Nutan Maharashtra Vidya Prasarak Mandal's (NMVPM's)

NUTAN MAHARASHTRA INSTITUTE OF ENGINEERING AND TECHNOLOGY (NMIET)

An

Autonomous Institute

Affiliated to Savitribai Phule Pune University

Governing
Post Graduation (MBA) Program

Master of Business Administration

Entrepreneurship Development

(With effect from Academic Year 2025 – 27)

CURRICULUM FRAMEWORK

List of Abbreviations

Sr. No.	Abbreviation	Type of Course
1.	GC	Generic Core
2.	GC	Generic Core with Non-Credit
3.	SC	Specialization Core
3	SE	Specialization Elective
4.	OJT	On the Job Training
5.	RP	Research Project

Course Wise Credit Distribution

Sr. No	Abbreviation	Type of Course	No. of Courses		Total Course	Credits	
			III Sem	IV Sem		Credit Points	% of Credits
1	**GC**	**Generic Core**	**1**	**2**	**3**	**8**	**15%**
i	**GC**	**Generic Core with Non-Credit**	**1**	**-**	**1**	**0**	**0%**
2	**SC**	**Specialization Core**	**1**	**1**	**2**	**6**	**12%**
i.	**SC OJT**	**On Job Training**	**1**	**-**	**1**	**8**	**15%**
ii.	**SC RP**	**Research Project**	**-**	**1**	**1**	**6**	**12%**
3	**SE**	**Specialization Elective**	**4**	**4**	**8**	**24**	**46%**
Total			**8**	**8**	**16**	**52**	**100%**

ASSESSMENT PARAMETERS

Continuous Assessment (CA) Parameters					
Parameter	**Attendance & Overall Conduct**	**Assignment**	**Group Presentation**	**Case Study Presentation**	**Field Project**
Marks (25)	**5**	**5**	**5**	**5**	**5**

Summative Assessment (SA) Parameters					
Course Credits	**Formative Assessment (FA)**		**Summative Assessment (SA) / Practical**	**Oral / Viva Voce**	**Total Marks**
	Unit Test (UT)	**Continuous Assessment (CA)**			
3 Credit Course	25 Marks	25 Marks	50 Marks	--	**100 Marks**
2 Credit Course	10 Marks	10 Marks	30 Marks	--	**50 Marks**
6 Credit Course	--	100 Marks	--	50 Marks	**150 marks**
OJT Credit (8 Credit)	--	100 Marks	--	100 Marks	**200 Marks**
Audit Course (0 Credit)	--	--	--	--	**Pass/ Not Pass**

CURRICULUM STRUCTURE
Second Year MBA-SEM-III- (Entrepreneurship Development)

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L,T,P]				Marks
					Theory				TOTAL				
					FA (50)		SA (50)						
					UT (25)	CA (25)	TH	PR	L	T	P	TOT	TOTAL
Mandatory	GC – 14	MB25 GC-301	Strategic Management	3	25	25	50	-	2	1	1	4	100
Mandatory	GC – 15	MB25 GC-302	Cyber Security	**Audit Course (0 Credit)**									AC/NC
Mandatory	SC – 01	MB25SCED-303	The Entrepreneurship Mindset	3	25	25	50	-	2	1	1	4	100
	CORE TOTAL		**3**	**6**	**50**	**50**	**100**	**0**	**4**	**2**	**2**	**8**	**200**
Mandatory	OJT (SC)	MB25 OJTED-304	On the Job Training	8	0	100	0	100	0	2	14	16	200
	SIP TOTAL		**1**	**8**	**0**	**100**	**0**	**100**	**0**	**2**	**14**	**16**	**200**
Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list													
Elective	SE 01	MB25SEED-305	Idea to Product & Problem Statement	3	25	25	50	-	2	1	1	4	100
Elective	SE 02	MB25SEED-306	Introduction to Start-Up, Entrepreneur & Innovation	3	25	25	50	-	2	1	1	4	100
Elective	SE 03	MB25SEED-307	Entrepreneurship Operation and Digital Ecosystem	3	25	25	50	-	2	1	1	4	100
Elective	SE 04	MB25SEED-308	Scaling & Growth Strategies for Startup	3	25	25	50	-	2	1	1	4	100
Elective	SE 05	MB25SEED-309	Elements of Business Plan & Business Model Canvas	3	25	25	50	-	2	1	1	4	100
Elective	SE 06	MB25SEED-310	Start Up Legal Entities Structure (Choosing the Right Foundation for Venture)	3	25	25	50	-	2	1	1	4	100
GENERIC ELECTIVE TOTAL			**4**	**12**	**100**	**100**	**200**		**8**	**4**	**4**	**16**	**400**
SEMESTER TOTAL			**8**	**26**	**150**	**250**	**400**		**12**	**8**	**20**	**40**	**800**

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,
***Exit Policy: Available as a separate document**

CURRICULUM STRUCTURE
Second Year MBA-SEM-IV- (Entrepreneurship Development)

Type	Sem Code	Course Code	Course	Credits	Examination Schemes				Teaching Scheme [L,T,P]				Marks
					Theory				TOTAL				
					FA (50)		SA (50)						
					UT (25)	CA (25)	TH	PR	L	T	P	TOT	TOTAL
Mandatory	GC–16	MB25 GC- 401	Entrepreneurship, Innovation and Design Thinking	3	25	25	50	-	2	1	1	4	100
Mandatory	GC–17	MB25 GC- 402	Project Management	2	10	10	30	-	1	1	1	3	50
Mandatory	SC–02	MB25SC ED- 403	Start-Up Finance & Bootstrapping Techniques	3	25	25	50	-	2	1	1	4	100
	CORE TOTAL		**3**	**8**	**60**	**60**	**130**	**0**	**5**	**3**	**3**	**11**	**250**
Mandatory	RPED	MB25RP ED-404	Research Project	6	0	100	0	50	0	2	10	12	150
	RESEARCH PROJECT TOTAL		**1**	**6**	**0**	**100**	**0**	**50**	**0**	**2**	**10**	**12**	**150**
Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list													
Elective	SE 07	MB25SE ED-405	Funding New Ventures	3	25	25	50	-	2	1	1	4	100
Elective	SE 08	MB25SE ED-406	The Global Monetary System	3	25	25	50	-	2	1	1	4	100
Elective	SE 09	MB25SE ED-407	Social and Sustainable Entrepreneurship	3	25	25	50	-	2	1	1	4	100
Elective	SE 10	MB25SE ED-408	Technological Innovation and Digital Transformation	3	25	25	50	-	2	1	1	4	100
Elective	SE 11	MB25SE ED-409	Guerrilla Marketing for Bootstrapped Startups	3	25	25	50	-	2	1	1	4	100
Elective	SE 12	MB25SE ED-410	The Art and Science of Negotiation and Strategic Communication	3	25	25	50	-	2	1	1	4	100
GENERIC ELECTIVE TOTAL			**4**	**12**	**100**	**100**	**200**		**8**	**4**	**4**	**16**	**400**
SEMESTER TOTAL			**8**	**26**	**160**	**260**	**380**		**13**	**9**	**17**	**39**	**800**

L-Lecture, T-Tutorial, P-Practical, UT-Unit Test, FA-Formative Assessment, SA-Summative Assessment,
***Exit Policy: Available as a separate document**

Course Syllabus

Second Year MBA

(Entrepreneurship Development)

Semester III

Program	MBA (Business Analytics)			Semester: III			
Course	Strategic Management			Course Code			MB25GC-301
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA		
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 301.1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO 301.2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real-world context.
CO 301.3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 301.4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective.
CO 301.5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 301.6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

Course Contents

Unit	Description	Duration [Hrs]
I	**Understanding Strategy:** Concept of strategy, Levels of Strategy - Corporate, Business and Functional. Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics, Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management. Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision & Mission - Process of envisioning, Difference between vision & mission. Characteristics of good mission statements. Business definition using Abell's three dimensions. Objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA). Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers. .	(7+2)
II	**Analyzing Company's Internal Environment-** Resource based view of a firm. Analyzing Company's Resources and Competitive Position - meaning, types & sources of competitive advantage, competitive parity & competitive disadvantage. VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis. Value Chain Analysis Using Porter's Model: primary & secondary activities. Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model.	(7+2)
III	**Generic Competitive Strategies–** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.	(7+2)

IV	**Strategy Implementation–** Barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering. Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives (MBO). Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy – Concept of Balanced scorecard for strategy evaluation.	**(7+2)**
V	**Cost Control Techniques:** Budgetary Control & Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance.	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning
3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill
4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson

Suggested Reference Books

1. Strategic Management by Dr. Yogeshwari L. Giri
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition
3. Competing for the Future by Gary Hamel & C.K. Prahlad,
4. Blue Ocean Strategy by Kim & Mauborgne

Suggested Online Link:

1. **https://onlinecourses.nptel.ac.in/noc24_mg112/preview**
2. **https://onlinecourses.nptel.ac.in/noc25_mg129/preview**
3. **https://www.coursera.org/learn/strategic-management**
4. **https://www.upgrad.com/advanced-program-strategic-management-business-excellence-iim-lucknow/**
5. **https://www.coursera.org/courses?query=strategic+management**

Program	MBA (Business Analytics)				Semester: III		
Course	Cyber Security				Course Code		MB25GC-302
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA		
0	-	-	-	-	Yes	-	AC/NC

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 302.1	REMEMBERING	Recall and describe the phases of ethical hacking, CIA triad, cybersecurity principles, and basic security concepts.
CO 302.2	UNDERSTANDING	Explain basics of Linux, virtualization setup, cloud-based virtual machines, and cybersecurity tool configuration.
CO 302.3	UNDERSTANDING	Interpret networking fundamentals, scanning techniques, network vulnerabilities, and security components like IDS/IPS and firewalls.
CO 302.4	APPLYING	Apply ethical hacking tasks such as reconnaissance, exploitation, privilege escalation, post-exploitation, OSINT, and persistence techniques.
CO 302.5	ANALYSING	Analyze web application vulnerabilities using OWASP Top 10, evaluate security flaws, and assess governance, risk, and incident response strategies

