simulations, and policy analysis. Students will engage in strategic decision-making exercises, model international expansion plans, and interpret global economic data. The course fosters critical thinking and problem-solving through debates on trade agreements and interactive sessions on cross-cultural management. Assessments include reflective journals, presentations, and scenario-based group projects, ensuring both conceptual and practical mastery of international business operations.

Textbooks

1. Charles W. L. Hill & G. Tomas M. Hult – *International Business: Competing in the Global Marketplace*, McGraw-Hill Education, Latest Edition
2. Daniels, Radebaugh, and Sullivan – *International Business: Environments and Operations*, Pearson Education
3. Aswathappa, K. – *International Business*, McGraw-Hill Education India

Suggested Readings

1. Pankaj Ghemawat – *Redefining Global Strategy*
2. Czinkota, Ronkainen, & Moffett – *International Business*
3. Paul Krugman, Maurice Obstfeld – *International Economics: Theory and Policy*

Open Educational Resources (OER)

1. MIT OpenCourseWare – International Trade
2. World Trade Organization – Learning Resources

3. UNCTAD – E-Learning on International Trade

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER V					
Course Code: MCBBET502	Course Title: Startup Funding and Valuations	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

The **Startup Funding** course provides a comprehensive understanding of how early-stage ventures secure capital and scale through various funding strategies. It explores the startup lifecycle, funding types, valuation methods, investor dynamics, and the intricacies of financial instruments and term sheets. By studying real-world funding rounds, students will grasp the strategic importance of capital structuring and investor relationships. With insights into global and Indian funding ecosystems, including emerging sectors like ClimateTech and HealthTech, students will be equipped to navigate the complex funding landscape and make informed financial decisions to support entrepreneurial growth.

Course Outcome

Course Outcome (CO)	Course Outcome Statement (in -ing format)	Bloom's Taxonomy Level
CO1	Understanding the stages of startup funding and the types of capital available to early-stage businesses.	L2
CO2	Applying the startup funding process to prepare pitch decks, approach investors, and evaluate funding instruments.	L3
CO3	Analyzing various valuation methods and key factors influencing startup valuation.	L4
CO4	Evaluating term sheets, legal considerations, and exit strategies in investor agreements.	L5
CO5	Comparing global and Indian funding ecosystems and assessing the role of institutional and emerging funding sources.	L5

Course Content

Unit I	Introduction to Startup Funding	12 Hours
<p>Understanding Startup Lifecycle Stages (Ideation, Seed, Growth, Expansion)</p> <p>Importance of Funding in Startups</p> <p>Types of Startup Funding: Bootstrapping, Angel Investment, Venture Capital</p> <p>Private Equity, Crowdfunding, Corporate Venture Funds</p> <p>Overview of Funding Rounds: Pre-Seed, Seed, Series A, B, C, and beyond</p>		
Unit II	Funding Process and Instruments	13 Hours
<p>How Startups Raise Capital: Preparing a Pitch Deck, Approaching Investors, Negotiating Term Sheets</p> <p>Key Funding Instruments: Equity Financing, Convertible Notes, SAFE (Simple Agreement for Future Equity), Debt Financing, Dilution and Capital Structure Basics</p>		
Unit III	Startup Valuation Fundamentals	10 Hours
<p>Why Valuation Matters for Startups</p> <p>Valuation Methods: Cost-to-Duplicate Approach, Market Multiple Approach</p> <p>Discounted Cash Flow (DCF) Method, Venture Capital Method, Berkus Method and Scorecard Valuation</p> <p>Factors Influencing Startup Valuation: Team, Market Size, Traction, Product, Risk</p>		
Unit IV	Due Diligence and Term Sheets	10 Hours
<p>Investor Due Diligence Process</p> <p>Key Elements of a Term Sheet: Valuation, Investment Amount</p> <p>Ownership %, Liquidation Preference, Anti-dilution Clauses, Common Legal and Regulatory Considerations</p> <p>Exit Strategies for Investors: IPOs, Mergers & Acquisitions, Secondary Sales, Climate Tech and HealthTech Funding, Rise of Corporate Venture Capital, Role of Incubators, Accelerators, and Government Schemes (e.g., Startup India)</p> <p>Global vs Indian Funding Ecosystem Comparison</p>		
Unit V	Real-world Case Studies and Emerging Trends	13 Hours

Case Studies: Successful and Failed Funded Startups

Current Trends in Startup Funding: Impact Investing, Climate Tech and HealthTech Funding, Rise of Corporate Venture Capital

Role of Incubators, Accelerators, and Government Schemes (e.g., Startup India), Global vs Indian Funding Ecosystem Comparison

Learning Experience

Students will engage in real-world simulations such as pitch presentations, investor role-play negotiations, and startup valuation case studies. By analyzing term sheets and creating funding strategy plans, learners will gain practical financial literacy for entrepreneurship. The course emphasizes experiential learning through guest lectures from founders and investors, startup funding stories, and collaborative projects. Assessments include pitch deck submissions, funding case analyses, and startup valuation models to build competence in startup finance.

