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

Affiliated to

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

Evaluation Scheme & Syllabus

For
MBA Innovation, Entrepreneurship and Venture Development (IEV)

Second Year

(Effective from the Session: 2026-27)

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

S. No.	Subject Code	Subject Name	Types of Subjects	L	T	P	CT	TA	Total	PS	TE	PE	Total	Credit
1	CMBIE0301	Buying & Selling of Small Business	Mandatory	3	0	0	30	20	50	0	100	0	150	3
2	CMBIE0302	Global Linkage Opportunities in Entrepreneurship	Mandatory	3	0	0	30	20	50	0	100	0	150	3
3	CMBIE0303	IPR Management	Mandatory	3	0	0	30	20	50	0	100	0	150	3
4	CMBIE0304	Operations Management of Existing and New Venture	Mandatory	3	0	0	30	20	50	0	100	0	150	3
5	CMBIE0305	Startup Laws, Ethics and Environment in India	Mandatory	3	0	0	30	20	50	0	100	0	150	3
6	CMBIE0306	Venture Growth Strategies	Mandatory	3	0	0	30	20	50	0	100	0	150	3
7	CMBIE0311	Employee Relations and Labour Codes	Elective	3	0	0	30	20	50	0	100	0	150	3
8	CMBIE0312	Investment Analysis and Portfolio Management	Elective	3	0	0	30	20	50	0	100	0	150	3
9	CMBIE0313	Predictive Analytics	Elective	3	0	0	30	20	50	0	100	0	150	3
10	CMBIE0314	Social Media and Digital Marketing Analytics	Elective	3	0	0	30	20	50	0	100	0	150	3
11	CMBIE0315	Warehouse and Inventory Management	Elective	3	0	0	30	20	50	0	100	0	150	3
12	CMBIE0358	Data Visualization for Managers	Mandatory	0	0	4	0	0	50	50	0	50	100	2
13	CMBIE0359	Summer Internship Project	Mandatory	0	0	8	0	0	50	50	0	100	150	4
		Total											**1300**	**27**

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 IV

Sl. No.	Subject Code	Subject Name	Types of Subjects	L	T	P	CT	TA	Total (Internal)	PS	TE	PE	Total	Credit
1	CMBIE0458 / CMBIE0459	Startup Based Project / Intrapreneurship Project	Mandatory	0	0	4	0	0	200	200	400	0	600	20
		Total											**600**	**20**

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 AND TECHNOLOGY
GREATER NOIDA-201306
(An Autonomous Institute)
School of Management

SEMESTER III

Course Code: CMBIE0301	Course Name: Buying & Selling of Small Business	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Basic knowledge of business management, financial analysis, valuation methods, legal procedures, and entrepreneurial Decision-making is the pre-requisite for Buying & Selling of Small Business.

Course Objectives: The course aims to develop students' understanding of the processes involved in buying, valuing, financing, managing, and selling small businesses. It also equips learners with analytical, legal, leadership, and decision-making skills required For successful business acquisition, due diligence, operational transition, and post-sale management.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand the basics of buying a business, sourcing deals, and search funds.	K2
CO2	Calculate business profits, value a company, and perform due diligence.	K3
CO3	Analyze the financing options, and handle legal contracts.	K4
CO4	Prepare a small business for sale, cleanup operations, and build a sales brochure	K6
CO5	Manage post-sale business handovers, leadership transitions, and analyze digital acquisition trends.	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	3	3	1	3	2
CO4	2	2	2	2	3
CO5	3	2	3	2	3

Course Contents / Syllabus

Module 1	Buying Strategy & Finding Deals	8 hours

Introduction to Entrepreneurship through Acquisition (ETA), Core Principles of Buying an Existing Business, The Buy-versus-Build Dilemma, Risk-Reward Profiles of Existing Businesses, Basic Terminology of Small Business Transactions, Traditional Search Funds, Self-Funded Search Models, Geographic and Industry Targeting Criteria, Proprietary Deal Sourcing, Business Broker Networks, Online Acquisition Marketplaces, Initial Screening Frameworks, Deal Funnel Management, Non-Disclosure Agreements (NDA).

Module 2	Valuation & Checking the Facts	8 hours

Basic Concepts of Business Valuation and Financial Health, Difference between Net Profit and Cash Flow, Seller's Discretionary Earnings (SDE), EBITDA Recasting, Add-Back Analysis, Asset-Based Valuation, Market Multiples, Discounted Cash Flow (DCF) for Small Businesses, Fundamentals of Due Diligence, Quality of Earnings Report, Financial Statement Verification, Tax Return Reconciliation, Customer Concentration Risks, Key-Man Dependency, Regulatory and Licensing Compliance.

Module 3	Financing & Making Offers	8 hours

Basic Mechanics of Structuring a Deal, Introduction to Acquisition Funding and Legal Contracts, Letter of Intent (LOI) Drafting, No-Shop Clauses, Small Business Administration (SBA) Loans, Senior Debt Dynamics, Seller Financing Structures, Seller Notes, Earn-Out Mechanisms, Asset Purchase Agreements (APA), Stock Purchase Agreements (SPA), Working Capital Pegs, Purchase Price Allocation, Non-Compete Covenants, Transition Services Agreements (TSA).

Module 4	Pre-Exit Planning & Selling	8 hours

Basic Concepts of Business Divestiture and Exit Readiness, Why and When Business Owners Sell, Pre-Sale Operational Clean-up, Systems and Process Documentation, Owner-Dependency Reduction, Financial Audit Preparation, Role of Intermediaries in a Sale, Business Brokers versus M&A Advisors, Confidential Information Memorandum (CIM) Creation, Strategic Buyers, Financial Buyers, Internal Successions, Auction Processes, Confidentiality Management.

Module 5	Taking Over & Market Trends	8 hours

Basic Concepts of Post-Merger Integration and Business Handover, Operational Challenges of a New Owner, Post-Acquisition Early Management, Leadership Transitions, Cultural Alignment, Employee Retention Strategies, Customer Churn Mitigation, Operational Risk Control, Overview of the Modern Micro-PE Ecosystem, Micro-Private Equity (Micro-PE) Consolidation, Digital Business Acquisitions, E-commerce and SaaS Flipping, Roll-up Strategies, Regional and International Transactional Trends.

