

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



Affiliated to

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



**Evaluation Scheme & Syllabus
For
Master of Business Administration
Innovation, Entrepreneurship and Venture Development (IEV)**

First Year

(Effective from the Session: 2026-27)

NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA**(An Autonomous Institute)****MBA -IEV****Evaluation Scheme****SEMESTER I**

Sl. No.	Subject Codes	Subject Name	Types of Subjects	Periods			Evaluation Schemes				End Semester		Total	Credit
				L	T	P	CT	TA	TOTAL	PS	TE	PE		
1	DMBIE0101	Business Communication & English	Mandatory	2	0	0	30	20	0	50	50	0	100	2
2	DMBIE0102	Business Statistics & Quantitative Techniques	Mandatory	2	0	0	30	20	0	50	50	0	100	2
3	DMBIE0103	Foundation of Entrepreneurship	Mandatory	2	0	0	30	20	0	50	50	0	100	2
4	DMBIE0104	Financial Reporting Statements & Analysis	Mandatory	3	0	0	30	20	0	50	100	0	150	3
5	DMBIE0105	Ideation & Design Thinking	Mandatory	2	0	0	30	20	0	50	50	0	100	2
6	DMBIE0106	Incubation, Innovation & Startup Landscape in India	Mandatory	2	0	0	30	20	0	50	50	0	100	2
7	DMBIE0107	Managerial Economics for Entrepreneurs	Mandatory	3	0	0	30	20	0	50	100	0	150	3
8	DMBIE0108	Organizational Behavior & Entrepreneurial Leadership	Mandatory	2	0	0	30	20	0	50	50	0	100	2
9	DMBIE0153	Visit to An Entrepreneurial based Event/ Incubator Visit of other institute	Mandatory	0	0	2	0	0	25	25	0	25	50	1
10	DMBIE0154	Environmental Analysis & Opportunity Scanning	Mandatory	0	0	2	0	0	25	25	0	25	50	1
11	DMBIE0155	Excel for Business	Mandatory	0	0	6	0	0	50	50	0	100	150	3
12	DMBIE0159	Capstone 1 - Ideation: Development of an Innovative Business Idea into a Proof-of-Concept	Mandatory	0	0	8	0	0	50	50	0	100	150	4
13		*MOOCs	*MOOCs	0	0	0	0	0	0	0	0	0	100	2
		TOTAL											1400	29

Abbreviation Used:

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

CE: Core Elective, OE: Open Elective, DE: Departmental Elective, PE: Practical End Semester Exam, CA: Compulsory Audit,

MOOCs: Massive Open Online Courses.

NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute)

MBA -IEV

Evaluation Scheme

SEMESTER II

Sl. No.	Subject Codes	Subject Name	Types of Subjects	Periods			Evaluation Schemes				End Semester		Total	Credit
				L	T	P	CT	TA	TOTAL	PS	TE	PE		
1	DMBIE0201	Business Research Methods & Decision Making	Mandatory	2	0	0	30	20	0	50	50	0	100	2
2	DMBIE0202	Data Driven Decision Making and Business Intelligence	Mandatory	3	0	0	30	20	0	50	100	0	150	3
3	DMBIE0203	Family Run Business and Succession Planning	Mandatory	2	0	0	30	20	0	50	50	0	100	2
4	DMBIE0204	Marketing Management	Mandatory	3	0	0	30	20	0	50	100	0	150	3
5	DMBIE0205	New Venture Creation & Management	Mandatory	2	0	0	30	20	0	50	50	0	100	2
6	DMBIE0206	Product Design & Development	Mandatory	2	0	0	30	20	0	50	50	0	100	2
7	DMBIE0257	Action Learning Segment-I: Internship with Incubation/Mentor Organization	Mandatory	0	0	12	0	0	50	50	0	100	150	6
8	DMBIE0258	Startup Conclave/Hackathon/Business Plan Participation Certificate	Mandatory	0	0	8	0	0	50	50	0	100	150	4
9	DMBIE0259	Capstone 2 - Development of Business Idea into Working Prototype	Mandatory	0	0	8	0	0	50	50	0	100	150	4
		TOTAL											1150	28

Abbreviation Used:

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

Course Code: DMBIE0101		Course Name: Business Communication & English			L	T	P	C
Course Offered in: MBA (IEV)					2	0	0	2
Pre-requisite: Basic understanding of English language and communication fundamentals.								
Course Objectives: - To develop workplace communication competencies required for professional success in corporate and organizational environments. - To enhance verbal, digital, interpersonal, presentation, interview, and business writing skills through practical and technology-assisted learning approaches.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand the principles and significance of workplace communication in professional environments.				K2			
CO2	Apply oral, written, and digital communication strategies effectively in organizational contexts.				K3			
CO3	Demonstrate professional interpersonal, presentation, and teamwork communication skills.				K3			
CO4	Analyze the role of technology, digital platforms, and AI tools in workplace communication.				K4			
CO5	Develop employability and leadership communication competencies for modern workplaces.				K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		2	1	2	3	1		
CO2		3	2	2	3	2		
CO3		2	2	3	2	3		
CO4		2	3	1	3	2		
CO5		2	2	3	2	3		
Course Contents / Syllabus								
Module 1		Foundations of Workplace Communication					6 hours	
- Meaning, process, and importance of workplace communication - Communication models and organizational communication flow - Formal and informal communication - Barriers to workplace communication and strategies to overcome them - Active listening and workplace listening skills - Emotional intelligence and communication effectiveness - Communication ethics and professionalism								
Module 2		Professional Spoken Communication Skills					6 hours	
- Professional speaking and workplace interaction - Group discussions and team communication - Meeting management and business conversations - Workplace etiquette and corporate behaviour - Presentation skills and public speaking - Persuasive communication and confidence building - Negotiation and conflict-resolution communication - Cross-cultural communication in global workplaces								
Module 3		Business Writing and Digital Communication					6 hours	
- Professional emails and email etiquette - Business letters, notices, agendas, and minutes - Report writing and executive summaries - Resume writing and LinkedIn profile development - Workplace documentation and proposal writing - Digital communication tools and virtual collaboration - Communication through MS Teams, Zoom, Slack, and workplace platforms - AI-assisted workplace communication tools								
Module 4		Employability and Interview Communication					6 hours	

- Interview communication strategies
- HR and technical interview preparation
- Mock interviews and professional self-introduction
- Workplace networking and relationship management
- Telephone and virtual interview communication
- Workplace problem-solving communication
- Leadership communication and decision-making skills
- Professional branding and career communication

Module 5	Emerging Trends in Workplace Communication	6 hours
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- Communication in hybrid and remote workplaces
- Social media communication and professional identity
- AI and automation in business communication
- Workplace storytelling and strategic communication
- Communication analytics and digital professionalism
- Communication challenges in multicultural organizations
- Future workplace communication trends

Total	30 Hours
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Textbook:

S. No.	Book Title	Author
1	Business Communication. McGraw-Hill Education (2023)	Locker, K., Mackiewicz, J., Aune, J. E., & Kienzler, D
2	Technical Communication: Principles and Practice. Oxford University Press.	Raman, M., & Sharma, S.

Reference Books:

S. No.	Book Title	Author
1	Effective Business Communication. McGraw-Hill Education (2020)	Jain, N., & Mukherji, S.
2	Effective Business Communication. McGraw-Hill (2021)	Murphy, H., Hildebrandt, H., & Thomas, J.
3	Essentials of Business Communication. Cengage Learning (2022)	Guffey, M. E., & Loewy, D.

NPTEL/ Youtube/ Faculty Video Link:

1	https://nptel.ac.in/courses/109107121
2	https://www.youtube.com/@TED
3	https://www.bbc.co.uk/learningenglish
4	https://www.coursera.org/learn/business-communication
5	https://www.linkedin.com/learning/

Mode of Evaluation

CIE							TE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				50	100

Course Code: DMBIE0102			Course Name: Business Statistics & Quantitative Techniques for Managers			L	T	P	C
Course Offered in: MBA						2	0	0	2
Pre-requisite: Basic knowledge of statistics									
Course Objectives: Learn the fundamental concepts of business statistics, including data collection, analysis, and interpretation. Apply statistical methods to address business challenges and make informed decisions based on statistical insights.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Apply the basic concepts of descriptive analytics in business statistics problems.					K3			
CO2	Apply Correlation and Regression analysis into business problems and their implication on Business performance.					K3			
CO3	Apply the basic concepts of probability and probability distributions in business problems.					K3			
CO4	Apply the Operations Research principles and methodologies, including linear programming problem in better decision-making.					K3			
CO5	Apply the concept of transportation and assignment problems to find optimum solution for decision-making.					K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping	PO1	PO2	PO3	PO4	PO5				
CO1	3	3	1	2	-				
CO2	3	3	1	2	-				
CO3	3	3	1	2	-				
CO4	3	3	1	2	-				
CO5	3	3	1	2	-				
Course Contents / Syllabus									
Module 1		Descriptive Analytics					6 hours		
Introduction of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Moments, Skewness and Kurtosis.									
Module 2		Predictive Analytics					6 hours		
Correlation Analysis: Rank correlation coefficient & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.									
Module 3		Probability Theory					6 hours		
Theory of Probability, Addition and Multiplication Law, Bayes Theorem, Random Variables, Discrete and Continuous Random Variables, Probability Mass functions, Probability Density functions									
Module 4		Operations Research: Introduction & Linear Programming Problem					6 hours		
Nature Definition and characteristics of Operations Research, Phases of OR problem approach, Models of OR, Scope and applications of Operations Research, Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems, Duality.									
Module 5		Transportation Problem & Assignment Problem					6 hours		
Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and MODI Method. Assignment Problem: Hungarian Algorithm and its applications.									
							Total Lecture Hours		30 hours
Textbook:									
S.No	Book Title:				Author				
1	Statistical Methods, Sultan Chand & Sons.				S. P. Gupta				
2	Business Statistics, Pearson Education, New Delhi.				J.K. Sharma.				
3	“Operations Research”				S. Kalavathy				
4	Operations Research(PHI,2ndEdition)				R. Panneerselvam				
Reference Books:									
S.No.	Book Title:				Author				

1.	“Business Statistics” TATA McGraw Hill. 3rd ed,	G C Beri
2.	“Statistics for Managers” PHI Learning. 1st edition	Chandrasekaran & Umavathi
3.	“Business Statistics using Excel” Oxford.	Davis, Pecar
4.	“Business Statistics” Wiley India. 5th ed	Ken Black

NPTEL/ Youtube/ Faculty Video Link:

UNIT 1	https://youtu.be/XaHFNhHfXwQ?si=OJKYu_BVt4n88ONp https://youtu.be/BsVtMnp3vks?si=orRM338vLgBE-hQS
UNIT 2	https://youtu.be/TWd42yUBZkk?si=PA4D8KQ-HgF65ebs https://www.youtube.com/watch?v=OQV8WmUdeIo&list=PLbMVogVj5nJSpj5sl-8tdKARg1lw2wEa-&index=1&pp=iAQB
UNIT 3	https://www.youtube.com/watch?v=r1sLCDA-kNY&list=PL8AE5D5CCA85AE91D&index=1&pp=iAQB https://www.youtube.com/watch?v=bpKarwFDRIk&list=PL8AE5D5CCA85AE91D&index=4&pp=iAQB https://youtu.be/cp7_ZF2kNi4?si=AgRIQVjIZkRg4nbZ https://www.youtube.com/watch?v=p1Y4yJ1XnKY&list=PLbMVogVj5nJQWowhOG0-K-yL-bwRRmm3C&index=5&pp=iAQB
UNIT 4	NPTEL – Optimization Techniques by Prof. S. S. Rao (https://nptel.ac.in) https://youtu.be/4U3B5lr-MqM
UNIT 5	https://youtu.be/oE2nJTXC8OM https://youtu.be/oE2nJTXC8OM https://youtu.be/BUGlhEecipE https://youtu.be/82s6vjg-vhg https://youtu.be/j58TUy0d9R4 https://www.youtube.com/watch?v=Bt9IG9TTXZI https://www.youtube.com/watch?v=zN4AE1YjE2I https://www.youtube.com/watch?v=KarLMGILAJc

Mode of Evaluation

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

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Course Code: DMBIE0103	Course Name: Foundation of Entrepreneurship	L	T	P	C
Course Offered in: MBA (IEV)		2	0	0	2

Pre-requisite: Basic understanding of business environment, innovation, and entrepreneurial concepts.

Course Objectives: To develop an entrepreneurial mindset, opportunity recognition ability, innovation skills, startup orientation, and practical venture creation competencies among students through experiential and practice-oriented learning.