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction**: Phases of ethical hacking, Understanding the underlying principles cyber security, Understanding CIA Triads, Information Security Vs Cyber Security. **Basics of Linux:** Windows-based Setup, Installing VirtualBox or VMware for virtualization, Setting up Kali Linux as a virtual machine, Installing and configuring essential cybersecurity tools. Linux-based Setup, Using a Linux distribution as the host OS, Installing and configuring essential cybersecurity tools. Linux basic commands and filesystem architecture, Cloud-based Setup (AWS or Azure),Creating a virtual machine instance on a cloud platform. Installing Kali Linux or other distributions. Configuring cloud security policies and networking, Registration on - TryHackMe HackTheBox, PortSwigger Web Academy	(4+2)
II	**Network Hacking:** Networking Fundamentals, Understanding the fundamentals of networking. OSI and TCP/IP models. IP and MAC addresses, subnetting, and IPv4/IPv6. Introduction to routers, switches, and firewalls. Types of Viruses, worms, and trojan horses and how they spread through the network. Role of Firewalls and Intrusion Detection Systems (IDS) and Intrusion Prevention Systems (IPS). Secure Network architecture and design principles, **Network Sniffing:** Packet capturing and analysis with Wireshark and TCP Dump. **Scanning and Reconnaissance:** Network scanning with Nmap, Network Vulnerability Assessment with Nessus, Identifying open ports, services, and potential vulnerabilities. **Initial Foothold:** Phishing attacks and email-based threats, Exploiting software vulnerabilities, social engineering techniques. **Privilege Escalation:** Windows Privilege Escalation Linux Privilege Escalation Cheetsheets and Payloads. **Post Exploitation:** Post Exploitation Tools and frameworks Creating backdoors and maintaining control Deleting digital Footprints, File system manipulation and data exfiltration, Techniques for maintaining access and evading detection. Concept of Persistence.	(4+2)
III	**OSINT (Open-Source Intelligence Techniques):** Information Gathering Tools and Techniques for OSINT of - Website, mail, FaceBook Instagram Twitter, Phone Number, Data Leak Lookups,	(4+2)

IV	**Web Application Security:** Web Application Fundamentals and Lab Setup: Web App Technologies Basics (HTML, CSS and JS) Client Server Model, Burp Suite Installation, Burp Suite Proxy Setup and Practical, **OWASP Top 10:** Broken Access Control SQL Injection, Cross Site Scripting XML External Entity, Security Misconfiguration - Access Control Vulnerabilities Vulnerable and Outdated Component Vulnerabilities, Authentication Vulnerabilities, Server Side Request Forgery, Business Logic Vulnerabilities Session Management Vulnerabilities **Automation Testing for Web Apps** Practical of Tools - ZAP, Nikto, Nuclei.	**(4+2)**
V	**Cybersecurity Governance, Risk, and Strategy for Business Leaders:** Cybersecurity as a Business Imperative Risk Management Frameworks Security Policies & Compliance, **Incident response and decision making:** Incident Response & Business Continuity Strategic Decision-Making	**(4+2)**
	Total	**30**

Suggested Textbooks:

1. Principles of Information Security (7th Edition), Authors: Michael E. Whitman & Herbert J. Mattord, Publisher: Cengage Learning, Edition: 7th Edition (2023)
2. Cryptography and Network Security: Principles and Practice, Author: William Stallings, Publisher: Pearson, Edition: 8th Edition (latest widely adopted)
3. Cybersecurity: With Cryptography Essentials, Authors: Shishir Kumar Shandilya, Agni Datta & Bong Jun Choi, Publisher: McGraw Hill / Higher Education Press, Edition: 1st Edition (2025)
4. https://nptel.ac.in/courses/106105031
5. https://nptel.ac.in/courses/106106248
6. https://www.coursera.org/learn/crypto

Program	MBA (Business Analytics)				Semester: III		
Course	The Entrepreneurship Mindset				Course Code		MB25SCED-303
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 303.1	REMEMBERING	**Define** the concept of an entrepreneurial mindset and its relevance in personal and professional growth.
CO 303.2	UNDERSTANDING	**Explain** the key traits, attitudes, and behaviors that contribute to entrepreneurial thinking.
CO 303.3	UNDERSTANDING	**Describe** the role of creativity, innovation, and risk-taking in developing an entrepreneurial approach.
CO 303.4	APPLYING	**Apply** entrepreneurial thinking to identify opportunities and solve problems creatively.
CO 303.5	ANALYSING	**Analyze** entrepreneurial case studies to understand how mindset influences start-up success and failure.
CO 303.6	CREATING	**Develop** and demonstrate an entrepreneurial mindset through idea generation, leadership, and value creation activities.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to the Entrepreneurial Mindset -** Meaning and importance of entrepreneurial mindset, Evolution of entrepreneurship and mindset theory, Key characteristics of entrepreneurs: creativity, resilience, innovation, and adaptability, Entrepreneurial mindset vs. managerial mindset, Myths about entrepreneurship, Case studies on mindset-driven entrepreneurs (e.g., Elon Musk, Ratan Tata, Kiran Mazumdar-Shaw).	(7+2)
II	**Traits, Skills, and Behaviors of Entrepreneurs -** Core competencies of successful entrepreneurs, Risk-taking, self-efficacy, and decision-making under uncertainty, Leadership, motivation, and goal orientation, Time management, perseverance, and adaptability, Building confidence and emotional intelligence in entrepreneurship, Entrepreneurial success stories and lessons learned	(7+2)
III	**Creativity, Innovation, and Opportunity Recognition -** Concept of creativity and innovation in entrepreneurship, Techniques for enhancing creativity: brainstorming, SCAMPER, lateral thinking, Idea generation and opportunity spotting, Relationship between innovation and entrepreneurial success, Design thinking as a tool for problem-solving, Case studies on opportunity recognition and innovation	(7+2)

IV	**Building and Sustaining the Entrepreneurial Mindset -** Developing growth mindset (Carol Dweck framework), Overcoming fear of failure and developing resilience, Building a support system: mentors, networks, and learning communities, Role of mindset in managing uncertainty and business risk, Mindfulness, self-reflection, and adaptability in entrepreneurship, Personal entrepreneurial competency (PEC) assessment	**(7+2)**
V	**Application of Entrepreneurial Mindset -** Applying entrepreneurial mindset in start-up ventures and corporate settings (intrapreneurship), Entrepreneurial thinking in social and sustainable enterprises, Strategic decision-making and innovation management, Team building and collaboration for entrepreneurial success, Developing an entrepreneurial action plan or personal roadmap, Presentation of individual entrepreneurial mindset projects	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. Kevin D. Johnson – *The Entrepreneur Mind*
2. Heidi Neck, Chris Neck & Emma Murray – *Entrepreneurship: The Practice and Mindset*

Suggested Reference Books

1. Carol S. Dweck – *Mindset: The New Psychology of Success*
2. Timmons & Spinelli – *New Venture Creation: Entrepreneurship for the 21st Century*
3. Ries, Eric – *The Lean Startup*
4. Harvard Business Review – *On Entrepreneurship*
5. https://www.ucanwest.ca/blog/business-management/entrepreneurial-mindset-key-traits-and-characteristics
6. https://emchpedu.com/
7. https://nfte.com/entrepreneurial-mindset/
8. **https://scert.delhi.gov.in/scert/entrepreneurship-mindset-curriculum-emc**

Program	MBA (Business Analytics)			Semester: III			
Course	On the Job Training			Course Code			MB25OJTED-304
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	PR	
8	0	2	14	0	100	100	200

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 304.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure.
CO 304.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during the OJT
CO 304.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
CO 304.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions.
CO 304.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.
CO 304.6	CREATING	DEVELOP a comprehensive OJT report and presentation that integrates the learning experiences, data collected, analysis, and outcomes of the project, demonstrating a clear connection between academic knowledge and practical application.

Course Contents

Unit	Description	Duration [Hrs]
A	On Job Training (OJT) is an integral component of the MBA program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry. Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same before the commencement of the Third Semester. Guidelines for the On Job Training (OJT) Nature of the OJT: The On-the-Job Training (OJT) program shall be of 12 weeks (3 months). 1. 8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week. 2. 4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc. 3. OJT must be conducted outside the academic institution to expose students to real-world work environments. **4. <u>OJT must be related to the intended specialization of the student.</u>** 5. OJT must be done individually. Group projects are not permitted. 6. OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the	**(14+2)**

	student is carrying out the OJT. 7. OJT should involve fieldwork / desk work in the organisation; **online OJT is not permitted**. 8. Primary data collection is mandatory for Research based OJT. 9. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches. 10. Research based OJT can involve surveys, interviews, case studies or observation studies. It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT..	
B1	Permissible Partner Organizations: Students have the flexibility to conduct the OJT with any of the following organizations: 1. Companies listed on either NSE or BSE in India /abroad 2. Unlisted subsidiaries of Listed Companies. 3. Government / Semi-Government Undertaking / PSU 4. Government Offices 5. Start Ups with an existence of 3 years or more and/or manpower more than 10. 6. Family managed businesses with an existence of 10 years or more and manpower more than 100. 7. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.	
B2	OJT mentors: **a)** Each student shall be assigned two mentors i. a faculty mentor from the institution ii. an industry mentor from the host organization where the student undertakes the OJT. **b) Industry Mentor Role:** The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations. **c) Faculty Mentor Role:** The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.	
B3	Submission of documentation for OJT: a) **OJT Progress diary**: Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted. b) **Formal Evaluation from the industry mentor**: The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor	

	shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report. c) **OJT report**: A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.	
B4	**OJT report should contain the following:** The OJT report should be well documented and supported by – 1. Institute's Certificate 2. Certificate by the Company 3. Formal feedback from the company guide 4. Executive Summary 5. Organization profile 6. Outline of the problem/task undertaken 7. Research methodology & data analysis (in case of research projects only) 8. Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc. 9. Learning of the student through the OJT 10. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards 11. Contribution to the host organization References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)	
B5	**Interaction between mentors:** It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid- term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably	
B6	**OJT workload for the faculty:** Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.	
	Evaluation Pattern: **Total Marks: 200** **Formative Assessment:100 Marks** **Summative Assessment: 100 Marks**	
	Total	**16**

Program	MBA (Business Analytics)			Semester: III			
Course	Idea to Product & Problem Statement			Course Code			MB25SEED-305
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 305.1	REMEMBERING	**Define** the concepts of problem identification, ideation, and innovation in entrepreneurship.
CO 305.2	UNDERSTANDING	**Explain** techniques for identifying real-world problems and generating innovative ideas.
CO 305.3	UNDERSTANDING	**Describe** the process of validating problem statements and refining product concepts.
CO 305.4	APPLYING	**Apply** design thinking and creative tools to convert ideas into viable product solutions.
CO 305.5	ANALYSING	**Analyze** customer needs, market gaps, and feasibility to develop problem-solution fit.
CO 305.6	CREATING	**Create** a prototype or product concept addressing a validated problem statement.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to Problem Identification and Ideation -** Concept of innovation, creativity, and ideation in entrepreneurship, Importance of problem identification in the startup process, Types of problems – technical, social, economic, and environmental, Characteristics of a good problem statement, Sources of ideas: personal experience, observation, customer feedback, trends, Brainstorming and mind-mapping for idea generation, **Activity:** Identify three local problems and brainstorm possible solutions.	**(7+2)**
II	**Problem Definition and Validation -** Process of defining a problem statement, Root cause analysis (Fishbone diagram, 5 Whys technique), Customer discovery and empathy mapping, Conducting market and user research to validate problems, Designing problem hypotheses and testing them, Refining problem statements for clarity and focus, **Case Study:** How startups like Dunzo or UrbanClap identified real-world pain points.	**(7+2)**
III	**From Idea to Concept Development -** Screening and selecting ideas for feasibility, Design Thinking Process: Empathize, Define, Ideate, Prototype, Test, Converting an idea into a product or service concept, Business model alignment and value proposition design, Role of creativity and innovation tools (SCAMPER, TRIZ), Evaluating technical, market, and financial feasibility, **Workshop:** Apply design thinking to develop a concept prototype for a chosen idea.	**(7+2)**
IV	**Prototyping and Product Development -** Types of prototypes: low-fidelity vs. high-fidelity, Tools for rapid prototyping (digital tools, mockups, simulations), MVP (Minimum Viable Product) – concept, design, and testing, Gathering customer feedback and iteration cycles, Managing the product development lifecycle, Cost, scalability, and user experience considerations, **Hands-on Activity:** Build a basic prototype or digital MVP of a proposed product idea.	**(7+2)**