Textbooks

1. Brad Feld & Jason Mendelson – *Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist*, Wiley
2. Alejandro Cremades – *The Art of Startup Fundraising*, Wiley
3. S. Ramadorai – *Startup Compass: Scaling Innovations in India*, Harper Business

Suggested Readings

1. David S. Rose – *Angel Investing*
2. Mahendra Ramsinghani – *The Business of Venture Capital*
3. Indian Startup Ecosystem Reports – NASSCOM, Invest India, YourStory
4. *Y Combinator Startup Library*: <https://www.ycombinator.com/library>

Open Educational Resources (OER)

1. Startup India Learning Program
2. CB Insights – Valuation Methodologies
3. Y Combinator: SAFE Guide
4. [Harvard Startup Case Studies](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER V					
Course Code: MCBBAG303	Course Title: Sales and Distribution Management	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Fundamentals of Sales and Marketing				

Course Perspective

This course aims to equip students with a solid understanding of the core principles of sales and distribution. By applying analytical tools, students will explore the logistics and psychology behind successful sales strategies, focusing on reaching potential customers, closing sales, and ensuring efficient product distribution. Key topics include identifying and targeting market segments, optimizing supply chains, and building strong customer relationships. Through case studies, interactive discussions, and hands-on projects, students will gain practical skills essential for real-world sales and distribution management.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the fundamental concept of Sales and distribution management.	L2
CO2	Applying principles of designing sales territories, forecasting sales, and managing sales teams.	L3
CO3	Analysing marketing channel structures, functions, and intermediary roles	L4
CO4	Evaluating channel performance, manage conflicts, and optimize logistics	L5
CO5	Creating effective sales and distribution strategies for efficient operations	L6

Course Content

Unit I	Introduction to Sales Management	13 Hours
Concept of sales management, Sales Objectives, scope and importance, Role of Sales Manager, Qualities of a Successful Salesman (Pre & post sales), Types of salespeople, Personal Selling – process and approaches, Closing		
Unit II	Sales Organization Design and Management	11 Hours
Sales Organization Design and Management - Designing Territories and Allocating Sales Efforts, Sales Forecasting, Sales Budget, Sales Quotas, Designing the Structure and Size of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contest, Evaluating Sales Performance, Sales Analysis and Sales Report.		
Unit III	Channel Design	12 Hours
Marketing Channels - Channel types and levels, Vertical and Horizontal Channels, Functions and Relationships; Numeric & Weighted Distribution, Channel Intermediaries - Wholesaling and Retailing; Channel Planning and Design.		
Unit IV	Channel Management	9 Hours
Channel Evaluation, Trade Promotions, Channel Conflict, Physical Distribution Models, Components of Physical Distribution Model: Order Processing, Warehousing, Inventory Control, Transportation, Logistics.		

Learning Experience: This course is delivered through interactive lectures, case studies, group discussions, and hands-on projects. Students will engage in practical exercises to apply sales and distribution concepts to real-world scenarios, fostering collaboration and enhancing their strategic decision-making skills. By analysing case studies, participating in discussions, and working on projects, students will gain a comprehensive understanding of sales strategies, sales force management, and channel design. This approach ensures that students are well-equipped to handle dynamic sales and distribution challenges in modern businesses.

Textbooks

- 1 Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (2009). Sales management – Decision, strategies, and cases (5th ed.). New Delhi: Pearson Education.
- 2 Havaladar, K. K., & Cavale, V. M. (2007). Sales and distribution management – Text and cases (2nd ed.). New Delhi: McGraw Hill Education.

Suggested Readings

- 1 Dalrymple, D. J., Cron, W. L., & Decarlo, T. (2003). Sales management (8th ed.). New Delhi: John Wiley & Sons (Asia) Pvt. Ltd.
- 2 Gupta, S. L. (2010). Sales and distribution management - Text and cases, An Indian perspective. (2nd ed.). New Delhi: Excel Books.
- 3 Singh, R. (2016). Sales and distribution management - A practice-based approach. Noida: Vikas Publishing House.
- 4 Anderson, R. E., Hair, J. F., & Bush, A. J. (1988). Professional sales management. Singapore: McGraw-Hill Co.

Open Educational Resources (OER)

- 1 <https://open.umn.edu/opentextbooks/textbooks/fundamentals-of-sales-management-for-the-non-sales-manager>
- 2 <https://www.saylor.org/courses/bus203/>
- 3 <https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-i-spring-2011/lecture-notes/>
- 4 <https://www.coursera.org/learn/marketing-channels>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER V					
Course Code: MCBBPR501	Course Title: Pitch Deck Submission	L	T	P	C
Version	1	0	0	0	2
Category of Course	Project				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites					

SEMESTER VI

SEMESTER VI					
Course Code: MCBAET601	Course Title: Sustainable & Social Entrepreneurship	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course introduces students to the critical domain of startup funding, empowering aspiring entrepreneurs and business professionals to understand, access, and manage capital across the startup lifecycle. From early ideation to scaling and exit, the course covers various types of funding, instruments, and strategic processes involved in raising capital. It also delves into startup valuation techniques, legal due diligence, investor expectations, and evolving funding trends, including corporate venture capital and sector-specific investment such as ClimateTech and HealthTech. By the end of this course, students will be equipped with practical tools and frameworks to attract, negotiate, and secure startup investment in both Indian and global contexts.

Course Outcome

Course Outcome (CO)	Course Outcome Statement (in -ing format)	Bloom's Taxonomy Level
CO1	Understanding the startup lifecycle and the relevance of different funding types and stages.	L2
CO2	Applying funding strategies and instruments to design a startup's capital-raising process.	L3
CO3	Analyzing different startup valuation methods and their practical applications.	L4
CO4	Evaluating key terms and legal implications in term sheets and due diligence processes.	L5
CO5	Assessing trends in startup funding, including sector-specific developments and regional differences.	L5

