

SIES (Nerul) College of Arts, Science and Commerce (Autonomous)

DEPARTMENT OF COMMERCE

Sr. No.	Heading	Particulars
1	Title of the Programme	B.Com. Entrepreneurship
2	Year	Third Year
3	Semester	V and VI
6	Level	UG
7	Pattern	03 Years and 06 Semester CBGS
8	To be implemented from	From Academic year 2025-26 in a progressive manner

Date:

Signature:



Dr. Koel Roychoudhury

AC Chairperson





Mr. Girish Karnad

Head of the Department

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SEM V
SCHEME OF MODULES

No. of Courses	Course Code	Semester V	Credits
1	<i>Major :Department Specific Course (DSC)</i>		
1	U26CE5MJ01	Fundamental Analysis and Equity Research	4
2	U26CE5MJ02	Digital Marketing & Growth Strategies	4
3	U26CE5MJ03	Logistic and Supply Chain Management	2
2	<i>Major: Electives</i>		
1	U26CE5MJE01	Data Analytics for Entrepreneurs	4
3	<i>Minor: Department Specific Course (DSC)</i>		
1	U26CE5MI01	E-Business and E-Commerce Management	4
4	<i>VSC/SEC (Vocational Course/Skill Enhancement Course)</i>		
1	U26CE5VSC01	Financial Modelling	2
5	<i>OJT, FP, RP, CEP, CC</i>		
1	U26CE5FP01	Field Project	2
Total Credits			22



COURSE NAME: FUNDAMENTAL ANALYSIS AND EQUITY MANAGEMENT

COURSE CODE :

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Introduction to fundamental analysis and equity research	15
2	Understanding financial statements	15
3	Qualitative analysis	15
4	Practical applications and future trends	15
	Total	60

Sr. No.	Course Objectives
1	To explain the meaning of fundamental analysis and starting with industry/economic analysis
2	To explain from basic to advanced- how to make sense with financial statements and reported numbers
3	To explain qualitative analysis principles for assessing risk and growth opportunities
4	To explain practical applications of fundamental analysis techniques and future trends



Sr. No.	Course Outcome
1	Learners will be able to understand the meaning of fundamental analysis and learn industry/economic analysis
2	Learners will be able to understand from basic to advanced- how to make sense with financial statements and reported numbers
3	Learners will be able to evaluate broader governance and framework and also growth opportunities with the help of qualitative analysis
4	Learners will be able to apply fundamental analysis techniques in practical cases

Sr. No.	Module
1	Introduction to fundamental analysis and equity research
	<p>What is fundamental analysis?</p> <ul style="list-style-type: none"> · Importance of Fundamental Analysis in Investing · Key Principles of Fundamental Analysis · Key principles to be considered as an equity research analyst · Managing emotions while analyzing companies <p>Industry and economic analysis: starting point</p> <ul style="list-style-type: none"> · Understanding the Industry Lifecycle · Analyzing Industry Trends and Market Positioning · Macroeconomic Factors: Inflation, Interest Rates, and GDP · Impact of Government Policies and Regulations



Balance sheet: Measuring company's staying power

- Asset, liabilities and equity- Inter-relations
- The danger of dilution

Income statement- Measuring the profitability

- Digging deep into income statement
- Taking the top line- revenue
- Calculating profit margins and what it means
- Comparing company's profitability with expectations

Cash flow statement- tracking what matters i.e. cash

- Looking cash flow statement as fundamental analyst
- How investors may be fooled by earnings but not by cash flow
- Understanding nuts and screws of cash flow statements

Ratio analysis: making sense of financial statement numbers

- Using ratios to find out what really going on into company
- Balance sheet ratios, income statement ratios, combined ratios
- Valuation ratios- making decisions based on PE ratio, PEG ratio

Numerical problems on Ratio analysis and Balance sheet/Income statement understanding



3	Qualitative analysis
	<ul style="list-style-type: none"> · Assessing Management and Leadership · Analyzing Competitive Advantages (Economic Moat) · Evaluating Corporate Governance and Ethics · Understanding Business Models and Strategies · Identifying Growth Opportunities in Companies · Analyzing Earnings and Revenue Growth · Evaluating Risks: Business, Market, and Economic Risks · Margin of Safety in Investment Decisions <p>Numerical problems and case study on Earnings/Revenue growth, Risk analysis</p>
4	Practical applications and future trends
	<ul style="list-style-type: none"> · Building an Investment Thesis · Case Studies of Successful Fundamental Analysis · Examples of equity research report of major companies · Common Mistakes in Fundamental Analysis · Tools and Resources for Fundamental Analysts · Impact of Artificial Intelligence and Technology on Analysis · ESG (Environmental, Social, and Governance) Metrics in Analysis · The Evolving Role of Fundamental Analysis in Global Markets <p>Note: Practical exercise: Fundamental analysis of any Nifty 50 Index company by applying the concepts of Unit 1 to 3 above</p>



Reference Books:

- "The Intelligent Investor" by Benjamin Graham
- "Security Analysis" by Benjamin Graham and David Dodd
- "Common Stocks and Uncommon Profits" by Philip A. Fisher
- "The Little Book That Still Beats the Market" by Joel Greenblatt
- "Investment Valuation: Tools and Techniques for Determining the Value of Any Asset" by Aswath Damodaran

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 40 marks

Semester end examination 60% i.e. 60 marks

PAPER PATTERN 40 Marks

Description	Marks
Internal tests of 20 marks each	
Q.1. Answer the following concepts. (Any 5 out of 6) - 10 Marks	20
Q.2. Answer the following briefly. (Any 2 out of 3) - 10 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	05
Total	40

PAPER PATTERN 60 Marks

Duration: 2 hours Marks: 60	Total
Q.1. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.2. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.3. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.4. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
OR	
Q.4. Short Notes (Attempt 3 question out of 5 question)	5 Marks * 3 = 15 Marks
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.

COURSE NAME: DIGITAL MARKETING AND GROWTH STRATEGIES

COURSE CODE :

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Growth Mindset and Digital Ecosystem	8
2	Search Engine Ecosystem	12
3	Social media platforms and Influencer Economics	20
4	Inbound Marketing and Email Strategy Automation	20
	Total	60

Sr. No.	Course Objectives
1	Analyze contemporary digital growth strategies within startup and innovation ecosystems by evaluating user acquisition, activation, retention, and monetization models using real-world data.
2	Apply growth-oriented frameworks and AI-enabled automation tools to design and execute scalable digital growth initiatives across multiple channels.
3	Evaluate data-driven growth experiments by interpreting key performance metrics, testing hypotheses, and assessing strategic trade-offs to inform decision-making.
4	Create comprehensive digital growth strategies that integrate analytics, automation, and industry-standard tools to support sustainable scaling in technology-driven organizations.



Sr. No.	Course Outcome
1	Apply the AARRR (Acquisition, Activation, Retention, Referral, Revenue) framework to evaluate and optimize startup growth performance.
2	Design, execute, and optimize AI-supported digital advertising campaigns across major platforms, including Google Performance Max and Meta Advantage+.
3	Assess and interpret unit economics metrics , including Customer Acquisition Cost (CAC), Customer Lifetime Value (LTV), and churn, within digital business models.
4	Develop and implement automated marketing systems using no-code and low-code platforms to support scalable growth.