V	**Pitching and Implementation of Idea-to-Product Journey -** Communicating the problem-solution fit, Structuring an idea pitch: problem, solution, value, and market, Storytelling and presentation techniques for pitching, Intellectual Property Rights (IPR) basics for innovators, Incubation, funding, and commercialization support for startups, Roadmap from idea to product launch, **Capstone Project:** Develop and present a **Problem Statement → Idea → Prototype → Product Pitch** to a review panel.	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. Tim Brown – *Change by Design: How Design Thinking Transforms Organizations*
2. Eric Ries – *The Lean Startup*
3. Vijay Kumar – *101 Design Methods: A Structured Approach for Driving Innovation*
4. Osterwalder & Pigneur – *Value Proposition Design*

Suggested Reference Books

1. Tom Kelley – *The Art of Innovation*
2. https://www.betterup.com/blog/problem-statement
3. https://www.upsilonit.com/blog/how-to-write-a-product-problem-statement
4. https://airfocus.com/blog/how-to-write-a-product-problem-statement-with-problem-statement-template/
5. **https://www.figma.com/resource-library/problem-statement/**

Program	MBA (Business Analytics)			Semester: III			
Course	Introduction to Start-Up, Entrepreneur & Innovation			Course Code			MB25SEED-306
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 306.1	REMEMBERING	**Define** the concepts of entrepreneurship, start-ups, and innovation, and understand their role in economic development.
CO 306.2	UNDERSTANDING	**Explain** the characteristics, functions, and competencies of successful entrepreneurs and innovative organizations.
CO 306.3	UNDERSTANDING	**Describe** the entrepreneurial ecosystem, start-up policies, and support mechanisms available for innovators.
CO 306.4	APPLYING	**Apply** creativity and innovation tools to identify and evaluate business opportunities.
CO 306.5	ANALYSING	**Analyze** start-up business models and case studies to assess the factors contributing to entrepreneurial success or failure.
CO 306.6	CREATING	**Develop** a basic start-up idea or innovation proposal integrating creativity, business planning, and sustainability principles.

Course Contents

Unit	Description	Duration [Hrs]
I	**Foundations of Entrepreneurship -** Meaning, nature, and importance of entrepreneurship, Evolution and types of entrepreneurs – innovator, imitator, social, technopreneur, intrapreneur, Entrepreneurial mindset and motivation, Role of entrepreneurship in economic and social development, Myths about entrepreneurs, Indian entrepreneurial success stories (e.g., Infosys, Zerodha, Nykaa)	(7+2)
II	**Start-Up Ecosystem -** Concept and definition of start-ups, Stages in the start-up lifecycle – ideation, validation, growth, and scaling, Overview of the Indian start-up ecosystem and *Startup India Initiative,* Role of incubators, accelerators, angel investors, and venture capitalists, Government support, policies, and schemes for start-ups (MSME, DPIIT, Atal Innovation Mission), Role of higher education institutions in promoting entrepreneurship	(7+2)
III	**Innovation and Creativity in Entrepreneurship -**Meaning and importance of innovation in start-ups, Types of innovation: product, process, service, and business model innovation, Creativity and idea generation techniques – brainstorming, mind mapping, SCAMPER, Design Thinking: stages and applications in innovation, Managing innovation and change in entrepreneurial ventures, Case studies of innovative start-ups (Flipkart, Swiggy, Tesla, etc.)	(7+2)
IV	**Business Models and Planning for Start-Ups -** Concept of business model and business model innovation, Business Model Canvas (BMC) – components and application, Preparing a simple business plan – vision, mission, objectives, and strategies, Opportunity evaluation and feasibility analysis (technical, financial, and market), Risk analysis and sustainability in start-ups, Pitching ideas to investors and basic fundraising overview	(7+2)

V	**Emerging Trends and Future of Entrepreneurship -** Role of technology and digital transformation in start-ups, Social entrepreneurship and sustainable business models, Women entrepreneurs and inclusive innovation, Global entrepreneurship trends and challenges, Intellectual Property Rights (IPR) and protection of innovation, Case studies on disruptive innovations and unicorns in India	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. S.S. Khanka – *Entrepreneurial Development*
2. Hisrich, Peters & Shepherd – *Entrepreneurship*
3. Timmons & Spinelli – *New Venture Creation: Entrepreneurship for the 21st Century*
4. Kuratko, D.F. – *Entrepreneurship: Theory, Process, and Practice*

Suggested Reference Books

1. Vijay Kumar – *101 Design Methods: A Structured Approach for Driving Innovation*
2. https://www.scribd.com/document/807802762/Unit-1-Introduction-to-Entreprenuership-and-innovation-1
3. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3SemesterElective/3EntrepreneurshipandStartup.pdf
4. https://journals.sagepub.com/doi/10.1177/09717218241226499
5. **https://egyankosh.ac.in/bitstream/123456789/115381/1/Unit-1.pdf**

Program	MBA (Business Analytics)			Semester: III			
Course	Entrepreneurship Operation and Digital Ecosystem			Course Code			MB25SEED-307
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 307.1	REMEMBERING	**Define** the fundamental concepts of entrepreneurship operations and the digital startup ecosystem.
CO 307.2	UNDERSTANDING	**Explain** the operational processes involved in establishing and managing a digital or technology-driven enterprise.
CO 307.3	UNDERSTANDING	**Describe** the role of digital platforms, technologies, and ecosystems in supporting entrepreneurial growth.
CO 307.4	APPLYING	**Apply** digital tools and frameworks to enhance operational efficiency and business scalability.
CO 307.5	ANALYSING	**Analyze** real-world digital ecosystem models and their impact on entrepreneurship and innovation.
CO 307.6	CREATING	**Develop** an integrated operational and digital strategy for a startup or entrepreneurial venture.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to Entrepreneurship Operations -** Meaning and importance of entrepreneurship operations, Components of startup operations – product development, supply chain, finance, and HR, Operational challenges for startups and small businesses, Lean operations and agile methodology for entrepreneurs, Role of business operations in scaling and sustainability, Key operational metrics for startups, **Case Studies:** Operational excellence in startups like Zappos, Zerodha, and Swiggy	(7+2)
II	**Digital Transformation in Entrepreneurship -** Understanding digital entrepreneurship, Role of digital technology in startup creation and growth, Digital business models and online value propositions, E-commerce, SaaS, and platform-based ventures, Impact of AI, IoT, blockchain, and big data on entrepreneurship, Role of automation and cloud-based solutions in operations, **Practical -** Identifying and evaluating a digital business model	(7+2)
III	**The Digital Entrepreneurial Ecosystem -** Concept and structure of the digital entrepreneurial ecosystem, Role of incubators, accelerators, angel networks, and VCs, Digital government initiatives: Startup India, Digital India, Make in India, Global innovation hubs – Silicon Valley, Tel Aviv, and Bangalore, Digital ecosystems and network effects, Collaboration among startups, corporates, and academia, **Case Studies:** India's Startup Ecosystem: Growth of unicorns like Paytm, BYJU'S, and OYO	(7+2)
IV	**Operations Management in Digital Startups -** Designing scalable operations for digital businesses, Technology-driven process optimization, Digital marketing operations – SEO, analytics, and automation, Customer relationship management (CRM) and experience design, Resource planning through ERP and digital supply chain systems, Cybersecurity and data governance in startup operations, **Workshop:** Using digital tools like Notion, Trello, Google Analytics, and HubSpot for managing operations	(7+2)

V	**Strategies for Digital Growth and Sustainability -** Integrating business operations with digital strategy, Scaling digital startups – local to global, Measuring performance through digital KPIs, Sustainable digital entrepreneurship and ethical technology use, Future trends: AI-driven decision-making, Web 3.0, and digital resilience, Building a roadmap for long-term growth in the digital economy, **Project:** Develop an operational and digital ecosystem strategy for a startup idea	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. Sangeet Paul Choudary – *Platform Revolution: How Networked Markets Are Transforming the Economy*
2. Eric Ries – *The Lean Startup*
3. Klaus Schwab – *The Fourth Industrial Revolution*
4. Nambisan, Satish – *Digital Entrepreneurship: Toward a Research Framework*

Suggested Reference Books:

1. Geoffrey G. Parker, Marshall W. Van Alstyne, & Sangeet Paul Choudary – *Platform Strategy*
2. McKinsey Global Institute – *Digital India: Technology to Transform a Connected Nation*
3. sciencedirect.com/science/article/pii/S0040162519301969
4. https://www.tandfonline.com/doi/full/10.1080/08985626.2024.2444908?scroll=top&needAccess=true
5. https://pmc.ncbi.nlm.nih.gov/articles/PMC9112651/