	Total Lecture Hours	40 hours

Textbook:

S.No	Book Title	Author

1	*Small Business Management and Entrepreneurship*, Pearson Publication, Latest Edition	David Stokes & Nicholas Wilson

Reference Books:

S.No	**Book Title-** B*uying and Selling a Business: A Step-by-Step Guide*, Wiley, Latest Edition	**Author-** Anthony Mancuso

NPTEL/ Youtube/ Faculty Video Link:

1	Accounting Basics for Small Business Owners [By a CPA]
2	Bookkeeping Basics & Accounting 101 for Small Business Owners
3	SMALL BUSINESS AND ENTERPRISES class 11 ONE SHOT | business studies chapter 9 | Gaurav Jain
4	How To Run Your Small Business Like A CEO
5	Preview: Business Fundamentals for Entrepreneurs | SWAYAM

Mode of Evaluation

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

Course Code: CMBIE0302	Course Name: Global Linkage Opportunities in Entrepreneurship	L	T	P	C
Course Offered in: MBA-IEV		3	0	0	3

Pre-requisite: Understanding of business environment.

Course Objectives: The purpose of this course is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations. to develop an understanding related to the context in which international business is developed, as well as commercial transactions between countries and the effects of commercial relations worldwide.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand the concepts of foreign trade in reference to international markets and products.	K2
CO2	Understand components of different market environment for decision making	K2
CO3	Understand the role of financial institutions in foreign trade.	K2
CO4	Analyze the international environment and for sustainable production and marketing.	K4
CO5	Analyze the recent challenges in international trade and role of international Institutions	K4

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	3
CO3	2	2	1	2	2
CO4	2	3	3	3	3
CO5	3	2	2	2	3

Course Contents / Syllabus

Module 1	Introduction to Prospects of Foreign Trade	8 hours

Foreign Trade – Introduction and Importance: Meaning, features, and significance of foreign trade for entrepreneurs; difference between domestic and foreign trade; balance of trade and balance of payments.
Promotional Measures in Foreign Trade by Indian Government: Export-Import (EXIM) Policy; role of Ministry of Commerce; Export Promotion Councils (EPCs); Trade bodies – FIEO, CII, ASSOCHAM; India's foreign trade performance and trends.

Module 2	Market Study – Business Environment & Indian Exports	8 hours

Business Environment Analysis for Global Markets: Economic environment – GDP, trade policies, currency stability; Social & cultural environment, Technological environment – e-commerce, digital payments, Industry 4.0; Political & Legal framework – bilateral/multilateral agreements, trade barriers, WTO norms.
Export Promotion Schemes & Programmes: Merchandise Exports from India Scheme (MEIS/RoDTEP); Service Exports from India Scheme (SEIS); Duty Drawback Scheme; Export Credit Guarantee Corporation (ECGC); Export credit and finance.
Special Economic Zones (SEZs): Concept, objectives and functioning of SEZs; benefits to exporters and entrepreneurs; major SEZs in India; EPZs vs SEZs.
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Module 3	Financial Institutions in International Trade	8 hours

International Financial Institutions – Overview: Role and importance of international financial bodies in supporting global trade and entrepreneurship. International Monetary Fund (IMF): Objectives, structure, functions; role of IMF in stabilizing global economies; IMF and developing nations; Special Drawing Rights (SDR) – concept and significance. World Bank Group: IBRD, IDA, IFC, MIGA

Module 4	Product and Market Strategy for Global Entrepreneurship	8 hours

SWOT Analysis in Global Context: Product-Market Strategy: Product adaptation vs standardization for global markets; international product life cycle. Environmental Challenges in Global Entrepreneurship, Sustainable Production & Green Manufacturing: Concept and importance; circular economy; ISO 14001 and environmental management systems; sustainable supply chains, Meaning and measurement of carbon footprint; carbon credits and carbon trading; green entrepreneurship opportunities; ESG (Environmental, Social, Governance) frameworks for global businesses.

Module 5	Laws, Policies and Recent Trade Challenges	8 hours

Foreign Trade (Development and Regulation) Act, 1992 (FTDRA): powers of DGFT; import-export licenses and prohibitions; penalties and enforcement; recent amendments. Foreign Exchange Management Act, 1999 (FEMA); role of RBI under FEMA; comparison of FEMA with FERA. Special Economic Zones and International Trade: SEZ Act 2005 – Recent Trade Challenges: Anti-dumping and countervailing duties; Non-Tariff Barriers (NTBs), WTO dispute resolution; Impact of geopolitical tensions on trade (US-China trade war, Russia-Ukraine conflict); India's trade challenges in pharmaceuticals, textiles, and IT services.
Emerging Opportunities: India's Free Trade Agreements (FTAs) – recent deals with UAE, Australia, EU (in progress); Make in India and Atmanirbhar Bharat as trade policy frameworks; digital trade and e-commerce exports.

	Total Lecture Hours	40 hours

Textbook:

S.No	Book Title	Author
1	International Business: Competing in the Global Marketplace (13th Ed.)	Charles W.L. Hill & G. Tomas M. Hult
2	Foreign Trade Policy and Export Management	P.K. Khurana
3	Export-Import Management	Justin Paul & Rajiv Aserkar

Reference book:

S.No	Book Title	Author
1	International Trade: Theory and Evidence	Krugman, Obstfeld & Melitz
2	FEMA & Foreign Trade Policy – A Comprehensive Guide	V.S. Datey
3	Entrepreneurship in International Business	Roger Luthje
4	Green Business: An A-to-Z Guide	Nevin Cohen & Paul Robbins (Eds.)

NPTEL/ Youtube/ Faculty Video Link:

1	https://nptel.ac.in/courses/110105067
2	https://nptel.ac.in/courses/110101114
3	https://www.youtube.com/@dgftindia
4	https://www.youtube.com/@WorldBank
5	https://www.eximbankindia.in/publications

Mode of Evaluation

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

Course Code: CMBIE0303	Course Name: IPR Management	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Basics of Entrepreneurship, Innovation Management, and Business Environment

Course Objectives: The course aims to provide students with comprehensive knowledge of Intellectual Property Rights (IPR) and their strategic role in innovation-driven enterprises and startups. The course focuses on patent management, trademarks, copyrights, licensing, innovation protection, commercialization of intellectual assets, and legal frameworks relevant to entrepreneurs and venture managers.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand the fundamentals and importance of Intellectual Property Rights in innovation and entrepreneurship	K2
CO2	Analyze various forms of IPR including patents, trademarks, copyrights, and industrial designs	K4
CO3	Apply IPR strategies for startups, innovation protection, and business competitiveness	K3
CO4	Evaluate legal frameworks, licensing mechanisms, and commercialization strategies of intellectual assets	K5
CO5	Develop strategic approaches for IPR management, technology transfer, and innovation sustainability	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	3	2	1	1
CO3	2	3	3	2	2
CO4	2	2	3	3	2
CO5	2	3	2	3	3

Course Contents / Syllabus

Module 1	**Introduction to Intellectual Property Rights**	**8 hours**

Concept and Evolution of Intellectual Property Rights, Importance of IPR in Innovation and Entrepreneurship, Types of Intelle ctual Property, Intellectual Property and Knowledge Economy, Role of IPR in Startup Ecosystem, National and International IPR Frameworks, WTO and TRIPS Agreement, Emerging Trends in Intellectual Property Management

