B.S. Abdur Rahman®
Crescent
Institute of Science & Technology
Deemed to be University u/s 3 of the UGC Act, 1956

Regulations 2025
Curriculum and Syllabi
(As approved by the 24th Academic Council)
August - 2025

M.B.A.
(Innovation, Entrepreneurship and Venture Development (IEV))

B.S. Abdur Rahman® Crescent Institute of Science & Technology
Deemed to be University u/s 3 of the UGC Act, 1956

REGULATIONS 2025

CURRICULUM AND SYLLABI (I & II semesters)
(As approved by 24th Academic Council)

August - 2025

M.B.A.
INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT
(IEV)

VISION AND MISSION OF THE INSTITUTION

VISION

B.S. Abdur Rahman Crescent Institute of Science and Technology aspires to be a leader in Education, Training and Research in multidisciplinary areas of importance and to play a vital role in the Socio- Economic progress of the Country in a sustainable manner.

MISSION

- To blossom into an internationally renowned Institute.
- To empower the youth through quality and value-based education.
- To promote professional leadership and entrepreneurship.
- To achieve excellence in all its endeavors to face global challenges.
- To provide excellent teaching and research ambience.
- To network with global Institutions of Excellence, Business, Industry and Research Organizations.
- To contribute to the knowledge base through Scientific enquiry, Applied Research and Innovation.

VISION AND MISSION OF CRESCENT SCHOOL OF BUSINESS

VISION

Crescent School of Business aspires to be an industry integrated world-class B-school.

MISSION

- To foster a comprehensive management education with global perspective
- To help the students identify their potential and encourage them to manage uncertainty and complexity
- To excel in postgraduate management education, research and practice
- To conduct management development programmes for managerially competent, technically proficient, and socially purposeful professionals

VISION AND MISSION OF DEPARTMENT OF MANAGEMENT STUDIES

The vision and mission statement of the Department of Management Studies is aligned with the vision and mission statements of the Institute.

VISION

The Department of Management Studies aspires to become a Management Institution of national repute, providing industry-oriented, socially-responsible and research inclined management professionals.

MISSION

1. To offer post graduate and research programmes of industry and social relevance
2. To provide functional specific knowledge through industry scenario study and analysis using multiple pedagogies
3. To enhance managerial and soft skills that augment the overall professional development
4. To encourage and support in fulfilling the drive for teaching and research
5. To pursue consultancy projects and collaborative research

PROGRAMME EDUCATIONAL OBJECTIVES AND OUTCOMES

Programme Educational Objectives

The students of MBA IEV programme would be able to

1. Comprehend and manage complex real-world business situations.
2. Demonstrate their competencies of innovative thinking to pursue entrepreneurship.
3. Become a future leader cognizant of a holistic business environment.
4. Start and build a growing business.
5. Become successful entrepreneurs.

Program Outcomes

By the end of the programme, students will have a knowledge and understanding of

1. Key concepts of entrepreneurship, innovation and new venture development
2. International/national start-up ecosystem
3. How to take an idea, build a prototype and launch the product
4. How to market to early customers
5. Methodologies and strategies of scaling up the business
6. Business models and fund raising for the startup
7. Hiring, talent management and team building

B.S. ABDUR RAHMAN CRESCENT INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI – 600 048.

REGULATIONS 2025
MBA – IEV PROGRAMME
(Under Choice Based Credit System)

1.0 PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires

i. **"Programme"** means a Post Graduate Degree Programme (MBA, IEV)

ii. **"Course"** means a theory or practical subject that is normally studied in a semester, like, Entrepreneurial & Managerial Thinking, Entrepreneurial Eco System, Design Thinking & Innovation etc.

iii. **"Institution"** means B.S. Abdur Rahman Crescent Institute of Science and Technology, Chennai, 600048.

iv. **"Academic Council"** means the Academic Council, which is the apex body on all academic matters of this Institute.

v. **"Dean (Academic Affairs)"** means the Dean (Academic Affairs) of the Institution who is responsible for the implementation of relevant rules and regulations for all the academic activities.

vi. **"Dean (Student Affairs**)" means the Dean (Students Affairs) of the Institution who is responsible for activities related to student welfare and discipline in the campus.

vii. **"Controller of Examinations"** means the Controller of Examinations of the Institution who is responsible for the conduct of examinations and declaration of results.

viii. **"Dean of the School"** means the Dean of the School of the department concerned.

2.0 PROGRAMMES OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS

2.1 P.G. Programme Offered

The P.G. Programme and the modes of study are as follows:

Degree	Mode of Study	Pattern
MBA IEV	Full Time	Semester

2.2 Full-time

Students admitted under "Full-Time" shall be available in the Institution during the complete working hours for curricular, co-curricular and extra-curricular activities assigned to them.

2.3 Admission Requirements

Students with any Under Graduate degree from UGC recognised institutions with 10+2+3 (or) 4 pattern and those appearing for their final examination (subject to passing) are eligible to apply. To be considered for selection, the student should have either appeared for MAT/CAT/XAT/TANCET or Crescent Entrance Test. Admission is based on the combined scores (a) UG degree marks (b) Entrance test (MAT/CAT/XAT/TANCET/Crescent Entrance Test, etc.), (c) Group discussion, and (d) personal interview.

2.4 Eligibility conditions for admission such as class obtained, number of attempts in the qualifying examination and physical fitness will be as prescribed by this Institution from time to time.

3.0 DURATION AND STRUCTURE OF THE PG PROGRAMME

3.1 The minimum and maximum duration for completion of the P.G. Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
MBA IEV (Full Time)	4	8

3.2 This programme consists of the following components as prescribed in the respective curriculum

i. Professional Practical Courses
ii. Core and Elective courses
iii. Skill Certification courses
iv. Inter disciplinary Courses
v. Capstone Projects
vi. Action Learning Segments

3.3 The curriculum and syllabi of the MBA IEV programme shall be adopted from the guidelines of Innovation cell, Ministry of Education, AICTE, Govt. of India, suitably modified and approved by the Academic Council of this Institute.

3.4 The minimum number of credits to be earned for the successful completion of the MBA-IEV programme shall be specified in the curriculum of the MBA IEV programme.

3.5 Each academic semester shall normally comprise 90 working days. Semester-end examinations will follow immediately after the last working day.

3.6 The curriculum of MBA IEV programme shall follow the minimum prescribed credits required for the award of the degree as specified below

Programme	Minimum prescribed credits
MBA IEV	103

3.7 Credit Requirement & Distribution:

3.7.1 Credit Requirement: Credits will be assigned to the courses in MBA IEV programme as given below:

- One credit for 10 lecture/contact hours
- One credit for 10 hours of Certification Programme
- One credit for 2 weeks of Capstone Project work
- Six credits for 8 weeks of Action Learning Segment I
- Twelve credits for 16 weeks of Action Learning Segment II

The credit allocations for the MBA-IEV degree of BSACIST is 103, to be completed over two years which can be earned as following:

i. **Professional Practice Learnings Courses** are classified as non-credit course and can be offered during any semester of the program.

ii. **Core courses – 26 credits:** Out of 103 credits required over 4 semesters, students need to earn a total credit of 26 from core courses spread over first and second semesters.

iii. **Elective Courses - 27 credits:** Students need to earn a total credit of 27 from elective courses spread across the four semesters of the programme.

iv. **Skill certification courses – 8 credits:** Students shall earn 8 credits by enrolling / participating in courses, workshops and programs relevant to innovation, entrepreneurship, start-up

skill building and venture development. Students can enroll in courses/programmes offered by BSACIST, CIIC or any other external organisations with the approval of CSB and these programmes shall be mapped to the courses listed in the regulations under Skill Certification Topics. Course content will be provided by the organization that offers the certification and hence the courses are listed in the regulations and course content will not be given in the syllabi. Although these courses can be completed in any of the 4 semesters, students are advised to spread the courses as mentioned in the curriculum.

v. **Interdisciplinary Courses - 16 credits:** Students can earn up to 16 credits, by enrolling and completing relevant & approved interdisciplinary courses offered by other departments of the School/Incubation Centre/Institute/External Institutes of repute (or) a fully-practical interdisciplinary course attached to a start-up organization in CIIC. It can also be independent study type which gives freedom to choose subjects that is available in the institute. Learner can also choose relevant e-courses available in MOOC-SWAYAM platform, a prior approval form the department/institute is required for enrollment and claiming for credit on post completion. Although these courses can be completed in any of the 4 semesters, students are advised to spread the courses as mentioned in the curriculum.

vi. **Capstone Projects – 6 credits:** Students shall earn 6 credits from three capstone projects during 1st, 2nd and 3rd semesters. These three capstone projects will make students to work on their idea and convert it into business model. These are required to be completed by students under the guidance of mentors at CIIC or nominated by CIIC. A faculty member and CIIC member shall conduct the reviews and evaluations.

The evaluation of the capstone project work will be based on periodic reviews, the project report and a Viva-Voce Examination by a panel consisting of the supervisor concerned, CIIC member and an external Examiner.

vii. **Action Learning Segments – 18 credits (6+12):** Students

shall go through one action learning segment during the 2nd Semester and another one during the 4th semester and a total of 18 credits shall be earned on successful completion. Action Learning segments shall be planned, implemented, reviewed and evaluated by Crescent Innovation and Incubation Council (CIIC). A faculty supervisor from CSB shall be part of the reviews and evaluations.

Action Learning, I is a Start-up Residency Programme/Internship in a start-up/business or incubator for 8 weeks. A detailed report of the work carried out during internship program should be submitted.