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

		Bloom's Knowledge Level (KL)
CO1	Understand entrepreneurial opportunities and startup ideas through problem-solving approaches.	K2
CO2	Analyze innovative business models and validate entrepreneurial ideas through customer interaction.	K4
CO3	Understand the startup ecosystem and funding mechanisms.	K2
CO4	Demonstrate entrepreneurial communication, pitching, and prototype-based business solutions.	K3
CO5	Create practical venture solutions through experiential and project-based learning.	K6

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

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

Course Contents / Syllabus

Module 1	Concept of Entrepreneurship and Startup Awareness	6 Hours
Meaning, characteristics, importance, and theories of entrepreneurship, Entrepreneurial mindset, Types of entrepreneurs and startups, Startup ecosystem in India, Identifying business opportunities, Entrepreneur interaction/success stories, and startup case discussions.		
Module 2	Creativity, Innovation, and Idea Validation	6 Hours
Creativity techniques, Innovation process, Idea generation methods, Market gap analysis, Customer discovery and validation, Business Model Canvas, Lean startup approach, Prototype and idea validation activities, Industry interaction and field exposure.		
Module 3	Startup Planning and Resource Management	6 Hours
Startup planning process, Feasibility analysis, Legal registration and startup compliance, Funding sources, Incubation and government startup schemes, Interaction with incubators/startup founders, Expert sessions, Startup simulation.		
Module 4	Entrepreneurial Skills and Venture Pitching	6 Hours
Leadership and team building, Entrepreneurial communication skills, Networking, negotiation, and presentation skills, Pitching and storytelling techniques, Role plays, Mock pitching, Peer evaluation, and Practical workshops.		
Module 5	Venture Creation and Experiential Learning	6 Hours
Business plan preparation, Prototype/demo development, Market testing, Customer feedback analysis, Sustainability and ethics in entrepreneurship, startup showcase, and presentation, Business pitch presentation.		
Total Lecture Hours		hours

Textbook:

Sr. No	Book Title	Author
1	Entrepreneurship Development and Small Business Enterprises (3rd Edition) By Pearson	Dr. Poorima Charantimath

Reference Books:

Sr. No	Book Title	Author
1	Entrepreneurship	Robert D. Hisrich, Michael Peters, and Dean A. Shepherd
2	Innovation and Entrepreneurship	Peter Drucker

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Text Books: 1.

NPTEL/ YouTube/ Faculty Video Link:

1.	nptel.ac.in/courses/110106141
2.	YC Startup Library Y Combinator
3.	6 Tips on Being a Successful Entrepreneur John Mullins TED
4.	Lecture 1 - How to Start a Startup (Sam Altman, Dustin Moskovitz)
5.	Fast Now. Fayda Now. Amazon Now Lowest Cart

Mode of Evaluation

			CIE				ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				50	100



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Course Code: DMBIE0104	Course Name: Financial Reporting, Statement and Analysis	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3
Pre-requisite: Basic knowledge of Accounting Principles, Business Finance, and Fundamentals of Entrepreneurship.					
Course Objectives: To equip MBA-IEV students with the ability to read, interpret, and analyse financial statements in the context of new ventures and entrepreneurial decision-making. The course focuses on financial reporting practices, performance evaluation, and drawing actionable insights for startup strategy, investor communication, and sustainable business growth.					
Course Outcome: After completion of this course, students will be able to:					Bloom's Knowledge Level (KL)
CO1	Understand and prepare financial statements as per Schedule III of the Companies Act, 2013, applicable to early-stage and growing ventures.	K2			
CO2	Analyse income statements, balance sheets, and cash flow statements to evaluate financial health and viability of entrepreneurial ventures.	K4			
CO3	Apply comparative, common-size, ratio, and DuPont analyses to assess venture performance and benchmark against industry peers.	K3			
CO4	Comprehend the financial reporting framework including GAAP, IFRS, Ind-AS, and the regulatory environment (SEBI, MCA, ICAI) relevant to startups and new business entities.	K2			
CO5	Evaluate ethical dimensions of financial reporting, creative accounting, earnings management, and ESG/sustainability reporting in the context of entrepreneurial ventures.	K5			

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

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

Course Contents / Syllabus

Module 1:	Introduction to Financial Statements and Analysis for Ventures	8 hours
Objectives and users of financial statements; Preparation of financial statements as per Schedule III, Companies Act 2013; Overview of key financial statements — Balance Sheet, Statement of Profit & Loss, Cash Flow Statement; Relevance of financial reporting for entrepreneurs, investors, and lenders; Introduction to financial analysis as a decision-making tool for startups and growing ventures.		
Module 2:	Tools of Financial Analysis: Ratios and Cash Flow	8 hours
Ratio analysis: profitability, liquidity, solvency, and turnover ratios — concepts, computation, interpretation, and limitations; Cash flow analysis using the indirect method; Burn rate and runway analysis relevant to startups; Reading financial statements from the perspective of venture investors and lenders.		
Module 3:	Comparative, Common-Size, and Strategic Analysis	8 hours
Horizontal and vertical analysis; Common-size financial statements; Trend analysis; Intra-company and inter-company comparison; DuPont analysis framework; Benchmarking venture performance against sector norms and investor expectations; Identifying financial red flags in startup financials.		

Module 4:			Framework of Financial Reporting and Regulatory Environment			8 hours	
GAAP vs IFRS vs Ind-AS — key differences and convergence; Legal requirements under the Companies Act 2013; Role of SEBI, MCA, ICAI, and IASB; Corporate disclosures and compliance requirements; Financial reporting obligations for startups, MSMEs, and private limited companies; Introduction to DRHP, pitch decks, and financial disclosures for fundraising.							
Module 5:			Financial Reporting Process, Ethics & Emerging Issues in Reporting			8 hours	
Reporting cycle and accounting policies; Accounting estimates and notes to accounts; Creative accounting and earnings management — recognition and implications for investors; Insider trading and corporate governance; Sustainability and ESG reporting — frameworks (GRI, BRSR) and relevance for responsible entrepreneurship; Integrated Reporting (IR) as a tool for venture storytelling.							
Total Lecture Hours: 40							
Textbook:							
S.No.		Book Title				Author	
1.		Financial Statement Analysis and Security Valuation (5th ed.)				Stephen Penman	
2.		Financial Reporting and Analysis: Using Financial Accounting Information (14th ed.)				Charles H. Gibson	
Reference Books:							
S.No.		Book Title				Author	
1.		Financial Intelligence for Entrepreneurs				Karen Berman & Joe Knight	
2.		Indian Accounting Standards (Ind-AS) — Study Material				ICAI Publications	
3.		Accounting for Value				Stephen Penman	
4.		Analysis of Financial Statements (3rd ed.)				Frank J. Fabozzi & Pamela P. Peterson	
NPTEL / YouTube / Faculty Video Links:							
1		https://nptel.ac.in/courses/110105049 — Financial Accounting (IIT Kharagpur)					
2		https://nptel.ac.in/courses/110106080 — Corporate Finance (IIT Bombay)					
3		https://www.youtube.com/@accountinginsights — Financial Statement Analysis playlist					
4		https://www.coursera.org/learn/financial-ratios					
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1	TA2	Attendance		
			5	5	10		
30			20			100	150

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Course Code: DMBIE0105		Course Name: Ideation & Design Thinking Elective		L	T	P	C
Course Offered in: MBA (IEV)				2	0	0	2
Pre-requisite: Basic understanding of Entrepreneurship, Creative Thinking, and Business Problem-Solving.							
Course Objectives: To equip MBA IEV students with human-centred design thinking frameworks and ideation techniques to identify opportunities, generate innovative solutions, and build viable prototypes. The course aims to develop empathy-driven problem-solving, creative confidence, and structured innovation skills for entrepreneurial ventures.							
Course Outcome: After completion of the course, the student will be able to				Bloom’s Knowledge Level (KL)			
CO1	Understand the principles of Design Thinking and its application in entrepreneurial problem-solving.			K2			
CO2	Apply empathy mapping, user research techniques, and problem framing to define real-world challenges.			K3			
CO3	Generate innovative ideas using structured ideation tools such as SCAMPER, mind mapping, and brainwriting.			K3			
CO4	Develop and test low-fidelity prototypes using iterative feedback loops to validate business ideas.			K5			
CO5	Evaluate and pitch design-led solutions integrating entrepreneurial and human-centred perspectives.			K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	1	2	1	
CO2		2	3	2	2	2	
CO3		2	3	2	1	2	
CO4		3	3	2	2	3	
CO5		3	3	3	3	3	
Course Contents / Syllabus							
Module 1		Introduction to Design Thinking				6 hours	
Overview of Design Thinking – history, principles, and relevance to entrepreneurship; Stanford B.school and IDEO frameworks; The five stages of Design Thinking: Empathize, Define, Ideate, Prototype, Test; Comparison with traditional problem-solving approaches; Design Thinking vs. Lean Startup vs. Agile. Group exercise: identify a campus/community problem using Design Thinking lens; Case study: How a leading startup applied Design Thinking to disrupt an industry							
Module 2		Empathize & Define				6 hours	
Empathy as the foundation of human-centred design; User research methods – interviews, observation, shadowing, surveys; Empathy maps, user personas, and journey maps; Problem framing and reframing; Point-of-View (POV) statement and How-Might-We (HMW) questions; Identifying latent user needs. Conduct user interviews on a real problem and build empathy maps; Observation exercise in a market/campus environment.							
Module 3		Ideation Techniques				6 hours	

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Principles of creative ideation – divergent and convergent thinking; Brainstorming, brainwriting, and worst possible idea technique; SCAMPER method; Mind mapping and concept mapping; Six Thinking Hats; Crazy 8s and rapid sketching; Idea selection criteria and prioritisation matrices. SCAMPER exercise on an existing product/service; Crazy 8s ideation sprint – generate 8 ideas in 8 minutes; Group activity: evaluate and prioritise ideas using voting/scoring methods.

Module 4	Prototyping & Iterative Testing	6 hours
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What is a prototype? Fidelity levels – paper, digital, and physical; Fail fast, learn fast philosophy; Designing tests and user feedback frameworks; Minimum Viable Product (MVP) as a prototype; Pivot vs. persevere decisions; Lean canvas and Business Model Canvas integration with prototyping. Build a paper prototype for a student-generated idea; Case study: How an Indian startup iterated its product based on user tests.

Module 5	Synthesis, Storytelling & Pitch	6 hours
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Synthesizing research and ideation into a design solution; Storytelling frameworks – narrative arcs for entrepreneurial pitches; Structure of a design pitch – problem, insight, solution, prototype, validation; Visual thinking and communication tools; Social innovation and sustainability-driven design; Design Thinking for B2B, social enterprises, and scalable ventures. Final presentation: present design thinking project to a panel.

Total Lecture Hours	30 hours
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Textbook:

S.No.	Book Title	Author
1	Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. Harper Business.	Brown, T. (2009)

Reference Books:

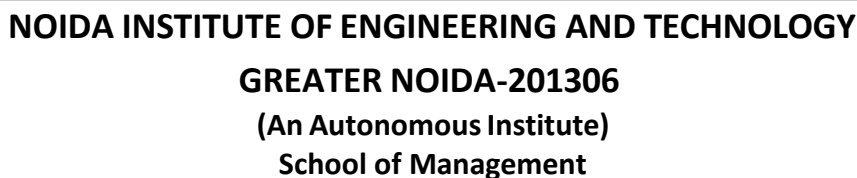
S.No	Book Title	Author
1	Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days. Simon & Schuster.	Knapp, J., Zeratsky, J., & Kowitz, B. (2016)
2	The Design of Everyday Things. Basic Books.	Norman, D. A. (2013)
3	Creative Confidence: Unleashing the Creative Potential Within Us All. Crown Business.	Kelley, T., & Kelley, D. (2013)

NPTEL/ Youtube/ Faculty Video Link:

1	https://nptel.ac.in/courses/110/105/110105085/ – NPTEL: Design Thinking - A Primer
2	https://www.ideo.com/post/design-thinking – IDEO Design Thinking Resources
3	https://hbr.org/2008/06/design-thinking – Harvard Business Review: Design Thinking
4	https://www.interaction-design.org/literature/topics/design-thinking – Interaction Design Foundation
5	https://www.coursera.org/learn/design-thinking-innovation – Coursera: Design Thinking for Innovation