Module 2	**Patents and Trademark Management**	**8 hours**

Patent Fundamentals and Patentability Criteria, Patent Filing Procedures in India and Internationally, Patent Search and Documentation, Patent Infringement and Remedies, Trademark Registration and Protection, Brand Identity and Trademark Strategies for Startups, Industrial Designs and Geographical Indications, Case Studies on Patent and Trademark Disputes

Module 3	**Copyrights, Trade Secrets and Licensing**	**8 hours**

Copyright Protection and Registration, Digital Copyright and Media Rights, Trade Secrets and Confidentiality Agreements, Licensing and Technology Transfer, Franchising and Commercial Exploitation of IP, Open Source and Creative Commons Licensing, IPR in Software and Digital Startups, Legal Challenges in Intellectual Asset Protection

Module 4	**IPR Strategy and Commercialization**	**8 hours**

Strategic IPR Management for Enterprises, Intellectual Asset Valuation, Commercialization of Innovation and Technology, IP Portfolio Management, Innovation Protection Strategies for Startups, Venture Capital and IPR Due Diligence, Technology Incubation and Knowledge Transfer, Global IPR Strategy and International Markets

Module 5	**Contemporary Issues in IPR and Innovation**	**8 hours**

Cyber IPR and Digital Piracy, Artificial Intelligence and Intellectual Property, Data Protection and Privacy Issues, Ethical Issues in Intellectual Property, Green Innovation and Sustainable Technologies, Startup Legal Risk Management, Innovation Policy and Government Initiatives, Future of IPR in Emerging Technologies.

	Total Lecture Hours	**40 hours**

Textbook:

S.No	Book Title	Author
1	Intellectual Property Rights	Neeraj Pandey
2	Intellectual Property: Patents, Trademarks and Copyrights	Richard Stim
3	Intellectual Property Rights in India	V.K. Ahuja

Reference Books

1	Intellectual Property Rights: Text and Cases	R.K. Gupta
2	Patent Law and Practice	Kalyan C. Kankanala
3	Managing Intellectual Property	Vincent o'Reily
4	The Law of Intellectual Property	Craig Allen Nard
5	Innovation and Intellectual Property Strategy	John Palfrey

NPTEL/ Youtube/ Faculty Video Link:

1	Intellectual Property Rights: https://nptel.ac.in/courses/109105112?utm
2	Patent Law Basics: https://www.youtube.com/watch?v=F9cO3-MLHOM&utm
3	Technology Transfer and Licensing: https://www.youtube.com/watch?v=K8M0s1M7L5A&utm
4	Trademark and Brand Protection: https://www.youtube.com/watch?v=8Lk9W0j2A1U&utm
5	Startup IP Strategy: https://www.youtube.com/watch?v=2M5z9LQk8xA&utm

Mode of Evaluation

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

Course Code: CMBIE0304	Course Name: Operations Management of Existing and New Venture	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Basic knowledge of Business Management, Entrepreneurship, and Organizational Behavior.

Course Objectives: The course aims to equip students with the knowledge and skills required to design, manage, and optimize operations in both established businesses and new ventures, enabling them to create value through efficient processes and strategic decision-making.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Define operations management concepts, identify operational challenges in new ventures, and describe the role of operations in business success.	K2
CO2	Analyze existing operational processes, evaluate bottlenecks, and apply tools such as process mapping and capacity planning to improve efficiency.	K4
CO3	Design supply chain and inventory management strategies suitable for both start-ups and established enterprises.	K6
CO4	Evaluate quality management frameworks (TQM, Six Sigma, ISO) and implement quality control measures in diverse business contexts.	K5
CO5	Formulate comprehensive operational plans for new ventures incorporating lean principles, technology adoption, and sustainability considerations.	K3

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	1
CO3	2	3	3	2	1
CO4	3	2	2	3	2
CO5	3	3	3	2	2

Course Contents / Syllabus

Module 1	Introduction to Operations Management in Business Ventures	8 hours

Definition and scope of Operations Management; Evolution of OM from manufacturing to service and start-up ecosystems; Role of operations in business competitiveness; Key operational decisions: product/service design, process selection, capacity planning; Overview of business venture types: existing enterprises vs. new ventures; Challenges and opportunities in managing operations for start-ups; Introduction to Operations Strategy and its alignment with business goals.

Module 2	Process Design, Capacity Planning and Facility Management	8 hours

Process analysis and process flow mapping; Types of processes: job shop, batch, assembly line, continuous; Capacity planning: long-term and short-term; Bottleneck analysis and throughput management; Facility location decisions: factors, methods (factor rating, centre of gravity); Layout design: product, process, fixed position, and hybrid layouts; Designing operations layout for new ventures with limited resources; Ergonomics and workspace design considerations.

Module 3	Supply Chain and Inventory Management	8 hours

Supply chain structure: upstream and downstream linkages; Supply chain management goals: cost, flexibility, responsiveness; Vendor selection and supplier relationship management; Inventory management fundamentals: types of inventory, ABC analysis; Inventory models: Economic Order Quantity (EOQ), Reorder Point, Safety Stock; Just-in-Time (JIT) and lean inventory principles; Inventory challenges for new ventures and small businesses; Technology in supply chain: ERP systems, cloud-based procurement tools.

Module 4	Quality Management and Operational Excellence	8 hours

Concept and dimensions of quality; Total Quality Management (TQM): principles and tools; Statistical Process Control (SPC): control charts, process capability; Six Sigma methodology: DMAIC framework and application; ISO 9001: Quality Management System standards; Kaizen and continuous improvement culture; Lean operations: waste elimination (7 wastes), value stream mapping; Quality culture in new ventures and scaling quality as the business grows; Customer feedback loops and quality improvement cycles.

Module 5	Operations Planning for New Ventures: Technology, Sustainability and Scaling	8 hours

Operational planning for start-ups: business model canvas and operational canvas; Project planning tools: PERT/CPM for new venture launch; Technology adoption in operations: automation, AI-driven operations, e-commerce fulfillment; Digital transformation of operational processes; Sustainability in operations: green supply chains, waste minimization, circular economy; Scaling operations: from startup to growth stage; Outsourcing and offshoring decisions; Risk management in operations: identifying, assessing, and mitigating operational risks.

Total Lecture Hours	**40 hours**

Textbook:

1	Operations Management: Sustainability and Supply Chain Management (14th ed.). Pearson.	Heizer, J., Render, B., & Munson, C. (2023).
2	Operations and Supply Chain Management (15th ed.). McGraw Hill.	Jacobs, F. R., & Chase, R. B. (2023).