Program	MBA (Business Analytics)			Semester: III			
Course	Scaling & Growth Strategies for Startup			Course Code			MB25SEED-308
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 308.1	REMEMBERING	**Define** the concepts, stages, and challenges of scaling and growth in startups.
CO 308.2	UNDERSTANDING	**Explain** various business models, frameworks, and growth strategies suitable for startups.
CO 308.3	UNDERSTANDING	**Describe** the importance of leadership, operations, and funding alignment during scaling.
CO 308.4	APPLYING	**Apply** analytical tools and strategic frameworks to plan growth initiatives.
CO 308.5	ANALYSING	**Analyze** real-world case studies to evaluate successful and failed scaling efforts.
CO 308.6	CREATING	**Design** a comprehensive scaling strategy and growth roadmap for a startup.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to Scaling and Growth -** Concept of startup growth and scaling, Difference between growth and scaling, Stages of startup lifecycle: ideation to expansion, Challenges faced by startups during scaling (team, capital, operations), Growth mindset and leadership adaptability, Indicators of scale readiness – product-market fit, unit economics, customer traction, **Case Studies:** Zerodha, Nykaa, and Byju's early growth journeys	(7+2)
II	**Growth Frameworks and Business Models -** Business model evolution during growth stages, Growth frameworks: Lean Startup, AARRR (Acquisition, Activation, Retention, Referral, Revenue), and Growth Hacking, Scaling strategies: vertical vs. horizontal scaling, Customer acquisition, retention, and lifetime value (LTV) strategies, Platform and ecosystem-based business models, Role of data analytics in growth decision-making, **Activity:** Mapping the growth funnel for a chosen startup	(7+2)
III	**Building a Scalable Organization -** Designing scalable operations and supply chains, Technology adoption and digital transformation for scaling, Building high-performance teams and culture during growth, Leadership transition – from founder-led to professional management, Strategic partnerships, alliances, and franchising models, Managing quality, agility, and innovation during rapid expansion, **Case Study:** Swiggy and Zomato's operational scaling models	(7+2)
IV	**Financing and Managing Growth -** Funding options for scaling: venture capital, private equity, debt, and IPO, Growth budgeting and financial forecasting, Scaling through mergers, acquisitions, and joint ventures, Managing investor relationships and stakeholder expectations, Risk management and financial discipline during growth, Exit strategies and sustainability in high-growth startups, **Case Study:** Ola's funding and expansion journey; Paytm's IPO story	(7+2)

V	**Sustainable and Global Scaling Strategies -** International expansion – entry strategies for startups, Adapting to new markets and cross-border challenges, Balancing growth with sustainability and social responsibility, Ethical considerations and long-term value creation, Emerging trends: AI-driven growth, automation, and ESG-based scaling, Future of startup growth – unicorns to decacorns, **Project:** Develop a scaling and growth strategy for a startup (real or simulated) including market, operations, and funding plan	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. Verne Harnish – *Scaling Up: How a Few Companies Make It... and Why the Rest Don'*
2. Eric Ries – *The Lean Startup*
3. Reid Hoffman & Chris Yeh – *Blitzscaling: The Lightning-Fast Path to Building Massively Valuable Companies*
4. Sean Ellis & Morgan Brown – *Hacking Growth*

Suggested Reference Books:

1. Steve Blank – *The Startup Owner's Manual*
2. https://www.linkedin.com/pulse/effective-scaling-strategies-startups-2024-360-nautica-tech-venture-onz7c
3. https://www.upwork.com/resources/scaling-a-business
4. https://raeng.org.uk/media/gotjr3aq/r14_-scaling-and-growth_learner_final.pdf

Program	MBA (Business Analytics)			Semester: III			
Course	Elements of Business Plan & Business Model Canvas			Course Code			MB25SEED-309
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 309.1	REMEMBERING	**Define** the concept, purpose, and components of a business plan and business model canvas.
CO 309.2	UNDERSTANDING	**Explain** the importance of strategic planning, value propositions, and customer segmentation in business models.
CO 309.3	UNDERSTANDING	**Describe** the structure, key elements, and formulation process of an effective business plan.
CO 309.4	APPLYING	**Apply** Business Model Canvas tools to develop and assess new or existing business ideas.
CO 309.5	ANALYSING	**Analyze** business plans and models to evaluate feasibility, market potential, and financial viability.
CO 309.6	CREATING	**Design** and present a comprehensive business plan and Business Model Canvas for a start-up or innovative idea.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to Business Plan and Business Mode -** Meaning and importance of business planning, Difference between business plan and business model, Types of business models – product-based, service-based, subscription, marketplace, Overview of the entrepreneurial planning process, success factors in planning for start-ups, Case studies of successful business models (Amazon, Ola, Airbnb)	(7+2)
II	**Elements of a Business Plan -** Definition, objectives, and need for a business plan, Structure of a business plan, Executive Summary, Company Description, Market Analysis, Organization & Management, Marketing & Sales Strategy, Product or Service Line, Financial Plan & Projections, Funding Requirements and Appendices, Characteristics of a good business plan, Common pitfalls in business plan preparation	(7+2)
III	**Understanding the Business Model Canvas (BMC) -** Concept and origin of Business Model Canvas by Alexander Osterwalder, The nine building blocks of BMC: Customer Segments, Value Proposition, Channels, Customer Relationships - Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure, Linking BMC with Lean Startup methodology, Practical examples of BMC for real companies	(7+2)
IV	**Developing and Analyzing Business Models -** Steps to design a business model using BMC, Market research and competitor analysis, Identifying value proposition and differentiation strategy, Testing assumptions and validating the business model, SWOT and risk analysis in business modeling, Comparative analysis of business models across industries	(7+2)

V	**Preparing and Presenting the Business Plan** Integrating Business Model Canvas with Business Plan, Writing effective business plan reports and presentations, Financial projections and funding requirements, Investor pitch decks and presentation techniques, Evaluation criteria for business plans, Real-world cases: start-up pitch and plan assessment	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. Alexander Osterwalder & Yves Pigneur – *Business Model Generation*
2. Timmons & Spinelli – *New Venture Creation: Entrepreneurship for the 21st Century*
3. Barringer & Ireland – *Entrepreneurship: Successfully Launching New Ventures*
4. Harvard Business Review – *HBR Guide to Building Your Business Case*

Suggested Reference Books:

1. Ries, Eric – *The Lean Startup*
2. https://medium.com/@sarathkumar_66483/nine-components-of-business-model-canvas-cc67607ccb53
3. https://corporatefinanceinstitute.com/resources/management/business-model-canvas-template/
4. **https://www.interaction-design.org/literature/topics/business-model-canvas?srsltid=AfmBOoqDPtenOw3Ka2QkvzzD8BpCXS2rvwhBqWXBPpAH6dNOysdUXD6r**

Program	MBA (Business Analytics)			Semester: III			
Course	Start Up Legal Entities Structure			Course Code			MB25SEED-310
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 310.1	REMEMBERING	**Define** the concept and importance of legal structures for start-ups and business ventures.
CO 310.2	UNDERSTANDING	**Explain** various types of business entities, their features, advantages, and limitations.
CO 310.3	UNDERSTANDING	**Describe** the legal, regulatory, and compliance frameworks governing start-ups in India.
CO 310.4	APPLYING	**Apply** appropriate criteria to choose a suitable legal entity structure for different business models.
CO 310.5	ANALYSING	**Analyze** the implications of ownership, taxation, funding, and liability in different legal structures.
CO 310.6	CREATING	**Develop** a legally compliant foundation plan for a start-up, including entity selection, registration, and ownership structure.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to Legal Structures in Entrepreneurship -** Meaning and importance of legal structure in business, Role of legal structure in risk management, taxation, and fundraising, Overview of Indian legal framework for start-ups, Types of ownership structures in India: Sole Proprietorship, Partnership Firm, Limited Liability Partnership (LLP), Private Limited Company, One Person Company (OPC), Section 8 (Non-Profit) Company, Comparison between different entity types	(7+2)
II	**Choosing the Right Legal Entity -** Factors influencing the choice of business entity: ownership, control, liability, funding, taxation, Start-up requirements and scalability considerations, Selection criteria for technology, manufacturing, and service-based start-ups, Advantages and disadvantages of each structure, Decision matrix for entity selection, Real-world examples of start-ups and their chosen structures	(7+2)
III	**Legal Registration and Compliance -** Registration procedures for various business entities (MCA, ROC, GST, PAN/TAN), Start-up India Registration and DPIIT recognition process, Licenses and permits – Trade License, FSSAI, Import Export Code (IEC), Professional Tax, Labour law and employment regulation compliance, Annual filing, audit, and tax compliance for start-ups, Role of legal advisors, company secretaries, and chartered accountants	(7+2)
IV	**Ownership, Funding, and Tax Implications -** Ownership structures and equity distribution, Founder's agreement, shareholder's agreement, and vesting clauses, Fundraising implications – Angel investment, Venture Capital, and Private Equity, Taxation policies for different entities – Income tax, GST, and exemptions under Start-Up India scheme, Intellectual Property (IP) protection – patents, trademarks, copyrights, Case studies on start-up structuring and funding challenges	(7+2)

V	**Governance, Ethics, and Exit Strategy -** Corporate governance and board structure, Ethical and legal challenges in start-ups, Regulatory compliance under Companies Act and LLP Act, Exit strategies: mergers, acquisitions, IPOs, and liquidation, Legal restructuring and conversion of entities, Case studies on start-up success and failure due to structural and legal issues	**(7+2)**
	Total	**45**

Suggested Textbooks:

5. S.S. Gulshan – *Business Law*
6. Avtar Singh – *Company Law*
7. Ravi Chugh – *Legal Aspects of Business*
8. Government of India – *Startup India Learning Program (Invest India)*

Suggested Reference Books:

1. Ramachandran, K. – *Entrepreneurship Development and Small Business Enterprises*
2. Legal Templates and Guides from *MCA*, *DPIIT*, and *Startup India* Portals
3. https://www.startupindia.gov.in/content/sih/en/international/go-to-market-guide/types-of-businesses.html
4. https://www.svb.com/startup-insights/startup-growth/types-of-corporations-and-how-to-incorporate-your-startup/
5. https://www.legalnodes.com/article/startup-legal-structuring

Course Syllabus

Second Year MBA

(Entrepreneurship Development)

Semester IV

Program	MBA (Business Analytics)			Semester: IV			
Course	Entrepreneurship, Innovation & Design Thinking			Course Code			MB25GC-401
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 401.1	REMEMBERING	**DESCRIBE** the fundamentals of entrepreneurship, innovation and design thinking.
CO 401.2	UNDERSTANDING	**UNDERSTAND** the prerequisites of entrepreneurship and innovation.
CO 401.3	APPLYING	**APPLY** the Design Thinking process to real-world challenges.
CO 401.4	ANALYSING	**IDENTIFY** business opportunities and create viable business models.
CO 401.5	EVALUATING	**EVALUATE** entrepreneurial ideas and innovation strategies using design thinking principles and business model frameworks to determine their feasibility, viability, and desirability in real-world contexts.
CO 401.6	CREATING	**Develop** entrepreneurial mindsets and skills and Pitch ideas effectively to stakeholders or investors.