Course Content

Unit I	Introduction to Startup Funding	12 Hours
<p>Understanding Startup Lifecycle Stages (Ideation, Seed, Growth, Expansion)</p> <p>Importance of Funding in Startups</p> <p>Types of Startup Funding: Bootstrapping, Angel Investment, Venture Capital, Private Equity</p> <p>Crowdfunding, Corporate Venture Funds</p> <p>Overview of Funding Rounds: Pre-Seed, Seed, Series A, B, C, and beyond</p>		
Unit II	Funding Process and Instruments	13 Hours
<p>How Startups Raise Capital: Preparing a Pitch Deck, Approaching Investors, Negotiating Term Sheets</p> <p>Key Funding Instruments: Equity Financing, Convertible Notes, SAFE (Simple Agreement for Future Equity), Debt Financing, Dilution and Capital Structure Basics</p>		
Unit III	Startup Valuation Fundamentals	10 Hours
<p>Why Valuation Matters for Startups</p> <p>Valuation Methods: Cost-to-Duplicate Approach, Market Multiple Approach, Discounted Cash Flow (DCF) Method, Venture Capital Method, Berkus Method and Scorecard Valuation</p> <p>Factors Influencing Startup Valuation: Team, Market Size, Traction, Product, Risk</p>		
Unit IV	Due Diligence and Term Sheets	10 Hours
<p>Investor Due Diligence Process</p> <p>Key Elements of a Term Sheet: Valuation, Investment Amount, Ownership %</p> <p>Liquidation Preference, Anti-dilution Clauses, Common Legal and Regulatory Considerations</p> <p>Exit Strategies for Investors: IPOs, Mergers & Acquisitions, Secondary Sales, Climate Tech and HealthTech Funding, Rise of Corporate Venture Capital</p> <p>Role of Incubators, Accelerators, and Government Schemes (e.g., Startup India)</p> <p>Global vs Indian Funding Ecosystem Comparison</p>		

Learning Experience

The course employs a blended learning model combining theory, practice, and industry exposure. Students will engage in investor pitch simulations, valuation modeling, term sheet negotiations, and comparative funding landscape analysis. Case studies of real startups, guest lectures from VCs and angel investors, and team-based funding strategy projects ensure practical, market-relevant learning. Students will develop entrepreneurial financial acumen and understand how funding decisions shape a startup's trajectory.

Textbooks

1. **Brad Feld & Jason Mendelson** – *Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist*, Wiley
2. **Alejandro Cremades** – *The Art of Startup Fundraising*, Wiley
3. **Sandeep Jain** – *Fundraising Made Easy for Startups*, Notion Press (for India-specific insights)

Suggested Readings

1. David S. Rose – *Angel Investing*
2. Mahendra Ramsinghani – *The Business of Venture Capital*
3. CB Insights Reports and PitchBook Startup Funding Trends
4. Sequoia Capital India – *Startup Pitch Templates and Term Sheet Guides*

Open Educational Resources (OER)

1. Startup India Learning Program
2. Y Combinator SAFE Templates and Guides
3. CB Insights – Valuation & Investor Insights
4. [Harvard Business School Startup Case Library](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced)	40 Marks

Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER VI					
Course Code: MCBAET602	Course Title: Critical Business Analysis	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

The **Critical Business Analysis** course equips students with the foundational and advanced tools to analyze businesses systematically, identify opportunities, and make data-driven decisions. Through a mix of strategic frameworks, data analysis techniques, and real-world applications, students will learn to critically evaluate business problems, market dynamics, and organizational strategies. Emphasizing both qualitative and quantitative analysis, the course also fosters critical thinking, logical reasoning, and an entrepreneurial mindset essential for startup founders, consultants, and decision-makers in corporate environments.

Course Outcome

Course Outcome (CO)	Course Outcome Statement	Bloom's Taxonomy Level
CO1	Understanding the core concepts and responsibilities associated with business analysis and critical thinking.	L2
CO2	Applying major business analysis frameworks and methodologies to evaluate real-world situations.	L3
CO3	Analyzing business data using qualitative and quantitative techniques for informed decision-making.	L4
CO4	Evaluating industry trends and performing competitive and market analysis.	L5
CO5	Integrating critical thinking and analysis to identify business opportunities and mitigate risks.	L5

Course Content

Unit I	Introduction to Critical Business Analysis	12 Hours
<p>Overview of Business Analysis and Its Importance</p> <p>Key Concepts and Terminologies in Business Analysis</p> <p>Role and Responsibilities of a Business Analyst</p> <p>Introduction to Critical Thinking in Business Contexts</p> <p>Importance of Analytical Mindset in Entrepreneurship</p>		
Unit II	Business Analysis Frameworks and Methodologies	13 Hours
<p>Overview of Popular Frameworks: SWOT Analysis, PESTLE Analysis</p> <p>Porter's Five Forces Model</p> <p>Business Analysis Methodologies: Agile, Waterfall, Business Process Modeling</p> <p>Application of Frameworks in Real-world Scenarios</p> <p>Case Studies: Application of frameworks in startups and corporates</p>		
Unit III	Qualitative and Quantitative Analysis Techniques	10 Hours
<p>Introduction to Qualitative Analysis Techniques (Interviews, Focus Groups, Surveys)</p> <p>Introduction to Quantitative Analysis Techniques (Market Research, Financial Analysis)</p> <p>Data Collection Methods and Best Practices</p> <p>Interpretation of Data for Business Decision-Making</p> <p>Introduction to Statistical Tools and Software (Excel, SPSS, Tableau basics)</p>		
Unit IV	Market and Industry Analysis	10 Hours
<p>Understanding Market Dynamics and Emerging Trends</p> <p>Techniques for Industry Analysis and Sectoral Studies</p> <p>Tools for Competitive Analysis (Benchmarking, Market Share Analysis)</p> <p>Risk Analysis and Opportunity Identification</p> <p>Case Studies: Analysis of sectors like E-commerce, EdTech, FinTech</p>		

Unit V	Market and Industry Analysis	10 Hours
Formulating Strategies Based on Business Analysis Strategic Decision-Making Process: Frameworks and Models How to Build and Present Actionable Business Recommendations Effective Communication of Analysis Results Final Project Work: Comprehensive Business Analysis Report for a Startup/Company		

Learning Experience

Students will engage in analytical simulations, case-based group discussions, and structured problem-solving exercises. Each framework introduced will be accompanied by real-life startup or corporate case studies for practical understanding. Assignments will include market research reports, analysis using Excel or Tableau, and strategy briefs. The course also encourages reflective thinking through business scenario critiques and peer-reviewed presentations.