Reference Books:

1	New Venture Creation: Entrepreneurship for the 21st Century (9th ed.). McGraw Hill.	Timmons, J. A., & Spinelli, S. (2022).
2	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation. Crown Business.	Ries, E. (2011).
3	Production and Operations Management. McGraw Hill Education.	Chary, S. N. (2020).

NPTEL/ Youtube/ Faculty Video Link:

1.	Operations Management — IIT Bombay: https://nptel.ac.in/courses/112101081
2.	• https://www.youtube.com/watch?v=s7z-aXPm3Ic (Intro to Operations Management)
3.	• https://www.youtube.com/watch?v=4xeSYQHuqQ4 (Supply Chain Fundamentals)
4.	• https://www.youtube.com/watch?v=0ZOkWD6XUPA (Lean Manufacturing & Six Sigma)

Mode of Evaluation

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

Course Code: CMBIE0305	Course Name: Start-up Laws, Ethics and Environment in India	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Fundamental knowledge of entrepreneurship and business environment.

Course Objectives: This course aims to provide students with comprehensive knowledge of the legal, ethical, and environmental dimensions of startups in India. It focuses on understanding startup formation procedures, regulatory compliance, intellectual property rights, business ethics, corporate governance, and sustainability practices. The course also familiarizes students with government initiatives, startup ecosystem support mechanisms, and environmental responsibilities required for responsible and sustainable entrepreneurial ventures.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand the legal and regulatory framework for startups in India.	K2
CO2	Analyze ethical issues in entrepreneurial ventures.	K4
CO3	Apply knowledge of IPR and compliance requirements in startup	K3
CO4	Evaluate sustainability and environmental concerns in business operations.	K5
CO5	Understand government policies and support systems for startups.	K2

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

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

Course Contents / Syllabus

Module 1	**Startup Ecosystem and Entrepreneurial Environment in India**	**8 Hours**

Meaning, characteristics, and types of startups, Evolution of startup ecosystem in India, Role of innovation and entrepreneur ship in economic development. Government initiatives (Startup India, Make in India, Digital India, Atal Innovation Mission, Stand-Up India, MUDRA Scheme), Role of incubators, accelerators, angel investors, and venture capitalists and Challenges and opportunities for Indian startups.

Module 2	**Legal Framework for Startups in India**	**8 Hours**

Business formation and incorporation procedures, Forms of business organizations (Sole Proprietorship, Partnership, LLP, Private Limited Company). Companies Act, 2013, Indian Contract Act, 1872, FEMA and FDI policies, Labour laws applicable to startups, Taxation and statutory compliance, SEBI regulations and startup funding norms, Insolvency and bankruptcy provisions for startups

Module 3	**Intellectual Property Rights and Regulatory Compliance**	**8 Hours**

Introduction to Intellectual Property Rights (IPR), Patents, trademarks, copyrights, and industrial designs, Startup innovation protection mechanisms, Licensing and technology transfer, Cyber laws and data privacy, Information Technology Act, 2000, E-commerce regulations in India, Consumer protection laws, Legal compliance management for startups

Module 4	**Business Ethics and Corporate Governance**	**8 Hours**

Meaning and significance of business ethics, Ethical theories and ethical decision-making, Ethical dilemmas in startups, corporate governance practices, Transparency and accountability, Ethical leadership and organizational culture, Corporate Social Responsibility (CSR), Ethical marketing and consumer rights, Ethics in AI, digital business, and data management

Module 5	**Environmental Sustainability and ESG Practices**	**8 Hours**

Business environment and sustainability, Environmental Protection Act, 1986, Pollution control laws and environmental regulations, Sustainable entrepreneurship, green startups and circular economy, ESG (Environmental, Social, Governance) framework, Climate change and sustainable business practices, social entrepreneurship and inclusive growth, Sustainable Development Goals (SDGs) and startups

	Total Lecture Hours	**40 hours**

Textbook:

S.No	Book Title	Author
1.	Business Ethics and Corporate Governance.	A.C. Fernando, Pearson Education.
2.	Entrepreneurship Development	C.B. Gupta & Srinivasan, Sultan Chand & Sons
3.	Legal Aspects of Business	K. Aswathappa, Himalaya Publishing House
4.	Intellectual Property Rights	Debirag E. Bouchoux, Cengage Learning

Reference Books:

S.No	Book Title	Author
1.	Sustainable Development and Environmental Management	U.K. Pandey, Wiley India
2.	Corporate Governance, Ethics and Social Responsibility	B.N. Ghosh, Tata McGraw Hill
3.	Business Law	N.D. Kapoor, Sultan Chand & Sons

NPTEL/ Youtube/ Faculty Video Link:

1.	http://www.digimat.in/nptel/courses/video/109105098/L01.html
2.	https://www.youtube.com/watch?v=pmg26E8wN_w
3.	https://www.youtube.com/watch?v=P-a_48nlNys

Mode of Evaluation

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

Course Code: CMBIE0306	Course Name: Venture Growth Strategies	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Knowledge of Entrepreneurship Development, Strategic Management, Business Model Innovation

Course Objectives: The course aims to provide students with conceptual and practical understanding of venture growth strategies in startup and entrepreneurial ecosystems. It focuses on scaling businesses, market expansion, financing growth, strategic partnerships, innovation management, digital scaling, and sustainable competitive advantage for entrepreneurial ventures.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand the concepts and stages of venture growth and scaling strategies	K2
CO2	Analyze market expansion, customer acquisition, and competitive growth strategies	K4
CO3	Evaluate funding options and financial strategies for scaling ventures	K5
CO4	Apply digital transformation and innovation strategies for venture growth	K3
CO5	Assess sustainability, global expansion, and risk management strategies for 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	1	1
CO2	3	3	2	2	1
CO3	2	3	3	2	2
CO4	3	2	3	3	3
CO5	3	3	2	3	3

Course Contents / Syllabus

Module 1	**Introduction to Venture Growth and Scaling**	**8 hours**

Concept of venture growth, startup lifecycle, stages of business growth, scaling vs growth, growth mindset, entrepreneurial ecosystems, growth challenges in startups, strategic growth planning, role of innovation in venture scaling.

Module 2	**Market Expansion and Customer Growth Strategies**	**8 hours**

Market penetration strategies, market development, product diversification, customer acquisition strategies, customer retention, branding for startups, growth marketing, digital marketing strategies, strategic positioning, competitive advantage.

Module 3	**Financial Strategies for Venture Growth**	**8 hours**

Funding stages in startups, venture capital and private equity, angel investors, crowdfunding, bootstrapping, financial planning for growth, revenue models, valuation of startups, profitability and cash flow management, scaling finance operations.

Module 4	**Innovation, Technology and Digital Scaling**	**8 hours**

Digital transformation in startups, platform business models, use of AI, analytics and automation, innovation management, technology adoption strategies, agile scaling, strategic alliances, partnerships and collaborations, global digital business expansion.