Course Contents

Unit	Description	Duration [Hrs]
I	**Entrepreneurship & Innovation –** Definition, Objective and Features: Entrepreneurship; Difference between Entrepreneurship and Traditional Businesses; Entrepreneurs and Intrapreneurs; Corporate Entrepreneurship, Technological Entrepreneurship, Life Cycle of Startup, Focus on Valley of Death, Why Startups Fail? Innovation: Culture of innovation - process and Types of innovation – Continuous and Disruptive, Radical Innovation, Challenges in innovation, Agile/Lean Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship Creating Value through Innovation. Management of Innovation, Types of IPR	(7+2)
II	**Entrepreneurial Theories and Entrepreneurial Environment, Entrepreneurial Development-** Theories of Entrepreneurship; Successful Entrepreneurs and Their Traits; Types of Entrepreneurs; Entrepreneurial Environment- PESTEL and Their Effects; Business Environment Analysis, Business Planning; Mid-career Dilemmas; Entrepreneurial Growth and Competitive Advantage; Changing Role of Entrepreneurs. Women Entrepreneurs, Entrepreneurship Development Institute; Entrepreneurship Development Programs	(7+2)
III	**Design Thinking –** Introduction, Definitions and Meaning; Design Thinking –as an Art and Science; Stages of Design Thinking –Empathise, Define, Ideate, Prototype and Test; Entrepreneurship Design Thinking, Need of Design and Design Thinking Writing the Problem Statement; Understanding Stakeholders and Users; Personas, Empathy Maps; Current Scenarios to identify pain points; Ideation and Storyboarding; Deriving Goals from Ideas; Future Scenarios and Moments of Max Impact; Prototyping	(7+2)

IV	**Design Thinking in Start-Up –** 5 stages integration Empathise–Listening to People involved and the End User Problems Realisation, Understanding User Needs: User Research Techniques, Observation, Interviewing, Surveys, Persona Mapping; Define– Identifying User Problems, Problem Statement Formulation, Reframing Problems; Ideate – Generating Ideas, Brainstorming Techniques, Mind Mapping, Scenarios - Finding the solutions most effectively; Prototype – Making the samples to Launch, Different Types of Prototypes, Testing and Iterating; Test – Evaluating offerings, Usability Testing, User Feedback. Design thinking with AI	**(7+2)**
V	**Opportunity Recognition & Business Models-** Model of opportunity recognition (Corbett, 2005), Identifying opportunities through Design Thinking, Market research basics, Value Proposition Canvas, Business Model Canvas (BMC), Minimum Viable Product (MVP): Lean Startup & Validation- Lean Startup methodology (Eric Ries), Build- Measure-Learn cycle, Customer validation, Metrics and KPIs, Agile iteration. Teamwork and Collaboration. Business Model Failure: Reasons and Remedies. Sustainability Innovation and Entrepreneurship. Emerging technologies such as artificial intelligence, augmented reality, virtual reality	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. Steps to Innovation: Going from Jugaad to Excellence – Rishikesha T. Krishnan and Vinay Dabholkar
2. *Innovation and Entrepreneurship - Peter Drucker*
3. *Entrepreneurship: Business and Management – Dr. R.C. Bhatia, Sultan Chand & Sons, 2020*
4. *Entrepreneurship - Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha. 11th Edition*
5. *.The Lean Startup – Eric Ries*
6. *.Creative Confidence – Tom Kelley & David Kelley*

Suggested Reference Books:

1. Ten Types of Innovation – Larry Keeley, Helen Walters, Ryan Pikkel & Brian Quinn
2. Design Thinking for Strategic Innovation – Idris Mootee
3. Start with Why – Simon Sinek
4. Business Model Generation – Alexander Osterwalder & Yves Pigneur
5. The Startup Owner's Manual – Steve Blank & Bob Dorf
6. Design a Better Business – Patrick Van Der Pijl, Justin Lokitz & Lisa Kay Solomon
7. https://iitdelhi.emeritus.org/iitd-certificate-programme-in-design-thinking-and-innovation?utm_source=Google&utm_medium=Search&utm_campaign=B-365D_IN_GG_SE_IITD-DTI_Core_Phrase_T1&utm_content=Design_Thinking_Course&utm_term=Design%20thinking%20courses&gad_source=1&gad_campaignid=17212223901&gbraid=0AAAACz6rRJtZmTp-4vAhXvEJrZky3JvJ&gclid=CjwKCAiA9aPKBhBhEiwAyz82J9N-jcgLR9MKUDEfrusTDdACU6Cdl_jmmXMKUUFh7rnmPUCvzY78IBoCqzoQAvDBwE
8. google.com/aclk?sa=L&ai=DChsSEwjQw9aX-tKRAxVG9TwCHWLtB5wYACICCAEQABoCc2Y&co=1&ase=2&gclid=CjwKCAiA9aPKBhBhEiwAyz82J3puHmOaeybiTRttTR9HxdQ3iDgtwzYlB93_7CAnFtgoZi7rchKB9BoCBKwQAvD_BwE&cid=CAASWuRosGTKdK6PlXoGjSMecgTwreLeWp_LEr00_BfgvJhTtDp9zC8SeeNEoMhkk7kXHgqKf4BYZLfMa8Z238NeR02-VoLAUdCJPyp_gPUugYjw2JUidX4P14RS_Q&cce=2&category=acrcp_v1_32&sig=AOD64_2v42Q3EATyd_1SXwdeJd5zvOqOeg&q&nis=4&adurl&ved=2ahUKEwjH8s-X-tKRAxXxcmwGHWPPApkQ0Qx6BAgZEAE

Program	MBA (Business Analytics)			Semester: IV			
Course	Project Management			Course Code			MB25GC-402
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
2	1	1	1	10	10	30	50

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 402.1	REMEMBERING	DESCRIBE the basic terms and concepts in Project Management.
CO 402.2	UNDERSTANDING	EXPLAIN the various parameters of cost, time and quality in project management
CO 402.3	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a Project perspective.
CO 402.4	ANALYSING	EXPLAIN techniques as cpm/pert/earned value analysis and projected financial statements
CO 402.5	CREATING	DEVELOP the capability of student to conceive an idea, evaluate it's feasibility and make it workable.

Course Contents

Unit	Description	Duration [Hrs]
I	**Overview of Project Management:** Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno economic feasibility, Government policy to location, legal aspects, Preparation of DPR	(4+2)
II	**Project Planning**: Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts	(4+2)
III	**Project scheduling and Risk Management:** Gantt chart, splitting and multitasking, Risks in time estimates PERT analysis **Project Organization:** Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution	(4+2)
IV	**Earned value analysis: '**S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time **Financial analysis:** Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income- expenditure and balance-sheet	(4+2)
V	Computer applications and Software for Project Management, Project Management Cases	(4+2)
	Total	**30**

Suggested Textbooks:

1. Goldratt, E.M. – *The Goal*
2. Goldratt, E.M. – *It's Not Luck*

Suggested Reference Books:

1. Cox, J. & Schleier – *Theory of Constraints Handbook*
2. Dettmer, H. William – *Goldratt's Theory of Constraints*
3. Gupta & Boyd – *Theory of Constraints – A Theory for Operations Management*
4. https://www.leanproduction.com/theory-of-constraints/
5. https://www.tocinstitute.org/theory-of-constraints.html
6. https://www.lean.org/the-lean-post/articles/what-is-the-theory-of-constraints-and-how-does-it-compare-to-lean-thinking/
7. https://www.google.com/interstitial?url=http://brharnetc.edu.in/br/wp-content/uploads/2018/11/5.pdf

Program	MBA (Business Analytics)			Semester: IV				
Course	Start-Up Finance & Bootstrapping Technique			Course Code				MB25SCED -403
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks				
	Lecture	Tutorial	Practical	FA		SA		Total
				UT	CA	TH	PR	
3	2	1	1	25	25	50	-	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 403.1	REMEMBERING	DESCRIBE the basic terms and concepts in Project Management.
CO 403.2	UNDERSTANDING	EXPLAIN the various parameters of cost, time and quality in project management
CO 403.3	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a Project perspective.
CO 403.4	ANALYSING	EXPLAIN techniques as cpm/pert/earned value analysis and projected financial statements
CO 403.5	CREATING	DEVELOP the capability of student to conceive an idea, evaluate it's feasibility and make it workable.

Course Contents

Unit	Description	Duration [Hrs]
I	**Overview of Project Management:** Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno economic feasibility, Government policy to location, legal aspects, Preparation of DPR	(7+2)
II	**Project Planning**: Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts	(7+2)
III	**Project scheduling and Risk Management:** Gantt chart, splitting and multitasking, Risks in time estimates PERT analysis **Project Organization:** Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution	(7+2)
IV	**Earned value analysis: '**S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time **Financial analysis:** Profitability analysis, Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income- expenditure and balance-sheet	(7+2)
V	Computer applications and Software for Project Management, Project Management Cases	(7+2)
	Total	45

Suggested Textbooks:

3. Goldratt, E.M. – *The Goal*
4. Goldratt, E.M. – *It's Not Luck*

Suggested Reference Books:

8. Cox, J. & Schleier – *Theory of Constraints Handbook*
9. Dettmer, H. William – *Goldratt's Theory of Constraints*
10. Gupta & Boyd – *Theory of Constraints – A Theory for Operations Management*
11. https://www.leanproduction.com/theory-of-constraints/
12. https://www.tocinstitute.org/theory-of-constraints.html
13. https://www.lean.org/the-lean-post/articles/what-is-the-theory-of-constraints-and-how-does-it-compare-to-lean-thinking/
14. https://www.google.com/interstitial?url=http://brharnetc.edu.in/br/wp-content/uploads/2018/11/5.pdf

Program	MBA (Business Analytics)			Semester: IV			
Course	Research Project			Course Code			MB25RPED-404
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	PR	
6	0	2	10	-	100	50	150

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 404.1	REMEMBERING	Carry out a substantial research-based project
CO 404.2	UNDERSTANDING	Demonstrate capacity to improve student achievement, engagement and retention
CO 404.3	UNDERSTANDING	An understanding of the ethical issues associated with practitioner research
CO 404.4	APPLYING	Applying domain knowledge and foundational research skills to address a research problem.
CO 404.5	ANALYSING	Analyse data and synthesize research findings.
CO 404.6	CREATING	Report research findings in written and verbal forms and use research findings to advance education theory and practice.