Sr. No.	Module
1	Growth Mindset and Digital Ecosystem (8 Hours)



The Evolution Of Marketing Strategy

- Limitations of traditional marketing models.
- Emergence of growth marketing and experimentation culture.
- Shift from campaign-based to lifecycle-based marketing.
- Role of data, analytics, and agile methodologies in modern strategy.
- Integration of marketing, product, and engineering functions.

The Bullseye Framework

- Overview of the Bullseye Framework and its strategic purpose
- Exploration of the three rings: Outer, Middle, and Inner channels
- Qualitative and quantitative channel testing methodologies
- Prioritization techniques for high-impact acquisition channels
- Scaling successful channels while managing diminishing returns

Persona Development 2.0 (AI – Driven Personas)

- Limitations of traditional demographic-based personas
- Psychographic and behavioral segmentation models
- Use of AI and machine learning for persona generation
- Data sources for AI-driven persona development (CRM, analytics, social data)
- Ethical considerations and bias mitigation in AI-based profiling

Funnel Architecture (AARRR Framework)

- Acquisition: Channel performance analysis and attribution models
- Activation: User onboarding, first-value moment, and UX optimisation



	<ul style="list-style-type: none">Retention: Cohort analysis and lifecycle engagement strategiesReferral: Viral loops, network effects, and incentive mechanismsRevenue: Monetisation models, pricing strategies, and LTV optimisation
2	Search Engine Ecosystem (12 Hours)

1. Search Engine Optimisation (SEO)

1.1 Foundations of Modern SEO

- How search engines crawl, index, and rank content
- Evolution from keyword-based to intent-based search
- Role of AI and machine learning in search algorithms

1.2 Core Web Vitals & Technical Performance

- Largest Contentful Paint (LCP)
- First Input Delay (FID) / Interaction to Next Paint (INP)
- Cumulative Layout Shift (CLS)
- Page speed optimization techniques
- Mobile-first indexing and responsiveness

1.3 Semantic Search Principles

- Search intent (informational, navigational, transactional, commercial)
- Entity-based search and Knowledge Graphs
- E-E-A-T (Experience, Expertise, Authoritativeness, Trustworthiness)
- Structured data and schema markup
- Natural language processing (NLP) in search

1.4 AI-Assisted Keyword Research & Clustering

- Traditional vs AI-driven keyword research
- Topic modeling and keyword clustering concepts
- Using AI tools for semantic grouping
- Mapping keyword clusters to content architecture
- Avoiding keyword cannibalization



2. Search Engine Marketing (SEM)

2.1 SEM Fundamentals

- Paid search ecosystem overview
- Differences between SEO and SEM
- Role of intent and bidding strategies

2.2 Auction Mechanisms

- How Google Ads auctions work
- Real-time bidding process
- Ad Rank calculation
- Impact of bid strategies (manual vs automated)

2.3 Quality Score Determinants

- Expected click-through rate (CTR)
- Ad relevance
- Landing page experience
- Relationship between Quality Score, CPC, and visibility

2.4 Campaign Development & Structure

- Account, campaign, ad group hierarchy
- Keyword match types and negatives
- Ad copy best practices and extensions

2.5 Search Campaigns

- Branded vs non-branded campaigns
- Intent-based keyword targeting
- Conversion tracking and optimization

2.6 Display Campaigns

- Audience targeting (demographics, interests, remarketing)
- Creative formats and placements
- Brand awareness vs performance goals

2.7 Performance Max Campaigns

- Overview of Performance Max ecosystem
- Asset groups and automation
- Role of AI in bidding, targeting, and creatives
- When to use (and not use) Performance Max

3. Practical Workshop: Technical SEO Audits

3.1 SEO Audit Framework

- On-page, off-page, and technical SEO components
- Prioritization of issues (impact vs effort)

3.2 Using Google Search Console

- Performance reports (queries, pages, CTR)
- Indexing and coverage issues
- Core Web Vitals reporting
- Manual actions and security issues

3.3 Using SEMrush / Ahrefs

- Site audit tools and health scores
- Backlink analysis and toxic links
- Keyword gap and competitor analysis
- Content audit insights

3.4 Hands-On Audit Activities

- Identifying crawl and indexation issues



	<ul style="list-style-type: none"> • Diagnosing performance bottlenecks • Analyzing keyword rankings and visibility • Creating actionable SEO recommendations <p>3.5 Reporting & Optimization Roadmaps</p>
	<ul style="list-style-type: none"> • Translating audit findings into business impact • Short-term vs long-term SEO fixes • Communicating insights to stakeholders
3	Social Media Platform & Influencers Economics (20 Hours)

1. Algorithmic Dynamics

1.1 Platform Algorithm Fundamentals

- How recommendation systems work (ranking, discovery, feedback loops)
- Differences between follower-based vs interest-based distribution
- Signals that matter: watch time, completion rate, saves, shares, comments

1.2 TikTok Content Strategy

- For You Page mechanics and content velocity
- Hook design (first 1–3 seconds)
- Trend hijacking vs original formats
- Sound, caption, and hashtag optimization
- Posting cadence and experimentation cycles

1.3 Instagram Reels Optimization

- Reels ranking factors vs Feed & Stories
- Visual pacing and retention curves
- Cross-posting strategies (TikTok → Reels without penalties)
- Use of trending audio and Remix features
- Creator–brand collaboration tools

1.4 LinkedIn Algorithm & Professional Content

- LinkedIn feed ranking logic
- Personal brand vs company page reach
- Text-first vs video-first content strategies
- Thought leadership frameworks



- Engagement pods vs organic growth (risks & rewards)

1.4 Performance Analytics

- Platform-native analytics vs third-party tools
- A/B testing content formats
- Interpreting drop-off and retention graphs
- Content iteration frameworks

2. User-Generated Content (UGC) & Viral Growth

2.1 Psychology of Virality

- Social proof and network effects
- Emotion-driven sharing (humor, outrage, aspiration)
- Mimetic content and remix culture

2.2 UGC Creation Frameworks

- Prompt-based participation (challenges, templates, trends)
- Hashtag-driven campaigns
- Duets, stitches, remixes, and responses
- Creator seeding strategies

2.3 Community Engagement Systems

- Comment-to-content loops
- Creator shout-outs and feature mechanics
- Incentivization models (recognition, rewards, status)
- Moderation and trust-building

2.4 Peer-Driven Acquisition

- Referral loops through UGC
- Social proof as a conversion driver

- Turning customers into creators
- Case studies of UGC-led growth brands

3. Influencer Marketing Strategy

3.1 Influencer Ecosystem Overview

- Nano, micro, mid-tier, and macro influencers
- Platform-specific influencer economics
- Creator vs influencer vs UGC creator roles

3.2 ROI & Measurement

- Defining success metrics (reach, engagement, conversions)
- Attribution models (promo codes, links, pixel tracking)
- CPM vs CPA vs revenue-share models
- Lifetime value (LTV) of influencer-acquired users

3.3 Micro-Influencer Program Management

- Creator discovery and vetting
- Outreach and relationship management
- Contracting, usage rights, and compliance
- Scaling creator programs efficiently

3.4 Social Commerce Integration

- TikTok Shop and Instagram Checkout basics
- Shopify integrations and influencer tracking
- Amazon Influencer Storefronts & affiliate models
- Live shopping and creator-led commerce