Action Learning II will focus on completion of minimum requirements towards establishing a venture such as business plan, project report, venture registration process and funding application process over a period of a semester. Action Learning II will include 40 hours of mentoring and 240 hours of practical work spread across 16 weeks of internship in a startup/business or incubator. This should be carried out under the joint guidance of expert mentor. (An executive from Startup / Company / Incubator) and a faculty supervisor. Diary of activities is an integral component of action earning/internship program and it has to be submitted to the supervisors along with the internship report. The diary will be monitored by the supervisors on weekly basis. Additionally, it should be presented to the evaluation panel during the viva-voce examination. Action Learning should be carried out only in one organization for the complete period.

viii. Ability Enhancement Courses – 2 Credits

The course is titled as "Business Practicum" and is structured to span across two semesters (Semester I and Semester III). It is designed to provide students with hands-on experience through live industry projects**,** practical learning engagements**,** and participation in student club activities**.** Each student will be continuously assessed throughout the duration of the course to evaluate their learning outcomes and overall performance.

3.7.2. Credit Distribution (semester wise)

Year	Semester	Courses (Core)	Courses (Electives)	Skill Certification Programme *	Interdisciplinary Courses #	Ability Enhancement	Capstone Projects	Action Learning Segment	Total
1st Year	1st Semester	12	6	2	4	1	2		27
	2nd Semester	6	6	2	4		2	6	26
2nd Year	3rd Semester	6	12	2	4	1	2		27
	4th Semester	2	3	2	4			12	23
Total		26	27	8	16	2	6	18	103

*Skill Certification Courses (Outbound Skill Trainings/Certification from Renowned Knowledge Agencies).

Although it is mentioned to earn 2 credits in each semester, students have the flexibility to complete the entire 8 credits within the programme period.

#Interdisciplinary Courses (The interdisciplinary courses can be offered by the school/ Institute/ institutions of repute/ CIIC/MOOC Swayam, NPTEL etc.).

Although it is mentioned to earn 4 credits in each semester, students have the flexibility to complete the entire 16 credits within the programme period.

3.8. ONLINE COURSES

Students are permitted to undergo department approved online courses under SWAYAM up to 40% of credits of courses in a semester excluding fourth semester with the recommendation of the Head of the Department / Dean of School and with the prior approval of Dean Academic Affairs during his/ her period of study. The credits earned through online courses shall be transferred following the due approval procedures. The online courses can be considered in lieu of core courses and elective courses.

4.0 CLASS ADVISOR AND FACULTY ADVISOR

4.1 Class Advisor

A faculty member will be nominated by the HOD as Class Advisor for the whole class (total intake).

He/she is responsible for maintaining the academic, curricular and co- curricular records of all students throughout their

period of study.

4.2 Faculty Advisor

To help the students in planning their courses of study and for general counseling on the academic programme, the Head of the Department of the students will attach a certain number of students to a faculty member of the department who shall function as Faculty Advisor for the students throughout their period of study. Such Faculty Advisor shall offer advice to the students on academic and personal matters and guide the students in taking up courses for registration and enrolment every semester.

4.3 Mentor

Each student shall be assigned a mentor who is an industry expert in the area of the start-up venture. He or she shall coach the assigned student on every aspect of the growth of start-up.

5.0 CLASS COMMITTEE

5.1 Every class of the MBA IEV Programme will have a Class Committee constituted by the Head of the Department as follows:

i. Teachers of all courses of the programme
ii. One senior faculty preferably not offering courses for the class, as Chairperson.
iii. Four student representatives (male and female) of each class nominated by the Head of the Department in consultation with the relevant faculty advisors
iv. All faculty advisors and the class advisors.
v. Head of the Department

5.2 The Class Committee shall be constituted by the respective Head of the Department of the students.

5.3 The basic responsibilities of the Class Committee are to review periodically the progress of the classes to discuss problems concerning curriculum and syllabi and the conduct of classes. The type of assessment for the course will be decided by the teacher in consultation with the Class Committee and will be announced to the students at the beginning of the semester. Each Class Committee will communicate its recommendations to the Head of the

Department and Dean (Academic Affairs).

5.4 The class committee shall meet at least three times during the semester. The first meeting will be held within two weeks from the date of commencement of classes, in which the nature of continuous assessment for various courses and the weightages for each component of assessment will be decided for the first and second assessment. The second meeting will be held within a week after the date of the first assessment report, to review the students' performance and for follow up action.

5.5 During these two meetings the student members representing the entire class, shall meaningfully interact and express opinions and suggestions to improve the effectiveness of the teaching-learning process.

5.6 The third meeting of the class committee, excluding the student members, shall meet within 5 days from the last day of the semester end examination to analyze the performance of the students in all the components of assessments and decide their grades in each course. The grades for a common course shall be decided by the concerned course committee and shall be presented to the class committee(s) by the concerned course coordinator.

6.0 REGISTRATION AND ENROLMENT

6.1 The students of first semester shall register and enroll at the time of admission by paying the prescribed fees. For the subsequent semesters registration for the courses shall be done by the student one week before the last working day of the previous semester.

6.2 From the second year onwards, all students shall pay the prescribed fees for the year on a specific day at the beginning of the semester confirming the registered courses. Late enrolment along with a late fee will be permitted up to two weeks from the date of commencement of classes. If a student does not enroll, his/her name will be removed from rolls.

7.0 COURSE CHANGE / WITHDRAWAL

7.1 CHANGE OF A COURSE

A student can change an enrolled course within 10 working days from the commencement of the course, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department / Dean of School of the student.

7.2 WITHDRAWAL FROM A COURSE

A student can withdraw from an enrolled course at any time before the first assessment for genuine reasons, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department / Dean of School of the student.

8.0 TEMPORARY BREAK OF STUDY FROM PROGRAMME

A student may be permitted by the Dean (Academic Affairs) to avail temporary break of study from the programme up to a maximum of 2 semesters for reasons of start-up related work or ill health or other valid grounds. A student can avail the break of study before the start of first assessment of the ongoing semester. However, the total duration for completion of the programme shall not exceed the prescribed maximum number of semesters (vide clause 3.1). If any student is debarred for want of attendance or suspended due to any act of indiscipline, it will not be considered as break of study. A student who has availed break of study has to rejoin in the same semester only.

9.0 DISCIPLINE

9.1 Every student is required to observe discipline and decorous behavior both inside and outside the campus and not to indulge in any activity, which will tend to bring down the prestige of the Institution.

9.2 Any act of indiscipline of a student reported to the Head of the Institution will be referred to a Discipline and Welfare Committee for taking appropriate action.

10.0 ATTENDANCE

10.1 To be eligible for the semester-end examination in any course, a student must maintain a minimum of 75% attendance in scheduled contact hours. A maximum relaxation of 25% may be granted for valid reasons such as

medical emergencies or approved participation in co-/extra-curricular activities. Students with attendance below 75% after applying permissible relaxation will receive an "I" (Incomplete) grade and must complete the course in a future semester as per institutional academic policies when it is offered by the department in a subsequent semester.

10.2 The faculty member of each course shall cumulate the attendance details for the semester and furnish the names of the students who have not earned the required attendance in the concerned course to the class advisor. The class advisor shall consolidate and furnish the list of students who have earned less than 75% attendance, in various courses, to the Dean (Academic Affairs) through the Head of the Department / Dean of the School. Thereupon, the Dean (Academic Affairs) shall officially notify the names of such students prevented from writing the semester end examination in each course.

10.3 If a student's attendance in any course falls between 65% and 75% due to medical reasons (e.g., hospitalization, illness) or participation in institution-approved events, they may be granted exemption from the minimum attendance requirement and allowed to appear for the semester-end exam. The student must submit valid documents to the class advisor upon rejoining, with approval from the HoD/Dean. Final approval for condonation will be granted by the Vice Chancellor based on the Dean (Academic Affairs)'s recommendation.

10.4 A student who has obtained an "I" grade in all the courses in a semester is not permitted to move to the next higher semester. Such students shall repeat all the courses of the semester in the subsequent academic year.

10.5 The student awarded "I" grade, shall enroll and repeat the course when it is offered next. In case of "I" grade in an elective course either the same elective course may be repeated or a new elective course may be taken with the approval of the Head of the Department / Dean of the School.

10.6 A student who is awarded "U" grade in a course shall have the option to either write the semester end arrear examination at the end of the subsequent semesters, or to redo the course

when the course is offered by the department. Marks scored in the continuous assessment in the redo course shall be considered for grading along with the marks scored in the semester end (redo) examination. If any student obtains "U" grade in the redo course, the marks scored in the continuous assessment test (redo) for that course shall be considered as internal mark for further appearance of arrear examination.

10.7 If a student with "U" grade, who prefers to redo any particular course, fails to earn the minimum 80% attendance while doing that course, then he / she is not permitted to write the semester end examination and his / her earlier "U" grade and continuous assessment marks shall continue.

11.0 REDO COURSES

11.1 A student can register for redo courses with a maximum of 8 credits per semester without affecting the regular semester classes, whenever such courses are offered by the concerned department, based on the availability of faculty members and subject to a specified minimum number of students registering for each of such courses.

11.2 The number of contact hours and the assessment procedure for any redo course shall be the same as regular courses, except there is no provision for any substitute examination and withdrawal from a redo course.

12.0 ASSESSMENTS AND EXAMINATIONS

12.1 For courses which are lecture-based, one mid -term examination will be conducted during the semester. The assessments may be a combination of tests and assignments. The assessment procedure as decided in the Class Committee will be announced to the students right from the beginning of the semester by the course teacher. There shall be one examination of three hours duration, at the end of the semester for lecture-based courses.

12.2 Professional Practice Learning courses shall be classified as non-credit courses and may be offered during any semester of the programme. As these are non-credit in nature, the performance of the students shall be indicated using a Pass/Fail (P/F) grade instead of awarding credits.

12.3 For interdisciplinary courses, an end-semester examination of three hours duration shall be conducted, similar to that of lecture-based courses.

12.4 For the Skill Certification courses, the assessment shall be based on the continuous assessment and final evaluation by certification issuing institution and/or university, depending on the duration of the course/programme.