Textbooks

1. **Paul, D. et al.** – *Business Analysis*, BCS Learning & Development Limited
2. **Harvard Business Review Press** – *HBR Guide to Data Analytics Basics for Managers*
3. **Cadle, J., Paul, D., & Turner, P.** – *Business Analysis Techniques: 99 Essential Tools for Success*

Suggested Readings

1. Michael Porter – *Competitive Strategy*
2. Malcolm McDonald – *Marketing Plans: How to Prepare Them, How to Use Them*
3. McKinsey & Company Insights – Industry and Market Analysis Reports

Open Educational Resources (OER)

1. [MIT OpenCourseWare – Managerial Decision Making](#)
2. [Harvard Business Review Articles on Analysis and Strategy](#)
3. Tableau Public – Sample Dashboards

4. [World Bank & IMF Sectoral Research Portals](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER VI					
Course Code: MCBMHS202	Course Title: Introduction to Financial Management	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basic knowledge of Finance				

Course Perspective

The Introduction to Financial Management course provides students with the foundational knowledge and skills to make informed financial decisions within a business context. The course covers the essential financial management principles, including the time value of money, investment decision-making, and capital structure. Additionally, it addresses practical aspects of managing dividends and working capital, equipping students with an understanding of how finance drives business value and growth. As financial managers in India increasingly play strategic roles, this course also explores their evolving responsibilities in balancing risks, returns, and stakeholder interests.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the key concepts of Financial Management.	L2
CO2	Applying present and future value of cash flows, annuities, and perpetuities to make informed financial decisions.	L3
CO3	Analysing capital budgeting techniques to evaluate investment opportunities and make project selection decisions.	L4
CO4	Evaluating the factors that influence capital structure and evaluate the impact of leverage on a company's financial performance.	L5

CO5	Evaluating dividend policy options and working capital requirements to identify strategies that optimize a firm's financial health and shareholder value.	L5
-----	------------------------------------------------------------------------------------------------------------------------------------------------------------------	----

Course Content

Unit I	Introduction	10 Hours
Meaning and Definition of Financial Management, Goals of Financial Management, The Fundamental Principle of Finance, Risk-return trade-off, Agency problem, Emerging roles of financial managers in India; Calculation of Time Value of Money: Future Value, Present Value, Annuity, Perpetuity.		
Unit II	Investment and Financial decisions	13 Hours
Capital Budgeting: Meaning, Capital budgeting Process; Project Classification; Evaluation Techniques – Payback period, ARR, Discounted payback period; NPV, PI, IRR, Accept/reject criteria. Capital Structure: Meaning, factors determining capital structure, capital structure planning and policy, capital structure theories; Different sources of Long-term Finance; Leverages: Operating leverage, financial leverage, and Combined leverage, EBIT-EPS analysis; Cost of capital: Cost of equity, Cost of preference shares, Cost of debt, WACC.		
Unit III	Dividend decisions	12 Hours
Meaning of dividend policy, factors influencing dividend policy, objectives of dividend policy, stability of dividends, forms of dividend; Relevance v/s Irrelevance of Dividends (Relevant Theory: Walter's Model, Gordon's Model; Irrelevant Theory: MM's Approach)		
Unit IV	Management of Working Capital	10 Hours
Introduction, Concepts of working capital, Operating and cash conversion cycle, Permanent and variable working capital, balanced working capital position, Determinants of working capital, Issues in working capital management, Estimating working capital requirement, Receivables Management-credit period and discount evaluation.		

Learning Experience: Students will engage with real-world scenarios to understand the calculation and interpretation of financial metrics. They will develop investment appraisal skills through hands-on practice with capital budgeting tools, such as NPV and IRR. By analysing different capital structure theories and applying leverage concepts, students will be empowered to assess long-term financing decisions critically. In addition, they will explore dividend policies and working capital management through case studies, giving them insight into maintaining liquidity and profitability in a business. By the end of the course, students will be well-versed in applying financial management concepts to enhance business decision-making effectively.

Textbooks

1. I.M. Pandey, "Financial Management", Vikas Publishing House
2. Prasanna Chandra, "Financial Management Theory and Practice", McGraw Hill
3. Khan M. Y. and Jain P. K., "Financial Management", McGraw Hill

Suggested Readings

1. Michael C. Ehrhardt and Eugene F. Brigham, "Corporate Finance", South-Western Publication.
2. Richard A. Brealey, Stewart Myers and Franklin Allen, "Principles of Corporate Finance" McGraw Hill

Open Educational Resources (OER)

1. <https://www.icsi.edu/media/webmodules/Financial%20and%20Strategic%20Management.pdf>www.saylor.org/courses/bus203/
2. <https://nibmehub.com/opac-service/pdf/read/Financial%20Management%20-Theory%20&%20Practice.pdf>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER VI					
Course Code: MCBBAG202	Course Title: Cost and Management Accounting	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basic knowledge of financial accounting				

Course Perspective

This course offers students a deep understanding of cost and management accounting, crucial for making strategic business decisions. It emphasizes the practical application of concepts such as cost analysis, marginal costing, budgeting, and variance analysis, equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the concept of cost and management accounting	L2
CO2	Applying costing methods like output costing, process costing, job costing, and contract costing for the purpose of cost ascertainment.	L3
CO3	Applying costing technique like budgetary control, standard costing, and marginal costing for the purpose of cost control.	L3

CO4	Analysing the cost of material, labor and overheads occurred in manufacturing a product.	L4
CO5	Evaluating business decisions using marginal costing technique.	L5