Course Contents

Unit	Description	Duration [Hrs]
A]	**Preamble:** A research project is a systematic and organized endeavour undertaken to investigate a specific topic, question, or problem in order to gain new insights, knowledge, or understanding. The objective of the research project is to further develop the student's ability to carry out and contribute to business research. The student should demonstrate, through his/her thesis and orally, an ability to plan, conduct, and present a scientific investigation of relevance to the subject of Business Administration and the student's chosen Master's program. A further aim is to develop skills for the critical examination of investigations and research reports and to provide the student with the opportunity for a deeper level of theoretical study within a chosen area. These projects involve a structured process of inquiry, data collection, analysis, and interpretation to arrive at meaningful conclusions. **Learning Objectives** 1. Understand the purpose and significance of research in business management. 2. Develop skills in research methodology, data analysis, and interpretation. 3. Learn to conduct a thorough literature review and critically evaluate existing research. 4. Learn to formulate a clear research question and develop a compelling research proposal. 5. Master the art of writing a well-structured and coherent dissertation. 6. Gain confidence in presenting research findings to an academic audience.	(10+2)
B-1]	**Conducting research projects can offer benefit and advantages to the students:** 1. **Intellectual Growth:** Engaging in research projects allows students to explore and	(10+2)

	develop their intellectual curiosity. It encourages critical thinking, problem-solving skills, and the ability to analyse complex issues. 2. **Skill Development:** Research projects help students develop a variety of skills such as information gathering, data analysis, literature review, writing, presentation, and time management. These skills are valuable both academically and in future careers. . 3. **Deepened Understanding:** Research enables students to delve deeply into a specific topic, gaining a more comprehensive understanding of it beyond what's covered in regular coursework. 4. **Independent Learning:** Research projects encourage self-directed learning. Students learn how to set their own goals, manage their time, and work independently, fostering a sense of responsibility and initiative. 5. **Problem Solving:** Through research, students confront real-world problems and work towards finding innovative solutions. This experience prepares them to tackle challenges in various aspects of their lives. 6. **Personal Growth:** Research projects can boost students' confidence as they overcome obstacles, contribute to knowledge, and present their findings to peers and professors. This can positively impact their self-esteem and personal growth. 7. **Networking:** Engaging in research projects often involves collaboration with professors, peers, and sometimes professionals in the field. This can lead to valuable networking opportunities and connections that might be beneficial for future academic or career pursuits. 8. **Enhanced Resume/CV:** Having research experience on a resume can make students stand out to potential employers or graduate programs. It demonstrates their commitment to learning and their ability to handle complex tasks. 9. **Contribution to Knowledge:** Even in the early stages of their academic careers, students can contribute to the existing body of knowledge. Their research findings might lead to new insights or perspectives in their chosen field. 10. Preparation for undertaking Research: For students considering post graduate, engaging in research during their postgraduate years can provide a taste of the kind of work they might encounter at the next academic level PhD. 11. **Career Exploration**: Research projects can help students explore potential career paths within their field of study. They might discover specific areas they are particularly passionate about. 12. **Personal Interest Pursuit**: Research projects often allow students to delve into topics that deeply interest them, providing a fulfilling and enjoyable learning experience. 13. **Exposure to Research Methods:** Students gain exposure to various research methodologies, which can be beneficial not only in academia but also in fields where data analysis and evidence-based decision-making are crucial. 14. **Critical Evaluation:** Research requires students to evaluate existing literature, sources, and information critically. This skill helps them become more discerning consumers of information. 15. **Long-Term Impact:** Some research projects can have lasting impacts beyond the academic realm, contributing to policy changes, technological advancements, or improvements in various industries.	
B-2]	In Semester IV the student shall work under the supervision of the faculty and carry out a Research Project and submit a structured report in TWO hard bound copies (Blackbook) & one soft copy (PDF). In the interest of environmental considerations, students are encouraged to print their Research Project reports on both faces of the paper. The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advanced written approval for Research Report	**(7+2)**

Proposal from the faculty Supervisor and the Director of the Institute about the topic before commencing the Research Project work. A Research Project outlining the entire problem, including a survey of literature and the various results obtained along with their solutions, is expected to be produced. The student must submit the completed Research Project and make an oral presentation of the same. Through the Research Project, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the Research Project / project shall be certified by the Faculty Supervisor, HOD & approved by the Director of the Institute.

1) All sheets are to be A4 size.
2) The Text in all the chapters shall be in Times New Roman 12 Font, Regular, justified with line spacing of 1.15.
3) The margins shall be as follows: Top & Bottom: 0.8 inches; Left: 1 inch, Right: 0.5 inches
4) One extra line spacing should be left in between paragraphs.
5) All Chapter headings are to be centered in the Font Times New Roman 14 size Bold.
6) All headings of section shall be in Times New Roman 12 Bold
7) All sub-section headings shall be in Times New Roman, size, 12, Bold, Italic.
8) All minor sub-section headings shall be in Times New Roman, size, 12, Regular.
9) It is advised that the sections and sub- sections are to be limited to 3rd level
    a. Zero Level - Chapter Headings
    b. First Level - Main sections in each chapter: to be numbered as 1.1, 1.2, 2.1, 3.1 etc.
    c. Second level - Sub- sections in each section: to be numbered as 1.1.1, 1.2.2, 2.1.3, 3.2.1 etc.
    d. Third level - Minor sub-sections i.e., sections in sub-sections.: to be numbered as 1.1.1.1, 1.2.2.1, 2.1.3.2, 3.2.1.4 etc. - to be avoided to the extent possible.
10) All the references / Bibliography is to be listed at the end, arranged in the chronological order and are to be numbered 1, 2, 3 etc.
11) The reference No. should be given as superscript in the report wherever they appear.
12) All the figures are to be numbered as Fig. 1.1, Fig. 2.3 etc. indicating chapter No and the sl. No. of the figure in that chapter. The title of the figure should at the bottom of the figure and should be numbered as shown below. Fig. 1.1 Study Area Fig. 2.1 Definition Sketch Fig. 3.2 Experimental Setup etc.…
13) All the figures are to be placed at the end of each chapter. Alternatively, they can be placed after the page where they are first referred to. Uniformity should be maintained and under no circumstances should these two alternatives indicated be mixed.

Research projects may include:

- Developing a research question or statement
- Finding and evaluating sources
- Conducting research
- Writing a report etc.

Students can do-

- Survey based research.
- Secondary data analysis such as decision analysis, cost effectiveness analysis or Meta-analysis.
- Observation based/Interview based research.

Each student must work under the supervision of a faculty mentor. Depending on the area of

	research interest or the research topic,	
B-3]	**Research Project Process** **I. SELECTION OF THE RESEARCH TOPIC:** **The first major challenge in conducting research** 1. The easiest way is working with a faculty mentor who is active in research and may have defined one or more researchable questions. 2. Consulting with leading faculty in your area of interest and asking for advice on researchable topics is another avenue for research ideas. 3. Developing research ideas from loose ends discovered during: a) desk research/FP/SIP/OJT, b) literature review c) reviewing journal article(s), and d) discussions, critique of research articles in journal club, could be an interesting, and a rewarding experience. **II.DEVELOPING THE RESEARCH PROPOSAL** A research proposal helps to develop research idea into a valid, scientific research project. A general outline of the elements of a Research Proposal is presented. Although the Research Project Outline provides a description of all the elements of a research project, students are required to complete the writing up of the Methodology section before beginning the project implementation. Writing of the research proposal has a twofold purpose: 4. it provides the researcher, with the blueprint for implementing the project, and 5. it has to be submitted to the research supervisor, HOD and Director of the Institute) for securing approval. **III.PROJECT IMPLMENTATION** In order to conduct a valid, scientific study, it is important that student rigorously follow the study design outlined in your research proposal and approved by the research supervisor. To ensure timely completion of the project, it is important to stay within the framework discussed in the Timeline. **IV.WRITE-UP OF PROJECT RESULTS AND DISCUSSION** This should follow directly from your research proposal. The research project outline provides a 'how to' write-up of the results and discussion sections. **V.RESEARCH PRESENTATION** Once the research project is complete, student have to make a public oral presentation to present the work.	

B-4]

OUTLINE OF A RESEARCH PROJECT

I. TITLE PAGE (Page 1, DO NOT NUMBER)

- Study Title
- Names of the Supervisor (faculty mentor)
- Discipline
- Name of the Institute
- Date: month and year proposal prepared/submitted

II.SUMMARY (Page2, 1-2 pages; DO NOT NUMBER)

The summary should be brief and include: 1) a few sentences introducing the topic of current study (could include a couple of references); 2) statement of the problem; 3) a brief description of the methodology to be used including duration of study, subject selection criteria, tests to be performed, and/or data to be collected; 4) significance and implications of the study (why is it important to do the study, and what are the benefits: fill in gap in knowledge; develop further understanding of a clinical situation; modify current approach to treatment; cost-benefit analysis etc., etc.).

III. INTRODUCTION (Page 3; up to 2 – 3 pages)

This section consists of an overview of the research question and some indication of the study's worth and the contribution it is apt to make to the field of study. It should include the rationale for the research project.

IV. REVIEW OF THE LITERATURE (Page 4; up to 4 –6 pages; a minimum of 10 references required).

Use references to establish the link between the proposed study and previous work done on the topic, lay the groundwork for the proposed study, and demonstrate why it is important and timely. The literature review is not just a compilation of facts, but a coherent argument that leads to the description of the proposed study.

V. PROBLEM STATEMENT & RESEARCH HYPOTHESES (up to 1/2-1 page)

The problem statement describes the problem posed by the proposed study and specifies it in the form of Research Hypotheses. The research hypotheses should flow logically from the discussion presented in the Review of Literature and the Statement of the Problem. The hypotheses should be very specific in presenting what aspects of the research topic will be studied, and how. The hypotheses (If any) should be optimally clear, concise, meaningful, and typically written in the present tense. One recommended statement of the criteria for a good hypothesis is that is: a) be free of ambiguity, b) express the relationship between two variables or concepts, and c) imply an empirical test. AVOID having more than one hypothesis embedded in a single, complex statement. A conceptual model represents a visual depiction of the relationship between all the variables in your study. It is a good place to start when planning your research project, and also helps in developing your hypotheses.

VI. RESEARCH METHODOLOGY (up to 2-3 pages)

1. Study Duration: Describe the time frame during for which data will be collected (retrospective study; chart reviews), or intervention administered (prospective study; etc). If any
2. Subject Selection: Of particular importance in this section are:
    a) the sampling procedure to be used – random, stratified, convenience, b) the source of the subjects, c) the criteria for selection – clearly state inclusion/exclusion d) the rationale for determining sample size – use power test to determine sample size for significance; realistic estimates of crossovers, dropouts must be used in calculating sample size

	3. Instrumentation or Measures: This section lists all the variables (intervention as well as outcome variables) you would be examining in your study, and describes what particular measures, or forms, or data collection sheets you will be using to measure the variables. 4. Procedures: This section provides a detailed description of the exact steps to be taken to conduct your research. This includes the procedure used to contact subjects, obtaining Informed Consent, and collecting the data. 5. Data Analysis: In this section describe the statistical tests that will be used to address the research hypotheses. Although intimidating, this section forces you to think how you will analyze (or have it analyzed) at the time the proposal is generated rather than after the data are collected. This way, you can avoid wasting time collecting data that are not analyzable because they are not in the collected in the correct format. 6. Study Limitations: Describe the shortcomings and weakness of your study most likely to impact the internal validity of your study. **VII.RESULTS** In this section, you present your findings as clearly as possible. The Results section contains JUST THE FACTS: tables, figures, transcript summaries, and your description of what is noteworthy and important about these. Begin with a description of the sample. Simple demographics can be presented in tabular form. Follow with presenting your findings in terms of the research questions/hypotheses tested. **VIII.DISCUSSION** This section typically contains: • An overview of significant findings • A consideration of the finding in light of previous research • A careful examination of findings that fail to support your hypotheses • Limitations of the study that may affect the generalizability of the results • Recommendations for further research • Implications of study for professional practice **IX.REFERENCES** Students must cite all studies referred to in the proposal, using the APA citation method	
B-5]	**Evaluation Pattern:** Total Marks: 150 Formative Assessment: 50 Marks Summative Assessment: 50 Marks **1) Formative Assessment Weightage 50 marks** 1. Project Proposal 2. Three Progress Reports 3. Final Research Project Report 4. Pre- submission Presentation a) Research Project Objectives, Research Question and Hypotheses b) Introduction and literature Review c) Methodology d) Quality of Analysis and Research, discussion and findings e) Documentation and Reporting f) References g) Reflection	