12.5 For the capstone projects, the assessment shall be based on the quality of the continuous work of the candidate followed by the presentation during the viva-voce exam.

12.6 For the Action Learning segments, the assessment shall be based on the progress of startup residency, start-up plan to the readiness of its commercial launch.

13 WEIGHTAGES

13.1 The following shall be the weightages for different courses:

i) Lecture-based courses

Mid–Term Test	30%
Other continuous assessment components	30%
Semester-end examination	40%

ii) Interdisciplinary Courses

a. Theory

Mid–Term Test	30%
Other continuous assessment components	30%
Semester-end examination	40%

b. Practical

Continuous assessment components	60%
Final Assessment (Test/Report/ Viva-voce etc.)	40%

c. MOOC

Assignment components	25%
Semester-end examination	75%

d. Completion of certification course * 100%

iii) Skill Certifications

Completion of Certification course *	100%

***** 1. Students who take certification courses from BSACIST or CIIC or institutions of international / national repute or UGC recognized MOOC courses such as NPTEL /SWAYAM shall be assigned as per the grades stated in the respective certificate/mark statement. When the certificate awarded by the above institutions does not provide any grade/percentage:

80% weightage for participation/completion certificate and 20% weightage for Oral viva or Class contribution, if an internal observer can participate.

2. Students who take certification courses in institutions other than BSACIST or CIIC or institutions of international/national repute or UGC recognized institutions, the grading shall be given as follows:

(a) Where the institute provides percentage/grading:

70% of weightage for certifying institutions' evaluation

30% weightage for final evaluation by BSACIST through Report[@]

(b) Where the institute doesn't provide percentage or grading:

50% weightage for participation/completion certificate

30% weightage for final evaluation by BSACIST through Report* 20% weightage for Oral viva or Class contribution, if an internal observer can participate.

Note: [@]The format and required content of the Programme Report under item 2 a) and b) above shall be provided by the HOD/Dean

iv) Capstone Projects

Continuous Assessment:

Periodic reviews	50%

Final Assessment :

Evaluation of project report	20%
Viva-Voce Examination	30%

v) Action Learning Segments

Continuous Progress	60%
Final evaluation	40%

13.2 Appearing for semester end examination for each course (Theory and Practical) is mandatory and a student should secure a minimum of 40% marks in semester end examination for the successful completion of the course.

13.3 The markings for all tests, tutorial, assignments (if any), laboratory work and examinations will be on absolute basis. The final percentage of marks is calculated in each course as per the weightages given in clause 13.1.

13.4 For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during first appearance will be used for grading along with the marks scored in the arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester end examination and the internal assessment marks secured during the course of study shall be ignored.

14 SUBSTITUTE EXAMINATION

14.1 A student who has missed, for genuine reasons, the mid-term examination may be permitted to write a substitute examination paying the prescribed substitute examination fees. However, permission to take up a substitute examination will be given under exceptional circumstances, such as accidents, admission to a hospital due to illness, etc. by a committee constituted by the Head of the Department for that purpose. However, there is no Substitute Examination for Semester End examination.

14.2 A student who misses any continuous assessment test in a course shall apply for substitute exam in the prescribed form to the Head of the Department Dean of School within a week from the date of missed assessment test. However, the Substitute Examination will be conducted after the last working day of the semester and before Semester End Examination.

15 PASSING AND DECLARATION OF RESULTS AND GRADE SHEET

15.1 All assessments of a course will be made on absolute marks basis. However, the Class Committee without the student members shall meet within 5 days after the semester-end examination and analyze the performance of students in all assessments of a course and award letter grades. The letter grades and the corresponding grade points are as follows:

Letter grade	Grade points
S	10
A	9
B	8
C	7
D	6
E	5
U	0
W	0
I	0

"U" denotes unsuccessful in the course.

"W" denotes withdrawal from the course.

"I" denotes inadequate attendance and hence prevention from semester- end examination

15.2 A student is considered to have completed a course successfully if he / she secure five grade points or higher. A letter grade 'U' in any course implies being unsuccessful in that course.

15.3 A course successfully completed cannot be repeated for any reason.

15.4 The grades are finalized by the class committee as per clause 14.1. After awarding of grades, shall be signed by the

Chairman of the Class Committee and Head of the Department/Dean of Schools and it shall be declared by the Controller of Examinations.

15.5 Within one week from the date of declaration of result, a student can apply for revaluation of his / her semester-end theory examination answer scripts of one or more courses, on payment of the prescribed fee, through proper application to the Controller of Examination. Subsequently the Head of the Department/ Dean of School offered the course shall constitute a revaluation committee consisting of Chairman of the Class Committee as Convener, the faculty member of the course and a senior member of faculty knowledgeable in that course. The committee shall meet within a week to revalue the answer scripts and submit its report to the Controller of Examinations for consideration and decision.

15.6 After results are declared grade sheets shall be issued to each student, which will contain the following details: The list of courses enrolled during the semester including redo courses, if any, and the grade scored, the Grade Point Average (GPA) for the semester and the Cumulative Grade Point Average (CGPA) of all the courses enrolled from first semester onwards. GPA is the ratio of the sum of the products

of the number of credits of courses registered and the grade points corresponding to the grades scored in those courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester. If Ci, is the number of credits assigned for the i^{th} course and GPi is the Grade Point in the i^{th} course

$$GPA = \frac{\sum_{i=1}^{n}(C_i)(GPi)}{\sum_{i=1}^{n} C_i}$$

Where n = number of courses

At the end of each mark statements in every semester until the IVth semester the GPA shall be displayed.

The Cumulative Grade Point Average (CGPA) shall be calculated in a similar manner, considering all the courses enrolled from first semester.

The Cumulative Grade Point Average CGPA

“I” and "W" grades will be excluded for calculating GPA.

"U", “I” and **"W"** grades will be excluded for calculating CGPA.

The formula for the conversion of CGPA to equivalent percentage of marks shall be as follows:

Percentage Equivalent of Marks = CGPA X 10

The CGPA obtained by the candidate shall be displayed in the from the second semester mark statements until the final semester mark statement

15.7 After successful completion of the programme, the Degree will be awarded with the following classifications based on CGPA.

Classification	CGPA
First Class with Distinction	8.50 and above and passing all the courses in first appearance and completing the programme within the Prescribed period of 4 semesters
First Class	6.50 and above and completing the programme within a maximum of 4 semesters
Second Class	Others

However, to be eligible for First Class with Distinction, a student should not have obtained ‘U’ or ‘I’ grade in any course during his/her study and should have completed the U.G. programme within a minimum period (except break of study). To be eligible for First Class, a student should have passed the examination in all the courses within the specified minimum number of semesters reckoned from his/her commencement of study. For this purpose, the authorized break of study will not be counted. The students who do not satisfy the above two conditions will be classified as second class. For the purpose of classification, the CGPA will be rounded to two decimal places. For the purpose of comparison of performance of students and ranking, CGPA will be considered up to three decimal places.

16 COURSE REPETITION AND ARREARS EXAMINATION

16.1 A student should register to re-do a core course wherein "I" or "W" grade is awarded. If the student is awarded "I" or "W"

grade in an elective course either the same elective course may be repeated or a new elective course may be taken.

16.2 A student who is awarded "U" grade in a course shall write the semester-end examination as arrear examination, at the end of the next semester, along with the regular examinations of next semester courses.

16.3 A student who is awarded "U" grade in a course will have the option of either to write semester end arrear examination at the end of the subsequent semesters, or to redo the course whenever the course is offered. Marks earned during the redo period in the continuous assessment for the course, will be used for grading along with the marks earned in the end-semester (re-do) examination.

17 SUPPLEMENTARY EXAMINATION

Final Year students can apply for supplementary examination for a maximum of two courses thus providing an opportunity to complete their degree programme. Likewise, students with fewer credits can also apply for supplementary examination for a maximum of two courses to enable them to earn minimum credits to move to higher semester. The students can apply for supplementary examination within three weeks of the declaration of results.

18 ELIGIBILITY FOR THE AWARD OF THE MASTER DEGREE

18.1 A student shall be declared to be eligible for the award of MBA IEV degree provided the student has:

18.1.1 successfully completed all the required courses specified in the programme curriculum and earned the number of credits prescribed for the specialization, within a maximum period of 8 semesters from the date of admission, including break of study

18.1.2 no dues to the Institution, Library, Hostels

18.1.3 no disciplinary action pending against him/her.

18.2 The award of the degree must have been approved by the Institute.

18.3 Upon successful completion of 2 years, and after satisfying the items stated in 18.1, the candidate shall be awarded the of 'MBA in Innovation, Entrepreneurship & Venture Development'.

18.4 However, the Institute/Incubation council shall issue a

certificate of completion to student who wishes to discontinue the program after successful completion of 1st year only.

19 POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council has the right to modify the above regulations from time to time.