1. Content Strategy Models: “Help, Hub, Hero” Framework

- Inbound marketing fundamentals & content-led growth
- Overview of the **Help, Hub, Hero** model
 - Help content: search intent, FAQs, problem-solving content
 - Hub content: recurring value, community-building assets
 - Hero content: campaigns, launches, high-impact storytelling
- Mapping content types to the customer journey (TOFU, MOFU, BOFU)
- Content ideation using generative AI (ChatGPT, Jasper, etc.)
- AI-assisted keyword research and topic clustering
- Editorial calendars and content governance models

2. Lifecycle Marketing & Email Strategy

Lifecycle stages: awareness → consideration → conversion → retention → advocacy

- Audience segmentation strategies
 - Demographic, psychographic, behavioural, and intent-based segmentation
- Lead scoring models and qualification frameworks (MQL vs SQL)
- Email marketing fundamentals
 - Deliverability, personalization, and compliance (GDPR, CAN-SPAM)
- Lead nurturing strategies and storytelling through email
- Designing automated drip campaigns
 - Welcome sequences
 - Re-engagement campaigns



- Post-conversion onboarding flows

3. Marketing Automation Systems & Workflow Design

- Marketing automation principles and ecosystem overview
- HubSpot fundamentals
 - CRM structure, contact properties, and lifecycle stages
- Cross-platform automation concepts
- Workflow design using **Make.com**
 - Triggers, actions, routers, and filters
- Integrating email, CRM, forms, and ad platforms
- Error handling, data hygiene, and workflow optimization
- Use cases:
 - Lead capture → CRM sync → email trigger
 - Abandoned form or cart workflows

4. Digital Analytics Infrastructure & Attribution

- Digital measurement strategy and KPI alignment
- **Google Analytics 4 (GA4)** architecture
 - Events, parameters, and conversions
- Implementing and managing tags with **Google Tag Manager (GTM)**
- Tracking inbound funnels and lifecycle events
- Attribution modeling methodologies
 - First-touch, last-touch, linear, time-decay, data-driven



- Connecting GA4 with CRM and marketing platforms
- Dashboards and reporting for marketing decision-making

Optimization & User Behavior Analysis

- Conversion Rate Optimization (CRO) fundamentals
- Hypothesis-driven testing frameworks
- **A/B testing vs multivariate testing**
- Test design, statistical significance, and pitfalls
- User behavior analysis tools
 - Heatmaps, scroll maps, and session recordings (Hotjar)
- Interpreting qualitative vs quantitative data
- Iterative optimization cycles and growth experimentation

Practical Project

- Design an inbound funnel using Help–Hub–Hero
- Build a segmented email nurture workflow
- Automate the process using HubSpot + Make.com
- Track performance via GA4 & GTM
- Optimize using A/B testing and heatmap insights



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 40 marks

Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	
Q.1. Answer the following concepts. (Any 5 out of 6) - 10 Marks	20
Q.2. Answer the following briefly. (Any 2 out of 3) - 10 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	05
Total	40

PAPER PATTERN

Duration: 2 hours	Total
Marks: 60	
Q.1. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.2. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.3. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.4. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
OR	
Q.4. Short Notes (Attempt 3 question out of 5 question)	5 Marks * 3 = 15 Marks
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.



COURSE NAME: I.LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE CODE :

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Introduction and overview of Logistics and Supply Chain Management	15
2	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis	15
	Total	30

Sr. No.	Course Objectives
1	To explain the basic understanding of concepts of logistics and supply chain management
2	To explain techniques of inventory management, logistics costing, supply chain, performance measurement and logistics network analysis
Sr. No.	Course Outcome
1	Learners will be able to understand the basic concepts of logistics and supply chain management
2	Learners will be able to understand techniques of inventory management, logistics costing, supply chain, performance measurement and logistics network analysis. Also they will be able to apply these learnings through practical problems and case studies



Sr. No.	Module
1	Introduction and Overview of logistics and supply chain management
	<ul style="list-style-type: none"> • Meaning and concept of logistics • Logistics performance cycle • Inbound logistics, Inprocess logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of logistics and scope of logistics • Changing logistics environment • Meaning and objectives of supply chain • Functions of supply chain • Participants in supply chain • Role of logistics in supply chain • Comparison between logistics and supply chain management • Channel management and channel integration • Customer service- most important element in logistics • Demand forecasting- key factor in logistical planning, approaches and techniques of forecasting
2	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis



	<ul style="list-style-type: none"> • Inventory management- Meaning and functions • Techniques of inventory management • Logistics costing- total cost approach, activity based costing, mission based costing
	<ul style="list-style-type: none"> • Performance measurement in supply chain- meaning and objectives • Types and dimensions of performance measurement • Logistical network analysis: Meaning, Objectives, Importance, Scope, RORO/LASH <p>Recent trends:</p> <ul style="list-style-type: none"> • role of information technology • modern logistics infrastructure • logistics outsourcing

Reference Books:

- David Simchi Levi, Philip Kaminsky, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics
- Donald Waters, An Introduction to Supply Chain
- Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services
- Vinod Sople, Logistic Management - The Supply Chain Imperative

Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management



SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 20 marks
- Semester end examination 60% i.e. 30 marks

(A) Internal Assessment 20 marks

Description	Marks
Internal tests of 10 marks each	10
Q.1. Multiple choice Questions/True or False - 10 Marks	10
One Project and Viva voce/Presentation/Case studies/Assignments/Class activity	5
Attendance and Class behavior	5
Total	20

B) Semester end examination 30 marks PAPER PATTERN

Duration: 1 Hour	Total Marks: 30
Q.1 10 marks OR 10 marks	10
Q.2 10 marks OR 10 marks	10
Q.3 10 marks OR 10 marks Two short notes out of four for 5 marks each or numerical or case study	10
Total	30

Note:

Q.1, 2 - 10 marks question may be divided into sub questions if required.

Q.3 May include theory (short notes) / Numerical/Case study in one of the options.

Passing criteria: Minimum 40% in Internal (8 out of 20) and 40% (12 out of 30) in semester end examination.



COURSE NAME: DATA ANALYTICS FOR ENTREPRENEURS

COURSE CODE :

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Overview of Data analytics	20
2	Key Types of Data Analytics for Entrepreneurs	15
3	Data science, Data analytics and Machine learning	15
4	Data analytics in different business sectors	10
	Total	60

Sr. No.	Course Objectives
1	To explain the concept of data, data analytics, its types, tools, importance and other related concepts
2	To explain step by step process of data analytics in the business
3	To explain data science, machine learning and their interplay with data analytics
4	To explain the practical usage of analytics in various business sectors



Sr. No.	Course Outcome
1	Learners will be able to understand the concept of data, data analytics, its types, tools, importance and other related concepts
2	Learners will be able to apply step by step process of data analytics in the business
3	Learners will be able to understand data science, machine learning and their interplay with data analytics. Also they will be able to apply these learnings through practical case studies
4	Learners will be able to apply the learnings in module 1, 2 and 3 in practical use cases of analytics across different business sectors.