	2) Summative Assessment Weightage 50 marks 1. There shall be a panel of 2 examiners for the Final Viva-Voce 2. University shall nominate External Examiners 3. Director shall nominate Internal Examiners 4. Presentation by each student along with a spiral bound report is mandatory 5. Students will deliver a presentation of 15 minutes about their OJT project. 6. Weightages for summative assessment shall be as follows a) Presentation – 05 marks b) Viva-Voce– 20 marks c) Report – 15 marks d) Ability to connect with the theoretical & conceptual frame work – 10 marks **The Internal & the External viva-voce shall evaluate the candidate based on:** 1. Adequacy of work undertaken by the student 2. Application of concepts learned in Sem I, II and III 3. Analytical capabilities 4. Technical Writing & Documentation Skills 5. Outcome of the project – sense of purpose 6. Utility of the project to the organization 7. Variety and relevance of learning experience **Presentation could be through any of the enlisted formats** (this is an indicative list and innovative formats if any beyond this list may be adopted) - 1. Traditional Slide Deck Presentation 2. Infographics 3. Video presentation 4. Paper presentation 5. Poster presentation 6. Webinar or online presentation 7. TED-style presentation 8. Storytelling Presentation etc.	
	Total	**12**

Program	MBA (Business Analytics)			Semester: IV			
Course	The Global Monetary System			Course Code			MB25SEED-406
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 406.1	REMEMBERING	Define the structure, evolution, and key concepts of the global monetary system.
CO 406.2	UNDERSTANDING	Explain the functioning of international financial institutions and exchange rate mechanisms.
CO 406.3	UNDERSTANDING	Describe the role of global monetary policies and their impact on international trade and capital flows.
CO 406.4	APPLYING	Apply monetary theories to analyze currency movements and international payment systems.
CO 406.5	ANALYSING	Analyze the challenges, risks, and crises within the international monetary framework.
CO 406.6	CREATING	Develop policy recommendations or financial strategies to address issues in global monetary and exchange systems.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to the Global Monetary System -** Meaning, nature, and importance of the global monetary system, Evolution of the international monetary system, Gold Standard System, Bretton Woods System, Post–Bretton Woods and the Floating Exchange Rate Era, Role of money and currencies in international trade, Overview of balance of payments (BoP) and capital flows, Major global currencies – USD, Euro, Yen, Pound, Yuan	(7+2)
II	**Exchange Rate Systems and Foreign Exchange Market -** Concept and types of exchange rate systems: fixed, floating, and managed float, Determinants of exchange rates – interest rates, inflation, and balance of payments, Currency convertibility and foreign exchange risk, Spot, forward, futures, and options in forex market, Currency arbitrage and speculation, Role of FOREX market participants – central banks, MNCs, and investors	(7+2)
III	**International Monetary Institutions and Global Frameworks -** International Monetary Fund (IMF) – objectives, functions, and conditionalities, World Bank and its role in development finance, Bank for International Settlements (BIS) and Special Drawing Rights (SDRs), Regional financial institutions: Asian Development Bank (ADB), BRICS Bank, Role of G7, G20, and OECD in global monetary coordination, Case study: The IMF and financial crises (Asian, Eurozone, Latin America)	(7+2)
IV	**Global Financial Flows and Monetary Policies -** Global capital flows – FDI, FII, and remittances, Impact of global monetary policy on emerging economies, Role of central banks in international monetary stability, Quantitative easing, inflation targeting, and currency wars, The role of digital currencies (CBDCs, Bitcoin) in the global system, Case studies on monetary policy responses (e.g., US Fed, ECB, RBI)	(7+2)
V	**Challenges and Future of the Global Monetary System -** Global financial crises and contagion effects, Exchange rate volatility and currency crises, Issues of global imbalances and reserve accumulation,	(7+2)

	Reform of the international monetary system, Prospects of a multipolar currency world – USD vs. Euro vs. Yuan, The future of digital and decentralized monetary system	
	Total	**45**

Suggested Textbooks:

1. Paul R. Krugman & Maurice Obstfeld – *International Economics: Theory and Policy*
2. Frederic S. Mishkin – *The Economics of Money, Banking and Financial Markets*
3. Eichengreen, Barry – *Globalizing Capital: A History of the International Monetary System*
4. Levich, Richard M. – *International Financial Markets: Prices and Policies*

Suggested Reference Books:

1. Shapiro, Alan C. – *Multinational Financial Management*
2. IMF Publications – *World Economic Outlook* and *Global Financial Stability Report*
3. https://testbook.com/ugc-net-commerce/international-monetary-system
4. https://backup.pondiuni.edu.in/storage/dde/downloads/finiv_ibf.pdf
5. https://www.hansrajcollege.ac.in/hCPanel/uploads/elearning/elearning_document/International_Monetary_System.pdf

Program	MBA (Business Analytics)			Semester: IV			
Course	Social and Sustainable Entrepreneurship			Course Code			MB25SEED-407
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 407.1	REMEMBERING	Define the concepts, scope, and evolution of social and sustainable entrepreneurship.
CO 407.2	UNDERSTANDING	Explain the models and approaches used by social entrepreneurs to address social and environmental challenges.
CO 407.3	UNDERSTANDING	Describe the role of innovation, ethics, and sustainability in creating social value.
CO 407.4	APPLYING	Apply entrepreneurial tools and frameworks to design sustainable and socially responsible ventures.
CO 407.5	ANALYSING	Analyze the performance and impact of social enterprises and sustainability-driven business models.
CO 407.6	CREATING	Develop a comprehensive business plan for a social or sustainable enterprise addressing a real-world issue.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to Social and Sustainable Entrepreneurship -** Concept and importance of social and sustainable entrepreneurship, Evolution of social entrepreneurship: from philanthropy to social innovation, Difference between traditional, social, and sustainable entrepreneurship, The triple bottom line approach: People, Planet, Profit, Characteristics of successful social entrepreneurs, Global and Indian perspectives on social entrepreneurship	(7+2)
II	**Models and Theories of Social Entrepreneurship -** Types and models of social enterprises, Nonprofit, for-profit, hybrid, and cooperative models, Microfinance, inclusive business, and community-based models, Theories of change and social value creation, Stakeholder engagement and social impact ecosystems, Case studies: Grameen Bank, Araku Coffee, SELCO India, Barefoot College	(7+2)
III	**Innovation, Sustainability, and Ethics in Entrepreneurship -** Role of innovation in solving social and environmental issues, Sustainable product and service innovation, Ethical decision-making and responsible leadership, Corporate Social Responsibility (CSR) and shared value creation, Circular economy and sustainable supply chains, Technology and digital platforms for social impact	(7+2)
IV	**Financing and Measuring Social Impact -** Sources of funding for social enterprises: Impact investing, social venture capital, crowdfunding, and grants, Government schemes and global initiatives (UNDP, World Bank, NABARD, Start-up India), Social Return on Investment (SROI) and impact assessment metrics, B-Corps, ESG criteria, and sustainability reporting frameworks, Partnerships with NGOs, governments, and corporates, Case studies on social impact measurement	(7+2)
V	**Building and Managing Social and Sustainable Enterprises -** Identifying social opportunities and developing sustainable business models, Designing a social business plan and scaling strategies, Challenges in managing social ventures – financial, human, and operational, Role of leadership and	(7+2)

	governance in sustainable enterprises, Future of social entrepreneurship: trends and global best practices, Success stories of Indian and international social entrepreneurs	
	Total	**45**

Suggested Textbooks:

1. David Bornstein & Susan Davis – *Social Entrepreneurship: What Everyone Needs to Know*
2. Johanna Mair, Jeffrey Robinson, & Kai Hockerts – *Social Entrepreneurship*
3. Alex Nicholls – *Social Entrepreneurship: New Models of Sustainable Social Change*
4. Pamela Hartigan & John Elkington – *The Power of Unreasonable People*

Suggested Reference Books:

1. Geoff Mulgan – *The Art of Public Strategy: Mobilizing Power and Knowledge for the Common Good*
2. UNDP / World Economic Forum Reports on *Social Innovation and Sustainability*
3. https://www.google.com/aclk?sa=L&ai=DChsSEwi94bzyhNORAxWn10wCHapqBH4YACICCAEQABoCdG0&ae=2&aspm=1&co=1&ase=2&gclid=CjwKCAiA9aPKBhBhEiwAyz82Jx4UY1Lt6lskP3Js-dieC8vElp3I8DRqOxTE3WJ_0zFJIzFIUe9E3xoCvcUQAvD_BwE&cid=CAASWuRommowisABH8tkSMOX1FHrJeu0AjRA12xVmv1TMnR1Y-KnWyxi2oZjOow7p7r3bStzx6Pj0zaZ1C3jxehJT0bzZdcYcBD3bWD7oLCDz3KmVUUqunbSEl7DVA&cce=2&category=acrcp_v1_35&sig=AOD64_1CLQaoh77Zf6tvkQ6ehcGDJrj_4Q&q&nis=4&adurl&ved=2ahUKEwjZkLXyhNORAxXKoq8BHUtGAQAQ0Qx6BAgXEAE
4. https://www.sciencedirect.com/science/article/abs/pii/S0040162523002263
5. https://www.leuphana.de/en/institutes/imo/social-entrepreneurship.html