B.S. ABDUR RAHMAN CRESCENT INSTITUTE OF SCIENCE AND TECHNOLOGY

REGULATIONS 2025

CURRICULUM & SYLLABI FOR
MASTER OF BUSINESS ADMINISTRATION
(INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT)

SEMESTER I

S. No.	Course Group	Course Code	Course Title	L	T	P	C
1	CC	IEF 6101	Entrepreneurial and Managerial Thinking	3	0	0	3
2	CC	IEF 6102	Entrepreneurial Eco - System	2	1	0	3
3	CC	IEF 6103	Design Thinking, Innovation and Entrepreneurship	3	0	0	3
4	CC	IEF 6104	Economic Perspectives for Entrepreneurs	3	0	0	3
5	EC		Elective Course – I	2	1	0	3
6	EC		Elective Course – II	3	0	0	3
7	SKC		Skill Certification*	2	0	0	2
8.	IC		Interdisciplinary Courses[#]	4	0	0	4
			Ability Enhancement				
(i)	CC	IEF 6105	Business Practicum I	0	0	2	1
			Capstone Project I				
(a)	PROJ	IEF 6106	Problem-Solution Fit (Proof-of Concept)	0	0	4	2
			Credits				**27**

SEMESTER II

S. No.	Course Group	Course Code	Course Title	L	T	P	C
1	CC	IEF 6201	Business plan Preparation and Validation	3	0	0	3
2	CC	IEF 6202	Accounts and Finance for Start - ups	2	1	0	3
3	EC		Elective Course – III	2	1	0	3
4	EC		Elective Course – IV	3	0	0	3
5	AL	IEF 6203	Action Learning I	0	0	12	6
6	SKC		Skill Certification*	2	0	0	2
7	IC		Interdisciplinary Courses[#]	4	0	0	4
			Capstone Project-II				
(a)	PROJ	IEF 6204	Market-Product Fit (Innovation & Business Model)	0	0	4	2
			Credits				**26**

SEMESTER III

S. No.	Course Group	Course Code	Course Title	L	T	P	C
1	CC	IEF 7101	Marketing and Research for Start - ups	3	0	0	3
2	CC	IEF 7102	Human Resources Management	3	0	0	3
3	EC		Elective Course – V	3	0	0	3
4	EC		Elective Course – VI	3	0	0	3
5	EC		Elective Course – VII	3	0	0	3
6	EC		Elective Course – VIII	3	0	0	3
7	SKC		Skill Certification*	2	0	0	2
8	IC		Interdisciplinary Courses[#]	4	0	0	4
			Ability Enhancement				
(i)	CC	IEF 7103	Business Practicum II	0	0	2	1
			Capstone Project-III				
(a)	PROJ	IEF 7104	Business Model Fit (Enterprise Planning)		0	4	2
			Credits				**27**

SEMESTER IV

S. No.	Course Group	Course Code	Course Title	L	T	P	C
1	CC	IEF 7201	Intellectual Property Rights (IPR)	2	0	0	2
2	EC		Elective Course	3	0	0	3
3	AL	IEF 7202	Action Learning II	0	0	24	12
4	SKC		Skill Certification*	2	0	0	2
5	IC		Interdisciplinary Courses#				4
			Credits				**23**
			Over all Total Credits				**103**

Abbreviations:

CC – Core Course

EC – Elective Course

SKC – Skill Certification*(Outbound Skill Trainings/Certification from Renowned Knowledge Agencies). Although it is mentioned to earn 2 credits in each semester, students have the flexibility to complete the entire 8 credits within the programme period.

IC – Interdisciplinary Courses# (The interdisciplinary courses can be offered by the school/ Institute/ institutions of repute/ CIIC/MOOC Swayam, NPTEL etc.). Although it is mentioned to earn 4 credits in each semester, students have the flexibility to complete the entire 16 credits within the programme period.

PROJ- Capstone Projects

AL – Action Learning

LIST OF ELECTIVE COURSES

S. No.	Course Group	Course Code	Course Name	L	T	P	C
1	EC	IEFY 001	Techno Entrepreneurship	2	1	0	3
2	EC	IEFY 002	Legal Aspects for Start-Ups	3	0	0	3
3	EC	IEFY 003	Feasibility Analysis	2	1	0	3
4	EC	IEFY 004	Product Design and Development	3	0	0	3
5	EC	IEFY 005	Logistics and Supply chain management	3	0	0	3
6	EC	IEFY 006	Family Business Management	3	0	0	3
7	EC	IEFY 007	Social Enterprise Management	3	0	0	3
8	EC	IEFY 008	Entrepreneurial Leadership	3	0	0	3
9	EC	IEFY 009	Venture Growth and Technology	3	0	0	3
10	EC	IEFY 011	Business Structure	3	0	0	3
10	EC	IEFY 012	Business–to–Business Marketing	3	0	0	3
12	EC	IEFY 013	Financial Technology and Security markets	3	0	0	3
13	EC	IEFY 014	E-Commerce technology	3	0	0	3
14	EC	IEFY 015	Service Operations Management	3	0	0	3
15	EC	IEFY 016	Pitching and Venture Funding	3	0	0	3
16	EC	IEFY 017	Consumer Behaviour	3	0	0	3
17	EC	IEFY 018	International Trade and Economic Environment	3	0	0	3
18	EC	IEFY 019	Management Information System	3	0	0	3
19	EC	IEFY 020	Product and Brand Management	3	0	0	3
20	EC	IEFY 021	Talent Acquisition and Retention	3	0	0	3
21	EC	IEFY 022	Project Management	3	0	0	3

LIST OF SKILL CERTIFICATION TOPICS

Course content will be provided by the organisation that offers the certification and hence only the courses are listed in the regulations.

S.No.	Course Group	Course Code	Course Names
1	SKC	IEFY 101	Business Communication
2	SKC	IEFY 102	Business Simulations
3	SKC	IEFY 103	Introductory Entrepreneurship
4	SKC	IEFY 104	Foundations of Entrepreneurship
5	SKC	IEFY 105	Negotiation
6	SKC	IEFY 106	Digital Marketing
7	SKC	IEFY 107	Financial Business modelling
8	SKC	IEFY 108	Innovation and Entrepreneurship
9	SKC	IEFY 109	Research and Data Analysis
10	SKC	IEFY 110	Business Analytics Models
11	SKC	IEFY 111	Alternative Investments
12	SKC	IEFY 112	Business Strategy
13	SKC	IEFY 113	Leadership
14	SKC	IEFY 114	Global Business

LIST OF INTERDISCIPLINARY COURSES

S. No.	Course Group	Course Code	Course Names
1	IC	IEFY 201	Business Analytics
2	IC	IEFY 202	Artificial Intelligence
3	IC	IEFY 203	Machine Learning
4	IC	IEFY 204	Clean Technology
5	IC	IEFY 205	Business Sustainability
6	IC	IEFY 206	Cyber security
7	IC	IEFY 207	Food and Agri tech Business
8	IC	IEFY 208	Fin Tech Business
9	IC	IEFY 210	Data Visualisation
10	IC	IEFY 211	Industry 4.0
11	IC	IEFY 212	Automation and Robotics
12	IC	IEFY 213	Web Development and Content Management

IEF 6101	ENTREPRENEURIAL AND	L	T	P	C
SDG: 8	MANAGERIALTHINKING	3	0	0	3

COURSE OBJECTIVES:

COB1: **To make students understand the fundamental theories of entrepreneurship and identify the differences between entrepreneurial and managerial thinking**

COB2: **To enable students to understand startup stages, types, MVP and problem-solution fit, and evaluate their viability and societal impact using key metrics**

COB3: **To prepare students to understand core management principles and apply concepts like MBO, MBE, decision-making and organizing in organizational contexts**

COB4: **To make students understand key behavioral concepts and analyze causes of conflict and strategies for resolution in organizations**

COB5: **To train students to identify key functional areas in startups and apply management practices across operations, marketing, HR, finance, and SCM**

MODULE I ENTREPRENEURIAL THINKING PROCESS 6 0 0

Theories of entrepreneurship – Relationship between entrepreneurial and strategic thinking – Role of creativity and innovation – Requirements to be entrepreneur – Essentials of entrepreneurship – Entrepreneur thinking: art or science? –Difference between an enterprise and a corporate entity – Entrepreneur and manager comparison – Entrepreneurial and managerial thinking, traits and skills – Types of entrepreneurs and intrapreneurs

MODULE II STARTUP BASICS AND ENTREPRENEURIAL THINKING 6 0 0

Startups: goals of startup – Stages of startup life cycle – Types of startups – Problem solution fit – Minimum viable product (MVP) – Key metrics to check economic viability of startups – Impact of entrepreneurs on nation building and society

MODULE III MANAGEMENT THINKING PROCESS 6 0 0

Forms of business organizations – Management: functions, levels, roles and skills of managers – Schools of management thought – Planning: steps, types, hierarchy – Strategy formulation, procedure, types – Examples of policies, rules and procedures – Steps to frame objectives: MBO and MBE – Decision making: process, types – Organizing: types of organization, line and staff concept – Delegation – Departmentation, span of control – Overview of sub-functions of staffing and directing – Communication: types, process, barriers – Controlling process

MODULE IV ORGANISATIONAL BEHAVIOUR 6 0 0

Perception: factors influencing – Learning: theories – Attitude: components – Motivation: types and theories – Leadership: concepts, styles – Conflicts: causes, tools, resolving strategies

MODULE V MANAGEMENT AND FUNCTIONAL AREAS 6 0 0

Operations management: location, factors – Types of plant layouts – Introduction to PPC sub-functions –Overview of material management: material planning, purchasing, storing – Components of MRP, MRP2 and ERP – Modes of transportation and SCM functions – Overview of human resource management activities – Marketing management: basic concepts, 4Ps, 7Ps, STP and influencing factors – Dimensions of consumer behaviour – Introduction to financial management and functions – Elements of management information system

L – 20; T – 10; P – 0; Total Hours:30

TEXT BOOKS:

1. Timmons, J. A., & Spinelli, S. (2009). New venture creation: Entrepreneurship for the 21st century. McGraw-Hill Education
2. Koontz, H., &Weihrich, H. (2015). Essentials of management (10th ed.). Tata McGraw-Hill Education.
3. Roy, R. (2020). Entrepreneurship (3rd ed.). Oxford Higher Education.
4. Hitt, M. A., Ireland, R. D., Camp, S. M., & Sexton, D. L. (Eds.). (2000). Strategic entrepreneurship: Creating a mindset. Blackwell Publishers.

REFERENCES:

1. Laasch, O. (2021). Principles of management: Practicing ethics, responsibility, sustainability [E-book]. SAGE Publications.
2. Prasad, L. M. (2019). Principles and practices of management. Sultan Chand & Sons.
3. Tripathy, P. C., & Reddy, P. N. (2015). Principles of management (5th ed.). Tata McGraw-Hill.
4. Cristofaro, M., Sousa, M. J., Sanchez Garcia, J. C., & Larsson, A. (Eds.). (2021). Managerial and entrepreneurial decision making: Emerging issues. Administrative Sciences, MDPI Books.