Sr. No.	Module
1	Overview of Data Analytics
	<ul style="list-style-type: none"> • Introduction to data and data analytics • Role of data analytics in entrepreneurial decision-making • Types of business data (sales, customer, operations, finance) • Importance of data-driven decisions in startups and MSMEs • Business metrics and Key Performance Indicators (KPIs) • Spreadsheet-based data analysis (Excel / Google Sheets) • Data-driven pricing and revenue decisions • Customer behavior analysis using data • Ethical use of business data
2	Key Types of Data Analytics for Entrepreneurs



	<ul style="list-style-type: none"> • Descriptive Analytics – summarizing past business performance • Dashboards and reports for sales and customer data • Diagnostic Analytics – identifying causes of business problems • Root cause analysis for sales decline or cost increase • Predictive Analytics – forecasting demand and sales trends • Basic forecasting techniques using historical data
	<ul style="list-style-type: none"> • Prescriptive Analytics – decision-making for pricing and inventory • Use of analytics for operational and marketing decisions
3	Data science, Data analytics and Machine learning
	<ul style="list-style-type: none"> • Difference between Data Analytics, Data Science, and Machine Learning • Introduction to machine learning concepts <ul style="list-style-type: none"> • Applications of machine learning in marketing, finance, and operations • Customer segmentation and prediction models • Risk analysis and recommendation systems • Business case studies using real datasets
4	Data analytics in different business sectors
	<ul style="list-style-type: none"> • Analytics applications in Indian startups and MSMEs • Retail and e-commerce analytics in Indian markets • FinTech analytics – credit scoring and fraud detection • Use of public data (GST, UPI, government datasets) • Social media and digital marketing analytics • Emerging trends: Artificial Intelligence, Big Data, IoT • Data privacy, security, and ethical considerations



Reference Books:

- Practical Data Science: A Guide to Building the Technology Stack for Turning Data Lakes Into Business Assets by Andreas François Vermeulen 2018
- Taming The Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics by Bill Franks 2012
- Big Data MBA: Driving Business Strategies with Data Science by Bill Schmarzo 2015

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 40 marks

Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	
Q.1. Answer the following concepts. (Any 5 out of 6) - 10 Marks	20
Q.2. Answer the following briefly. (Any 2 out of 3) - 10 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	05
Total	40

(B) External Examination

PAPER PATTERN

Duration: 2 hours	Total
Marks: 60	
Q.1. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.2. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.3. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.4. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
OR	
Q.4. Short Notes (Attempt 3 question out of 5 question)	5 Marks * 3 = 15 Marks
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.



COURSE NAME: E-BUSINESS AND E-COMMERCE MANAGEMENT

COURSE CODE :

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Getting started with E-business	15
2	Managing and scaling the e-business	15
3	Performance analysis	15
4	Recent trends and practical case studies	15
	Total	60

Sr. No.	Course Objectives
1	To explain the dynamics of e-business and how to start with e-business
2	To explain key aspects of e-business and managing them effectively
3	To explain various metrics to monitor performance in e-business
4	To explain recent trends in e-business and how to use them effectively



Sr. No.	Course Outcome
1	Learners will be able to understand dynamics of e-business and how to start with e-business
2	Learners will be able to use key e-commerce strategies and tools for managing and scaling up the business
3	Learners will be use various metrics to monitor performance in e-business
4	Learners will be able to apply recent trends in e-business and how to use them effectively



Sr. No.	Module
1	Getting started with E-business
	<ul style="list-style-type: none"> • Various E-business models and choosing appropriate one • Conducting market analysis to identify opportunities in digital environment • Developing a comprehensive business plan • Building online presence- Selecting the right e-commerce platform • Marketplace analysis for e-commerce • Designing a user-friendly and responsive website • E-business infrastructure • Strategic flexibility in e-business adapters and e-business startups • First mover advantage in Internet enabled market environment <p>E-environment</p> <ul style="list-style-type: none"> • Social factors • Economic factors • Technological factors • Political factors • Legal factors • Ethical factors
2	Managing and scaling the e-business



	<ul style="list-style-type: none"> ● Leveraging information system for product innovation ● Creating business value through e-supply chain ● e-commerce product recommendation agents- leveraging the power ● evolutionary approach to E-tailing ● E-commerce and multi channel marketing strategy ● Pricing strategies in electronic marketplace
	<ul style="list-style-type: none"> ● Knowledge management alignment strategies in E-business ● CRM in E-business ● Managing payments in e-business- Payment gateways and wallets ● Handling returns, refunds, and customer complaints ● Online security and risk management ● Entering into new markets ● Handling and managing change
3	Performance analysis
	<ul style="list-style-type: none"> ● Overview of e-business performance metrics: financial, customer, operational, and marketing. ● Identifying and defining key performance indicators (KPIs) for e-business. ● Conversion rate, customer acquisition cost (CAC), and lifetime value (CLV). ● Customer satisfaction, engagement, and retention metrics. ● Website performance metrics (page load times, bounce rates, traffic sources). ● Interpreting bounce rates, exit rates, and heatmaps. ● Net Promoter Score (NPS) and Customer Satisfaction Score (CSAT) ● Benchmarking against industry standards and competitors. ● Analyzing inventory turnover, order fulfillment times, and logistics performance ● Operational cost efficiency and resource optimization. ● Designing performance dashboards to track e-business KPIs.
4	Recent trends and practical case studies



	<ul style="list-style-type: none"> ● Artificial Intelligence (AI) and Machine Learning in E-Commerce ● Omnichannel E-Commerce and Customer Experience ● Voice Commerce and Smart Devices ● Blockchain In E-Commerce ● Sustainability and Ethical E-Commerce ● Data Privacy, Security, and Regulatory Trends
	<ul style="list-style-type: none"> ● Real-life examples of businesses successfully adopting the latest trends. ● Case studies of companies leveraging AI, blockchain, AR/VR, and other innovations.

Reference Books:

- Handbook of Strategic e-Business Management by Francisco J. Martínez-López
- Dynamic E-Business Implementation Management By Bennet Lientz, Kathryn Rea
- Managing E-commerce in Business by J. Botha, C. H. Bothma, Pieter Geldenhuys
- E-business Innovation and Change Management by Mohini Singh, Dianne Waddell

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 40 marks

Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	
Q.1. Answer the following concepts. (Any 5 out of 6) -	10 Marks
Q.2. Answer the following briefly. (Any 2 out of 3) -	10 Marks
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	05
Total	40



PAPER PATTERN

Duration: 2 hours Marks: 60	Total
Q.1. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.2. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.3. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.4. Practical Problem (Attempt 1 question out of 2 question) OR	15 / 8 & 7 Marks
Q.4. Short Notes (Attempt 3 question out of 5 question)	5 Marks * 3 = 15 Marks
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.



COURSE NAME: FINANCIAL MODELLING

COURSE CODE :

1 credit - 15 lectures

COURSE CREDIT: 02

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Introduction to Financial Modeling	15
2	Building core financial models and various techniques	15
	Total	30

Sr. No.	Course Objectives
1	To explain the meaning of financial modeling and associated concepts
2	To explain core financial models and various modeling techniques
Sr. No.	Course Outcome
1	Learners will be able to understand the meaning of financial modeling and its industry applications alongwith best practices
2	Learners will be able to understand how to build core financial models and various techniques



Sr. No.	Module
1	Introduction to Financial Modeling
	<ul style="list-style-type: none"> ● Meaning and importance ● Industry applications ● Understanding Financial statements and relation between them ● Tools and Softwares for Financial Modeling ● Best practices and ethics in financial modelling
2	Building core financial models and various techniques
	<p>Core Financial models</p> <ul style="list-style-type: none"> ● Revenue and Expense Forecasting ● Working Capital and Cash Flow Projections ● Depreciation and Amortization Schedules ● Capital Expenditure Planning ● Valuation models <p>Financial Modeling Techniques</p> <ul style="list-style-type: none"> ● Mergers and Acquisitions (M&A) Models ● Startup Financial Models

Reference Books:

1. **Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity** By Paul Pignataro
2. **Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Level** By Michael Rees
3. **Financial Modeling in Excel For Dummies: By Danielle Stein Fairhurst**



4. Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA By Michael Rees

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 20 marks
- Semester end examination 60% i.e. 30 marks

(A) Internal Assessment 20 marks

Description	Marks
Internal tests of 10 marks each	10
Q.1. Multiple choice Questions/True or False - 10 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments/Class activity	5
Attendance and Class behavior	5
Total	20

B) Semester end examination 30 marks PAPER PATTERN

Duration: 1 Hour	Total Marks: 30
Q.1 10 marks OR 10 marks	10
Q.2 10 marks OR 10 marks	10
Q.3 10 marks OR 10 marks Two short notes out of four for 5 marks each or numerical or case study	10
Total	30
Note: Q.1, 2 - 10 marks question may be divided into sub questions if required. Q.3 May include theory (short notes) / Numerical/Case study in one of the options.	