Course Content

Unit I	Introduction	9 Hours
<p>Costs overview: Definition, scope, objectives, and benefits of cost accounting. Cost Terminology and Concepts, elements of cost and cost sheet preparation. Difference between Financial Accounting and Cost Accounting.</p> <p>Management Accounting: Nature and Scope, Advantages and Limitations of Management Accounting, Difference between Cost Accounting and Management Accounting.</p>		
Unit II	Elements of Cost	12 Hours
<p>Materials: Oversight and regulation of procurement, storage, and distribution of materials. Approaches to managing inventory, including both periodic and perpetual systems for maintaining records (FIFO, LIFO, and Weighted Average price method). Economic Order Quantity (EOQ). Fixation of Material Levels: Re-order level, minimum level, maximum level, danger level.</p> <p>Labor Costs: Accounting and Management of employee expenses. Monitoring time through timekeeping and time-booking systems. Employee turnover: Definition, measurement methods, and accounting procedures. Understanding and handling idle time and overtime.</p> <p>Overheads: Classification, allocation, apportionment and absorption of overheads, Under and over- absorption of overheads</p>		
Unit III	Costing Methods and Techniques	12 Hours
<p>Job Costing, Batch Costing and Contract Costing, Single/ Output and Process Costing. Budgeting, Budgeting and Budgetary Control, Types of Budget, Fixed and Flexible Budget, Zero-Based Budgeting</p> <p>Standard Costing and Variance Analysis: Meaning of Standard Cost, Significance of Variance Analysis, Computation of Material, Labour Variances.</p>		
Unit IV	Marginal Costing and Decision Making	12 Hours
<p>Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing.</p> <p>Relevant Costs, Steps in Decision Making, Decisions Regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-Down or Continue.</p>		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and

participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as preparing cost sheets, conducting variance analysis, and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Bhattacharya, Management Accounting, 1st edition, Pearson Education.
2. Khan, M.Y, and Jain, P.K., Management Accounting, McGraw Hill Education.
3. Maheshwari, S.N., Principles of Management Accounting, Sultan Chand & Sons.
4. Tulsian P.C. (2007). Cost Accounting, The McGraw-Hill Publishing Company, New Delhi.
5. Arora, M.N., A Textbook of Cost and Management Accounting, Vikas Publishing House.

Suggested Readings

1. Horngren, C.T. (2012). Cost Accounting-A Managerial Perspective, London, UK: Pearson Education
2. Arora, M.N. (2021). A Textbook of Cost and Management Accounting, S Chand and Company.
3. H., S., & S. (2004). Introduction to Managerial Accounting. Tata McGraw-Hill Publishing Company Ltd.
4. Arora, M.N. & Katyal, Priyanka (2016) Cost Accounting, New Delhi: Vikas Publishing.

Open Educational Resources (OER)

1. <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf>
2. <https://cleartax.in/s/cost-accounting>
3. <https://www.icsi.edu/media/website/CostAndManagementAccounting.pdf>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER VII

SEMESTER VII						
Course Code: MCBBAG701	Course Title: Geo-Political Implications of Business	L	T	P	C	
Version	1	3	0	0	3	
Category of Course	Major					
Total Contact Hours	45					
Pre-Requisites/ Co-Requisites	Basic knowledge of the Business environment					

Course Perspective

This course explores the dynamic relationship between global political events and the business environment. It examines how geopolitical factors like international relations, political stability, and economic policies impact business operations, strategies, and market decisions. Students will gain insights into the ways businesses can adapt to geopolitical changes, mitigate risks, and leverage opportunities.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the fundamental concept of Geopolitical Implications of Business	L2
CO2	Applying risk assessment tools to evaluate geopolitical risks for specific countries and industries.	L3
CO3	Analysing geopolitical events to identify their impact on multinational corporations.	L4
CO4	Analysing the relationship between geopolitical factors and market dynamics, identifying how these influences shape competitive advantages for businesses.	L4
CO5	Evaluating various risk management frameworks and tools for their applicability in real-world geopolitical contexts,	L5

Course Content

Unit I	Introduction	10 Hours
Key concepts in geopolitics, geopolitics vs. geo-economics. Globalization and Business: How globalization influences the movement of goods, services, and labor; current challenges to globalization. Impact of Political and Economic Systems: Capitalism, socialism, and mixed economies; political stability and its role in business decision-making. Global Governance and Multilateral Organizations: Roles of the United Nations, World Trade Organization (WTO), International Monetary Fund (IMF), and World Bank in shaping international trade and business		
Unit II	Geopolitical Risks and Their Impact on Business Strategy	12 Hours
Types of Geopolitical Risks: Political risk, economic risk, policy risk, and societal risk. Risk Assessment and Management: Tools and techniques for Analysing geopolitical risk; PESTLE analysis, risk matrix, and scenario planning. Country Risk Analysis: Assessing and comparing risk factors across countries		
Unit III	Trade, Investment, and Economic Sanctions	12 Hours
Global Trade Dynamics and Policies: Tariffs, trade barriers, and free trade agreements. Foreign Direct Investment (FDI): Geopolitical factors affecting FDI inflows and outflows. Sanctions and Embargoes: Understanding economic sanctions, trade restrictions, and embargoes as geopolitical tools. Impact of Trade Agreements and Regional Blocks: Role of NAFTA/USMCA, EU, ASEAN, and RCEP in business strategies		
Unit IV	Emerging Geopolitical Trends and the Future of Business	11 Hours
Technological and Cyber Warfare: Implications of cyber security and technology control on global businesses. Environmental Geopolitics: Climate change, resource scarcity, and their impact on business sustainability. Rise of New Economic Powers: The influence of emerging markets like China, India, and Africa on the global business landscape. Future Trends: Predicting and preparing for the future; the role of data analytics and AI in anticipating geopolitical shifts.		