COURSE OUTCOMES: Students will be able to:

CO1: **Explain the basics of entrepreneurship and identify the difference between entrepreneurs and managers.**

CO2: **Analyse startups, their stages, and evaluate usefulness and effectiveness of start-up.**

CO3: **Interpret main ideas of management and plan, organize and make decisions.**

CO4: **Explain human behavior in organizations, reasons for conflicts and suggest ways to solve them.**

CO5: **Interpret and summarize different areas like operations, marketing, HR, finance and supply chain work in a business.**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	1	1	3	1	1
CO2	3	3	1	1	3	1	1
CO3	3	3	1	1	2	3	3
CO4	3	3	1	1	3	1	1
CO5	3	3	1	1	3	3	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

Board of Studies (BoS):	**Academic Council:**
18th BoS of CSB held on 27.06.2025	24th AC held on 26.08.2025

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

The course supports SDG 8 by equipping students with the knowledge, skills and entrepreneurial mindsets to foster innovation and develop start-ups to create employment and thus contribute to economic growth.

IEF 6102	ENTREPRENEURIAL ECO - SYSTEM	L	T	P	C
SDG: 8		3	0	0	3

COURSE OBJECTIVES:

COB1: **To familiarize students with concept and components of entrepreneurial ecosystems**

COB2: **To enable students to analyze the Indian entrepreneurial ecosystem and its key enablers**

COB3: **To identify and evaluate sources of startup funding and support mechanisms.**

COB4: **To make students understand and assess the role of environmental and institutional support in entrepreneurship**

COB5: **To encourage students to examine and interpret real-world startup cases for key insights and best practices**

MODULE I ENTREPRENEURIAL ECOSYSTEM 3 0 0

Ecosystem: concept and meaning – Components of entrepreneurial ecosystem: government policies, capital and finance, business incubators and accelerators, network and mentorship, human capital and talent, market access support, infrastructure and technology, social and culture support

MODULE II INDIAN ENTREPRENEURIAL ECOSYSTEM 8 0 0

Indian Entrepreneurial Ecosystem: evolution – Structure and components: physical connectivity, infrastructure, electronic, knowledge and economic connectivity – Government supervision: Ministry of Commerce and Industry, Department for Promotion of Industry and Internal Trade (DPIIT), Startup India, Startup TN (Tamil Nadu Startup Innovation Mission),Entrepreneurship Development & Innovation Institute Tamil Nadu (EDII TN) and Micro Small and Medium Enterprise (MSME)–Ease of doing business policy – Incubators & Accelerators: functions and roles

MODULE III START-UP AND FUNDRAISING SUPPORT 8 0 0

Startup fundraising support: Grant & Equity based central and state government schemes, support by Crescent Innovation and Incubation Council (CIIC) and other non-government organisations, shark tanks – Equity based fund raising: pre-seed to series

A, angel investment, venture capital funds, listing & initial public offering – Debt-based fundraising: banks, non-banking financial corporations, etc.

MODULE IV ENTREPRENEURSHIP ENVIRONMENT SUPPORT **6 0 0**

Factors influencing the entrepreneurship environment: central and state government policies, family background, economic, social, technology, cultural factors – Institutional factors: industrial estates, government and non-government institutions to promote entrepreneurship, TiE, NEN, COWE, wadhwani, educational institutions -Cases of Chennai, Bengaluru and Hyderabad as startup ecosystem

MODULE V CASES **5 0 0**

Startup stories: successful startup, failures and turn-around – cases from emerging sectors: Identifying and understand the best practices.

L – 30; T – 0; P – 0; Total Hours:30

TEXT BOOKS:

1. Balasubramanya, M. H. (2021).*Entrepreneurial Eco Systems for Tech startups in India: Evolution, Structure and Role.* De Gruyter, Germany.
2. Mathew, J.Manimala, K. & Wasdani, P. (2015).*Entrepreneurial Eco System: Perspectives from Emerging Economies*, Springer, India.
3. Victor, W. H. & Horowit, G. (2012).*The Rainforest: The secret to Building the next Silicon Valley*. Regenwald, Los Altos, USA.
4. Spigel, B. (2020). *Entrepreneurial ecosystems: Theory and Practices and Future*. Edward Elgar Publishing, UK.

REFERENCES:

1. Eisenmann, T. (2021).*Why Start Up Fail: A new roadmap for entrepreneurial success*, Currency.
2. Spigel, B. (2020).*Entrepreneurial ecosystems: Theory and Practices and Future*. Edward Elgar Publishing, UK.
3. Shankar, R. (2012).*Entrepreneurship Theory & Practice*, Vijay Nicole Imprints, India.

COURSE OUTCOMES: Students will be able to:

CO1: **Explain and discuss the meaning and components of the entrepreneurial ecosystem.**

CO2: **Identify and explain the structure of the Indian ecosystem and key government/institutional support.**

CO3: **Explain and evaluate various types of startup funding and fundraising processes.**

CO4: **Explain and assess the impact of social, cultural, and policy factors on entrepreneurship.**

CO5: **Analyze startup cases and apply key learnings to real-world entrepreneurial situations.**

Board of Studies (BoS): 18th BoS of CSB held on 27.06.2025

Academic Council: 24thAC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				3		1	1
CO2				3	2	1	1
CO3	3	2		2		3	2
CO4	2			3		3	1
CO5	3	3	1	3		3	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The holistic understanding of entrepreneurship leads to developing the mindset to start a new venture and thus contributes to economic growth and job creation.

IEF 6103	DESIGN THINKING, INNOVATION, AND	L	T	P	C
SDG9	ENTREPRENEURSHIP	3	0	0	3

COURSE OBJECTIVES:

COB1: **To understand and analyze the principles of human-centered innovation to address complex, real-world challenges through immersive learning experiences.**

COB2: **To apply creative thinking frameworks and evaluate diverse strategies to effectively overcome business and societal challenges.**

COB3: **To analyze entrepreneurial ecosystems and create actionable plans that blend innovative practices with sound leadership and business management principles.**

COB4: **To apply non-traditional methods and create novel solutions to problems by fostering an "out-of-the-box" approach to thinking and decision-making.**

COB5: **To evaluate customer-centric business models and design organizational cultures that prioritize innovative, value-driven solutions tailored to customer needs.**

MODULE I DESIGN THINKING 6 0 0

Design thinking: meaning , need for design thinking - Design thinking process: observe, define, divergence, convergence, communication - Thinking outside the box - a case study , Human-centered approach to organizational behaviour.

MODULE II INNOVATION MANAGEMENT 6 0 0

Innovation: meaning - Difference between invention, discovery and innovation – Different types of innovations – Innovation process – Relationship between research, creativity and innovation – Design thinking and entrepreneurship – Need for innovation - Case study on Apple I phone and Netflix

MODULE III TOOLS AND TECHNIQUES FOR IDEA GENERATION 6 0 0

Market research: problem identification, experiences, foreign trips - Design mind – Design space – Design frameworks - Execution of design – technology design, reverse engineering-Effectuate theory - Ideas and drive , People skill , A passion for the work and

GD Naidu's perspective emphasized the importance of learning by doing and adapting existing technologies to create more efficient and accessible solutions - case approach

MODULE IV SERVICE, PROCESS AND PRODUCT INNOVATION **6 0 0**

Interconnected approach to enhancing business - Meaning of service innovation - Star framework to check service Innovation - Meaning of process innovation - Methodologies for process improvement - Meaning of product innovation - Importance of product innovation - Stages in product innovation

MODULE V INNOVATION, ENTERPRISE AND COMMERCIALIZATION PROCESS **6 0 0**

Developing the Minimum Viable Product (MVP) - Defining your enterprise, identifying a problem to solve ,Product and market testing - Learning curve and market entry strategies - Financial and market feasibility analysis - Short term and long-term plans for market growth - Evaluating the opportunity - A business model canvas, customer development , agile development ,customer based development, Scaling strategy and product range/portfolio development - Building and servicing stakeholder value chain - Managing diffusion of innovation - go-to-market strategy linked supply chain and operations strategy - Financing the value chain - the risk vs return trade off

L – 30; T – 0; P – 0; Total Hours:30

TEXT BOOKS:

1. Brown, T. (2019). Change by design (1st ed.). Harper Business.
2. Micha, L., Link, P., & Leifer, L. (2018). The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems (Design Thinking Series) (1st ed.). Wiley.

REFERENCES:

1. Brown, T. (2009). Change by design: How design thinking transforms organizations and inspires innovation. HarperCollins e-books.
2. Lewrick, M., Link, P., & Leifer, L. (2020). The design thinking toolbox. John Wiley & Sons.
3. Fontichiaro, K. (2015). Design thinking. Cherry Lake Publishing.

4. Brenner, W., & Uebernickel, F. (2016). Design thinking for innovation: Research and practice. Springer.

5. Harvard Business Review , Entrepreneurs Handbook , Everything , you need to launch grow your new business -2018.

COURSE OUTCOMES: Students will be able to:

CO1: **Integrate design thinking principles into business strategies to develop innovative solutions that drive organizational growth.**

CO2: **Generate and evaluate new business ideas by applying ideation techniques and design thinking methodologies.**

CO3: **Demonstrate empathy, practice experimentation, and implement iterative processes in real-world problem-solving contexts.**

CO4: **Analyze user needs and design products, services, or processes that align with both customer desirability and business viability.**

CO5: **Develop and evaluate strategies for innovation commercialization and scaling.**

Academic Council:

Board of Studies (BoS): 24thAC held on 26.08.2025

18th BoS of CSB held on 27.06.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2						3
CO2	2						3
CO3	2		3				3
CO4	2		3	3	3		3
CO5	2		3	3	3		3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

This course is designed to make students embrace innovation as a means of promoting sustainable industrialization. The programme is aimed to develop entrepreneurial skills and create self-employment opportunities .