Passing criteria: Minimum 40% in Internal (8 out of 20) and 40% (12 out of 30) in semester end examination.





Field Project

COURSE CODE:

COURSE CREDIT: 02

1 credit – 15 Lecture

1 lecture 60 minutes

The significance of the field project can be appreciated from the fact that it is an opportunity for the students to put into practice the knowledge gained. Field project will provide possible opportunities to learn, understand and sharpen the real time technical / managerial skills required at the job / project and will give exposure to the current developments relevant to the Commerce & Business sector.

Inclusion of Field project work in the course curriculum of the B.Com. (Bachelor of Entrepreneurship) programme in semester 5 for 2 credits is one of the ambitious aspects in the programme structure. The main objective of inclusion of field projects is to inculcate the element of Business research analyse and scientific temperament challenging the potential of the learner as regards to his/ her eager to enquire and ability to interpret particular aspects of the study.

It is expected that the guiding faculty should undertake the counselling sessions and make the learners about the methodology of formulation, preparation and evaluation pattern of the field project work. Each of the learners has to undertake a Project individually under the supervision of a guiding faculty. The mentors will facilitate both the personal and professional growth of the learners through knowledge sharing and the provision of insights learned from years of experience. The experience gained from the field project will be used in classroom discussions. Interactive sessions with industry experts and field visits will give exposure to practical aspects of the financial sector. It will also help the students to identify their areas of interest and various career prospects which will help them to get prepared accordingly.

General Guidelines for Field Project-

1. The learners' will have to identify and approach companies / organizations on their own wherein they want to pursue their field project according to their area of interest in Business Analysis roles in the startups.
2. The identified companies/ organizations should be in the sector of Finance, Digital Marketing Agencies, Data & AI, Manufacturing, Logistics, E-Commerce.



3. The project topic may be undertaken in any area of Major Elective Courses.
 4. The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the mentor-guide concerned.
 5. It should be noted that the company / organization must not be a family business.
-
6. The college reserves the right to approve or disapprove the topic/ company / organization. Hence, students must take prior approval of the same from the College before proceeding on field project.
 7. The learners are required to provide details of the topic and organization (Name of the organization, address, contact person, contact details) in which they are willing to do field project.
 8. The students will conduct the project under the supervision of a mentor.
 9. After completion, the students will prepare and submit the field project report to the college.
 10. Duration of the Field Project – The total duration of the Field Project will be of 30 hours since it is of 2 Credits.

Particulars	No of Hours
Interactive Sessions with Faculty/Guide	5 hours
Sessions from Industry Experts	4 hours
Field Visits (minimum one visit)	6 hours
Field Project Report	15 hours
Total	30 Hours



Evaluation Parameters

The field project report will be evaluated as per the rubric parameters mentioned below:

Parameters	Maximum Marks
On the basis of Field Project Report	30
Submission of the project report as per prescribed format(10 marks)	
Innovation and applicability of project work (10 marks)	
Quality of the project work (10 marks)	
On the basis of Viva-voce of the project report	20
The student is well aware with the latest trends of development in the area of project work (10 marks)	
The student is confident and able to answer the queries / questions raised with proper justifications (10 marks)	
Total Marks	50

The Field project will be evaluated equally by an internal as well as an external Faculty.

- o In case of failing in the field project work, the same project can be revised for ATKT examination.
- o Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, such student shall appear for the viva voce only along with students of the next batch.



FIELD PROJECT FORMAT

1st page (Main Page)

A Field Project Submitted to
University of Mumbai for partial completion of the degree of Bachelor in Commerce
Under the Faculty of Commerce By

Name of the Learner

Under the Guidance of

Name of the Guiding Teacher

Name and address of the College

Month and Year

2nd Page

This page to be repeated on 2nd page (i.e. inside after main page)

***On separate page
Index***

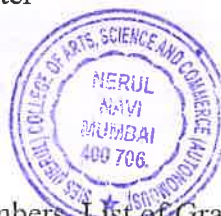
Chapter No. 1
(sub point 1.1, 1.1.1, And so on)
Title of the Chapter Page No.

Chapter No. 2 Title of the Chapter

Chapter No. 3 Title of the Chapter

Chapter No. 4 Title of the Chapter

Chapter No. 5 Title of the Chapter



List of tables, if any, with page numbers. List of Graphs, if any, with page numbers. List of Appenc if any, with page numbers. Abbreviations used:

Structure to be followed to maintain the uniformity in formulation and presentation of Field Project Work (Model Structure of the Field Project Work)

Chapter No. 1: Introduction

In this chapter Selection and relevance of the problem, historical background of the problem, brief profile of the study area, definition/s of related aspects, Socio-economic aspects, characteristics, different concepts pertaining to the problem etc can be incorporated by the learner.

Chapter No. 2: Research Methodology

This chapter will include Objectives, Scope of the study, limitations of the study, significance of the study, Selection of the problem, Sample size, Data collection, Tabulation of data, Techniques and tools to be used, etc can be incorporated by the learner.

Chapter No. 3: Literature Review

This chapter will provide information about studies done on the respective issue. This would specify how the study undertaken is relevant and contribute for value addition in information/ knowledge/ application of study area which ultimately helps the learner to undertake further study on same issue.

Chapter No. 4: Data Analysis, Interpretation and Presentation

This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, table of information's, presentation of graphs etc. can be provided with interpretation by the learner.

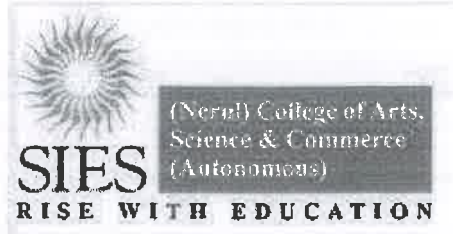
Chapter No. 5: Conclusions and Suggestions

In this chapter of field project work, findings of work will be covered and suggestion will be enlisted to validate the objectives.

Note: If required more chapters of data analysis can be added.

Bibliography Appendix





On separate page

Name and address of the college

Certificate

This is to certify that Ms./Mr _____ has worked and duly completed her/his Field Project Work for the degree of Bachelor of Commerce under the Faculty of Commerce / Accountancy in the subject of _____ and her/his field project is entitled, “ _____ ” under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is her/ his own work and facts reported by her/his personal findings and investigations.

Name and Signature of the learner



Name and Signature of Guiding Faculty

Date of submission:

Name and Signature of External Examiner

On separate page

Acknowledgment

(Model structure of the acknowledgement)

To list who all have helped me is difficult because they are so numerous and the depth is so enormous.