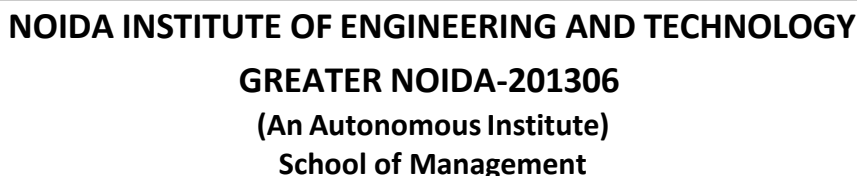
Mode of Evaluation

PS	PE	Total
50	50	100



Course Code: DMBIE0106		Course Name: Incubation, Innovation & Startup Landscape In India		L	T	P	C
Course Offered in: MBA (IEV)				2	0	0	2
Pre-requisite:							
Course Objectives: To familiarize students with the Indian startup and innovation ecosystem by developing their understanding of incubation, entrepreneurship, innovation management, business model development, and startup support mechanisms and to equip students with knowledge of startup funding, government initiatives, and legal frameworks in India while enabling them to design scalable startup ideas and address growth challenges effectively.							
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)		
CO1	Explain the structure and functioning of the Indian startup ecosystem.				K2		
CO2	Apply innovation and design thinking tools for opportunity identification.				K3		
CO3	Analyze incubation and startup support systems available in India.				K4		
CO4	Evaluate funding sources, legal requirements, and government policies for startups.				K5		
CO5	Develop basic business plans and growth strategies for startup ventures.				K6		
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	0	2	0	
CO2		2	3	2	0	2	
CO3		2	3	2	2	2	
CO4		3	3	2	3	0	
CO5		3	2	3	2	3	
Course Contents / Syllabus							
Module 1		Introduction to Entrepreneurship and Startup Ecosystem					6 hours
Concept and evolution of entrepreneurship, Startup vs traditional business, Role of entrepreneurship in economic development, Indian startup ecosystem: trends and opportunities, Innovation and entrepreneurial mindset, Types of entrepreneurs and startups, Startup India initiative and ecosystem stakeholders, Success stories of Indian startups							
Module 2		Innovation and Design Thinking for Startups					6 hours
Meaning and importance of innovation, Types of innovation: product, process, service, business model, Creativity and idea generation techniques, Design Thinking process: Idea to start-up, Opportunity recognition, Lean Startup approach, Value proposition and customer discovery, Innovation challenges in startups							
Module 3		Incubation, Business Models and Startup Support Systems					6 hours
Concept and role of business incubation, Incubators, accelerators, and co-working spaces, Functions of incubation centres, Startup mentoring and networking, Business Model Canvas, Startup ecosystem enablers in India, Institutional support: MSME, SIDBI, DST, Atal Innovation Mission, University incubation centres and entrepreneurship cells							

Module 4		Startup Finance, Legal Framework and Government Policies					6 hours
Startup funding lifecycle, Bootstrapping, angel investment, venture capital, crowdfunding, Financial planning for startups, Basics of startup valuation, Legal forms of business in India, Registration procedures for startups, Intellectual Property Rights (IPR): patents, trademarks, copyrights, Government schemes and policies supporting startups in India							
Module 5		Startup Growth, Scaling and Emerging Trends					6 hours
Business plan preparation, Marketing strategies for startups, Digital entrepreneurship and e-commerce startups, Scaling strategies and growth management, Challenges faced by startups in India, Startup failures and turnaround strategies, Social entrepreneurship and sustainable startups, Emerging trends: AI startups, fintech, agritech, edtech, green entrepreneurship							
Total Lecture Hours							30 hours
Textbook:							
S. No	Book Title					Author	
1	Dynamics of Entrepreneurial Development and Management					Desai V.	
2	Indian Entrepreneurship & Startup Ecosystem					Jose J., Mathew V.	
Reference Books:							
S. No	Book Title					Author	
1	Shifting Orbits: Decoding the Trajectory of the Indian Start-up Ecosystem					Thillai R. A., Joffi T.	
NPTEL / Youtube / Faculty Video Link:							
1	https://www.youtube.com/watch?v=8rXsqUQ9fEA						
2	https://www.youtube.com/watch?v=W9eo60MXfjw						
3	https://www.youtube.com/watch?v=Uiqlu2gJu3k&list=PLOzRYVm0a65dRU1hBCsd3rqyhjpcGCioi						
4	https://www.youtube.com/watch?v=Tzzfd6168jk&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R						
5	https://www.youtube.com/watch?v=peof3W8gNvc&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=50						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3		
			5	5	5	5	
30			20			50	100



Course Code: DMBIE0107		Course Name: Managerial Economics for Entrepreneurs		L	T	P	C
Course Offered in: MBA (IEV)				3	0	0	3
Pre-requisite: Basic understanding of management principles							
Course Objectives: The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms, explaining how tools of standard price theory can be employed to formulate a decision problem and evaluate alternative courses of action and finally choose among alternatives.							
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)		
CO1	Understand the concepts of Managerial Economics to make effective business decisions.				K2		
CO2	Understand the laws of demand & supply & its elasticities.				K2		
CO3	Analyze production concepts, cost concepts and their impact on business decisions.				K4		
CO4	Analyze pricing decisions under the different market structures.				K4		
CO5	Evaluate various theories of the firm and how they affect the business decisions.				K5		
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO -PO mapping	PO1	PO2	PO3	PO4	PO5		
CO1	3	2	1	1	1		
CO2	3	2	1	1	1		
CO3	3	3	1	1	2		
CO4	3	3	1	1	2		
CO5	3	3	2	2	2		
Course Contents / Syllabus							
Module 1		Basic Concepts and Principles				8 hours	
Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions.							
Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis & its types.							
Module 2		Demand and Supply Analysis				8 hours	
Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its types. Uses of Elasticity of Demand for managerial decision making, Demand forecasting- meaning, significance and methods.							
Supply Analysis; Law of Supply, Elasticity of supply; Analysis and its uses for managerial decision making.							
Module 3		Production and cost Analysis				8 hours	
Production concepts & analysis; Production function, Types of production function, Law of variable proportion, Law of increasing, constant & diminishing returns, Laws of return to scale, Iso-quant curve.							

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Cost concept and analysis: Cost, Types of costs, cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue.

Module 4	Market structures	8 hours
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Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition.

Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership.

Module 5	Economic Theory	8 hours
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The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm.

Profit concepts & analysis – Game Theory and Asymmetric Information.

Total Lecture Hours	40 hours
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Textbook:

S.No	Book Title	Author
1	Micro Economics (7e)	Pindyck, Rubinfeld, Mehta (2021)
2	Managerial Economics: Principle and Worldwide Applications	Salvatore, D. (2022),

Reference Books:

S.No.	Book Title	Author
1.	Managerial Economics and Business Strategy	Baye, M., & Prince, J.
2.	Managerial Economics (7e)	Dwivedi, D.N (2021)

NPTEL/ YouTube/ Faculty Video Link:

1.	http://nptel.ac.in/courses/110101005/1
2.	http://nptel.ac.in/courses/110101005/38
3.	https://youtu.be/uKPgPxnb0_4
4.	https://youtu.be/6WtYG0hxmew
5.	https://youtube.com/playlist?list=PLCRPN3Z81LCLoW2arKKJjVikDTvok65q&si=W2Xs8blGZT1BuiBo

Mode of Evaluation

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

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Course Code: DMBIE0108		Course Name: Organization Behavior & Entrepreneurial Leadership		L	T	P	C
Course Offered in: MBA (IEV)				2	0	0	2
Pre-requisite: Basic understanding of Principles of Management & Fundamentals of Organization Behavior.							
Course Objectives: To enable students to understand the dynamics of organizational behavior and leadership in entrepreneurial settings. The course aims to build leadership capabilities, understand team dynamics, enhance emotional intelligence, and foster innovation in entrepreneurial organizations.							
Course Outcome: After completion of the course, the student will be able to				Bloom's Knowledge Level (KL)			
CO1	Understand fundamental concepts of Organization Behavior in entrepreneurial context.			K2			
CO2	Understand fundamental concepts of Entrepreneurial Leadership and its role in startups.			K2			
CO3	Apply motivation, communication, and team dynamics theories to entrepreneurial teams.			K3			
CO4	Analyze group dynamics, conflict management, and leadership styles in startup environments.			K4			
CO5	Evaluate the role of emotional intelligence, ethics, and entrepreneurial growth strategies in leadership.			K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	1	1	2	
CO2		3	2	3	2	2	
CO3		2	3	2	1	3	
CO4		2	3	3	2	3	
CO5		2	3	3	3	3	
Course Contents / Syllabus							
Module 1		Organization Behavior Fundamentals				6 hours	
Introduction to OB – meaning, scope, and importance in entrepreneurial organizations; Perception and its impact on decision-making; Personality types and behaviour; Attitude, values, and organizational culture. Personality assessment activity (MBTI or similar); Case study on perception bias in a startup hiring scenario.							
Module 2		Motivation, Communication & Learning in Startups				6 hours	
Theories of motivation – Maslow, Herzberg, McClelland; Motivational practices in startup environments; Communication models, barriers, and feedback systems; Learning theories and their application in organizations. Designing a motivation plan for a startup team; Role-play exercise on giving and receiving feedback; Case study: Communication challenges in a remote startup team.							
Module 3		Group Behavior, Leadership Styles & Conflict Management				6 hours	
Team formation and group dynamics; Creating effective teams in startups; Decision-making processes; Leadership styles – autocratic, democratic, laissez-faire; Conflict sources, types, and negotiation strategies. Team activity: Forming a startup founding team and assigning roles; Case analysis: Leadership style effectiveness in different startup stages.							
Module 4		Introduction to Entrepreneurial Leadership				6 hours	
Meaning and significance of leadership in entrepreneurial context; Difference between traditional and entrepreneurial leadership; Traits and roles of entrepreneurial leaders; Trait Theory, Behavioural Theory of Leadership, Managerial Grid. Leadership style self-assessment quiz; Case study: Leadership journey of a successful Indian startup founder.							
Module 5		Emotional Intelligence, Ethics, Culture & Entrepreneurial Growth				6 hours	
Concept of Emotional Intelligence (EI) and its role in leadership; Leadership ethics and cross-cultural leadership; Diversity and inclusion in startups; Leadership in VUCA environments; Introduction to growth capabilities for entrepreneurial leaders; Organizational processes that support entrepreneurial growth and sustainability. EI self-assessment and reflection exercise; Case study on ethical dilemmas faced by startup leaders.							
Total Lecture Hours						30 hours	
Textbook:							
S.No.	Book Title			Author			
1	Organizational Behavior, Pearson Education.			Robbins, S. P., & Judge, T. A. (2020)			

Reference Books:

S.No	Book Title	Author
1	Leadership: Research Findings, Practice, and Skills. Cengage Learning.	Dubrin, A. J. (2015)
2	Organizational Behaviour, McGraw-Hill Education.	Luthans, F. (2011)

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.mindtools.com/ – Tools for leadership and personal effectiveness
2	https://hbr.org/topic/leadership – Harvard Business Review articles on leadership
3	https://www.coursera.org/specializations/leadership – Coursera specialization on leadership
4	https://www.edx.org/learn/organizational-behavior – edX courses on OB
5	https://nptel.ac.in/courses/110/106/110106065/ – NPTEL: Organizational Behaviour

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				50	100

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Course Code: DMBIE0153		Course Name: Visit to an Entrepreneurial Event / Incubator Visit of Other Institutes		L	T	P	C
Course Offered in: MBA (IEV)				2	0	0	1
Pre-requisite: Foundational understanding of Entrepreneurship							
Course Objectives: • Provide experiential exposure to startup ecosystems • Develop entrepreneurial observation skills • Promote experiential learning							
Course Outcome: After completion of the course, the student will be able to				Bloom’s Knowledge Level (KL)			
CO1	Document structured learning from each entrepreneurial exposure visit using prescribed reporting templates.			K2			
CO2	Analyse and compare entrepreneurial ecosystems, incubation models, and startup cultures across visited organisations.			K4			
CO3	Build and maintain a professional network of minimum 30 industry practitioners, verified through collected business cards and follow-up evidence.			K3			
CO4	Capture geo-tagged photographic evidence and field observations that substantiate learning claims.			K5			
CO5	Translate visit-based insights into specific, evidenced project implications for their Capstone venture.			K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
Course Contents / Syllabus							
Entrepreneurial Event Visit						15 hours	
Incubator / Institute Visit						15 hours	
	Total						30 hours

Visit Types & Minimum Requirements			
Type	Category	Min. Visits	Examples of Eligible Venues
Type A	Entrepreneurial Event Visit	1 minimum	Startup summits, pitch competitions, entrepreneurship conclaves, innovation hackathons, investor meets, FICCI/CII startup events, TiE events, NASSCO events.
Type B	Incubator / Institute Visit	1 minimum	College/university incubation centres (other institutes), DPIIT-recognised incubators, Atal Incubation Centres (AIC), SIDBI Innovation Hubs, technology business incubators.
Type C	Student's Choice Visit	Optional	Any entrepreneurially relevant visit — accelerator, co-working space, green/social enterprise HQ, government MSME office, impact fund office. Subject to faculty pre-approval.