IEF 6104	ECONOMIC PERSPECTIVES FOR	L	T	P	C
SDG: 12	ENTREPRENEURS	3	0	0	3

COURSE OBJECTIVES:

COB1: **To familiarize students with entrepreneurial and traditional economics**

COB2: **To make students understand microeconomic concepts for business use**

COB3: **To enable students to understand and analyse macroeconomic factors affecting ventures**

COB4: **To develop an understanding of Indian economy structure and its impact on start-ups**

COB5: **To develop students' skills to effectively use unit economics for decision-making**

MODULE I **INTRODUCTION TO ENTREPRENEURIAL ECONOMICS** **4 0 0**

Entrepreneurial spirit and economic value creation – Traditional economics vs entrepreneurial economics – Economic concepts: scarcity of resources, problem of choice, economic and non-economic activity, employment – Market structures: monopoly, monopolistic competition, duopoly, oligopoly and perfect competition – Economic growth vs sustainable development

MODULE II **MICROECONOMICS** **8 0 0**

Microeconomics: definition and meaning – Production: production function, law of variable proportion and returns to scale, cost and output relationship (applications) – Consumption: utility and marginal utility, cardinal and ordinal approach, consumer equilibrium (applications) – Market: demand, supply, market equilibrium, elasticity (applications) – Basis of pricing decisions: Cost, firm's objective, competition, product life cycle, export pricing– Relationship between microeconomic concepts and entrepreneurial decisions

MODULE III **MACROECONOMICS** **6 0 0**

Macroeconomics: definition and meaning – Firm vs economy – Macroeconomic indicators: Gross Domestic Product (GDP), Nominal GDP vs Real GDP, Gross National Product (GNP), Gross Value Added (GVA), employment, inflation, national budget and fiscal policy, monetary policy, trade wars – Impact of macroeconomic factors on entrepreneurship

venture

MODULE IV INDIAN ECONOMY 4 0 0

Nature of Indian economy: mixed economy – Overview of economic sectors: primary, secondary and tertiary sectors – Economic trends: Gross Domestic Product (GDP), poverty and human development index, national income, consumption and savings, money supply, inflation, taxations – Discussion on recent economic trends and their impact on startups, Impact of global political economy on Indian economy, Funded projects from World Bank and International Monetary Fund for central and state government

MODULE V UNIT ECONOMICS 8 0 0

Economic understanding and entrepreneurial decision making – Unit economics: startup cost, sunk cost, cost of goods of sold, revenue, gross profit margin, net profit margin, churn rate, Customer Acquisition Cost (CAC), average revenue per unit, average purchase value, average purchase frequency, average customer lifespan, gross profit margin, Customer Life-time Value (CLV), etc., (calculations)

L – 30; T – 0; P – 0; Total Hours:30

TEXT BOOKS:

1. Gupta, G. S. (2017).Managerial Economics. Tata McGaw Hill Education, India
2. Gupta, G. S. (2015).Macroeconomics: Theory and Applications, Tata McGraw Hill Education, India.

REFERENCES:

1. Taborrok, A. (Ed., 2002).Entrepreneurial Economics: Bright Ideas from Dismal Science. Oxford University Press, UK.
2. Parker, S. C. (2009).The Economics of Entrepreneurship. Cambridge University Press, UK.

COURSE OUTCOMES: Students will be able to:

CO1: Explain and compare traditional vs. entrepreneurial economics.
CO2: Apply micro economics tools and evaluate business decisions.
CO3: Explain macro economic indicators and their impact on businesses.
CO4: Assess how Indian economy trends affect startups.
CO5: Apply unit economics to analyze business success.

Board of Studies (BoS):
18th BoS of CSB held on 27.06.2025

Academic Council:
24thAC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2		3		1	1
CO2	3	3		2		3	2
CO3	3	2		3		3	2
CO4	3	3		3		3	2
CO5	3	3		1		3	2

Note: 1- Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 12: Ensure sustainable consumption and production patterns.

The understanding of the theories and concepts of managerial economics enables individuals towards the cost-effective production, efficient distribution and responsible consumption of goods and services in an economy which in turn creates sustainability.

IEFY001	TECHNO ENTREPRENEURSHIP	L	T	P	C
SDG9		3	0	0	3

COURSE OBJECTIVES:

COB1: **To make students understand and apply the fundamentals and models of techno entrepreneurship.**

COB2: **To identify and evaluate digital trends, disruptions, and innovation strategies.**

COB3: **To understand and analyze technology transformation and value creation.**

COB4: **To learn and apply strategies for product launch and technology commercialization.**

COB5: **To understand and evaluate scaling methods and growth strategies in tech startups.**

MODULE I INTRODUCTION 6 0 0

Techno entrepreneurship– Meaning – Scope – Theories and models of techno entrepreneurship – Recent trends in technology driven business – Market needs and their technology solutions – Introduction to AI, IoT, blockchain – Success of technology startups

MODULE II DIGITAL ERA 6 0 0

Digital World – Disruption and opportunity – Digital age – Threats and opportunities – Strategies and support functions – Mindset of innovation, teams and transformation

MODULE III TECHNOLOGY TRANSFORMATION 6 0 0

Value creation – Value capture – Value delivery – Value chain digitization – Challenges in adopting technology transformation

MODULE IV TECHNOLOGY COMMERCIALIZATION 6 0 0

Tech product launch – Process – Strategy – Positioning – Distribution strategies: direct and indirect – Technology transfer: concept, process and challenges

MODULE V SCALING AND MANAGING TECH STARTUPS 6 0 0

Startup scaling vs corporate scaling – Growth strategies – Organic growth, mergers and acquisitions – Indicators of readiness to scale – Platform and network effects in tech startup – Case studies

L – 30; T – 0; P – 0; Total Hours:30

TEXT BOOKS:

1. Evers, N., Cunningham, J., & Hohm, T. (2020). *Technology entrepreneurship: Bringing innovation to the marketplace*. Bloomsbury Publishing.

2. Duening, T. N., Hisrich, R. D., &Lechter, M. A. (2010). *Technology entrepreneurship: Creating, capturing, and protecting value*. Elsevier.

REFERENCES:

1. Allen, T. *Entrepreneurship in high technology*. Pearson Publications.

2. Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2016). *Platform revolution: How networked markets are transforming the economy—and how to make them work for you*. W. W. Norton & Company.

COURSE OUTCOMES: Students will be able to:

CO1: **Explain and apply the key concepts and trends in techno entrepreneurship.**

CO2: **Identify opportunities and evaluate innovation strategies in the digital era.**

CO3: **Explain and analyze how technology creates, captures, and delivers value.**

CO4: **Apply commercialization strategies and explain technology transfer processes.**

CO5: **Understand and evaluate growth, scaling, and network effects in tech startups.**

Board of Studies (BoS): 18th BoS of CSB held on 27.06.2025

Academic Council: 24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	1	1	3	1	1
CO2	3	3	1	1	3	1	1
CO3	3	3	1	1	2	3	3
CO4	3	3	1	1	3	1	1
CO5	3	3	1	1	3	3	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

The course aligns with SDG 9 by fostering innovation and industrialization through entrepreneurial ventures. It equips students with the skills and mindset to leverage emerging technologies, create innovative products and services that contribute to sustainable industrial growth.

IEFY 002	LEGAL ASPECTS FOR START - UPS	L	T	P	C
SDG 16		3	0	0	3

COURSE OBJECTIVES: To make the students

COB1: **Gain knowledge on company formation and registration laws.**

COB2: **Get insight into the legal aspects of start-up fundraising.**

COB3: **Learn about industrial and employment laws and real-time applications**

COB4: **Get insight into intellectual property right and its advantages**

COB5: **Gain knowledge on tax and regulatory compliance.**

MODULE I COMPANY FORMATION AND REGISTRATION **7 0 0**

Founders Agreements: memorandum of association, article of association – Contract act: meaning, essential elements of a contract – Company registration: type of legal entity (MSME Udhyam Registration, sole proprietorship, partnership, limited liability partnership, private limited company, one-person company), related laws, ministry of corporate affairs, registrar of company, director identification number – Specimen copy of key agreements – Start-ups India registration – Corporate governance & sustainability

MODULE II LAWS RELATED TO FUNDRAISING **6 0 0**

Fundraising stages: Bootstrapping, pre-seed, seed, series A & beyond – Shareholder Agreement (SHA): valuation, term sheet, rights, duties, investor entry, investor exit, profit, loss, transfer of shares, selling of shares, etc. – Due diligence procedure & requirements – Capital market funding: Initial public offering, procedure, listing agreement, regular reports, etc.

MODULE III INDUSTRIAL AND EMPLOYMENT LAWS **6 0 0**

Overview of Payment of Wages Act – Overview of Industrial Disputes Act – Overview of Workmen Compensation Act – Overview of Prevention of Sexual Harassment Act – Overview of Maternity Act – Others Laws: Provident fund, employees' state insurance, gratuity, work-place policies, etc. – Draft Employment contract – Discussion on recent cases

MODULE IV INTELLECTUAL PROPERTY PROTECTION LAWS **4 0 0**

Intellectual property rights: Trademark, patents, copyrights, designs, trade-secretes, documents and procedures – Discussion on recent cases

MODULE V OTHER REGULATORY COMPLIANCES **7 0 0**

Export & Import: laws, Directorate General of Foreign Trade (DGFT), documentations – Overview of Goods & Sales Tax (GST): central, state and integrated GST, documentation, sample calculations – Corporate tax act: Overview and sample calculation – Applicable approvals from different regulators: Reserve Bank of India (RBI), Securities & Exchange Board of India (SEBI), Sector Based Certification and Licensing – Consumer protection act: Overview, dispute resolution mechanism – Data protection & cyber laws – ISO and Sustainability: key standards, documentation and audit procedures

L – 30; T – 0; P – 0; Total Hours:30

TEXT BOOKS:

1. Kapoor, N. D. (2013). *Business law*. Sultan Chand and Company.
2. Guhman, K., & Makkar, S. (2024). *How to raise start-up funding in India*. Bluerose Publishers.
3. Pillai, R. S. N., & Bagavathi. V. (2011). *Legal aspects of business*. S. Chand and Company Ltd.
4. Besterfield, D. H., Besterfield, C., Besterfield-Sacre, M., Besterfield-Michna, C., Urdhwareshe, H., & Urdhwareshe, R. (2018). *Total quality management*. Pearson Education.