Module 5	**Sustainable and Global Venture Growth**	**8 hours**

Sustainable entrepreneurship, ESG practices in startups, global expansion strategies, internationalization of ventures, risk management in scaling, crisis and resilience management, legal and ethical considerations, future trends in entrepreneurial growth.

	Total Lecture Hours	**40 hours**

Textbook:

S.No	Book Title:	Author:
1.	The Lean Startup	Eric Ries

Reference Books:

S.No	Book Title:	Author:
1.	Venture Deals	Alexander Osterwalder

NPTEL/ Youtube/ Faculty Video Link:

1	https://youtu.be/mGCCaIfG9us?si=9YLAahRvZBzRfWXd
2	https://youtu.be/6smbRJlfeY8?si=iLpsrjLYUwmcSXvV
3	https://youtu.be/CMyqgbJwR4I?si=zWhdGwi2yH_RQYFX
4	https://youtu.be/sVJc4ocGa6Y?si=VuF7Frc75_gozHH0
5	https://youtu.be/MG6C9pSaE2s?si=LlhJhgukRxroZxhC

Mode of Evaluation

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

Course Code: CMBIE0311	Course Name: Employee Relations and Labour Codes	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Knowledge of Human Resource Management.

Course Objectives: This course intends to make students aware of the various actors as part of the industrial relations and understand the labor laws that aim to promote the well-being of workers and maintain healthy employer-employee relations, along with the issues and implications of various labour laws.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand Industrial Relation framework and Collective Bargaining	K2
CO2	Describe constitutional validity of the wages Act outline the procedure for fixation and payment of wages and Bonus.	K2
CO3	Understand laws relating to Trade Unions, conditions of employment in industrial establishment	K2
CO4	Apply the relevant laws relating's Social Security, 2020 to solve industrial and business issues	K3
CO5	Evaluate through critical thinking the legal applications of Occupational safety and health code 2020 to solve industrial and business issues.	K5

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

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

Course Contents / Syllabus

Module 1	Introduction to Employee Relations	8 hours

Employee Relations: Employee Relations Management (ERM) & Industrial Relation: Introduction and Importance of Employee Relations Management, Role Of ILO, Emerging challenges of IR in India
Collective Bargaining: Collective Bargaining- Industrial Democracy- Participative Management –Industrial Discipline
Trade Union: Trade Union Act 1926 and recent amendments.

Module 2	Code on Wages -2019	8 hours

Labour Laws- Code on Wages -2019 (I): Code on Wages, 2019- Minimum Wages Act, 1948-Equal Remuneration Act, 1976- Labour Laws- Code on Wages -2019 (II): Payment of Bonus Act, 1965-Payments of Wages Act, 1936

Module 3	Industrial Relations Code- 2020	8 hours

Labour Laws -Industrial Relations Code- 2020(II): Industrial Employment (Standing Order) Act, 1946-Industrial Disputes Act 1947 and Authorities for investigation and settlement of industrial dispute, illegal strike and lock-out.

Module 4	Code on Social Security, 2020	8 hours

Labour Laws –Code on social security- 2020(I): Code on Social Security, 2020- Employee's Compensation Act, 1923-Employee's State Insurance Act, 1948 Labour Laws –Code on social security- 2020 (II): Employees' Provident Funds and Miscellaneous Provisions Act, 1952- Maternity Benefit Act, 1961-Payment of Gratuity Act, 1972

Module 5	OCH Code 2020 and Conflict Management	8 hours

Labour Laws OCHCode-2020(I): Occupational Safety, Health and Working Conditions Code, 2020- Factories Act, 1948- Contract Labour (Regulation and Abolition) Act, 1970. Conflict Management: Conflict management: Definition, Levels, Sources, Stages, Cause and Effects of conflicts, Reactions and Responses towards conflict, Conflict Resolution Process.

	Total Lecture Hours	40 hours

Textbook:

S.No	Book Title	Author
1.	Industrial Relations and labour laws, 1ED Paperback Edition 2017	Piyali Ghosh

2.	Industrial Relations and Labour Laws, 7E Paperback Edition 2020	S C Srivastava
3.	Labour and Industrial Law, Eastern Economy Edition,2019	P.K. Padhi, P

Reference Books:

S.No	**Book Title**	**Author**
1.	New Labour & Industrial Laws, Reprint 2022 Edition	Taxmann
2.	Handbook of Labour and Industrial Law, Generic Books, Edition 2021	P. L. Malik,

NPTEL/ Youtube/ Faculty Video Link:

1	https://onlinecourses.nptel.ac.in/e-learning/preview/noc24_mg104
2	https://onlinecourses.nptel.ac.in/e-learning/preview/noc22_lw05
3	https://www.youtube.com/watch?v=gJQoRMyYW9E
4	https://www.youtube.com/watch?v=90GGUjqUAvA&list=PLim9gWjsjN-M1CqZ0WkT4Ir2_botmIZ3M

Mode of Evaluation

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

Course Code: CMBIE0312	Course Name: Investment Analysis and Portfolio Management	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Financial Accounting. Corporate Finance / Financial Management, Economics, Quantitative Techniques

Course Objectives: The course aims to equip students with the knowledge of securities valuation, risk assessment, and portfolio optimization to make informed investment decisions. It also focuses on developing analytical skills for market trends, asset allocation, and financial modeling to enhance portfolio performance.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand foundational knowledge of investment for informed financial decision-making	K2
CO2	Evaluate investment risks and returns to optimize financial decision-making	K5
CO3	Assess securities' value and risks using analytical tools	K4
CO4	Optimize portfolio diversification and asset allocation	K3
CO5	Measure portfolio performance using financial metrics and benchmarks	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	3	3	1	2	2
CO3	2	3	1	2	1
CO4	3	3	2	2	2
CO5	2	3	1	2	2

Course Contents / Syllabus

Module 1	Basic of Investment and Investment Process	8 hours

Basics of Investments: Concepts of investments, Investment Vs Speculation, Gambling and Arbitrage: Forms of investment-investment in physical and financial assets; investment alternatives, investment objectives, constraints.
Investment Process: Investment process: direct and indirect investment. Macroeconomic Influences on Investment & India's Investment Landscape

Module 2	Risk and return	8 hours

Risk: Understanding risk types—systematic and unsystematic—along with sources and investor risk aversion. Measuring risk using standard deviation, coefficient of variation, and beta.
Return: Concept of return; Absolute vs. relative CO-2 return, factors influencing expected return, assessing return through relative return, expected value, and multi-period calculations, multi-period calculations: Compounding and time-value assessment

Module 3	Investment Analysis Framework: Fundamental Analysis and Technical Analysis	8 hours

Fundamental Analysis: Overview of Fundamental Analysis, definition & significance, Economic analysis, Industry analysis, Company analysis, E-I-C approach. Variables used in E-I-C analysis.
Technical Analysis: Basic tenets and Premises of Technical Analysis; Dow theory and Elliott wave theory, Technical Analysis Vs Fundamental Analysis. Efficient Market Hypothesis; Concept and Forms of Market Efficiency

Module 4	Portfolio Analysis and Asset Pricing and Market Theories	8 hours

Portfolio Analysis: Portfolio Selection, Portfolio Models – Markowitz Model, Diversification, Efficient Frontier and Selection of Optimal Portfolio. Markowitz Portfolio Risk and Return. Sharpe Single Index Model
Asset Pricing and Market Theories: Capital Asset Pricing Model (CAPM), Capital Market Line (CML), and Security Market Line (SML), Understanding Beta as a risk measure in CAPM and the fundamentals of Arbitrage Pricing Theory (APT), including arbitrage portfolio construction.