GUIDELINES

PRE-VISIT

- Faculty Approval: Submit a 'Visit Intention Form' (VIF) at least 5 working days before the visit, stating the event/venue name, date, location, and learning objective (1–2 sentences). (If self arranged)
- Background Research: Read about the host organisation, event theme, or incubator's focus sectors. Prepare a minimum of 5 informed questions you intend to ask at the venue.
- Team Coordination: Solo or group visits both permitted. Groups must not exceed 4 students; a Group Leader must be designated for group visits.
- Business Cards Preparation: Carry your own visiting card (NIET/School of Management) to exchange. Ensure cards are printed and ready before the visit.
- Photography Consent: Check event photography policy in advance. If public photography is restricted, plan for venue-permissible photos (building exterior, public spaces, your team).

DURING VISIT

- Geo-Tagged Photography: Capture minimum 8 photographs per visit with geo-location enabled on your device. Categories to cover: venue exterior, event signage/branding, speaker/panel sessions, exhibits/stalls/startup booths, your team at the venue, one photo with a practitioner you spoke to (with their consent).
- Business Card Collection: Actively engage with speakers, exhibitors, founders, mentors, and incubator staff. Collect minimum 3 business cards per visit (building towards the 30-card course target). Note on the back of each card: date, venue, and one key point from your conversation.
- Live Field Notes: Maintain a Visit Field Notes Sheet (template provided) — jot down key observations, names, startup ideas spotted, innovative practices, and anything that surprised you. Do not rely solely on memory.
- Structured Conversations: Use your 5 pre-prepared questions to engage at least 2 practitioners. Record the nature of responses in your field notes (full quotes not required — key insights only).
- Session/Talk Notes: If attending talks or panels, note the speaker's name, topic, and 3 key takeaways per session.

POST-VISIT DELIVERABLES

- Submission Deadline: All post-visit deliverables must be submitted within 7 calendar days of the visit date.
- Visit Learning Report : Minimum 1,200 words, submitted as a PDF via the course portal.
- Geo-Photo Evidence Dossier: Minimum 8 photographs arranged in a labelled PDF (photo + caption + geo-location timestamp). Untagged photos will not be accepted.
- Business Card Scan Log: Scan/photograph all collected cards and upload them to the running 'Card Collection Register'.
- Project Implication Note: 1 page (400–500 words) explicitly linking at least 2 insights from the visit to the student's Capstone Project.
- Certificate if applicable (for short project / volunteering projects)

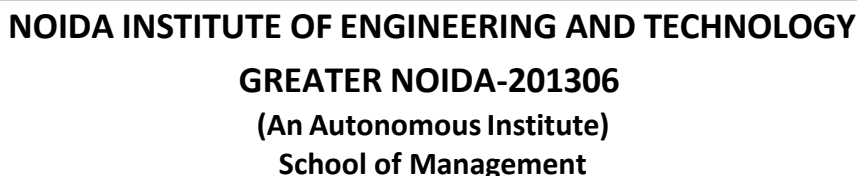
VIVA-VOCE:

- The Viva Voce shall assess the student's understanding of entrepreneurial concepts, practical exposure, and application of learning from field activities/projects. Students will be evaluated based on conceptual clarity, presentation skills, problem-solving ability, and reflection on experiential learning outcomes.
- **The Course will carry 100 (50 internal and 50 external) marks.**

Component	Internal Evaluation Criteria	Marks
Visit Learning Report	Report quality, depth of observation, analytical rigor.	10
Geo-Photo Evidence Dossier	Geo-tag validity, photo categories covered, caption quality, PDF format	5

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Project Implication Notes	Insight precision, capstone linkage, specificity of action proposed, evidence cited	5	
Business Card Collection (30 cards)	Physical card verification, back-of-card notes, LinkedIn follow-through	5	
Total marks 25			
Component	External Evaluation Criteria	Marks	
Visit Learning Report	Report quality, depth of observation, analytical rigor.	10	
Geo-Photo Evidence Dossier	Geo-tag validity, photo categories covered, caption quality, PDF format	5	
Project Implication Notes	Insight precision, capstone linkage, specificity of action proposed, evidence cited	5	
Business Card Collection (30 cards)	Physical card verification, back-of-card notes, LinkedIn follow-through	5	
Total marks 25			



Course Code: DMBIE0154		Course Name: Environment Analysis & Opportunity Scanning			L	T	P	C
Course Offered in: MBA IEV					2	0	0	1
Pre-requisite: Knowledge of basic Entrepreneurial Skills								
Course Objectives: The objective of this course is to assess environment and identify opportunities present in the sector they are operating. To analyse why Start-ups, fail or succeed by not being at the right place at the right time. Understand various initiatives undertaken in this aspect.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand business and entrepreneurial environments.				K1			
CO2	Analyze macro and micro environmental forces.				K4			
CO3	Identify unmet customer needs, pinpoints, and desires to help you decipher where your product can have the biggest impact				K4			
CO4	Structure the opportunity space—helping you turn large, intractable challenges into a series of smaller, more solvable challenges.				K6			
CO5	Access and prioritize opportunities quickly, ensuring that you are always working on the highest impact needs & Analyze and identify the areas in which customers have their interest.				K3 & K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	3	1		
CO2		3	3	1	2	1		
CO3		3	3	2	2	2		
CO4		2	3	2	2	3		
CO5		3	3	2	3	3		
Course Contents / Syllabus								
Module 1		Introduction to Business Environment					6 hours	
Meaning and scope of business environment , Internal vs external environment, Micro and macro environment, Environmental scanning ; Components of entrepreneurial ecosystem , Startup ecosystem in India , Role of innovation in entrepreneurship.								
Module 2		Environmental Analysis Tools					6 hours	
SWOT Analysis , PESTLE Analysis , ETOP (Environmental Threat & Opportunity Profile) , Porter's Five Forces Model , Competitor analysis , Industry analysis.								
Module 3		Opportunities in India,					6 hours	
Brief about various opportunities at play in a market, How Markets Evolve, Industries are disrupted due to technology, Customer Pain Points give rise to new opportunities and How Opportunities arise out of organising the unorganized								
Module 4		Factors of Start-up Success					6 hours	
Recent Success Stories of Startups discussion on how they identified opportunities and captured the relevant market by being in the right place and at the right time. Analysis of Startups that have raised funds in the past 10 years and identification of the reasons why they failed or are sustaining.								
Module 5		Idea and Sectoral Mapping					6 hours	
Idea and Sectoral Mapping (Practical Assignment) How to develop an Idea Canvas for various Sectors and look at various business models that can be built around those ideas.								
Total Lecture Hours							30 hours	
Textbook:								

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S.No	Book Title	Author
1.	“Mapping Innovation”	Greg Satell – McGraw-Hill

Reference Books:

S.No	Book Title	Author :
1.	“Blue Ocean Strategy”	W. Chan Kim & Renée Mauborgne – Harvard Business Review Press

NPTEL/ Youtube/ Faculty Video Link:

1.	https://digimat.in/nptel/courses/video/110102016/L31.html
2.	https://www.youtube.com/watch?v=GFVKKTwkANY
3.	https://www.youtube.com/watch?v=BJJnjT0Me2E
4.	https://www.youtube.com/watch?v=fFzJ-cq5VOq

Mode of Evaluation

PS	PE	Total
25	25	50

Course Code: DMBIE0155		Course Name: Excel For Business				L	T	P	C		
Course Offered in: MBA						0	0	6	3		
Pre-requisite of Subject: Basic computer literacy. Students should be comfortable using a computer, including operating a keyboard and mouse, launching applications, and performing basic file management tasks (such as saving, opening, and organising files).											
Course Objective: Confidently navigate the Excel interface, including the Ribbon, worksheets, cells, and Backstage View. Create, save, and manage Excel workbooks and effectively work with multiple worksheets. Differentiate between and correctly use relative, absolute, and mixed cell references in formulas. Apply basic data management techniques, including sorting and filtering, to organize lists of data.											
Course Outcome: After completion of the course, the student will be able to								Bloom's Knowledge Level (KL)			
CO1	Identify and use the main components of the Excel interface to navigate and manage workbooks and worksheets.								K2		
CO2	Apply appropriate formatting techniques to data and cells to create well-organised and professional-looking spreadsheets.								K3		
CO3	Construct formulas and use basic built-in functions (e.g., SUM, AVERAGE, COUNT) to perform calculations accurately.								K3		
CO4	Use sorting and filtering tools to organise data lists according to specified criteria.								K3		
CO5	Create and format basic charts (e.g., column, line, pie) to visually represent data from a worksheet.								K6		
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)											
CO-PO mapping		PO1		PO2		PO3		PO4		PO5	
CO1		3		2		1		1		1	
CO2		3		2		1		1		1	
CO3		3		3		1		1		1	
CO4		2		3		1		1		2	
CO5		2		2		1		1		2	
Course Contents / Syllabus											
Module 1		Basics of MS-Excel							8 hours		
Excel Interface (Ribbon, Panes), Navigation, Selection, Data Entry & Editing, AutoFill, Basic Workbook & Sheet Management (Save, Open, Rename). Font Formatting, Cell Alignment, Number Formatting (Currency, %, Decimal), Borders & Fill Colour, Format Painter, Cell Merging.											
Module 2		Basic formulas & formatting with data organisation							8 hours		
Writing Formulas (+, -, *, /), Order of Operations, Cell References (Relative, Absolute, Mixed), AutoSum, SUM, AVERAGE, COUNT, MIN, MAX. Freezing Panes for navigation, Sorting data (single/multi-level), and Filtering data using AutoFilter.											
Module 3		Basic Charting & Printing							8 hours		
Creating basic charts (Column, Line, Pie), Chart Elements (Titles, Labels), Simple Formatting, Page Layout (Margins, Orientation), and Print Preview											
Module 4		Data Management & Core Formulas							8 hours		
Spreadsheet design, Excel Tables, Adv. Sort/Filter, Data Validation, Logical (IFs), Text Functions, Error Handling.											
Module 5		Advanced Formulas & Functions							8 hours		
Lookup (VLOOKUP, INDEX-MATCH, XLOOKUP), Date/Time Functions, Creating/Modifying PivotTables, Grouping, Calculated Fields/Items, Slicers, Timelines, Pivot Charts.											
Total Lecture Hours								40 hours			
Textbook:											
S.No	Book Title					Author					
1	Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365					Lokesh Lalwani					
2	Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365)					Paul McFedries					
Reference Books:											
S.No.	Book Title					Author					
2.	Mastering Microsoft Excel Functions And Formulas					WebTech Sol					

3.		
NPTEL/ Youtube/ Faculty Video Link:		
6.	https://www.youtube.com/watch?v=DyG6Gc8nOAE	
7.	https://www.youtube.com/watch?v=8rW56QgZArg	
8.	https://www.youtube.com/watch?v=PNFVKAIDImE	
9.	https://archive.nptel.ac.in/courses/110/107/110107157/	
10.	https://www.youtube.com/watch?v=9I9DtFOVPIg	
Mode of Evaluation		
	CIE	Total
PS	PE	
50	100	

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Course Code: DMBIE0159		Course Name: Capstone1: IDEATION Development of an Innovative Business Idea into a Proof-of-Concept				L	T	P	C
Course Offered in: MBA (IEV)						0	0	8	4
Pre-requisite: Students should have a basic understanding of entrepreneurship, business fundamentals, innovation management, and problem-solving approaches.									
Course Objectives: To identify real-world problems, evaluate entrepreneurial opportunities by using analytical and Design Thinking approaches, develop validated value propositions, and effectively present innovative business solutions through professional pitches and reports.									
Course Outcome: After completion of the course, the student will be able to						Bloom’s Knowledge Level (KL)			
CO1	Identify and articulate real-world problems using structured entrepreneurial frameworks.					K4			
CO2	Conduct environmental and market opportunity analysis.					K3			
CO3	Generate and evaluate innovative entrepreneurial solutions.					K4			
CO4	Develop validated value propositions and low-fidelity PoCs.					K6			
CO5	Demonstrate entrepreneurial communication and pitching skills.					K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	1	1			
CO2		2	3	1	2	1			
CO3		2	3	2	1	2			
CO4		3	2	2	1	2			
CO5		1	1	3	2	3			
Project Phases, Milestones & Deliverables									
Phase 1		Problem Discovery							
		➤ Identify a problem through field observation, secondary research, and 3–5 expert interviews. ➤ Document the 'Problem Statement' using the HMW (How Might We) framework. ➤ Submit: Problem Scoping Report (1000 words + interview logs)							
Phase 2		Opportunity & Market Analysis							
		➤ Conduct PESTLE analysis of the macro environment around the problem domain ➤ Map competitive landscape: existing solutions, and gaps ➤ Estimate Total Addressable Market (TAM) using a bottom-up approach ➤ Submit: Opportunity Canvas							
Phase 3		Ideation & Concept Development							
		➤ Generate a minimum of 10 ideas using SCAMPER, Brainwriting, and Reverse Brainstorming ➤ Shortlist the top 3 ideas using a weighted decision matrix ➤ Develop the concept into a Value Proposition Canvas ➤ Submit: Ideation Report with Value Proposition Canvas							
Phase 4		Proof-of-Concept Build & Validation							
		➤ Build a low-fidelity PoC: paper prototype / Figma wireframe / physical mock-up ➤ Test PoC with a minimum of 15 target users; record feedback systematically ➤ Iterate based on feedback (min. 2 documented iterations) ➤ Submit: PoC artefact + User Testing Report							
Phase 5		Final Presentation & Report							
		➤ Compile full Capstone 1 Report (3,000–4,000 words) ➤ Deliver 10-minute pitch (faculty + 1 industry mentor) ➤ Submit: Final Report + Pitch Deck (slides)							
Textbook:									
Sr. No	Book Title			Author					