I would like to acknowledge the following as being idealistic channels and fresh dimensions in the completion of this project.

I take this opportunity to thank the **University of Mumbai and College** for giving me chance to do this project.

I would like to thank my **Principal**, _____ for providing the necessary facilities required for completion of this project.

I take this opportunity to thank our **Head of Department** _____, for her moral support and guidance.

I would also like to express my sincere gratitude towards my project guide _____ whose guidance and care made the project successful.

I would like to thank my **College Library**, for having provided various reference books and magazines related to my project.

I would like to express my gratitude to Mr. _____ Designation, Company's Name for his immense support and sharing relevant information and expertise for successful completion of my field project.

Lastly, I would like to thank each and every person who directly or indirectly helped me in the completion of the project especially **my Parents and Peers** who supported me throughout my project



SEM VI
SCHEME OF MODULES

No. of Courses	Course Code	Semester VI	Credits
1	<i>Major :Department Specific Course (DSC)</i>		
1	U26CE6MJ01	Image Management and Corporate Communication	4
2	U26CE6MJ02	Mergers and Acquisitions	4
3	U26CE6MJ03	Business Simulation	2
2	<i>Major: Electives</i>		
	U26CE6MJE01	Enterprise Risk Management	4
3	<i>Minor: Department Specific Course (DSC)</i>		
1	U26CE6MI01	Enterprise Risk Management	4
4	<i>VSC/SEC (Vocational Course/Skill Enhancement Course)</i>		
1			
5	<i>OJT, FP, RP, CEP, CC</i>		
1	U26CE6OJT01	On-the-job Training	4
Total Credits			22



COURSE NAME: IMAGE MANAGEMENT AND CORPORATE COMMUNICATION

COURSE CODE :

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Introduction to Corporate Communication	15
2	Personal Branding for Entrepreneurs	15
3	Reputation management and Public relations	15
4	Internal communication strategies	15
	Total	60

Sr. No.	Course Objectives
1	To explain the concept of corporate communication, internal v/s external communication and the relationship between corporate identity, image, and reputation.
2	To explain the importance of and strategies for personal branding and image management of entrepreneurs
3	To explain the concept of reputation management, crisis communication and effective public relations
4	To explain role of internal communications and strategies



Sr. No.	Course Outcome
1	Learners will be able to understand the concept of corporate communication, internal v/s external communication and the relationship between corporate identity, image, and reputation
2	Learners will be able to understand importance of and strategies for personal branding and image management of entrepreneurs
3	Learners will be able to understand concept of reputation management, crisis communication and effective public relations
4	Learners will be able to understand role of internal communications and strategies

Sr. No.	Module
1	Introduction to Corporate Communication
	<ul style="list-style-type: none"> ● Understanding the evolution and significance of corporate communication within organizations. ● Exploring the role and scope of corporate communication in brand management and image building. ● Defining corporate identity and its components. ● Strategies for creating a coherent corporate identity. ● Understanding the relationship between corporate identity, image, and reputation. ● Internal v/s External communication ● Case studies on corporate identity and image management.



2	Personal Branding for Entrepreneurs
	<ul style="list-style-type: none"> ● Understanding the significance of image management in entrepreneurship. ● Assessing the impact of personal and corporate image on business success. ● Identifying and articulating unique value propositions. ● Developing a compelling personal brand that aligns with business objectives. ● Maintaining consistency across personal and professional platforms. ● Crafting clear and persuasive messages for various stakeholders. ● Utilizing storytelling techniques to convey brand narratives. ● Preparing for interviews and public appearances. ● Building and maintaining a professional online presence. ● Leveraging networks to enhance brand image and business opportunities. ● Practical case studies
3	Reputation management and Public relations



	<p>Reputation management:</p> <ul style="list-style-type: none"> ● importance of building and maintaining a solid corporate reputation. ● Techniques for assessing and managing reputational risk. ● The role of communication during a crisis
	<ul style="list-style-type: none"> ● Guidelines for handling crises and building trust. ● Case studies on crisis communication. <p>Media Relations and Public Relations</p> <ul style="list-style-type: none"> ● Strategies for managing relationships with the media. ● The role of public relations in corporate communication. ● Techniques for effective media and public relations.
4	Internal communication strategies
	<ul style="list-style-type: none"> ● Examining organizational structures, leadership, and management in relation to communication. ● Strategies for assessing and influencing organizational culture through communication ● Developing communication strategies to enhance employee engagement and motivation. ● Understanding the role of communication in facilitating organizational change. ● Conducting internal audits and research to inform communication strategies. ● Setting measurable objectives aligned with organizational goals. ● Developing and implementing effective internal communication plans.



Reference Books:

- **Corporate Communications: A 21st Century Primer** By Joseph Fernandez
- **Corporate Communication: A Guide to Theory and Practice** by Joep Cornelissen
- **Corporate Communication and Public Relations** by Ruth Aoko Owino, Dr. Margaret Mtange, Juliet Waruguru Mwai
- **The Power of Corporate Communication: Crafting the Voice and Image of Your Business** by Paul A Argenti, Janis Forman

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 40 marks

Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	
Q.1. Answer the following concepts. (Any 5 out of 6) - 10 Marks	20
Q.2. Answer the following briefly. (Any 2 out of 3) - 10 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	05
Total	40

PAPER PATTERN

Duration: 2 hours	Total
Marks: 60	
Q.1. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.2. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.3. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.4. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
OR	
Q.4. Short Notes (Attempt 3 question out of 5 question)	5 Marks * 3 = 15 Marks
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.



COURSE NAME: MERGERS AND ACQUISITION

COURSE CODE :

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Introduction to Mergers and Acquisitions	15
2	M&A process and strategic aspects	15
3	Financial, legal and governance aspects of M&A	15
4	Going Public- IPO	15
	Total	60

Sr. No.	Course Objectives
1	To explain the basic concepts of M&A, its types and strategies
2	To explain detailed process of M&A
3	To explain financial, legal and governance aspects related to M&A
4	To explain steps of IPO and practical case studies



Sr. No.	Course Outcome
	Learners will be able to
1	Explain various forms of M&A and its strategies
2	Discuss and apply step by step process of M&A and role of key players
3	Evaluate different financing options for M&A and explain important legal and governance aspects
4	Apply step by step process for IPO and learnings of practical case studies

Sr. No.	Module
1	Introduction to Mergers and Acquisitions



	<ul style="list-style-type: none"> · Corporate restructuring- meaning and its forms · Mergers and Acquisitions- Meaning and role as change agent · Types of merger · Friendly v/s Hostile takeover
	<ul style="list-style-type: none"> · Why M&A happens- Merger strategy ü Operation and financial synergy ü Diversification ü Strategic realignment (technology/regulatory change) ü Tax considerations ü Market power ü Managerial aspects <ul style="list-style-type: none"> · Why some M&A fails to meet expectations? · Cases of some successful and unsuccessful M&A
2	M&A process and strategic aspects
	<ul style="list-style-type: none"> · Step by step process of M&A: Buy side · Step by step process of M&A: Sell side · Due diligence: An important aspect · Important players involved in M&A process · M&A post merger Integration · M&A from the perspective of startups · Special case of Cross border M&As · Cases of recent M&A in startups
3	Financial, legal and governance aspects of M&A