Module 5	Performance Evaluation & Predictive Ability	8 hours

Performance Evaluation: Sharpe's Performance Index, Treynor's Performance Index
Predictive Ability: Jensen's Measure to identify the predictive ability

		Total Lecture Hours **40 hours**
Textbook:		
S.No	**Book Title**	**Author**
1.	Security analysis and portfolio management (2nd ed.). Vikas Publishing House	Pandian, P. (2012).
2.	Security analysis and portfolio management. Excel Books India.	Bhat, S.
Reference Books:		
S.No	**Book Title**	**Author**
1	Security analysis and portfolio management: A primer. Springer Singapore.	Singh, S., & Yadav, S. S. (2021
NPTEL/ Youtube/ Faculty Video Link:		
1	https://www.bajajfinserv.in/videos/know-the-different-types-of-securities-in-india	
2	https://www.youtube.com/watch?v=9rJ65chlwt4&t=192s	
3	https://www.youtube.com/watch?v=B7_bzCIZ1HY	
4	https://www.youtube.com/watch?v=SH9ncsOZAUk	
5	https://www.youtube.com/watch?v=rtsYY3q5lKQ	

Mode of Evaluation

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

Course Code: CMBIE0313	Course Name: Predictive Analytics	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Understanding of Information Technology and its application in business management

Course Objectives: The objective of this course is to help students understand the fundamental concepts of predictive analytics and create predictive models. This course will enable them to apply predictive analytics techniques.

Course Outcome: After completion of the course, the student will be able to:		Bloom's Knowledge Level (KL)
CO1	Understand the concept of predictive analytics.	K2
CO2	Understand and comprehend the data summary.	K3
CO3	Apply data preparation techniques.	K3
CO4	Develop and deploy a predictive model for a given problem.	K6
CO5	Analyze the forecasting and time series analysis functions and models.	K4

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

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

Course Contents / Syllabus

Module 1	**Overview of Predictive Analytics**	**8 hours**

Introduction to Predictive Analytics: Concept of predictive Analytics, Supervised and Unsupervised Learning, Predictive Analytics Vs Business Intelligence
Challenges and Application: Challenges in using Predictive Analytics, Application of predictive Analytics, CRISP-DM

Module 2	**Data Understanding**	**8 hours**

Variable understanding- categorical, continuous, flag, Boolean, integer. Bias, Variance, and model complexity, Bias-variance trade-off, Estimate of In-sample prediction error, Cross-validation

Module 3	**Data Preparation**	**8 hours**

Variable cleaning, Data Audit, Data Cleaning: Missing Values, Noisy Data, Bayesian network. Binning, Clustering, Regression, Inconsistent Data, Data Integration and Transformation

Module 4	**Modelling and Deployment**	**8 hours**

Partitioning The Data - Training, Validation & Testing, Model selection- Decision Tree, Logistic Regression, K Nearest Neighbour, Naïve Bayes, SVM, Neural Network. General deployment considerations, Deployment Steps, Case studies

Module 5	**Forecasting and Time Series Analysis**	**8 hours**

Time Series Analysis, Objectives of Time Series Analysis, Time Series Data, Time Series Patterns. Additive & Multiplicative models, Exponential smoothing techniques, forecasting accuracy, Auto-regressive and Moving average models

	Total Lecture Hours	**40 hours**

Textbook:

S.No	Book Title	Author
1	Data mining and predictive analytics	Larose, D. T. (2015). John Wiley & Sons.
2	Predictive analytics: The power to predict who will click, buy, lie, or die	Siegel, E. (2013). John Wiley & Sons.
3	Applied predictive modeling (Vol. 26, p. 13)	Kuhn, M., & Johnson, K. (2013). New York: Springer.

Reference Books:

S.No	Book Title	Author

1	Applying predictive analytics (pp. 89-121). Springer International Publishing.	McCarthy, R. V., McCarthy, M. M., Ceccucci, W., Halawi, L. et al. (2022).
2	Modeling techniques in predictive analytics: business problems and solutions with R	Miller, T. W. (2015). Pearson Education.

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/watch?v=4y6fUC56KPw
2	https://www.youtube.com/watch?v=0K1ESOC8CXg
3	https://www.youtube.com/watch?v=zZwunHv3Zog

Mode of Evaluation

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

Course Code: CMBIE0314	Course Name: Social Media and Digital Marketing Analytics	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre-requisite: Basic Knowledge of Marketing concepts and Social Media platforms

Course Objectives: Students will focus on understanding the digital marketing landscape and how firms can build value-enhancing strategies that leverage digital and social media channels to acquire and engage customers. Through the use of digital analytic dashboards and software, students will learn to analyze marketing/customer data to make meaningful decisions.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Explain the concepts, principles, and practices of digital and social media marketing	K2
CO2	Demonstrate the ability to acquire, engage, and retain consumers through online marketing strategies	K3
CO3	Evaluate the features, functions, and applications of various social media platforms in marketing.	K5
CO4	Apply digital marketing concepts and cost considerations to enhance organizational marketing competency.	K3
CO5	Analyze marketing data and campaign performance metrics to generate insights and improve marketing strategies and plans	K4

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	2	2	2	3
CO3	2	2	1	1	1
CO4	3	3	2	2	2
CO5	2	3	1	2	2

Course Contents / Syllabus

Module 1	Introduction to Digital Marketing	8 hours

Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey, Marketing strategies for the digital world-latest practices. Marketing Mix(7Ps) in online context, Integrated Internet Marketing Communication.

Module 2	Social Media Marketing	8 hours

Social Media Marketing: Meaning, Purpose, types of social media websites. Introduction to Facebook, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns
Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing.

Module 3	Acquiring & Engaging Users through Digital Channels	8 hours

Acquiring & Engaging Users through Digital Channels: search engine marketing, mobile marketing, video marketing, email marketing, affiliate marketing, influencer marketing, viral marketing, content marketing and social-media marketing, Overview of SEO, Marketing gamification.