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1	Think Out of The Box: Generate Ideas on Demand, Improve Problem Solving, Make Better Decisions, and Start Thinking Your Way to the Top (Power-Up Your Brain)	Som Bathla.
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Reference Books:

Sr. No	Book Title	Author
	The Lean Startup	Eric Ries

NPTEL/ YouTube/ Faculty Video Link:

1.	How to give the perfect pitch - with TedX speech coach David Beckett - Young Creators Summit 2016- SK YT Video Ads 7/15 - Feb 2026
2.	The Perfect Elevator Pitch - Best Examples and Templates- If I Tell You That Understanding Other People LS
3.	Watch Stick 'Em's \$1M Pitch: Hult Prize 2025 Global Finals
4.	How To Start A Pitch Or Presentation: 4 Simple Steps
5.	How to Make a Pitch Deck for Investors - Startups 101 How to Make a Pitch Deck for Investors - Startups 101

Mode of Evaluation

PS	PE	Total
50	100	150

	Evaluation Rubrics					
	Problem Scoping Report	Opportunity Canvas	Ideation + Value Proposition Canvas	PoC Artefact + User Testing Report	Final Pitch & Q&A	Total
Internal	10	10	10	10	10	50
External	20	20	20	20	20	100

	Evaluation Rubrics					
Evaluation Component	MVP Specification Document	Market Research Report + Data Dashboards	Working Prototype (Live Demo)	Go-to-Market Blueprint	Final Jury Presentation + Q&A	Total
External	10	20	30	20	20	100
Internal	10	10	10	10	10	50

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Course Code:	Course Name: MOOCs	L	T	P	C
Course Offered in: MBA IEV		0	0	0	2
Pre-requisite: Basic knowledge of management principles and business operations.					
Course Objectives: To develop industry-oriented managerial and analytical skills among MBA students. To provide practical exposure in HR, Marketing, Finance, Logistics & Supply Chain, and Business Analytics. enhance communication, leadership, decision-making, and problem-solving abilities. To build competency in digital tools, analytics platforms, and business applications. To improve employability and professional readiness in modern business environments.					

*** List of MOOCs Based Recommended Courses for Second year (Semester-IVth) MBA Students**

S.N O	Specialization	Title	Course Provider	No of Hours	Course Link
1	Marketing	AI for CRM (Customer Relationship Management) Excellence Build CRM Excellence using AI: Customer Experience, Automation, CRM Tools & Data-Driven Growth	UDEMY	4.5 hours on-	<u>AI for CRM (Customer Relationship Management) Excellence</u>
		AI for Creative Marketing and Customer Experience Leverage AI tools to create engaging marketing campaigns and personalize customer experiences at scale	UDEMY	8h 11m total length	<u>AI for CRM (Customer Relationship Management) Excellence</u>
		Customer Service: Journey Mapping, CRM & Customer Retention Master customer success with journey mapping, CRM & emotional intelligence to boost service quality and retention			<u>AI for CRM (Customer Relationship Management) Excellence</u>
		AI for Marketing: Build & implement an AI Marketing strategy Create and execute an AI Marketing strategy from scratch with a Marketing expert		2h 40m total length	
		Salesforce Essentials: Mastering CRM for Business Success			<u>Customer Service:</u>

		A step-by-step guide to navigating, managing customers, and optimizing sales in Salesforce Inside Sales - Lead Management & Best Practices For those looking to pursue a career in inside sales- Lead Management Advanced Advertising Strategy: Data, Creativity & AI Structured Advertising Strategy: Data, Audience Insight, Creative Development and AI Integration Media Planning & Strategy for Impactful Advertising Campaign Master the art of media planning and explore diverse media channels for impactful advertising campaigns. Business Marketing - Technology Focus, IIT Kanpur Strategic Sales Management, IIT Roorkee	UDEMY UDEMY UDEMY UDEMY UDEMY UDEMY	4h 56m total length 1h 58m total length 2h 46m total length 2h 18m total length	<u>Journey Mapping, CRM & Customer Retention</u> <u>AI for Marketing: Build & implement an AI Marketing strategy</u> <u>Salesforce Essentials: Mastering CRM for Business Success</u> <u>Inside Sales - Lead Management & Best Practices</u>
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			NPTEL	2h 53m total length	<u>Advanced Advertising Strategy: Data, Creativity & AI</u>
			NPTEL	8 Week	
			NPTEL	8 Week	<u>Media Planning & Strategy for Impactful Advertising Campaign</u>
					<u>nptel.ac.in/courses/110104507</u>
					<u>nptel.ac.in/courses/110107163</u>
2	Finance	Fintech Innovations: AI, Blockchain & Digital Payments Learn Blockchain, AI, Gen AI, Credit Systems & Payment Tech Driving Global Fintech Transformation	UDEMY	3h 20m total length	<u>Fintech Innovations: AI, Blockchain & Digital Payments</u>

		Digital Transformation In Banking – Masterclass Fintech and Digital Banking This course helps to learn about digital banking and fintech Investing In Stocks The Complete Course! (17+ Hours) Master Stock Market Investing & Trading in the Stock Market. Top 1% Instructor & Millionaire Investor. Invest & Trade! Stock Market Trading: The Complete Technical Analysis Course Stock Market Technical Analysis, Day Trading, PT Technical Analysis Trading, Candlestick, Options, Swing Trading, Chart Mastering Behavioral Finance: Psychology of Investing Unlock the Secrets of Investor Psychology and Make Informed Financial Decisions with Behavioral Finance Mastery Behavioral Finance Masterclass: Psychology of the Markets Build a rational, consistent system for better investing and trading Economics of Banking and Finance Markets, IIT Kanpur Corporate Finance, IIT Kharagpur	UDEMY UDEMY UDEMY UDEMY UDEMY UDEMY UDEMY	12h 5m total length 2h 29m total length 17h 27m total length 12h 18m total length 10h 21m total length	<u>Digital Transformation In Banking - Masterclass</u> <u>Fintech and Digital Banking</u> <u>Investing In Stocks The Complete Course! (17+ Hours)</u> <u>Stock Market Trading: The Complete Technical Analysis Course</u>
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[illegible]

	Leadership, Management Skills, Manager Training, Project Management, Manager Training, Emotional Intelligence, Business Operational Leadership: Mastering Real-World Team Management Lead with clarity and resilience. Build strong teams and navigate complexity with confidence and influence Strategic Human Resource (HR) Management (HRM) Masterclass Unlock the strategic prowess of Human Resource Management with our comprehensive course. Become top HRM Practitioner Strategic HR Fundamentals: From Planning to People Analytics A practical guide to strategic HR, talent management, rewards, culture, and HR metrics Labour Welfare and Industrial Relations, IIT Guwahati Educational Leadership, IIT Kharagpur HR Analytics, IIT Roorkee XLRI Jamshedpur	UDEMY UDEMY UDEMY UDEMY UDEMY	10h 36m total length 1h 30m total length 11h 7m total length 3h 8m total length	<u>Leadership : Modern Leadership Skills and Applications</u> <u>Operational Leadership: Mastering Real-World Team Management</u> <u>Strategic Human Resource (HR) Management (HRM) Masterclass</u>
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			NPTEL	12 WeekS •	Strategic HR Fundamentals: From Planning to People Analytics
			NPTEL	12 Week	
			NPTEL	12 Week	
					nptel.ac.in/courses/110103506
					nptel.ac.in/courses/109105122
					nptel.ac.in/courses/110107492
4	Business Analytics	Microsoft Power BI for Business Intelligence - Power BI 2026 Learn Microsoft Power BI Desktop with Power Query, DAX, data modeling, and interactive dashboard creation. Master Power BI: 30 Hands-On Projects for Data Visualization From Data Preprocessing to Advanced Business Intelligence, Analytics—Become an In-Demand Microsoft Power BI Expert!	UDEMY UDEMY	13h 31m total length 21h 21m total length	Microsoft Power BI for Business Intelligence - Power BI 2026 Master Power BI: 30 Hands-On Projects for

		AI for Everyone: Master AI, Machine Learning & Generative AI Learn Artificial Intelligence, Machine Learning & Generative AI with real-world examples and practical projects. Introduction to AI & Machine Learning Comprehensive overview of AI, ML, Deep Learning, ... for complete beginners from zero R Programming - R Language for Absolute Beginners R Programming course suitable for everyone, no coding experience or a statistics background needed Master statistics using R: Coding, concepts, applications Learn R, data analysis, visualization, inference, and regression through real-world statistical practice. Business Analytics & Data Mining Modeling using R Part II, IIT Roorkee Introduction to Machine Learning, IIT Kharagpur	UDEMY UDEMY UDEMY UDEMY	1h 56m total length • 11 lectures • 45 m total length 10h 39m total length 28h 23m total length	<u>Data Visualization</u> <u>AI for Everyone: Master AI, Machine Learning & Generative AI</u> <u>Introduction to AI & Machine Learning</u> <u>R Programming - R Language for Absolute Beginners</u>
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			NPTEL	8 Week	Master statistics using R: Coding, concepts, applications
			NPTEL	8 Week	nptel.ac.in/courses/110107095 nptel.ac.in/courses/106105152
5	Logistics and Supply Chain Management	Sustainability in Supply Chain Learn Sustainability Strategies and Framework in Supply Chain Management Sustainable Logistics, Manufacturing & Transportation Sustainable Logistics, Manufacturing & Transportation, Logistics and Supply Chain Management, Green Packaging Total Quality Management (TQM): Concepts Tools Techniques Master the art of continuous improvement and customer satisfaction through TQM in this course. Quick Commerce Supply Chain: Master Last-Mile Delivery Magic	UDEMY UDEMY UDEMY	1h 15m total length 1h 21m total length 13h 47m total length	Sustainability in Supply Chain Sustainable Logistics, Manufacturing & Transportation

	Discover how fast-moving supply chains power Quick Commerce through dark stores, real-time tech & hyperlocal delivery. Supply Chain for E-commerce Sellers: The Complete Guide Master E-Commerce Supply Chain: Amazon FBA, China Sourcing, Freight, Customs & Inventory Control Blockchain in Supply Chain Management Learn how blockchain technology is being used to enable and deliver more secure, transparent and efficient supply chains Logistics & Supply Chain Management, IIT Kharagpur Operations and Supply Chain Management, IIT Madras	UDEMY 6h 5m total length	<u>Total Quality Management (TQM): Concepts Tools Techniques</u>
		UDEMY 5h 23m total length	<u>Quick Commerce Supply Chain: Master Last-Mile Delivery Magic</u>
		UDEMY 2h 23m total length	<u>Supply Chain for E-commerce Sellers: The Complete Guide</u>
		NPTEL 12 Week	

			NPTEL	12 Week	<u>Blockchain in Supply Chain Management</u> <u>nptel.ac.in/courses/109105494</u> <u>nptel.ac.in/courses/110106045</u>
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Course Code: DMBIE0201		Course Name: Business Research Methods and Decision-Making		L	T	P	C
Course Offered in: MBA-IEV				2	0	0	2
Pre-requisite: Basic knowledge of statistics, business concepts, and familiarity with MS Excel/SPSS							
Course Objectives: To equip students with the knowledge and skills to systematically conduct business research, including formulating research problems, reviewing literature, designing research, applying sampling methods, collecting and analyzing data using statistical tools, and preparing professional research reports.							
Course Outcome: After completion of the course, the student will be able to				Bloom's Knowledge Level (KL)			
CO1	Understand research fundamentals and problem formulation.			K2			
CO2	Conduct a thorough review of literature and identify research gaps.			K4			
CO3	Design sampling methods and develop appropriate data collection instruments.			K3			
CO4	Apply statistical analysis and hypothesis testing to research data.			K3			
CO5	Analysis of research report to take the business decisions with ethical considerations.			K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	3	1	2	1	
CO2		2	3	1	2	1	
CO3		3	3	1	2	2	
CO4		3	3	1	2	1	
CO5		3	3	2	3	2	
Course Contents / Syllabus							
Module 1		Introduction to Research and Research Problem Formulation				6 hours	
Meaning, Objectives, Importance of Research; Characteristics of Good Research; Types of Research; Research Process, Defining and Refining Research Problems Applications of business research, The Research process – Steps in the research process; the research proposal; Management decision problem Vs. Business Research objective							
Module 2		Review of Literature and Research Gap				7 hours	
Purpose and Process of Literature Review; Sources of Literature; Organizing Literature; Writing the Review; Identifying Research Gaps, Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India), Identification of Variables; Conceptual and Theoretical Frameworks							
Module 3		Sampling Techniques, Data Collection Methods and Tools				7 hours	
Sampling: Sampling techniques,Primary Data Collection: Survey Vs. Observations. Qualitative Research Tools: Depth Interview, focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval& Ratio. Scaling techniques- paired comparison, rank order scale, constant sum scale, semantic differential scale, itemized ratings, scale, Likert Scale; Questionnaire- form & design, Formulation of Hypotheses; Null and Alternative Hypotheses; One-tailed and Two-tailed Tests; Type I and II Errors; t-test, z-test; Interpretation of Results,							
Module 4		Statistical Tools and Analysis				6 hours	
Data Preparation, Data Analysis: Chi square test, Descriptive Statistics; Correlation and Regression; ANOVA, MNOVA, CFA, EFA, Use of SPSS/Excel							
Module 5		Decision based upon the Research Report and Ethics				4 hours	
Structure and Components of a Report; Writing Style; Citations and References; Guidelines for presenting tabular data, Annexures, Decisions based upon the recommendations of the report , Ethical Issues in Research, COPE guidelines, plagiarism issues							
Total Lecture Hours						30 hours	
Textbook:							
S.No	Book Title			Author			
1	Research methodology: Methods and techniques (5th ed.). New Age International Publishers.			Kothari, C. R., & Garg, G. (2024).			
Reference Books:							
S.No	Book Title			Author			
	Business research methods (6th ed.). Oxford University Press.			Bell, E., Harley, B., & Bryman, A. (2022).			