	<p>Financial Aspects:</p> <ul style="list-style-type: none"> · Alternative financing options and how to select · Leverage buyout or debt based financing · Equity based financing <p>· Hedge funds in M&A</p> <p>· Private equity in M&A</p> <p>Legal Aspects: -</p> <ul style="list-style-type: none"> · Companies Act and Competition Law · Income tax laws · SEBI and FEMA <p>Navigating the role of corporate governance:</p> <ul style="list-style-type: none"> · Governance Considerations During the Due Diligence Process · The Role of the Board of Directors in M&A · Post-Merger Integration and Governance
4	Going Public- IPO
	<ul style="list-style-type: none"> · Why go for an IPO? · Right time to go for an IPO · What are the pre-requisites to go for IPO? · Legal aspects related to IPO · Players involved in IPO process · Step by step process for IPO · Why do IPOs fail and what to do after that? · Cases of successful and unsuccessful IPOs



Reference Books:

- **Mergers, Acquisitions, Divestitures, and Other Restructurings by Paul Pignataro.**
- **An Insight Into Mergers and Acquisitions By Vinod Kumar, Priti Sharma 2019**
- **Managing Mergers Acquisitions and Strategic Alliances By Sue Cartwright, Cary L. Cooper 2012.**

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 40 marks

Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	
Q.1. Answer the following concepts. (Any 5 out of 6) -	10 Marks
Q.2. Answer the following briefly. (Any 2 out of 3) -	10 Marks
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	05
Total	40

PAPER PATTERN

Duration: 2 hours	Total
Marks: 60	
Q.1. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.2. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.3. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.4. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
OR	
Q.4. Short Notes (Attempt 3 question out of 5 question)	5 Marks * 3 = 15 Marks
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.



COURSE NAME: BUSINESS SIMULATION

COURSE CODE :

COURSE CREDIT: 02

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Introduction to Simulation and techniques	15
2	Simulation- Step by step process guide and practical application	15
	Total	30

Sr. No.	Course Objectives
1	To explain the concept of simulation, its uses, limitations and techniques
2	To explain in detail the process of simulation in practice and practical application
Sr. No.	Course Outcome
1	Learners will be able to understand the concept of simulation, its uses, limitations, models and techniques
2	Learners will be able to understand detailed process of simulation, also its application

Sr. No.	Module
1	Introduction to Simulation and techniques
	<ul style="list-style-type: none"> ● Business simulation as a decision-making tool for entrepreneurs ● Simulation for startups and MSMEs ● Lean startup and business model simulation ● Understanding uncertainty, risk, and trade-offs in business decisions ● Indian business context-based simulation examples
2	Simulation- Step by step process guide and practical application
	<ul style="list-style-type: none"> ● Market demand and pricing simulations ● Marketing decision simulations ● Cash-flow, budgeting, and break-even simulations ● Operational and supply chain simulations ● Use of digital tools such as spreadsheets and business simulation apps <p>Applied Simulation Workshops and Case Studies</p> <ul style="list-style-type: none"> ● Indian startup and MSME case simulations ● Simulation games and group challenges ● Team-based decision-making workshops <p>Presentation and reflection on simulation outcomes</p>



Reference Books:

- Simulation Modelling for Business by Andrew Greasley 2017
- System Simulation and Modclng by Sankar Sengupta
- Business Process Modeling, Simulation and Design by Manuel Laguna, Johan Marklund 2018

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 20 marks
- Semester end examination 60% i.e. 30 marks

(A) Internal Assessment 20 marks

Description	Marks
Internal tests of 10 marks each	10
Q.1. Multiple choice Questions/True or False - 10 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments/Class activity	5
Attendance and Class behavior	5
Total	20

B) Semester end examination 30 marks

PAPER PATTERN

Duration: 1 Hour	Total Marks: 30
Q.1 10 marks OR 10 marks	10
Q.2 10 marks OR 10 marks	10
Q.3 10 marks OR 10 marks Two short notes out of four for 5 marks each or numerical or case study	10
Total	30
Note: Q.1, 2 - 10 marks question may be divided into sub questions if required. Q.3 May include theory (short notes) / Numerical/Case study in one of the options.	

Passing criteria: Minimum 40% in Internal (8 out of 20) and 40% (12 out of 30) in semester end examination.



COURSE NAME: ENTERPRISE RISK MANAGEMENT

COURSE CODE :

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Introduction to Risk	10
2	Sources and Evaluation of Risk	10
3	Enterprise Risk Management	20
4	Risk Modeling and Evaluation of Risk management strategies	20
	Total	60

Sr. No.	Course Objectives
1	To explain the concept of Risk, its types and other related concepts
2	To explain Risk identification, sources of identification, approaches and risk treatment
3	To explain Risk management, ERM framework and risk management techniques
4	To explain various Risk modeling techniques and interlinkage of risk management strategy with crucial organizational functions and stakeholders



Sr. No.	Course Outcome
1	Learners will be able to understand the concept of Risk, its types and other related concepts
2	Learners will be able to understand Risk identification, sources of identification, approaches and risk treatment
3	Learners will be able to Risk management, ERM framework and risk management techniques. Also they will be able to apply these learnings through practical case studies
4	Learners will be able to understand various Risk modeling techniques and interlinkage of risk management strategy with crucial organizational functions and stakeholders. Also they will be able to apply these learnings through practical case studies

Sr. No.	Module
1	Introduction to Risk



	<p>Meaning of risk in business</p> <p>Risk vs uncertainty (simple business examples)</p> <ul style="list-style-type: none"> • Types of risks faced by entrepreneurs: • Market risk • Financial risk • Operational risk • Legal and compliance risk • Technology risk <p>Risk at different stages of business:</p> <ul style="list-style-type: none"> • Startup • Growth • Expansion <p>Business risks in Indian environment</p>
2	Sources and Evaluation of Risk
	<ul style="list-style-type: none"> • Risk identification through pricing, hiring, credit, and cash-flow decisions • Impact-Probability matrix and risk register • Founder as primary risk decision-maker • Sources of risk identification • Impact of business Risk • Identifying and assessing impact upon stakeholders involved in business risk
3	Enterprise Risk Management (ERM)



	<ul style="list-style-type: none"> • Concept of Enterprise Risk Management (ERM) • Importance of ERM for startups and small businesses • Simple ERM process: <ul style="list-style-type: none"> ● Identify risk ● Assess risk ● Manage risk ● Monitor risk
	<ul style="list-style-type: none"> ● Lean ERM framework for startups and MSMEs ● Risk appetite linked to founder mindset and growth ambition ● Objective and step by step process of Risk management ● Operational Risk Management ● Indian startup, MSME, and failure case studies
4	Risk Modeling and Evaluation of Risk management strategies
	<p>Risk Modeling:</p> <ul style="list-style-type: none"> ● Revenue-at-risk, cash-flow-at-risk, and scenario analysis ● Indian policy, taxation, and regulatory risk analysis ● Scenario analysis ● Stress testing for business resilience ● Risk-informed business strategy and planning ● Risk dashboards and reporting for founders and investors ● Business continuity and resilience planning ● Decision-oriented numericals (break-even risk, margin of safety)



Reference Books:

- **Implementing Enterprise Risk Management: From Methods to Applications-** by James Lam 2017
- **Enterprise Risk Management: Today's Leading Research and Best Practices for Tomorrow's Executives-** by John Fraser, Betty Simkins 2010
- **Business Risk Management Handbook: A Sustainable Approach-** by Linda S Spedding, Adam Rose

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment 40% i.e. 40 marks

Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal tests of 20 marks each	
Q.1. Answer the following concepts. (Any 5 out of 6) - 10 Marks	20
Q.2. Answer the following briefly. (Any 2 out of 3) - 10 Marks	
One Project and Viva voce/Presentation/Case studies/Assignments	15
Attendance and Class behavior	05
Total	40

PAPER PATTERN

Duration: 2 hours	Total
Marks: 60	
Q.1. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.2. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.3. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
Q.4. Practical Problem (Attempt 1 question out of 2 question)	15 / 8 & 7 Marks
OR	
Q.4. Short Notes (Attempt 3 question out of 5 question)	5 Marks * 3 = 15 Marks
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.