Module 4	Designing Organization for Digital Success	8 hours

Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.

Module 5	Digital Marketing Analytics	8 hours

Web Analytics, Google Analytics, Social Media Analytics, Google Ads details-Conversion tracking, Conversion Rate Optimization, Emerging technologies- Metaverse, IOT, AR/VR, Future of Analytics

	Total Lecture Hours	40 hours

Textbook:

1	Internet Marketing, Oxford University Press India, First Edition	Moutsy Maiti

2	Digital Marketing, Oxford University Press India, First Edition	Vandana, Ahuja
Reference Books:		
1	Social Media Marketing, Sage Publication, Second Edition	Tracy L. Tuten & Michael R. Solomon
2	Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page, First Edition	Ryan, Damian
NPTEL/ Youtube/ Faculty Video Link:		
1	https://acadium.com/blog/digital-marketing-analytics/	
2	https://bpb-us-e2.wpmucdn.com/sites.middlebury.edu/dist/2/3941/files/2018/01/Middlebury_Marketing-Presentation_PGM4_Final.pdf	
3	https://www.brandwatch.com/wp-content/uploads/2019/05/The-Fundamentals-of-Social-Media-Analytics.pdf	
4	https://www.coursera.org/learn/adobe-digital-marketing	
5	https://www.coursera.org/learn/social-media-analytics-introduction	

Mode of Evaluation

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

Course Code: CMBIE0315	Course Name: Warehouse and Inventory Management	L	T	P	C
Course Offered in: MBA (IEV)		3	0	0	3

Pre- requisite: Basic knowledge of Operations Management, Supply Chain Management and Logistics Management is desirable. Students should have an understanding of basic business operations, inventory concepts and warehouse-related activities.

Course Objectives: To understand warehouse planning and operations along with inventory management concepts, costs, forecasting, replenishment and control techniques for improving storage efficiency and inventory performance.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Explain the role, importance, types and functions of warehouses in business operations.	K2
CO2	Analyze warehouse location, layout, sizing and automation decisions.	K4
CO3	Apply knowledge of warehouse processes such as receiving, storage, picking, packing, dispatch and documentation.	K3
CO4	Evaluate warehouse costs, performance measures, benchmarking and safety practices.	K5
CO5	Apply inventory control techniques such as EOQ, ABC analysis, safety stock, reorder point, MRP, JIT and VMI.	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	3	3	2	2	1
CO3	2	3	3	2	2
CO4	2	3	2	3	2
CO5	3	3	3	2	2

Course Contents / Syllabus

Module 1	**Introduction to Warehousing**	**8 hours**

Meaning, concept and importance of warehousing; role of warehouse in supply chain; objectives of warehousing; functions of warehouse; types of warehouses; public, private, bonded, automated and cold storage warehouses; specialized warehouse services; warehouse decisions and modern warehousing trends.

Module 2	**Warehouse Planning, Layout and Automation**	**8 hours**

Warehouse location decisions; factors affecting warehouse location; sizing the warehouse; warehouse layout planning; storage area planning; material handling systems; warehouse equipment; warehouse automation; barcode, RFID and warehouse management system; role of information technology in warehouse operations.

Module 3	**Warehouse Operations and Processes**	**8 hours**

Receiving process; inspection and quality checking; put-away process; storage systems; order picking strategies and equipment; packing and dispatch process; replenishment; stock counting; cycle counting; return processing; warehouse documentation; health, safety and security in warehouse operations.

Module 4	**Inventory Management**	**8 hours**

Meaning and importance of inventory management; objectives of inventory management; types of inventory; raw material, work-in-progress, finished goods and MRO inventory; inventory costs; inventory forecasting; replenishment strategy; reorder point; economic order quantity; safety stock; inventory turnover and inventory valuation methods.

Module 5	**Inventory Control Techniques and Performance Management**	**8 hours**

ABC analysis; VED analysis; FSN analysis; material requirement planning; just-in-time inventory; vendor-managed inventory; single-period inventory model; stock-out and overstocking problems; warehouse cost management; activity-based costing; warehouse performance measures; benchmarking; balanced scorecard and inventory performance measures.

	Total Lecture Hours	**40 hours**

Textbook:

S.No	Book Title	Author
1	Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse	Gwynne Richards

Reference Books:

S.No	Book Title	Author
1	Logistics and Supply Chain Management Supply Chain Management: Strategy, Planning and Operation	Martin Christopher Sunil Chopra and Peter Meindl

NPTEL/ Youtube/ Faculty Video Link:

1.	https://nptel.ac.in/courses/110105148
2.	https://www.youtube.com/watch?v=m-aKj5ovDfg

Mode of Evaluation

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

Course Code: CMBIE0358	Course Name: Data Visualization for Managers	L	T	P	C
Course Offered in: MBA (IEV)		0	0	4	2

Pre-requisite: The student must have basic knowledge of spreadsheet operations (Excel or Google Sheets) and familiarity with basic business metrics (sales, profit, expenses).

Course Objectives: To develop managerial competence in visual analytics using Microsoft Power BI. To enable students to connect, clean, and transform raw business data. To build interactive dashboards that support real-time decision-making. To master data storytelling for effective boardroom presentations.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Connect, import, and transform business data using Power BI tools.	K3
CO2	Create interactive charts, reports, and dashboards using visualisation techniques.	K6
CO3	Apply basic and intermediate DAX functions to generate business KPIs and insights.	K3
CO4	Analyze business data using filters, slicers, and AI-powered analytics features.	K4
CO5	Design and present dashboard-based business 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	1	2
CO2	2	3	2	1	2
CO3	2	3	2	2	2
CO4	2	3	3	2	2
CO5	2	2	3	3	3

Course Contents / Syllabus

Module 1	**Business Intelligence Foundations & Power BI Architecture**	**8 hours**

Introduction to Business Intelligence (BI) and Visual Analytics, applications of BI in business decision-making, overview of Power BI ecosystem, installation and interface of Power BI Desktop, importing data from Excel, CSV, and web sources, understanding data types, introduction to Power Query Editor, basic data transformation, introduction to charts and dashboard concepts.

Module 2	**Data Cleaning & Transformation using Power Query**	**8 hours**

Data cleaning techniques; handling missing values and duplicates; changing data formats; splitting and merging columns; appending and merging queries; creating custom columns; introduction to data modelling; relationships between tables; star schema basics; date tables; importing multiple files and folders.

Module 3	**Data Visualisation & Interactive Reporting**	**8 hours**

Creating bar charts, line charts, pie charts, tables, matrix visuals, treemaps, maps, and KPI cards, visualization selection techniques, slicers and filters, drill-down and drill-through reports, conditional formatting, bookmarks and buttons, interactive report development, dashboard formatting and layout principles.