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NPTEL/ Youtube/ Faculty Video Link:

1	(257) Business Research Methodology - YouTube
2	Business Research Methods Sampling Frame, Sampling Errors, Non Sampling AKTU Digital Education
3	Preview: Business Research Methods SWAYAM
4	Introduction to Research

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				50	100

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Coursecode: DMBIE0202	Course Name: Data Driven Decision Making and Business Intelligence	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3
Pre-requisite: Basic understanding of business processes, spreadsheet operations using MS Excel or Google Sheets, basic business metrics such as sales, profit, cost, revenue, expenses, and willingness to work with datasets. No prior programming knowledge is required.					
Course Objectives: To develop practical competence in data-driven decision-making and business intelligence by enabling students to collect, clean, transform, analyse, visualize, and interpret business data using Microsoft Power BI and spreadsheet-based datasets. The course aims to prepare MBA-IEV students to create interactive dashboards, develop business KPIs, apply basic analytical reasoning, and support managerial decisions through visual reports and business intelligence tools.					
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)
CO1	Understand the role of data-driven decision-making and business intelligence in managerial functions.				K2
CO2	Apply data cleaning, transformation, and preparation techniques using Power Query and spreadsheet-based datasets.				K3
CO3	Develop interactive business reports and dashboards using appropriate Power BI visualisations.				K6
CO4	Apply basic and intermediate DAX functions to create business KPIs, calculated measures, and performance indicators.				K3
CO5	Design and present dashboard-based business intelligence solutions for managerial decision-making.				K6
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)					
CO-PO Mapping	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	3	3	2	2	2
CO3	2	3	3	2	2
CO4	2	3	3	2	2
CO5	2	2	3	3	3
Course Contents / Syllabus					
Module 1	Foundations of Data Driven Decision Making and Business Intelligence				8 hours
Meaning and importance of data-driven decision-making; role of data in modern business; intuition-based vs data-driven decisions; business intelligence concepts; difference between data, information, insight, and decision; types of business data; structured and unstructured data; internal and external data sources; role of dashboards in managerial decision-making; business reporting vs business intelligence; BI lifecycle; introduction to Microsoft Power BI; Power BI Desktop, Power BI Service, and Power BI Mobile; installation and interface of Power BI Desktop; importing data from Excel, CSV, and web sources; understanding fields, tables, visuals, pages, filters, and reports; first basic report using card, table, bar chart, and slicer.					
Module 2	Data Preparation and Transformation using Power Query				8 hours
Importance of clean data in business decisions; common data quality issues; missing values, duplicates, wrong data types, inconsistent formats, blank rows, unwanted columns, and outliers; Power Query Editor interface; loading and transforming datasets; changing data types; renaming columns; removing rows and columns; removing duplicates; replacing values; splitting and merging columns; formatting text, numbers, and dates; creating conditional columns; creating custom columns; appending queries; merging queries; basic joins; importing multiple files from a folder; data profiling; introduction to relationships between tables; basics of data modelling; flat table vs relational model; fact table and dimension table; introduction to date table; preparing sales, HR, finance and marketing datasets for dashboard creation.					
Module 3	Business Data Visualization and Interactive Reporting				8 hours
Principles of effective data visualization; choosing the right chart for business problems; visual perception basics; avoiding misleading charts; chart selection for comparison, trend, ranking, contribution, distribution, and geographical analysis; creating bar charts, column charts, line charts, area charts, pie charts, donut charts, treemaps, maps, tables, matrix visuals, cards, KPI cards, and gauge charts; formatting visuals; using titles, labels, legends, tooltips, and colours; slicers and filters; page-level, visual-level, and report-level filters; drill-down and drill-through reports; cross-filtering and cross-highlighting; conditional formatting in tables and matrices; bookmarks and buttons; page navigation; designing interactive reports; dashboard layout principles; business report creation for sales performance, regional performance, customer analysis, and product category analysis.					

Module 4	DAX Functions, KPI Creation and Business Metrics						8 hours
Introduction to DAX; need for calculated measures in business intelligence; calculated columns vs measures; basic DAX functions: SUM, AVERAGE, COUNT, COUNTA, DISTINCTCOUNT, MIN, MAX; creating measures for revenue, cost, profit, quantity sold, average sales, and customer count; DIVIDE function for safe calculations; percentage contribution; profit margin; growth percentage; target vs achievement; variance analysis; introduction to CALCULATE function; basic FILTER function; time-based analysis; month-wise, quarter-wise, and year-wise analysis; basic time intelligence; year-to-date sales; previous year comparison; KPI development for sales, finance, HR, marketing, and operations; creating KPI cards; dynamic measures; interpreting KPIs for managerial decisions.							
Module 5	AI-Enabled Business Intelligence, Dashboard Storytelling and Project Work						8 hours
Introduction to AI features in Power BI; Q&A visual; smart narratives; forecasting in Power BI; trend analysis; Key Influencers visual; Decomposition Tree visual; AI-assisted insight generation; limitations of AI-generated insights; dashboard storytelling; converting visuals into managerial insights; executive dashboard design; dashboard layout for business presentations; using Power BI Service; publishing reports; sharing dashboards; exporting reports; embedding dashboards in PowerPoint; mobile dashboard view; ethical use of data; data privacy basics; avoiding biased interpretation; mini project development using real-world business datasets; final dashboard presentation; report explanation and managerial recommendations.							
Total Lecture Hours						40 hours	
Textbook:							
S.No	Book Title					Author	
1	Mastering Microsoft Power BI					Brett Powell	
2	Storytelling with Data: A Data Visualization Guide for Business Professionals					Cole Nussbaumer Knaflic	
3	Microsoft Power BI Essentials: You Always Wanted to Know					Dr. Sini V. Pillai	
Reference Books:							
S. No	Book Title					Author	
1	Data Visualisation: A Practical Introduction					Kieran Healy	
2	Fundamentals of Business Analytics					R. N. Prasad and Seema Acharya	
3	Business Intelligence Guidebook: From Data Integration to Analytics					Rick Sherman	
4	The Definitive Guide to DAX					Marco Russo and Alberto Ferrari	
NPTEL/ YouTube / Faculty Video Link:							
1	https://learn.microsoft.com/en-us/power-bi/						
2	https://learn.microsoft.com/en-us/training/powerplatform/power-bi/						
3	https://www.youtube.com/@GuyInACube						
4	https://community.fabric.microsoft.com/						
5	https://www.microsoft.com/en-us/power-platform/products/power-bi						
Mode of Evaluation							
CIE						ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance	
			5	5	5	5	
30			20			100	150

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Course Code: DMBIE0203		Course Name: Family Run Business and Succession Planning			L	T	P	C
Course Offered in: MBA (IEV)					2	0	0	2
Pre-requisite: Basic understanding of principles of management, entrepreneurship, organizational behavior, business environment, and fundamentals of family business systems.								
Course Objectives: To develop foundational and applied knowledge of family-owned businesses and succession planning with emphasis on governance, leadership transition, family dynamics, business continuity, professionalization, innovation, legal aspects, and sustainability of family enterprises across generations.								
Course Outcome: After completion of the course, the student will be able to						Bloom’s Knowledge Level (KL)		
CO1	Understand the concepts, characteristics, and significance of family businesses					K2		
CO2	Apply governance and management practices in family-run businesses					K3		
CO3	Analyze family dynamics, conflicts, and succession challenges in business continuity					K4		
CO4	Develop effective succession and leadership transition plans for family enterprises					K6		
CO5	Evaluate emerging trends, professionalization, innovation, and sustainability practices in family businesses					K5		
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	1	1		
CO2		3	3	2	2	1		
CO3		2	3	2	2	2		
CO4		3	3	3	2	2		
CO5		2	3	2	3	3		
Course Contents / Syllabus								
Module 1		Introduction to Family Business Management					6 hours	
Meaning, nature, scope, and importance of family businesses; Characteristics and types of family-run businesses; Difference between family business and non-family business; Evolution and contribution of family businesses to the economy; Advantages and challenges of family enterprises; Family, ownership, and business systems; Entrepreneurial culture in family businesses; Lifecycle of family businesses; Roles of founders and next-generation members; Indian and global family business models; Introduction to business continuity and succession planning.								
Module 2		Family Governance and Professional Management					6 hours	
Concept of family governance; Family constitution and family councils; Roles and responsibilities of family members; Corporate governance in family businesses; Ownership structures and decision-making systems; Professionalization of family businesses; Role of non-family professionals; Leadership styles in family enterprises; Strategic planning and business growth; Ethics and values in family business management; Financial discipline and transparency; Risk management practices; Women leadership and diversity in family businesses.								
Module 3		Family Dynamics, Conflict Management and Communication					6 hours	
Family relationships and interpersonal dynamics; Sources of conflict in family businesses; Generational differences and expectations; Emotional intelligence in family management; Communication practices in family enterprises; Conflict resolution techniques and mediation; Balancing family and business interests; Trust-building and collaboration; Managing sibling rivalry and ownership disputes; Role of advisors and mentors; Managing family wealth and legacy; Psychological and cultural issues in succession.								
Module 4		Succession Planning and Leadership Transition					6 hours	
Meaning and importance of succession planning; Succession planning process and models; Identifying future leaders; Competency mapping for successors; Leadership development and mentoring; Grooming next-generation leaders; Ownership transfer and management transition; Legal and tax considerations in succession; Estate planning and inheritance issues; Retirement planning for founders; Crisis management and emergency succession planning; Case studies of successful and failed succession transitions in family businesses.								
Module 5		Innovation, Sustainability and Future of Family Businesses					6 hours	
Innovation and entrepreneurship in family businesses; Digital transformation and technology adoption; Startups and diversification strategies in family enterprises; Sustainability and long-term orientation; ESG practices in family businesses; Corporate social responsibility and philanthropy; Globalization and international family businesses; Family offices and wealth management basics; Succession in modern and startup-driven businesses; Future challenges in family business continuity; Emerging trends in governance, succession, and professionalization.								
Total Lecture Hours							30 hours	

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Textbook:

S.No	Book Title	Author
	Reference Books	
1	Family Business (5th Edition, 2020)	Ernesto J. Poza & Mary S. Daugherty
2	Generation to Generation: Life Cycles of the Family Business (2021 Reprint Edition)	Kelin E. Gersick, John A. Davis, Marion McCollom Hampton & Ivan Lansberg
3	Family Business Governance: Maximizing Family and Business Potential (2021 Edition)	John L. Ward
4	Managing for the Long Run: Lessons in Competitive Advantage from Great Family Businesses (Updated Edition, 2020)	Danny Miller & Isabelle Le Breton-Miller
5	Perpetuating the Family Business: 50 Lessons Learned from Long-Lasting, Successful Families in Business (2021 Edition)	John L. Ward