Program	MBA (Business Analytics)			Semester: IV			
Course	Technological Innovation and Digital Transformation			Course Code			MB25SEED -408
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 408.1	REMEMBERING	Define the concepts, drivers, and importance of technological innovation and digital transformation in business.
CO 408.2	UNDERSTANDING	Explain various models, frameworks, and strategies for managing innovation and digital change.
CO 408.3	UNDERSTANDING	Describe emerging digital technologies and their impact on industries and organizations.
CO 408.4	APPLYING	Apply innovation and digital transformation tools to solve real-world business challenges.
CO 408.5	ANALYSING	Analyze organizational readiness, barriers, and success factors in digital transformation initiatives.
CO 408.6	CREATING	Design a strategic roadmap for implementing digital transformation in a chosen organization or sector.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to Technological Innovation -** Concept and nature of innovation – types, sources, and importance, The innovation process – idea generation to commercialization, Product vs. process innovation, Technology life cycle and diffusion of innovation, Drivers of technological change in the digital era, Case studies on disruptive innovations (Uber, Airbnb, Tesla)	(7+2)
II	**Managing Innovation and Technology -** Innovation management – frameworks and strategies, Open innovation, co-creation, and crowdsourcing, R&D management and new product development (NPD), Innovation ecosystems and networks, Intellectual Property Rights (IPR) and technology transfer, Innovation culture and leadership in organizations	(7+2)
III	**Digital Transformation – Concepts and Frameworks -** Definition, importance, and dimensions of digital transformation, Key enablers: cloud computing, IoT, AI, big data, blockchain, and automation, Digital maturity models and transformation frameworks (McKinsey, Deloitte, Capgemini), Role of data analytics in decision-making and innovation, Digital business models and platform economy, Case studies: Amazon, Google, Infosys, and Tata Digital	(7+2)
IV	**Strategy and Implementation of Digital Transformation -** Aligning digital strategy with business goals, Organizational change management for digital adoption, Role of leadership and digital mindset in transformation, Barriers and risks in digital transformation – technology, people, and process, KPIs for measuring digital success and innovation performance, Case study analysis: Successful digital transformation journeys in India and abroad	(7+2)
V	**Future Trends and Sustainable Digital Innovation -** Emerging technologies shaping the future: metaverse, quantum computing, digital twins, generative AI, Sustainability and green digital transformation, Digital ethics, cybersecurity, and data privacy issues, Human–machine collaboration and	(7+2)

	the future of work, Building digital resilience and agility in organizations, Roadmap for continuous innovation and transformation	
	Total	**45**

Suggested Textbooks:

1. Klaus Schwab – *The Fourth Industrial Revolution*
2. Joe Peppard & John Ward – *The Strategic Management of Information Systems: Building a Digital Strategy*
3. Vijay Govindarajan & Chris Trimble – *The Other Side of Innovation*
4. George Westerman, Didier Bonnet & Andrew McAfee – *Leading Digital: Turning Technology into Business Transformation*

Suggested Reference Books:

1. Rogers, David L. – *The Digital Transformation Playbook*
2. Harvard Business Review Press – *HBR's 10 Must Reads on Innovation and Digital Transformation*
3. https://www.tandfonline.com/doi/full/10.1080/09537325.2025.2509241
4. https://www.intechopen.com/chapters/87523
5. https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-digital-transformation

Program	MBA (Business Analytics)			Semester: IV			
Course	Guerrilla Marketing for Bootstrapped Startups			Course Code			MB25SEED-409
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 409.1	REMEMBERING	Define the concept, principles, and evolution of guerrilla marketing and its relevance to startups.
CO 409.2	UNDERSTANDING	Explain low-cost, high-impact marketing tactics suitable for bootstrapped ventures.
CO 409.3	UNDERSTANDING	Describe how creativity, consumer psychology, and storytelling drive guerrilla campaigns.
CO 409.4	APPLYING	Apply guerrilla marketing tools and digital techniques to design impactful campaigns.
CO 409.5	ANALYSING	Analyze successful and failed guerrilla marketing strategies from real-world case studies.
CO 409.6	CREATING	Develop an integrated guerrilla marketing plan for a bootstrapped startup.

Course Contents

Unit	Description	Duration [Hrs]
I	**Introduction to Guerrilla Marketing -** Definition, origin, and evolution of guerrilla marketing, Characteristics and philosophy of guerrilla marketing, Comparison: Traditional vs. Guerrilla marketing, Role of guerrilla marketing in the startup ecosystem, Importance of creativity, innovation, and timing in marketing, Mindset of a bootstrapped entrepreneur, **Case Studies:** The rise of Dollar Shave Club, Dropbox's referral program, and Burger King's "Subservient Chicken" campaign	(7+2)
II	**Principles and Strategies of Guerrilla Marketing -** Core principles: time, energy, and imagination over money, Identifying target audiences and niche markets, Crafting unique selling propositions (USP) for startups, Guerrilla branding and positioning, Emotional connection and storytelling in marketing, Word-of-mouth and viral marketing dynamics, **Practical Focus:** Brainstorming sessions to identify low-cost promotional ideas	(7+2)
III	**Guerrilla Marketing Tools and Tactics -** Ambient marketing and street marketing, Buzz marketing, stealth marketing, and ambush marketing, Experiential and event-based guerrilla promotions, Influencer and community-based marketing for startups, Digital guerrilla marketing: social media hacks, memes, reels, and viral content, Content marketing, email outreach, and SEO on a shoestring budget, **Activity:** Designing a digital guerrilla campaign using social media platforms	(7+2)
IV	**Planning, Execution, and Measurement -** Steps in developing a guerrilla marketing plan, Budgeting and resource allocation for bootstrapped startups, Choosing the right medium: offline vs. online channels, Measuring success: KPIs, ROI, and engagement analytics, Managing risk, legality, and ethics in guerrilla marketing, Collaboration and partnership strategies for low-cost marketing, **Case Studies:** Zomato's quirky campaigns, Amul's topical ads, and Swiggy's guerrilla ideas	(7+2)
V	**Scaling Guerrilla Marketing and Future Trends -** Integrating guerrilla marketing into overall business strategy, Building customer communities and brand evangelists, Sustaining creativity and innovation under budget constraints, Use of AI, AR/VR, and data analytics in modern guerrilla campaigns, Sustainable and socially responsible guerrilla marketing, Global and local trends in startup	(7+2)

	marketing innovation, **Project:** Developing a complete guerrilla marketing plan for a local or student-led startup	
	Total	**45**

Suggested Textbooks:

1. Jay Conrad Levinson – *Guerrilla Marketing: Easy and Inexpensive Strategies for Making Big Profits from Your Small Business*
2. Seth Godin – *Purple Cow: Transform Your Business by Being Remarkable*
3. Ryan Holiday – *Growth Hacker Marketing*
4. Jonah Berger – *Contagious: How to Build Word of Mouth in the Digital Age*
5. Neil Patel – *Hustle: The Power to Charge Your Life with Money, Meaning, and Momentum*

Suggested Reference Books:

1. Case materials from HubSpot, Google Startup Accelerator, and Startup India
2. https://www.shopify.com/in/blog/116564869-5-low-cost-guerrilla-marketing-tactics-to-grow-your-business-offline
3. https://www.bizzabo.com/blog/guerrilla-marketing-examples
4. https://blog.hubspot.com/marketing/guerilla-marketing-examples

Program	MBA (Business Analytics)			Semester: IV			
Course	The Art and Science of Negotiation and Strategic Communication			Course Code			MB25SEED-410
Credits	Teaching Scheme (Hrs./Week)			Evaluation Scheme and Marks			
	Lecture	Tutorial	Practical	FA		SA	Total
				UT	CA	TH	
3	2	1	1	25	25	50	100

Course Outcomes:

After learning the course, the students should be able to:

CO	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 410.1	REMEMBERING	Define the fundamental concepts, principles, and stages of negotiation and strategic communication.
CO 410.2	UNDERSTANDING	Explain various negotiation styles, communication models, and psychological dynamics that influence outcomes.
CO 410.3	UNDERSTANDING	Describe the role of persuasion, emotional intelligence, and ethics in negotiation and strategic communication.
CO 410.4	APPLYING	Apply negotiation tactics and communication frameworks to business and interpersonal scenarios.
CO 410.5	ANALYSING	Analyze real-world negotiation cases to identify strategies, barriers, and decision-making approaches.
CO 410.6	CREATING	Develop and present a structured negotiation strategy and communication plan for complex organizational situations.

Course Contents

Unit	Description	Duration [Hrs]
I	**Fundamentals of Negotiation and Communication -** Definition, scope, and importance of negotiation, The nature and elements of effective communication, The linkage between communication and negotiation in business contexts, Types of negotiations – distributive, integrative, and multiparty, The negotiation process: preparation, discussion, proposal, bargaining, and closure, Common communication barriers and overcoming them, **Case Study:** Classic negotiation cases – salary negotiation, client–vendor deal	(7+2)
II	**Theories, Models, and Psychology of Negotiation -** Theories of negotiation – game theory, dual concern model, and behavioral approaches, BATNA (Best Alternative to a Negotiated Agreement) and ZOPA (Zone of Possible Agreement), Interests vs. positions – understanding underlying needs, Negotiation styles – competitive, collaborative, compromising, accommodating, avoiding, Role of perception, emotions, and personality in negotiation, Power, influence, and persuasion in negotiation, **Practical Focus:** Role-play exercises on buyer–seller and team negotiation	(7+2)
III	**Strategic Communication in Negotiation -** Concept of strategic communication and its importance in leadership, Framing and reframing techniques, Building credibility and trust through communication, Storytelling, empathy, and emotional intelligence in strategic dialogue, Non-verbal communication, tone, and active listening, Communication channels and digital negotiation (emails, video meetings), **Case Studies:** Apple vs. Samsung patent negotiation, Crisis communication examples (e.g., Pepsi Syringe Hoax, Johnson & Johnson Tylenol case)	(7+2)
IV	**Negotiation in Complex and Cross-Cultural Contexts -** Negotiating in teams and multi-party environments, Cross-cultural negotiation challenges – cultural dimensions and adaptability, Negotiating in global business and virtual teams, Gender and diversity issues in negotiation, Managing conflicts and emotions in high-stakes negotiations, Ethics and integrity in communication and negotiation, **Workshop:** Intercultural negotiation simulation (India–Japan business deal scenario)	(7+2)

V	**Advanced Strategies and Applications -** Strategic negotiation in mergers, acquisitions, and partnerships, Conflict resolution and mediation strategies, Negotiation analytics and decision-making tools, Preparing negotiation scripts and strategic communication plans, Post-negotiation evaluation and relationship management, Future trends: AI, virtual negotiations, and data-driven communication, **Project :** Develop a complete negotiation strategy and communication plan for a real or simulated business situation	**(7+2)**
	Total	**45**

Suggested Textbooks:

1. Roger Fisher, William Ury & Bruce Patton – *Getting to Yes: Negotiating Agreement Without Giving In*
2. Deepak Malhotra & Max H. Bazerman – *Negotiation Genius*
3. Leigh Thompson – *The Mind and Heart of the Negotiator*
4. Gerard Nierenberg – *The Art of Negotiating: Psychological Strategies for Success*

Suggested Reference Books:

1. Dale Carnegie – *How to Win Friends and Influence People*
2. Harvard Business Review Press – *HBR Guide to Persuasive Presentations and Negotiation*
3. https://ocw.mit.edu/courses/11-011-the-art-and-science-of-negotiation-spring-2006/
4. https://www.imd.org/research-knowledge/negotiation/articles/negotiation-skills-to-achieve-positive-outcomes/