COURSE NAME: FINANCIAL MANAGEMENT AND INVESTMENT INSTRUMENTS

COURSE CODE :

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Sr. No.	Module	No. of Lectures
1	Nature of Financial Management and Study of financial statements	10
2	Capital structure planning and Ratio analysis	20
3	Capital budgeting and Working capital management	20
4	Investment instruments	10
	Total	60

Sr. No.	Course Objectives
1	To explain the concept of financial management and financial statement analysis
2	To explain capital structure planning, its theories, cost of capital, leverages, financial ratios, their usage and limitations
3	To explain capital budgeting, net present value, IRR, working capital, elements of working capital and statement of working capital
4	To explain various investment instruments and selecting among various investment alternatives. Also explaining concept of portfolio management and security analysis



Sr. No.	Course Outcome
1	Learners will be able to understand concept of financial management and financial statement analysis
2	Learners will be able to understand capital structure planning, its theories, cost of capital, leverages, and financial ratios, their usage and limitations. Also they will be able to apply these learnings through practical problems
3	Learners will be able to understand capital budgeting, net present value, IRR, working capital, elements of working capital and statement of working capital. Also they will be able to apply these learnings through practical problems
4	Learners will be able to understand various investment instruments and selecting among various investment alternatives. They will also understand concept of portfolio management and security analysis. Lastly they will be able to apply these learnings through practical problems

Sr. No.	Module
1	Nature of Financial Management and Study of financial statements



	<p>Nature of Financial Management:</p> <ul style="list-style-type: none"> · Meaning of Financial management · Scope of Financial management · Need of financial management
	<p>Study of financial statements:</p> <ul style="list-style-type: none"> · Relationship between revenue statement and balance sheet · Preparation of comparative statement · Preparation of common size statement · Trend analysis · Limitations of financial statements <p>Note- Practical problems on comparative, common size and trend analysis</p>
2	Capital structure planning and Ratio analysis



	<p>Capital structure planning:</p> <ul style="list-style-type: none"> · Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. · Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. · Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage. · Preparing fund flow statement <p>Ratio Analysis:</p> <ul style="list-style-type: none"> · Meaning of Ratio analysis and different mode of expressing ratios · Various ratios- balance sheet ratios, revenue statement ratios, combined ratios · Uses of ratios · Limitations of ratios <p>Note: Practical problems on capital structure and ratio analysis</p> <p>Also practical project on capital structure planning and ratio analysis of any listed company</p>
3	Capital budgeting and Working capital management



	<p>Capital Budgeting:</p> <ul style="list-style-type: none"> · Meaning and need of capital budgeting · Some basic terms: Capital outlays, project period, cash flows · Evaluation techniques: Payback period, Net present value, Internal Rate of Return · Sensitivity analysis <p>Working capital management:</p> <ul style="list-style-type: none"> · Importance of Working Capital · Working Capital Cycle · Classification of Working Capital <ul style="list-style-type: none"> i. Gross and Net Working Capital ii. Permanent and Variable Working Capital iii. Positive and Negative Working Capital iv. Cash and Net current Assets concept of Working Capital · Factors determining working Capital requirements · Statement showing the requirement of Working Capital <p>Note: Practical problems on capital budgeting and working capital</p> <p>Also practical project on capital budgeting exercise for specified investment project</p>
4	Investment instruments



	<ul style="list-style-type: none"> • Investment v/s speculation v/s gambling • Investment avenues and factors affecting investment alternatives • Capital Market instruments- Equity, Debts/bonds, Mutual funds, concept of small cap, mid cap and large cap, Stock market index, Online share trading, SEBI
	<ul style="list-style-type: none"> • Money market instruments- Call money, Commercial papers, Treasury bills, certificate of deposits, bill discounting, REPOS • Security analysis: Share valuation, Bond valuation • Portfolio management and theories <p>Note: Practical problem on share and bond valuation</p>

Reference Books:

- Financial Management – James C. Van Horne.
- Financial Management – by I.M. Pandey
- Financial Management – By Prasanna Chandra
- Financial Management – By S.C. Kucchal
- Principles of Management Finance – By Lawrence J. Gitman, Harper

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Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.



COURSE NAME:ON THE JOB TRAINING

COURSE CODE

COURSE CREDIT: 04

1 credit - 15 lectures

1 lecture is 60 minutes

Programme Guidelines for OJT

- The project Topic may be undertaken in any area of the following list of the major and minor courses.

Major Courses	Minor Courses
Fundamental Analysis and Equity Research	E-Business and E-Commerce Management
Digital Marketing & Growth Strategies	Financial Management and Investment Instrum
Logistic and Supply Chain Management	
Data Analytics for Entrepreneurs	
Mergers and Acquisitions	

- Each of the students has to undertake OJT / Intindividually under the supervision of a mentor-guide
- The student shall decide the company in consultation with the teacher-guide concerned.
- The department should allot a meteor for guidance in consultation with the mentor-guide concerned.
- There shall be double valuation of OJT report by the mentor-guide concerned and an external examiner appointed by the University/Department with equal weightage.
- The mentor-guide along with the external examiner appointed by the department for the valuation of OJT report shall conduct viva voce examination with equal weightage.
- The date of viva voce shall be intimated to the students by the Department well in advance.
- OJT report shall be prepared as per the abroad guideline given below:
- Report shall be typed in Times New Roman with one and half line spacing in 12 Font Size and 1.5 spacing.
- The size of the Report shall be with a minimum of 25,000 words and a maximum of 40,000 words.
- The report shall be printed on both sides of the paper.
- The Report shall be bound.

Evaluation:

The OJT Report evaluation is for 60 Marks and the Viva –Voce examination is for 40 Marks (without presentation).



No marks will be allotted on the Report unless a candidate appears at the Viva-Voce Examination. Similarly, no marks will be allotted on Viva-Voce Examination unless a candidate submits his/her Project Report.

Total Marks: 100 marks (Viva-Voce shall be conducted for 100 marks)

External : Report (60 marks):

Introduction and other areas covered	-- 20 marks
Presentation, Analysis & Findings	-- 30 marks
Conclusion & Recommendations	-- 10 marks

Internal (40 marks):

In course of Viva-Voce Examination, the question may be asked in the following areas: Importance / relevance of the Study, Objective of the Study, Methodology of the Study/ Mode of Enquiry	-- 10 marks
Ability to explain the analysis, findings, concluding observations, recommendation, limitations of the Study	-- 20 marks
Overall Impression (including Communication Skill)	-- 10 marks

Passing:

- Minimum of Grade E in the project component
- In case of failing in the project work, the same project can be revised for ATKT examination.
- Absence of student for viva voce: If any student fails to appear for the viva voce on the date and time fixed by the department such student shall appear for the viva voce on the date and time fixed by the Department, such student shall appear for the viva voce only along with students of the next batch.



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