Learning Experience: In this course, students will engage in experiential learning through simulations, projects, and real-time analyses of current geopolitical events. Activities such as country risk assessments, scenario planning workshops, and sanctions management simulations will allow students to apply theoretical knowledge to real-world contexts, enhancing their decision-making and strategic skills. Guest lectures and interactive mapping exercises will deepen their understanding of global trade flows and alliances. The capstone project challenges students to develop a comprehensive business strategy in response to emerging geopolitical trends, fostering practical, adaptable insights for global business.

Textbooks

1. Stutz, F. P., & Warf, B. (2014). *The World Economy: Geography, Business, Development*. (6th ed.). Pearson.
2. Dwivedi, E. L., & Mishra, H. N. (2019). *Fundamentals of Political Geography*. Surjeet.

- O'Brien, R., & Williams, M. (2016). Global Political Economy: Evolution and Dynamics. (5th ed.). Red Globe Press.

Suggested Readings

- Ravenhill, J. Global Political Economy. Oxford. (Latest ed.).
- Wild, J. J., & Wild, K. L. (2017). International Business: The Challenges of Globalization. (8th ed.). Pearson

Open Educational Resources (OER)

- <https://escp.eu/sites/default/files/PDF/faculty-research/geopolitics-and-global-business-impact-ebook-ESCP-Business-School.pdf>
- <https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2024/05/managing-todays-geopolitical-risks.pdf>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER VII					
Course Code: MCBBAG751	Course Title: Data Analytics	L	T	P	C
Version	1	2	0	2	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course is designed to equip students with the analytical mind-set and skills required to work in today's data-driven business environment. It offers both conceptual clarity and practical exposure to data analytics tools. Students will learn how to process and interpret real-world datasets, uncover patterns, and make informed decisions that drive business success. The course lays the foundation for further study in data science, business analytics, and AI.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the fundamental concepts of data analytics and its role in decision-making	L1,L2
CO2	Cleaning , transforming, and preparing raw data using tools like Excel	L2,L3
CO3	Performing exploratory data analysis (EDA) using descriptive statistics and visualizations.	L3,L4
CO4	Applying analytical methods such as correlation, regression, and clustering for business insights.	L3,L4
CO5	Using data analytics tools Excel to build reports and dashboards.	L3,L5

Course Content

Unit I:	Introduction to Data Analytics	10 Hours
Definition, need, and evolution of Data Analytics, Types of analytics: Descriptive, Diagnostic, Predictive, Prescriptive, The data analytics process: Data collection, storage, analysis, and decision-making, Introduction to business datasets (e.g., sales, customer, HR), Roles and tools in data analytics		
Unit II	Data Preparation and Cleaning	10 Hours
Data types and data sources, Missing values, outliers, and data inconsistency, Data cleaning techniques: filtering, deduplication, formatting, Data transformation: normalization, aggregation, encoding, Hands-on using Excel		
Unit III	Exploratory Data Analysis (EDA)	Hours: 12
Summary statistics: Mean, Median, Mode, Standard Deviation, Percentiles, Data visualization: Bar chart, pie chart, histogram, boxplot, scatter plot, Identifying patterns, trends, and anomalies, Creating pivot tables and summary reports in Excel		
Unit IV	Analytical Methods and Reporting	13 Hours
Correlation and regression analysis, Basics of clustering and segmentation, Forecasting using historical data (simple time series analysis), Introduction to dashboards and dynamic reports, Hands-on with basic visual analytics in Excel		

Learning Experience:

After completing this course, students will:

1. Gain confidence in handling real-world data using industry-relevant tools
2. Be capable of drawing actionable business insights using analytics techniques
3. Develop hands-on experience in building data-driven reports and dashboards
4. Learn to identify trends, patterns, and outliers using visual and statistical methods
5. Be prepared for internships and entry-level roles in business analytics, marketing research, and data-driven decision-making

Textbooks

Suggested Readings

Open Educational Resources (OER)

- **OpenStax – Introductory Business Statistics**

<https://openstax.org/books/introductory-business-statistics/pages/1-introduction>

- **Harvard's Data Science: Wrangling (edX)**

<https://online-learning.harvard.edu/course/data-science-wrangling>

- **Data Analytics and Visualization in Business – LibreTexts**

https://biz.libretexts.org/Bookshelves/Data_Analytics

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: A student must secure 40% marks in the Internal and End Term Examination separately to secure a minimum passing grade.	

SEMESTER VII						
Course Code: MCBBET701	Course Title: Technology Commercialization and IP Strategy	L	T	P	C	
Version	1	3	0	0	3	
Category of Course	Major					
Total Contact Hours	45					
Pre-Requisites/ Co-Requisites						

SEMESTER VII					
Course Code: MCBBET702	Course Title: Venture Operation and Business	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

SEMESTER VIII

SEMESTER VIII					
Course Code: MCBBDR802	Course Title: Dissertation	L	T	P	C
Version	1	3	0	12	0
Category of Course	Major				
Total Contact Hours					
Pre-Requisites/ Co-Requisites					

SEMESTER VIII						
Course Code: MCBBAG801	Course Title: Business Negotiations	L	T	P	C	
Version	1	4	0	0	4	
Category of Course	Major					
Total Contact Hours	60					
Pre-Requisites/ Co-Requisites						

Course Perspective:

The course is designed to introduce students to the fundamental and advanced concepts of negotiation, focusing on its importance in various professional and personal contexts. It aims to provide students with practical skills and strategies necessary for effectively managing negotiation scenarios, including critical and crisis situations. Through a combination of theoretical knowledge and hands-on experience, the course prepares students to handle complex negotiations, build and maintain relationships, and make informed, ethical decisions. By engaging with real-world case studies, simulation exercises, and expert insights, students will develop the confidence and competence required to negotiate successfully in diverse environments.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding negotiation principles concepts to identify core issues in dealmaking and dispute resolution.	L2
CO2	Applying negotiation frameworks to develop structured negotiation plans.	L3
CO3	Analysing the types and critical moments within negotiation approaches, to build trust and understand the other party's perspective.	L4