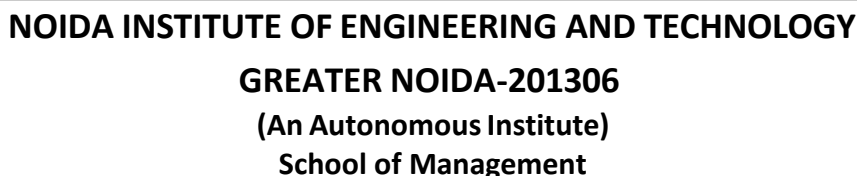
S.No	Book Title	Author
	Textbooks	
1	Family Business Management (4th Edition, 2022)	Peter Leach
2	Strategic Planning for the Family Business: Parallel Planning to Unite the Family and Business (2nd Edition, 2021)	Randel S. Carlock & John L. Ward
3	The Family Business Map: Assets and Roadblocks in Long-Term Planning (2020 Edition)	Melaine Wasserman
4	Handbook of Research on Family Business (2nd Edition, 2023)	Panikkos Zata Poutziouris, Kosmas Smyrniotis & Sabine Klein

NPTEL/ Youtube/ Faculty Video Link:

1	https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_mg13
2	https://onlinecourses.swayam2.ac.in/e-learning/preview/imb23_mg62
3	https://youtu.be/fZkej0_SlQ?si=btN1o7KBNeZn7XYX
4	https://youtu.be/KJEINzQwI2E?si=7o3KSIPaFZTu9uAt
5	https://youtu.be/40A-_1nMW9Q?si=wpw-r8nxp6KMmRNm

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
30			5	5	5	5	50	100



Course Code: DMBIE0204		Course Name: Marketing Management			L	T	P	C
Course Offered in: MBA (IEV)					3	0	0	3
Pre-requisite: Basic understanding of business environment and entrepreneurship.								
Course Objectives: The course aims to: This course develops students' understanding of marketing management, consumer behaviour, market opportunities, branding, and marketing strategies while equipping them with the skills to design marketing plans, customer acquisition strategies, and go-to-market roadmaps for businesses and entrepreneurial ventures.								
Course Outcome: After completion of the course, the student will be able to.					Bloom's Knowledge Level (KL)			
CO1	Explain the fundamental concepts, scope, evolution, and importance of marketing management in business and entrepreneurial contexts.				K2			
CO2	Analyse market environment, customer needs, consumer behaviour, and buying decision processes for business opportunities.				K4			
CO3	Apply segmentation, targeting, positioning, branding, and value proposition strategies for startups and existing businesses.				K3			
CO4	Evaluate marketing mix decisions related to product, price, place, promotion, services, and digital marketing.				K5			
CO5	Design a basic go-to-market strategy and marketing plan for a new venture, product, or service.				K6			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	2	1	2		
CO2		3	3	2	2	2		
CO3		3	3	3	2	2		
CO4		3	3	3	2	3		
CO5		3	3	3	3	3		
Course Contents / Syllabus								
Module 1		Introduction to Marketing Management					8 hours	
Meaning, nature, scope, and importance of marketing, Evolution of marketing: production, product, selling, marketing, societal, and digital marketing orientation, Marketing management process, Marketing in startups and entrepreneurial ventures, Difference between marketing, selling, branding, and advertising, Marketing environment: micro and macro environment, Introduction to marketing strategy and market opportunity analysis, Role of marketing in innovation, venture creation, and business growth								
Module 2		Consumer Behaviour and Market Analysis					8 hours	
Consumer behaviour: meaning and importance, Factors influencing consumer behaviour: cultural, social, personal, psychological, and digital factors, Consumer buying decision process, B2C and B2B buying behaviour, Market research: meaning, importance, and process, Primary and secondary data sources, Competitor analysis and industry analysis, Identifying customer pain points and market gaps.								
Module 3		Segmentation, Targeting, Positioning and Branding					8 hours	
Market segmentation: meaning, need, and benefits, Bases of segmentation: geographic, demographic, psychographic, behavioural and benefit-based segmentation, Conditions for effective segmentation, Target market selection strategies, Positioning: meaning, importance, and positioning strategies, Perceptual mapping, Value proposition design, Brand meaning, brand identity, brand image, and brand equity, Branding strategies for startups.								
Module 4		Marketing Mix Decisions					8 hours	
Product decisions: product levels, product classification, product life cycle, New product development process, Service marketing basics and 7Ps of services marketing, Pricing decisions: objectives, methods, and startup pricing strategies, Distribution/channel decisions: direct, indirect, online, offline, and omnichannel models, Promotion decisions: advertising, sales promotion, personal selling, public relations, and digital promotion, Integrated marketing communication, Digital marketing basics: SEO, social media, paid ads, content marketing, email marketing, and influencer marketing, Marketing metrics: leads, conversion rate, CAC, CLV, retention, engagement, ROI.								
Module 5		Marketing Strategy, Go-to-Market Plan and Contemporary Issues					8 hours	
Marketing strategy formulation, Go-to-market strategy: meaning and components, Launch strategy for new products and ventures, Growth marketing and performance marketing basics, Ethics in marketing and responsible communication, AI in marketing.								

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marketing: personalization, automation, analytics, and customer insights, Preparation of a basic marketing plan, Final student activity: go-to-market plan for a startup idea

Total Lecture Hours	40 hours
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Textbook:

S.No	Book Title	Author
1.	Marketing Management	Philip Kotler, Kevin Lane Keller, Alexander Chernev
2.	Marketing Management: Indian Cases	Ramaswamy and Namakumari

Reference Books:

1.	Principles of Marketing	Philip Kotler and Gary Armstrong
2.	Marketing 5.0: Technology for Humanity	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan
3.	Blue Ocean Strategy	W. Chan Kim and Renée Mauborgne

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/playlist?list=PLGffg9BcRIrARHGdWna3VTovUHfXKihpu
2	https://www.youtube.com/playlist?list=PLXwTOG3-tRwhdEmAipzOrxnw2KH9SrYjs
3	https://www.youtube.com/playlist?list=PL-63L57WrXm9u9pwDovop5ISlnQqxbiow

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
5			5	5	5	5		
30			20				100	150

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Course Code: DMBIE0205	Course Name: New Venture Creation & Management	L	T	P	C
Course Offered in: MBA (IEV)		2	0	0	2

Pre-requisite: Knowledge of General Management thought and Finance

Course Objectives: This course aims to equip students with the skills to generate and critically evaluate new business ideas. It provides insights into designing business models that effectively generate revenue and explores methods for identifying, assessing, and acquiring existing businesses. Additionally, the course emphasizes evaluating the feasibility of transforming an idea into a viable venture and understanding various funding sources available for new business initiatives.

Course Outcome: After completion of the course, the student will be able to				Bloom's Knowledge Level (KL)
CO1	Explain the concepts, significance, creativity, innovation processes, and entrepreneurial opportunities in modern business organizations.			K2
CO2	Analyze business opportunities and evaluate the feasibility of new venture ideas using marketing, technical, financial, and industry analysis tools.			K4
CO3	Examine the legal, ethical, leadership, and intellectual property issues involved in establishing and managing entrepreneurial ventures.			K4
CO4	Develop a comprehensive business plan for a new venture by integrating growth strategies, scalability considerations, and global business risks.			K6
CO5	Evaluate various sources of entrepreneurial finance, venture capital proposals, crowdfunding mechanisms, and financial support systems for startups.			K5

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

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

Course Contents / Syllabus

Module 1	Entrepreneurship: Concept and Evolution	6 hours
Evolution, Importance of entrepreneurship, developing creativity and understanding innovation, stimulating creativity; Organizational actions that enhance creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.		
Module 2	Developing Business Idea	6 hours
Recognizing Opportunities and Generating Ideas - Entry strategies: New Product – Franchising - Buying an existing firm; Marketing, Technical and Financial Feasibility analysis - Industry and Competitor Analysis- assessing a New Venture's Financial Strength and Viability.		
Module 3	Legal Challenges in Setting up Business	6 hours
Preparing the Proper Ethical and Legal Foundation- Building a New-Venture Team – Leadership - Corporate Entrepreneurship, Social Entrepreneurship. Intellectual property protection- -Patents, copyrights and trademarks- Legal acts governing businesses in India-Forms of business organization		
Module 4	Business Plan Preparation for New Venture	6 hours
Business plan concept, the nature and importance of business plan, Pitfalls to avoid in business plan, successful business plans. Elements of a business plan, assessment of business plan; Venture growth, challenges of growing ventures, key elements of growth, transition from entrepreneurial stage to managerial stage, challenges of scaling globally, global threats and risks		
Module 5	New Venture Financing	6 hours
The startup capital, Venture Capital Market, Criteria for evaluating new venture proposals, Evaluating venture capitalists' Alternate sources of financing, Crowd funding, Government Policy packages, financial statements and analysis, Business Incubators and Facilitators		
Total Lecture Hours		30 hours
Textbook:		
S.No	Book Title	Author

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1	New venture management: The entrepreneur's roadmap for development, management, and growth. (Taylor & Francis)	Kuratko, D. F., & Hornsby, J. S. (2023)
2	Entrepreneurship: New Venture Management, 2nd Edition (Cengage)	Batra S. (2022)

Reference Books:

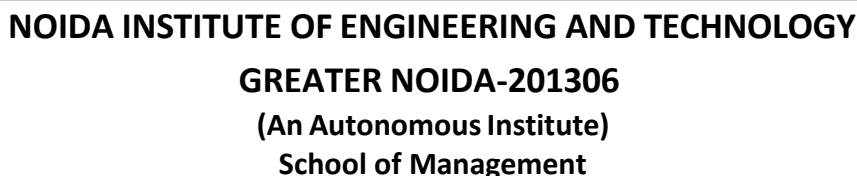
S.No	Book Title	Author
1	Launching New Ventures (Cengage)	Kathleen R Allen (2023)

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/playlist?list=PLyqSpQzTE6M9zMKj_PSm81k9U8NjaVJkR
2	https://core.ac.uk/download/pdf/98660713.pdf
3	https://core.ac.uk/download/pdf/98660713.pdf
4	https://www.youtube.com/playlist?list=PLOzRYVm0a65fnUjrixHsDhYRaJlK_xqB
5	https://www.youtube.com/watch?v=HZcXup7p5-8

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				50	100



Course Code: DMBIE0206	Course Name: Product Design & Development	L	T	P	C
Course Offered in: MBA (IEV)		2	0	0	2
Pre-requisite: Fundamentals of Innovation & Entrepreneurship; Basics of Business Strategy					
Course Objectives: (i) Equip students with a structured understanding of the product design and development lifecycle through theory and hands-on lab activities; (ii) Develop experiential competencies in design thinking, user research, and rapid prototyping through real-world sprints; (iii) Enable students to validate market opportunities and build viable product concepts via live GTM simulations; (iv) Foster cross-functional collaboration through team-based workshops, pitch sessions, and peer critique; (v) Build capability to manage the product roadmap and iterate based on real user feedback in a studio-style learning environment.					
Course Outcome: After completion of the course, the student will be able to			Bloom's Knowledge Level (KL)		
CO1	Recall and describe the key stages of the product design and development process including ideation, concept development, prototyping, and launch.	K1			
CO2	Explain the principles of Design Thinking and apply user research techniques to identify unmet customer needs and market opportunities.	K2			
CO3	Apply frameworks such as QFD, FMEA, and Agile to design, evaluate, and refine product concepts for entrepreneurial ventures.	K3			
CO4	Analyze product-market fit, competitive landscape, and innovation metrics to make informed product strategy decisions.	K4			
CO5	Evaluate and synthesize product strategies for managing the product lifecycle, scaling operations, and pivoting in startup contexts.	K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)					
CO-PO Mapping	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	-	-
CO2	2	3	1	1	2
CO3	3	3	-	1	2
CO4	2	3	1	3	1
CO5	3	2	3	2	3
Course Contents / Syllabus					
Module 1	Introduction to Product Design and Development			6 hours	
Overview of product design and development: definitions, scope and significance; Product Development Lifecycle (PDLC): stages from ideation to market launch; Types of product innovations: incremental, radical, architectural and disruptive; Role of product design in venture creation; Frameworks: Stage-Gate Model, Lean Startup and Agile Product Development.					
Module 2	Design Thinking and User-Centric Innovation			6 hours	
Principles and philosophy of Design Thinking (IDEO model): Empathize, Define, Ideate, Prototype, Test; User research methodologies: ethnographic research, interviews, surveys and observation; Persona development, empathy mapping and customer journey mapping; Problem framing and POV statements; Ideation techniques: brainstorming.					
Module 3	Concept Development, Prototyping and Testing			6 hours	
Concept generation: morphological analysis; Concept selection: Pugh Matrix and weighted scoring; Types of prototypes: low-fidelity (paper, wireframe) and high-fidelity (digital, physical); Quality Function Deployment (QFD): translating customer needs into technical specifications; Failure Mode and Effect Analysis (FMEA) for risk identification; Iterative design and feedback loops.					
Module 4	Product Strategy, Road mapping and Business Viability			6 hours	
Product-Market Fit (PMF): definition, measurement and validation frameworks; Go-to-Market (GTM) strategy: positioning, pricing, distribution channels and launch planning; Product road mapping: building and communicating roadmaps to stakeholders; Intellectual Property (IP) strategy: patents, trade secrets and design rights; Financial considerations: COGS, unit economics and break-even analysis.					
Module 5	Scaling, Innovation Management and Product Leadership			6 hours	
Managing the product lifecycle: introduction, growth, maturity and decline strategies; Agile and Scrum methodologies for iterative product development; Innovation metrics and KPIs: NPS, DAU/MAU, churn rate and CLV; Pivoting vs. persisting: frameworks for strategic product decisions in startups; Sustainability and responsible design; Emerging trends: AI-driven design, digital twins, product-led growth (PLG).					
Total Lecture Hours				30 hours	
Textbook:					