REFERENCES:

1. Balachandran, V. (2023). *Legal aspects of business*. Vijaya Nicole Imprints (P) Ltd.
2. Daniel, A. (2017). *Legal aspect of business*. OUP India Publishers.
3. Gogna, P. P. S. (2014). *Mercantile law*. S. Chand & Co. Ltd.
4. Stim, R. (2024). *Patent, copyright & trademark: An intellectual property desk reference*. Nolo Publishing.
5. Singhania, V. K., & Singhania, M. (2025). *Students' guide to income tax & GST*. Taxmann Publication.

COURSE OUTCOMES: The students will be able:

CO1: **To understand and apply the legal process for Start-up registration.**

CO2: **To identify and evaluate legal documents for Start-up fundraising.**

CO3: **To understand and apply employment laws in Start-up settings.**

CO4: **To recognize and apply IP laws to protect Start-up innovations.**

CO5: **To understand and analyze tax, compliance, and regulatory laws.**

Board of Studies (BoS):
18th BoS of CSB held on 27.06.2025=

Academic Council:
24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1			2		2	
CO2				3		2	
CO3	2			1		2	
CO4	2			1		2	
CO5	1			1		2	

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 16: Promote peaceful and inclusive societies and sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all level.

Understanding the basic laws pertaining to business helps promoting start-ups without any violation of legal acts and running the business in ethical way thereby building socially and economically stronger societies.

IEF 6105	BUSINESS PRACTICUM I	L	T	P	C
SDG: 8		0	0	2	1

COURSE OBJECTIVES:

COB1: **To encourage students to apply concepts and theoretical knowledge to real-world business challenges**

COB2: **To develop students' ability to analyze business problems, propose solutions, and evaluate outcomes based on actual data and market conditions**

COB3: **To enhance skills such as communication, teamwork, leadership, time management and decision-making**

COB4: **To prepare students to develop innovative thinking and provide creative solutions while addressing real-world business issues**

COURSE CONTENT

1. **Live Industry Projects**: Students have to closely work with organizations (corporates, startups, NGOs) on business problems such as
    - Market research
    - Financial analysis
    - Employee retention
    - Inventory management, etc.
2. **Practical Learning Projects** (Action Learning Projects):
    - Symposia
    - Competitions
    - Business simulations
    - Entrepreneurship facilitating events
3. **Student Club Activities**: Domain specific clubs on functional areas and other managerial/business aspects that enhance creativity, collaboration, teamwork and leadership ability.
    - Marketing Club
    - Finance Club
    - HR Club
    - Operations Club
    - CSR Club, etc.

Guidelines

1. **Student Teams:** Student teams will be formed by the faculty coordinator based on the project received from organizations.
2. **Mentorship:** Mentors will be assigned by the coordinator to monitor student teams. Dual mentorship is also possible by a faculty guide and an industry supervisor.
3. **Deliverables:** Project proposal, mid-term progress report, final presentation and a comprehensive written report.
4. **Evaluation:** Based on the process and the outcome, including teamwork, critical thinking, analytical rigor, problem-solving capabilities and client satisfaction, student teams will be evaluated.
5. **Rubrics:** Rubrics for evaluation will be designed for individual projects based on its scope.

Student Responsibilities

- Identify and register for a practicum opportunity (with faculty approval).
- Maintain regular contact with the industry mentor and faculty guide.
- Conduct structured research and document findings and insights.
- Follow academic integrity and confidentiality norms.

Mentor Responsibilities

- Guide students in scoping and structuring the project.
- Provide milestone reviews and academic support.
- Ensure academic rigor and alignment with learning objectives.
- Coordinate with industry mentors for feedback and final evaluation.

Project Ideas (Sample)

Domain	Sample Projects
Marketing	Ad-campaigns, Social media audit, digital campaign ROI, market entry research
Finance	Working capital optimization, Fintech competitor analysis
HR	Employee engagement survey analysis, HRMS process improvement

Operations	Inventory management study, logistics process benchmarking
Strategy	New market feasibility, competitive intelligence mapping
Analytics	Product buying pattern analysis, Sales trend analysis, Customer segmentation
Entrepreneurship	Practical study and learning of successful start-ups

L – 0; T – 0; P – 20; Total Hours:20

COURSE OUTCOMES: Students will be able to:

CO1: **Apply theoretical concepts in areas like marketing, finance, strategy or operations to actual business situations**

CO2: **Analyze problems, think critically and propose practical solutions.**

CO3: **Demonstrate their interpersonal, presentation, leadership and teamwork skills.**

CO4: **Grab internship or employment opportunities through networking.**

Board of Studies (BoS):
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24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3			2		2	
CO2	2	1		2			
CO3			2		2		
CO4							1

Note: 1 - Low Correlation 2 - Medium Correlation 3- High Correlation

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The course aligns with SDG by enhancing their employability and professional competencies. Through industry projects, practical learning and specific club activities, the course prepares students to contribute productively to the workforce and develop skills needed for sustainable economic growth.

IEF 6201	BUSINESS PLAN PREPARATION AND	L	T	P	C
SDG: 4	VALIDATION	3	0	0	3

COURSE OBJECTIVES:

COB1: **To familiarize students with the essential components of a business plan**

COB2: **To make students analyze different business models and apply the Business Model Canvas for various ventures**

COB3: **To develop students'' skill to apply market research tools and evaluate industry conditions using analytical frameworks**

COB4: **To encourage students to develop structured business plans using visual storytelling and design tools**

COB5: **To enable students to evaluate and validate business plans through MVP/prototype testing and identify key success factors**

MODULEI ELEMENTS OFBUSINESS PLAN 4 0 0

Business Plan – Meaning – Components of a business plan – Vision – Mission – Value proposition – Lean canvas

MODULEII BUSINESS MODEL 8 0 0

Business model canvas–Business models – Types of business models: business models for profit, non-profit and social cause

MODULE III MARKET RESEARCH AND INDUSTRY ANALYSIS 6 0 0

Market research techniques: TAM, SAM, SOM analysis, competitor analysis, SWOT, Porter's 5 forces model – Market research tools: surveys, interviews, focus groups, observation, social media monitoring, competitor intelligence, data analytics and predictive analytics

MODULE IV BUSINESS PLAN PREPARATION 6 0 0

Crafting a business plan – Linking business model canvas to business plan – Visual storytelling and formatting – Business plan design tools: Canva, SCORE

MODULE V BUSINESS PLAN VALIDATION 6 0 0

Significance of validating a business plan – Key elements to validate, validators involved

and validation methods – Typical mistakes and critical success factors – Testing Minimum Viable Product (MVP) and prototypes

L – 30; T – 10; P – 0; Total Hours:30

TEXT BOOKS:

1. Timmons, J. A., & Spinelli, S. (2012). *New venture creation: Entrepreneurship for the 21st century*. McGraw-Hill Education.

REFERENCES:

1. Sawsan, L. (2017). *Business plan development guide*. Open Press, University of Saskatchewan.
2. Khanka, S. S., & Gupta, C. B. (2022). *Entrepreneurship and small business management*. Sultan Chand Publications.
3. Kikan, R. (2018). *How to validate your startup business idea: Simple self-help tips that can help startups, entrepreneurs & small business owners to validate their startup business idea*. Independently Published.

COURSE OUTCOMES: Students will be able to:

CO1: **Identify and discuss the core elements of a business plan.**

CO2: **Apply suitable business models using the Business Model Canvas for different types of ventures.**

CO3: **Conduct market and industry research using strategic and analytical tools.**

CO4: **Create a compelling business plan integrating insights from market research and visual design tools.**

CO5: **Validate business plans using structured methods, assess MVPs, and recognize pitfalls and success factors.**

Board of Studies (BoS):	**Academic Council:**
18th BoS of CSB held on 27.06.2025	24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	1	1	3	1	1
CO2	3	3	1	1	3	1	1
CO3	3	3	1	1	2	3	3
CO4	3	3	1	1	3	1	1
CO5	3	3	1	1	3	3	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

The course supports SDG 4 by enhancing quality education. It equips students with entrepreneurial skills, critical thinking, and strategic planning abilities, enabling them to develop, assess and refine viable business ideas that contribute to self-reliance and sustainable economic development.

IEF 6202	ACCOUNTS AND FINANCE FOR START-UPS	L	T	P	C
SDG 9		2	1	0	3

COURSE OBJECTIVES: To enable students to

COB1: Get insight into fundamental accounting concepts and apply basic financial accounting processes.

COB2: Learn to interpret financial statements and perform ratio analysis for financial decision-making.

COB3: Classify and prepare cost elements and analyze cost behaviour for business decisions.

COB4: Learn to apply capital budgeting techniques and evaluate financing options for Startups.

COB5: Gain knowledge on working capital needs and analyze dividend and liquidity management strategies.

MODULE I FINANCIAL ACCOUNTING 4 2 0

Introduction to Financial, Cost and Management Accounting - Objectives of financial accounting – Accounting principles: concepts and conventions – Book keeping and accounting - Preparation of journal, ledger and trial balance – Final accounts - Role of Chartered Accountant and Company Secretary

MODULE II MANAGEMENT ACCOUNTING 4 2 0

Financial statements analysis: Balance sheet, income statement, cash flow statement – Ratio analysis.