CO4	Analysing negotiation strategies for managing complex negotiations to enhance negotiation outcomes.	L4
CO5	Evaluating negotiation dynamics to optimize equitable outcomes and adapt strategies for complex negotiations with multiple stakeholders.	L5

Course Content

Unit I:	Negotiation Fundamentals and Frameworks	15 Hours
Negotiation Fundamentals Key concepts and core vocabulary of negotiation process, dealmaking and dispute resolution, Assumptions and biases that are barriers to effective negotiation, Collaborative approaches, risk & opportunities to achieve win-win outcomes. Negotiation Canvas- Introduction of a framework for negotiation preparation and how to use it, Elements of negotiation canvas i.e relationship, alternatives, legitimacy, options, interests among others, Difference between position and interests.		
Unit II	Negotiation Approaches and Critical Communication	15 Hours
Types of negotiation approaches used by negotiators Critical moments that can make or break the deal How to identify these critical moments, Strategies to manage critical moments in the Negotiation Effective Communication and Relationship Building. Role of communication and relationship in negotiation, Understanding the other party's psychology to understand their interests, build trust and improve the scope of the negotiation, unconditionally constructive behaviours, Methods of building trust, and empathy, Overcoming communication barriers, difficult behaviours and information asymmetry.		
Unit III	Value Discovery and Complex Negotiations	15 Hours
Discovering, creating and claiming value Methods of value discovery during negotiation, Concept of distributive bargaining, equitable solutions, and ZOPA (zone of possible agreement), Biases and enemies of value creation. Complex Negotiations Strategies for negotiations are not straightforward, involve several issues, include multiple stakeholders, and /or involve powerful parties, Hofstede's Culture dimensions, Dealing with people with difficult behaviour.		
Unit IV	Alternatives to Negotiation	15 Hours
Managing Alternatives Concept of BATNA (Best Alternative to Negotiated Agreement), Methods to evaluate alternative options/offers, Management of one's alternatives and other party's alternatives during negotiation. Legitimacy and Building Commitment When to say yes to agreed terms, and when to walk away, Criteria for decision-making on negotiated terms, Assessment of the legitimacy of negotiated terms, Leading all parties to commit to the negotiated agreement, Steps from plan to execution		

Learning Experience:

The learning process for this course will be engaging and multifaceted, using lectures, case-based discussions, interactive workshops, and practical exercises to cover each unit's essential aspects. Through in-class discussions and simulations, students will practice key negotiation strategies, develop communication techniques, and apply frameworks like the Negotiation Canvas. Quizzes and tests will solidify conceptual understanding, while practical case studies and role-playing scenarios will allow students to develop critical and creative thinking skills. This approach enables students to refine their analytical, interpersonal, and strategic capabilities, empowering them to effectively handle real-world negotiations with confidence and empathy. The hands-on practice combined with theory ensures a well-rounded learning experience that deepens comprehension and enhances practical negotiation skills.

Textbooks

1. Entrepreneurial Negotiation: Understanding and Managing the Relationships That Determine Your Entrepreneurial Success, by Samuel Dinnar and Lawrence Susskind.
2. Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle), by Deepak Malhotra.

Suggested Readings

1. Negotiating at Work: Turn Small Wins into Big Gains, by Deborah M. Kolb and Jessica L. Porter.
2. Bargaining with the Devil: When to Negotiate, When to Fight, by Robert Mnookin.

Open Educational Resources (OER)

1. <https://ocw.mit.edu/>
2. <https://openstax.org/>
3. <https://www.coursera.org/>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks

External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER VIII						
Course Code: MCBBAG802	Course Title: Design and Development	Organisation	L	T	P	C
Version	1		4	0	0	4
Category of Course	Major					
Total Contact Hours	60					
Pre-Requisites/ Co-Requisites						

Course Perspective: This course aims to provide students with a comprehensive understanding of how organizations are structured, evolve, and adapt through effective design and development interventions. Students will explore the frameworks, models, and tools needed to analyse, design, and manage organizational structures, culture, and processes. The course also focuses on organizational diagnostics, change management, and strategic alignment to improve organizational effectiveness and adaptability.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understand core concepts, principles, and models of organizational design and development	L2
CO2	Apply structural and cultural frameworks to solve organizational problems	L3
CO3	Analyze the effectiveness of organizational structures in dynamic environments	L4
CO4	Evaluate and design change interventions using OD techniques	L5
CO5	Create strategies to align organizational design with strategy and culture	L6

Course Content

Unit I	Foundations of Organisation Design	10 Hours
Meaning, principles, and relevance of organization design, Approaches to organizational design: Classical, Neoclassical, Modern, Contingency theory and design models (Mintzberg's framework, Galbraith Star Model), Fit between strategy, structure, and environment		
Unit II	Structural Dimensions and Configuration	10 Hours
Key structural elements: Specialization, Departmentalization, Span of control, Centralization, Types of structures: Functional, Divisional, Matrix, Team-based, Network,		

Structural alignment with organizational goals, Design implications of size, technology, and lifecycle stage		
Unit III	Organizational Development (OD): Theoretical Framework	10 Hours
Nature and scope of OD, OD values, assumptions, and characteristics, OD process: Entry, Diagnosis, Feedback, Intervention, Evaluation, Diagnostic models: Six-box model, Weisbord model, McKinsey 7S, Burke-Litwin		
Unit IV	OD Interventions, Organizational Change and Emerging Trends and Strategic OD	15 Hours
Individual level: Coaching, Mentoring, Sensitivity training, Group level: Team building, Process consultation, Organizational level: Survey feedback, Structural interventions, Resistance to change and strategies to overcome it, Role of change agents and consultants, Agile organizations and design thinking, Digital transformation and its impact on OD, Future of work and reconfiguring organizations, OD in global organizations and cross-cultural context, Ethics and sustainability in OD practices		

Learning Experience:

The **learning experience** in this course is designed to go beyond theoretical understanding, focusing on active engagement, critical reflection, and real-world application of concepts related to organization design and development. Lectures will introduce foundational concepts and frameworks of organizational design and development using storytelling, real-life corporate examples, and multimedia tools to enhance conceptual clarity and engagement.