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S.No	Book Title	Author
1	Product Design and Development, 8th ed. (2024)	Ulrich, K. T., Eppinger, S. D. & Yang, M. C. – McGraw-Hill Education
2	Innovation Management and New Product Development, 7th ed. (2021)	Trott, P. – Pearson Education
3	Entrepreneurship, 3rd ed. (2020)	Roy, R. – Oxford University Press India (XLRI Jamshedpur)

Reference Books:

S.No	Book Title	Author
1	New Products Management, 12th ed. (2021)	Crawford, C. M. & Di Benedetto, C. A. – McGraw-Hill Education
2	Entrepreneurship, 11th ed. (2022)	Hisrich, R. D., Peters, M. P., Shepherd, D. A. & Sinha, S. – McGraw-Hill Education India
3	Management of Innovation and Product Development, 2nd ed. (2024)	Cantamessa, M. & Montagna, F. – Springer
4	Testing Business Ideas (2020)	Bland, D. J. & Osterwalder, A. – Wiley
5	Entrepreneurship, Innovation and Regional Development, 2nd ed. (2020)	Mitra, J. – Routledge

NPTEL/ Youtube/ Faculty Video Link:

	NPTEL: Product Design – IIT Bombay https://nptel.ac.in/courses/110106070
	NPTEL: Innovation, Business Models & Entrepreneurship https://nptel.ac.in/courses/110105072
	YouTube: Lean Startup & Agile Product Development – Y Combinator https://www.youtube.com/ycombinator

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
						5	50	
30			20				50	100

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Course Code: DMBIE0257		Course Name: Action Learning Segment-I Internship with incubation/ Mentor Organization		L	T	P	C
Course Offered in: MBA IEV				0	0	12	6
Pre-requisite: Basic understanding of entrepreneurship, innovation, startup ecosystem, and business management fundamentals.							
Course Objectives: The course provides practical exposure to students through internships with startups and incubation centers while developing entrepreneurial, managerial, communication, and problem-solving skills through live industry projects.							
Course Outcome: After completion of the course, the student will be able to				Bloom’s Knowledge Level (KL)			
CO1	Understand the functioning of incubation centers and startup ecosystems.			K2			
CO2	Analyze business challenges and operational processes in startups.			K4			
CO3	Apply management tools and techniques in live internship projects.			K3			
CO4	Develop innovative solutions through action learning and mentorship.			K6			
CO5	Demonstrate professional communication, teamwork, and presentation skills.			K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	1	1	2	
CO2		2	3	2	2	1	
CO3		2	2	3	2	2	
CO4		1	2	3	3	2	
CO5		2	1	2	2	3	
Course Contents / Syllabus							
Module 1		Introduction to Incubation & Startup Ecosystem				8 hours	
Understanding startup ecosystems and entrepreneurial culture, Role and functions of incubation centers and mentor organizations Startup lifecycle and business model fundamentals, Orientation sessions and internship goal setting, Identification of live projects and organizational structure understanding							
Module 2		Market Research & Business Analysis				8 hours	
Industry analysis and competitor mapping, Customer need identification and market validation . SWOT and PESTLE analysis for startups, Data collection techniques and business analytics basics, Preparation of market research report							
Module 3		Operational Learning & Project Execution				8 hours	
Exposure to startup operations and workflow management, Digital marketing, finance, HR, and business development activities , Participation in meetings, brainstorming, and innovation sessions, Problem-solving approaches in startup environments , Mid-term project progress presentation							
Module 4		Innovation, Mentorship & Skill Development				8 hours	
Design thinking and innovation management, Mentoring sessions with startup founders and industry experts, Leadership communication, and team-building activities, Business pitching and networking practices, Reflection and learning documentation							
Module 5		Internship Report & Final Presentation				8 hours	
Preparation of internship/project report, Analysis of organizational learning and project outcomes, Challenges faced and recommendations provided, Final presentation and viva-voce, Submission of internship diary and mentor feedback report							
						Total Lecture Hours 40 hours	
Textbook:							
S.No	Book Title			Author			
1	Entrepreneurship Development and Management			Vasant Desai			
2	The Startup Owner’s Manual			Steve Blank & Bob Dorf			
3	Innovation and Entrepreneurship			Peter F. Drucker			
Reference Books:							
S.No	Book Title			Author			
1	The Lean Startup			Eric Ries			
2	Business Model Generation			Alexander Osterwalder			

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3	Design Thinking for Strategic Innovation	Idris Mootee	
NPTEL/ Youtube/ Faculty Video Link:			
1	https://www.youtube.com/@ycombinator		
2	https://nptel.ac.in/courses/110106141?utm		
3	https://nptel.ac.in/courses/110104073?utm		
Mode of Evaluation			
PS		PE	Total
50		100	150

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Course Code: DMBIE0258	Course Name: Startup Conclave / Hackathon / Business Plan Participation Certificate	L	T	P	C
Course Offered in: MBA (IEV)	0	0	4	4	

Pre-requisite: NIL

Course Objectives:

- Provide first-hand experiential learning through active participation in competitive startup events.
- Enable students to apply classroom business concepts (BMC, financial planning, pitching) in real-world, time-bound environments.
- Develop team coordination, problem-solving, and persuasive communication skills under pressure.
- Build a verifiable portfolio of participation certificates and event-based learning evidence.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Plan and prepare a structured participation strategy for a startup conclave, hackathon, or business plan competition.	K4
CO2	Execute a complete event cycle – from ideation to final pitch or prototype submission – while documenting key decisions and iterations.	K3
CO3	Capture and reflect on event learnings using prescribed reporting templates (learning log, geo-timed evidence, practitioner interactions).	K2
CO4	Critically evaluate the event's ecosystem (judging criteria, competitor solutions, mentor feedback) and derive actionable insights for their own venture.	K5
CO5	Compile a portfolio of participation certificate(s), team deliverables, and a post-event report that demonstrates leadership, resilience, and applied learning.	K6

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

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

List Of Practical's (Indicative & Not Limited To)

1. **Pre-Event Preparation & Team Formation** - Event selection, team roles, ideation, BMC, pitch deck, mock feedback.
2. **During-Event Execution & Real-Time Documentation** - Active participation (hackathon/conclave/B-plan), geo-tagged photos, live learning log, mentor interactions, business card collection.
3. **Post-Event Analysis & Report Writing** - Writing learning report, compiling photo dossier, project implication note, mentor log
4. **Portfolio Completion & Viva Preparation** - Finalising certificate submission, internal review, mock viva, peer feedback.

Detailed Guidelines

Pre-Event Preparation

- Understanding event formats: conclave (networking), hackathon (prototype/code), business plan competition (pitch + financials)
- Team formation (max 4 members) & role allocation
- Problem validation using Lean Canvas / BMC
- Preparing 5-slide and 10-slide pitch decks
- 3-minute elevator pitch practice
- Mock feedback session with faculty

During-Event Execution

- Active participation in one registered event (Type A/B/C – see below)
- Submission of event deliverables (pitch, prototype, video) on time
- Real-time Event Learning Log (template provided) – entries every 2 hours
- Geo-tagged photography: minimum 10 photos (categories specified)

- Collecting business cards (minimum 5 per event) with back-side notes
- Engaging with judges, mentors, and other teams

Post-Event Analysis & Report Writing

- Writing the Post-Event Learning Report (min. 1,500 words) – prescribed format given
- Creating Geo-Photo Evidence Dossier (PDF with captions, geo-timestamps)
- Writing Project Implication Note (400-500 words) linking 2 event insights to Capstone
- Compiling Business Card & Mentor Interaction Log
- Scanning and uploading participation certificate (or provisional proof)

Portfolio Completion & Viva Preparation

- Internal review of all deliverables by faculty
- Peer feedback session on report quality
- Mock viva (10-minute presentation of learning journey)
- Final submission of complete portfolio (report + photos + cards + certificate)
- External viva voce

Participation Types & Minimum Requirements

Type	Category	Min. Participation	Examples of Eligible Events
Type A	Startup Conclave / Summit	1 event	TiE Conclave, Startup Mahakumbh, NASSCOM Product Conclave, CII Startup Summit, FICCI event, university-level entrepreneurship summit.
Type B	Hackathon (offline/online)	1 event	Smart India Hackathon (SIH), internal university hackathon, 24-hour hackathon, code-for-good challenge.
Type C	Business Plan Competition	1 event	IIC-funded contest, E-Summit pitch competition, national/state level B-plan contest.

Mandatory: Participation certificate (or official proof) for at least one Type A / B / C event. Without certificate, the course is marked Incomplete.

Mode of Evaluation

PS	PE	Total
50	100	150

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Course Code: DMBIE0259		Course Name: Capstone Project 2- Development of Business Idea into working Prototype				L	T	P	C
Course Offered in: MBA (IEV) – Innovation, Entrepreneurship & Venture						0	0	8	4
Pre-requisite: Completion of Capstone 1 (Ideation & PoC)									
Course Objectives: To enable students to design, validate, prototype, and present a market-ready startup solution through user research, product development, market analysis, and investor pitching.									
Course Outcome: After completion of the course, the student will be able to						Bloom’s Knowledge Level (KL)			
CO1	Develop a validated MVP prototype plan through user research and feature prioritisation.					K6			
CO2	Analyse market data and customer insights to identify target segments and positioning.					K4			
CO3	Build and test a functional prototype with iterative improvements based on user feedback.					K3			
CO4	Create a go-to-market strategy including pricing, marketing, and operational planning.					K6			
CO5	Present and justify the final prototype and business model to an industry jury.					K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	2	1	2			
CO2		2	3	3	2	2			
CO3		2	2	2	3	3			
CO4		3	2	2	2	3			
CO5		3	3	3	2	2			
Course Contents / Syllabus									
Phase 1		Prototype Planning							
- Review Capstone 1 feedback; re-validate core assumptions with 10 additional user interviews - Define MVP feature set using MoSCoW prioritisation (Must / Should / Could / Won't) - Develop prototype roadmap: tech stack, materials, tools, and timeline - Submit: MVP Specification Document									
Phase 2		Market Research & Data Analysis							
- Design and distribute a structured survey (min. 50 respondents) covering TAM, pricing sensitivity, and feature preferences - Analyse results using Excel / Power BI / Google Data Studio with charts and statistical summaries - Apply STP framework to define target segment and positioning statement - Submit: Market Research Report with Data Dashboards									
Phase 3		Prototype Build							
- Build functional prototype: physical product / mobile app (no-code: Glide/Bubble) / digital service platform - Integrate Semester II ALS-I learnings: operational processes, vendor/partner identification - Conduct beta testing with 10+ users; document bugs and improvement iterations - Submit: Live Demo-ready Prototype + Beta Test Log									
Phase 4		Go-to-Market Blueprint							
- Develop full GTM plan: marketing channels, digital strategy, pricing model (Freemium / subscription / unit-based) - Define sales funnel, customer acquisition cost (CAC), and lifetime value (LTV) estimates - Outline initial operational plan: team structure, key partners, revenue model - Submit: GTM Blueprint Document (2,500 words)									
Phase 5		Prototype Demo & Jury Presentation							
- Present live working prototype demonstration (15 minutes) - Walk jury through market research findings, GTM plan, and unit economics - Receive structured feedback from industry jury; document learnings for Capstone 3 - Submit: Final Integrated Report + Pitch Deck + Prototype Link/Artefact									
Textbook:									
S.No	Book Title				Author				
1	Entrepreneurial Finance: Concepts & Cases				Richard Smith & Janit Smith				
2	Pitch Anything				Oren Klaff				
3	The Lean Startup				Eric Ries				

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Reference Books:			
S.No	Book Title	Author	
NPTEL/ Youtube/ Faculty Video Link:			
1	NPTEL – Entrepreneurship Essentials: https://nptel.ac.in/courses/110/106/110106129/		
2	NPTEL – Financial Management: https://nptel.ac.in/courses/110/104/110104147/		
3	Gamma.app Tutorial (YouTube): https://www.youtube.com/@gamma		
4	Startup India Portal: https://www.startupindia.gov.in/		
5	Indian Patent Office e-filing: https://ipindiaonline.gov.in/		
Mode of Evaluation			
	PS	ESE	Total
	50	100	150