MODULE III COST ACCOUNTING 4 2 0

Cost accounting: concepts - Cost behavior - Elements of cost and preparation of cost statement - Cost classification - Direct and indirect cost.

MODULE IV INVESTMENT AND FINANCING MANAGEMENT 4 2 0

Introduction to financial management – Time value of money – Capital budgeting techniques: payback period, accounting rate of return (ARR), net present value (NPV), internal rate of return, profitability index - Cost of capital: sources of finance, equity, debt (before and after tax), weighted average cost of capital.

MODULE V DIVIDEND AND LIQUIDITY MANAGEMENT 4 2 0

Dividend decisions: meaning, significance – Dividend policy: forms and types – Working capital management: meaning and determinants – estimation – cash management – inventory and receivables management

L – 20; T – 10; P – 0; Total Hours:30

TEXT BOOKS:

1. Reddy, T. S., & Murthy, A. (2015). *Financial accounting*. Margham Publications.
2. Pandey, I. M. (2009). *Management accounting* (3rd ed.). Vikas Publishing House Pvt. Ltd.
3. Gupta, R. L., & Gupta, P. K. *Advanced accounting*. Sultan Chand & Sons.
4. Pandey, I. M. (2009). *Financial management* (9th ed.). Vikas Publishing House Pvt. Ltd.

REFERENCES:

1. Kiyosaki, R. T., & Lechter, S. (2000). *Rich dad poor dad*. Warner Business Books.
2. Nath, D., & Mitra, S. (2009). *Funding your startup*. Penguin Portfolio.
3. Sumesh, S. S. (2021). *Where's moolah? Financial growth hacking for business profitability*. SAGE Publishers.

COURSE OUTCOMES: The students will be able to

CO1: Prepare and interpret journal entries, ledgers, trial balances, and final accounts.

CO2: Analyze financial statements and assess financial health using ratio analysis.

CO3: Classify costs and prepare cost statements for effective cost control and planning.

CO4: Apply investment appraisal methods and evaluate the cost of capital and funding options.

CO5: Analyze dividend policies, working capital components, and manage cash, inventory, and receivables efficiently.

Board of Studies (BoS):
18th BoS of CSB held on 27.06.2025

Academic Council:
24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		3			1	1	
CO2		3			1	1	
CO3		3			1	3	
CO4		3			1	3	
CO5		3			1	3	

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

This course is designed to make students manage the accounts and finance of their start-up business in an effective and efficient manner for building a sustainable business model

IEFY 003	FEASIBILITY ANALYSIS	L	T	P	C
SDG 9		2	1	0	3

COURSE OBJECTIVES: To make the students:

COB1: Gain knowledge on the types, dimensions, and significance of feasibility in business planning.

COB2: Learn to analyze market size, share, and positioning strategies.

COB3: Learn to interpret financial data and assess financial feasibility using key financial metrics.

COB4: Get trained to analyze technical, operational, human resource, and legal feasibility for project viability.

COB5: Learn to apply feasibility tools to assess business ideas and prepare a feasibility report.

MODULE I FEASIBILITY ANALYSIS 3 1 0

Definition and significance of feasibility - Dimensions and types of feasibility: planning, delivery, operational capability, Acceptability - legal feasibility, market feasibility, technical feasibility, economic viability, sustainability, and timeframe considerations - Understanding the relationship between feasibility, business plan, and validation.

MODULE II MARKETING FEASIBILITY ANALYSIS 5 3 0

Demand and supply estimation, forecasting, and market analysis - Types of demand and estimation of market size - Introduction of new products: process - Product Life Cycle (PLC), and adoption curve - Estimating market share - conducting market research - Segmentation, Targeting, and Positioning (STP) - Customer location and accessibility - Use of economic indicators: competitive analysis and pricing strategy formulation.

MODULE III FINANCIAL FEASIBILITY ANALYSIS 5 3 0

Core concepts of finance - Overview of financial accounting and financial management - Key financial documents and interpretation - Use of financial ratios for performance assessment - Managerial vs. cost accounting - Role and challenges of finance in feasibility - Working capital estimation - Investment planning - Risk analysis

MODULE IV TECHNICAL, OPERATIONS, HUMAN RESOURCES AND LEGAL FEASIBILITY 3 2 0

Assessment of technical requirements - Technology Readiness Levels (TRLs) - Infrastructure availability and constraints – Make or Buy decisions - Attracting and retaining talents - Training needs analysis and employee development planning - Legal aspect of business

MODULE V BUSINESS IDEA ANALYSIS 4 1 0

Business idea case discussions – Need for feasibility tools - Business idea scorecard - Lean canvas - Feasibility checklist - Risk matrix - Preparation of feasibility report.

L – 20; T – 10; P – 0; Total Hours:30

TEXT BOOKS:

1. Timmons, J. A., & Spinelli, S. (2009). *New venture creation: Entrepreneurship for the 21st century*(Latest ed.). Tata McGraw-Hill.
2. Roy, R. (2020). *Entrepreneurship* (3rd ed.). Oxford Higher Education.
3. Suresh, J. (2022). *Entrepreneurial development*. Margham Publishers.
4. Al-Muhorrani, S. (2019). *Economic feasibility study: Preparation & analysis*. Academic Publication & Outreach Department, Sultan Qaboos University.

REFERENCES:

1. Rao, T. V., & Kuratko, D. F. (2012). Entrepreneurship: A South Asian perspective. Cengage Publishers.
2. McLeod, S. (2021). Feasibility studies for novel and complex projects: Principles synthesized through an integration review. Project Leadership & Society, 2, 1–11. https://doi.org/10.1016/j.plas.2021.100033

COURSE OUTCOMES: The students will be able to:

CO1: Evaluate different dimensions of feasibility and their role in business decision-making.

CO2: Conduct marketing feasibility analysis using demand forecasting, STP, and competitive assessment tools.

CO3: Analyze financial documents and ratios to determine financial viability and risk.

CO4: Assess technical requirements, operational feasibility, HR planning, and legal compliance.

CO5: Apply structured tools to evaluate business ideas and develop comprehensive feasibility reports.

Board of Studies (BoS):
18th BoS of CSB held on 27.06.2025

Academic Council:
24th AC held on 26.08.2025

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	3					
CO2	1	3		3			
CO3	1	3				3	
CO4	1	3					3
CO5	1	3	3				

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

This course is designed to make the students conduct feasibility analysis (marketing, financial, technical, operations, etc.) before venturing into an innovative start-up business idea and help them to be a part of sustainable industrialization.

IEFY 004	PRODUCT DESIGN AND DEVELOPMENT	L	T	P	C
SDG:9		3	0	0	3

COURSE OBJECTIVES:

COB1: **To make the students understand and describe product types and development challenges.**

COB2: **To provide knowledge on product planning based on customer needs.**

COB3: **To apply and evaluate product concepts and architectures.**

COB4: **To use and assess industrial design and manufacturing tools**

COB5: **To analyze and interpret prototyping and economic aspects**

MODULE I INTRODUCTION 5 0 0

Defining Product - Types of products - Product development: characteristics, duration and cost, challenges - Development process: generic process – Adapting to product types – evaluation - decay curve - cost expenditure curve

MODULE II PRODUCT PLANNING 5 0 0

Product Planning Process: steps - Opportunity identification – Break down structure - Product development charter - Product life cycle - Technology life cycle - Understanding customer needs - Disruptive Technologies - Product Specification - Concept Generation: activity, steps, techniques

MODULE III PRODUCT CONCEPT 5 0 0

Concept Selection - importance, methodology - Concept screening - Concept scoring - Concept testing - Product architecture: definition, modularity, implication, establishment, delayed differentiation - Platform planning

MODULE IV INDUSTRIAL DESIGN TOOLS 7 0 0

Industrial design - Design for manufacturing - Value engineering - Ergonomics - Robust design - Design for X – failure rate curve - product use testing - Collaborative product development - Product development economics – Scoring model – Financial analysis

MODULE V PROTOTYPING, PRODUCT DEVELOPMENT ECONOMICS AND MANAGEMENT **8 0 0**

Prototyping: principles, technologies & planning – Product development economics – Elements of economic analysis – Economic analysis process – Managing projects

L – 30; T – 0; P – 30; Total Hours:30

TEXT BOOKS:

1. Ulrich, K. T., Eppinger, S. D., & Goyal, A. (2009). *Product design and development* (4th ed.). Tata McGraw-Hill.
2. Mital, A., Desai, A., Subramanian, A., & Mital, A. (2009). *Product development*. Elsevier.
3. Grieves, A. (2006). *Product life cycle management*. Tata McGraw-Hill.

REFERENCES:

1. Haik, Y., & Shahin, T. M. M. (2010). *Engineering design process* (2nd ed.). Cengage Learning.
2. Goyal, A., Karl, T. U., & Steven, D. E. (2009). *Product design and development* (4th ed.). Tata McGraw-Hill Education.
3. Dym, C. L., & Little, P. L. (2009). *Engineering design: A project-based introduction* (3rd ed.). John Wiley & Sons.
4. Dieter, G. E., & Schmidt, L. C. (2009). *Engineering design* (4th ed.). McGraw-Hill International Edition.

COURSE OUTCOMES: The students will be able to

CO1: Recall and explain product development basics.
CO2: Analyze customer insights and develop product planning strategies
CO3: Evaluate and compare product concepts
CO4: Apply and assess industrial design tools
CO5: Analyze and interpret prototyping and economic feasibility

Board of Studies (BoS):	**Academic Council:**
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1			1	2	2
CO2	2	2			1	3	2
CO3	2	3				2	
CO4	2	1				1	
CO5	2	3				2	

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

SDG 9: Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Understanding the concepts of product planning and design helps in bringing innovative ideas to reality and thus promotes sustainable industrialization.