Module 4	**DAX (Data Analysis Expressions) for Managers**	**8 hours**

Introduction to DAX, calculated columns and measures, basic DAX functions (SUM, COUNT, AVERAGE, DISTINCTCOUNT), CALCULATE and FILTER functions, DIVIDE function, time intelligence functions, creating KPIs and business metrics, sales growth analysis, target vs achievement analysis, profitability and performance dashboards.

Module 5	**Storytelling Dashboards & Publishing**	**8 hours**

Introduction to AI features in Power BI, Power BI Copilot overview, Q&A visual, Key Influencers visual, forecasting and trend analysis, smart narratives, dashboard storytelling techniques, data storytelling principles, Dashboard layout principles – data-ink ratio, colour accessibility. Creating bookmarks and buttons for page navigation. Geospatial visuals – filled maps, bubble maps. Publishing to Power BI Service, report sharing and collaboration, mobile dashboard view, and business case studies using dashboards. Sharing dashboards with stakeholders. Embedding dashboards in PowerPoint for board presentations.

	Total Lecture Hours	**40 hours**

Textbook:

1	Mastering Power BI: Build business intelligence applications powered with DAX calculations, insightful visualisations, advanced BI techniques, and loads of data sources - 2nd Edition	Chandraish Sinha (Author)
2	Storytelling with Data: A Data Visualisation Guide for Business Professionals	Cole Nussbaumer Knaflic
Reference Books:		
1	Data Visualisation: A Practical Introduction	Kieran Healy
2	Microsoft Power BI Essentials You Always Wanted to Know: Master Data Transformation, Visualisations, AI Integration & Reporting for Smarter Business Insights	Dr. Sini V. Pillai
NPTEL/ Youtube/ Faculty Video Link:		
1	https://learn.microsoft.com/en-us/power-bi/(Official Microsoft Power BI Documentation)	
2	https://youtu.be/UXhGRVTndQA?si=1pwYs_ZrJaRnv2qh	
3	https://youtu.be/KdC5R7oPCAI?si=BhCXE38PVNlCnBDJ	

Mode of Evaluation

PS	PE	Total
50	**50**	**100**

Course Code: CMBIE0359	Course Name: Summer Internship	L	T	P	C
Course Offered in: MBA (IEV)		0	0	8	4

Pre-requisite: Students should have basic industry knowledge, completed core coursework, good communication skills, and a professional attitude with clear goals for the internship.

Course Objectives: To provide students with practical exposure and hands-on experience in their field of study, enabling them to apply academic knowledge, develop professional skills, and explore career interests in a real-world work environment.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand and solve business problems in business organizations	K2
CO2	Develop the ability to identify the research gap	K6
CO3	Apply statistical tools to provide optimum solution	K3
CO4	Develop the ability to interpret data and draw conclusions	K6
CO5	Develop Multi-Disciplinary Approach for identifying and solving business problems	K6

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

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

Course Contents / Syllabus

	Total Lecture Hours	**48 hours**

1)	At the end of second semester examination, it is mandatory for every student of MBAIEV to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be for 6 to 8 weeks. The college/institute will facilitate this compulsory training for students.
2)	During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the students with knowledge of the actual functioning of the organization and problems faced by them by exploring feasible suggestions.
3)	During training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4)	The student, after the completion of training will submit a report to the College/Institute which will form part of third semester examination.
5)	The report (based on training and the problem/project studied) prepared by the student will be known as Summer Internship Project. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of minimum 80-100 pages in standard font size (12) and double spacing. Two neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.
6)	The report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7)	The Summer Internship Project Report will carry 150 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva. The Project Report evaluation will comprise of 50 marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal). The average

	of the marks awarded by the 2 examiners will be considered for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8)	It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
9)	The student shall prepare the Summer Internship Project Report as per the format given in the Summer Training Manual as prescribed by the University.

Mode of Evaluation

PS	PE	Total
50	**100**	**150**

Summer Internship Report Evaluation Criteria:

Summer Internship Report Evaluation (INTERNAL)					
Problem Statement (10)	Company Profile & Methodology used (10)	Data Analysis and Interpretation (10)	Presentation Weightage (10)	Documentation and Report Submission (10)	Total (50)
Summer Internship Report Evaluation (EXTERNAL)					
Problem Statement (20)	Company Profile & Methodology used (20)	Data Analysis and Interpretation (20)	Presentation Weightage (20)	Documentation and Report Submission (20)	Total (100)

SEMESTER IV

Course Code: CMBIE0458 / CMBIE0459	Course Name: Startup Based Project/Intrapreneurship Project	L	T	P	C
Course Offered in: MBA (IEV)		0	0	40	20

Pre-requisite:

Course Objectives: The students will get an opportunity to integrate classroom learning with real-world industry practices and apply analytical thinking, problem-solving, and ethical decision-making in business environments to prepare the project based on knowledge gained during the industrial training.

Course Outcome: After completion of the course, the student will be able to		Bloom's Knowledge Level (KL)
CO1	Understand and solve business problems in business organizations	K2
CO2	Develop the ability to identify the research gap	K5
CO3	Apply statistical tools to provide optimum solution	K3
CO4	Develop ability to interpret data and draw conclusions	K6
CO5	Develop Multi-Disciplinary Approach for identifying and solving business problems	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	2	3	1	2	1
CO3	2	3	1	1	1
CO4	2	3	1	2	1
CO5	3	2	2	3	2

Course Contents / Syllabus

1	The Industry Training Project aims to provide practical exposure to students through industry training, internships, entrepreneurial ventures, or live business projects.
2	Students may undertake a job-based training program in an organization for 3 months to understand business operations, management practices, and workplace challenges.
3	Students can also pursue a 3-month long internship with a company/startup to gain hands-on experience in functional areas such as marketing, finance, HR, operations, or business development.
4	Students having their own startup or entrepreneurial venture may prepare the project based on business model development, innovation practices, market analysis, and operational challenges.
5	The project report should include organizational profile, objectives, work undertaken, analysis, findings, learning outcomes, and recommendations.
6	The report should have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7	The evaluation shall be based on practical learning, analytical approach, innovation, report presentation, and viva-voce examination.

Mode of Evaluation

PS	PE	Total
200	400	600

Industrial Training Project Report Evaluation Criteria:

Industrial Training Project Report Evaluation (INTERNAL)					
Problem Statement (40)	Literature Review & Methodology used (40)	Data Analysis and Interpretation (40)	Presentation/ Viva Voce (40)	Documentation and Report Submission (40)	Total (200)
Industrial Training Project Report Evaluation (EXTERNAL)					
Problem Statement (80)	Company Profile & Methodology used (80)	Data Analysis and Interpretation (80)	Presentation Weightage (80)	Documentation and Report Submission (80)	Total (600)