Students will analyse Indian and global case studies from organizations that underwent structural transformation, cultural shifts, or large-scale development interventions. Cases such as Google's team structure, Zappos' holacracy, or Tata Group's reorganization will help in applying theoretical principles to practical contexts.

Students will participate in role-play exercises simulating organizational challenges like restructuring, merger integration, managing resistance to change, and cultural realignment. These simulations will build competencies in communication, emotional intelligence, and strategic thinking. Group assignments will involve diagnosing organizational problems and proposing design or OD interventions. Students will create mock organization charts, cultural assessment reports, and development roadmaps for fictitious or real firms.

Textbooks:

French, W.L., & Bell, C.H. (2008). Organization Development. Pearson Education.

Cummings, T.G., & Worley, C.G. (2014). Organization Development and Change, Cengage Learning.

Galbraith, J. (2002). Designing Organizations: An Executive Guide to Strategy, Structure, and Process. Jossey-Bass.

Jones, G.R. (2013). Organizational Theory, Design and Change, Pearson Education.

Suggested Readings:

Robbins, S.P. Organization Theory: Structure, Design and Applications

Burke, W.W. Organization Change: Theory and Practice
 Block, P. Flawless Consulting: A Guide to Getting Your Expertise Used
 Pareek, U. Understanding Organizational Behavior

Open Educational Resources (OER):

Coursera – Organizational Analysis

MIT OpenCourseWare – Organizational Processes

LinkedIn Learning – Organization Design Courses

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (40 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER VIII					
Course Code: MCBBAG803	Course Title: Transformational Leadership	L	T	P	C
Version	1	4	0	0	4
Category of Course	Major				
Total Contact Hours	60				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course explores the principles and practices of Transformational Leadership—an approach that inspires and motivates individuals to achieve exceptional outcomes while fostering personal and professional growth. Through theoretical grounding, real-world case studies, and practical exercises, students will develop skills to lead with vision, integrity, and emotional intelligence in complex, changing environments.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the key managerial traits and skills essential for effective leadership.	L2
CO2	Analyzing how managerial traits and skills influence leadership effectiveness in dynamic business environments.	L3
CO3	Evaluating the relevance and applicability of different leadership competencies across organizational levels and environments.	L4
CO4	Applying strategies for continuous personal development and skill enhancement as a leader.	L4

CO5	Designing and assessing developmental programs aimed at human resource and leadership growth.	L5
-----	-----------------------------------------------------------------------------------------------	----

Course Content

Unit I:	Introduction to Managerial Traits and Skills	10 Hours
Managerial Traits and Skills: Nature of Traits & Skills: Emotional Stability, Defensiveness, Integrity, Interpersonal Skills, Technical & Cognitive Skills. Managerial Traits and Effectiveness: High Energy level and Stress Tolerance, Self Confidence, Internal Locus of Control, Emotional Stability and Maturity, Power Motivation, Personal Integrity, Achievement Orientation, Need for Affiliation. Managerial Skills and Effectiveness: Technical Skills, Conceptual Skills, Interpersonal Skills..		
Unit II	Relevant Competencies for Leadership Skill	13 Hours
Intelligence, Systems Thinking, Ability to learn. Situational Relevance of Skills: Skills Needed at Different levels, Transferability of Skills Across, Organizations, Requisite Skills and the External Environment. Applications for Managers: Maintain Self-Awareness, Develop relevant skills, Remember that strength can become a weakness, Compensate for weaknesses		
Unit III	Developing Human Resources	11 Hours
Amount of challenge, Variety of Tasks or Assignments. Relevant Feedback. Developmental Activities: Multisource Feedback, Developmental Assessment Centers, Developmental Assignments, Job Rotation Programs, Action Learning, Mentoring, Executive Coaching, Outdoor Challenge Programs, Personal Growth Programs.		
Unit IV	Contemporary Issues in Leadership: Inspirational Approach on Leadership	11 Hours
Charismatic Leadership, Transformational Leadership Authentic Leadership: Self-awareness, Self-regulation & development, Relational Transparency Contemporary Leadership Roles: Mentoring , Self-Leadership, E-Leadership Leadership Development: Ingredients of Leadership Development, Leadership Development Process		

Learning Experience: The learning experience in this course is designed to be **experiential, reflective, and application-oriented**, fostering both conceptual understanding and practical leadership competencies. The course blends theory with real-world applications through a variety of teaching-learning methodologies.

Textbooks

1. Gary Yukl: Leadership in organisations, Pearson Education, New Delhi. L M Prasad:
2. Organisational Behaviour, Sultan Chand & Sons, New Delhi. P.Guggenheimer& M. Diana
3. zulc: Understanding Leadership Competencies,Viva, books, New Delhi

Suggested Readings

1. **Bass & Riggio** – *Transformational Leadership*
2. **James MacGregor Burns** – *Leadership*
3. **Daniel Goleman** – *Emotional Intelligence*
4. Harvard Business Review articles on leadership and change
5. Selected case studies and podcasts (e.g., *HBR Ideacast*, *Coaching for Leaders*)

Open Educational Resources (OER)

1. <https://www.whatishumanresource.com/human-resource-management>
2. <https://www.hrmagazine.co.uk/>

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	40 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	40 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	