

**Department of Management Studies  
Jamia Millia Islamia**

**MBA (Innovation & Entrepreneurship) Semester-I**

**Fundamentals of Entrepreneurship  
MBA IE 101**

**Course Objective:**

To acquaint the students with entrepreneurial quality, competence and motivation and also in learning skills related to decision making and making them aware about the process of setting up a new business unit.

**Course Content:**

**Unit 1**

**Entrepreneur and Entrepreneurship.** Evolution, Meaning and types of entrepreneurs, Characteristics of entrepreneurs, Entrepreneurs vs. Managers, Entrepreneurship vs. Management, Entrepreneurship vs. Intrapreneurship, Roles and functions of entrepreneurs in enterprise and in economy, Entrepreneurship Process, Entrepreneurship as an interactive process between the person and the environment.

**Unit 2**

**Business Environment.** Role Models, Family and Society, Entrepreneurship Development Training and Support Organisational Services, Central and State Government Industrial Policies and Regulations, International Business.

**Entrepreneurial Intentions.** Intention to act entrepreneurially, Entrepreneurial competencies identified by Entrepreneurship Development Institute of India, Entrepreneurial motivation: External and internal factors.

**Unit 3**

**New Venture Creation.** Generating business idea- sources and methods of generating new ideas, creative problem solving, opportunity recognition, environmental scanning, competitor and industry analysis; feasibility study- checking market, technical, operational, financial and commercial feasibility; drawing business plan; preparing and presenting project report.

**Unit 4**

**Functional plans.** Marketing plan, Organizational plan- form of ownership, designing organization structure, job design, Manpower planning, Financial plan.

**Sources of finance:** Types of finance- debt or equity financing, commercial banks, venture capital, angel investors, financial institutions, legal issues in entrepreneurship.

**Unit 5**

**Running and Evaluation of Business.** Monitoring performance, Preventing Sickness and Rehabilitation of Business Units, Small Business and Development.

**Emerging trends in Entrepreneurship.** Social entrepreneurship, Women entrepreneurship, Minority entrepreneurship, Environmental issues- eco-efficiency and ecopreneurship

**Text Book:**

- **Fundamentals of Entrepreneurship**, H. Nandan, PHI Learning Pvt. Ltd.

#### **Reference Books:**

- Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
- Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi.
- Khanka S.S., Entrepreneurial Development, S.Chand and Company Limited.
- Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA).
- Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.
- Kuratko, D. F., (2009). Entrepreneurship: Theory, Process, Practice (8th ed.). South Western, Cengage Learning.

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**MBA (Innovation & Entrepreneurship) Semester-I**

**Managerial Economics  
MBA IE - 102**

**Course Objective:**

The aim of this course is to build students' understanding of micro and macroeconomic concepts and techniques and enable them to apply this knowledge in business decision making. It also aims to equip students to handle the complexity of business environments shaped by continuous changes, helping them make informed managerial decisions using economic principles. This course fosters the ability to analyze demand and supply, costs, market structures, risk, national income, and macroeconomic factors influencing business.

**Course Contents:**

**Unit 1**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting, Utility Analysis, Indifference curve Analysis, theory of Supply, Supply Elasticity, Price of Product under Demand supply Curve

**Unit 2**

Decisions of business firms under different objectives. Marginal analysis and its uses in the business decision making. Theories of demand: indifference and revealed preference approach; income and distribution effects; demand functions and demand forecasting; Managerial Applications Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty. Productivity Measurements; Constrained Optimization Approach to Developing Optimal Input Combination Relationships; Derivation of Cost Curves

**Unit 3**

Firm Size and Plant Size; Managerial Applications; Learning Curves; Economies of Scope. Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**Unit 4**

Managerial and Behavioural Theories of Firm: Sales maximization, growth maximization and satisfying theory of a firm. Theory of Firm: profit maximization under different market structures; Pricing Strategies of firms; Cost plus Pricing; Pricing of Inputs; Applications. Decision Making under Risk and Uncertainty. Introduction to National Income – National Income Concepts - Models of

National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

## **Unit 5**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

### **Text Book:**

- **Managerial Economics**, D.N. Dwivedi, Vikas Publishing House Pvt Ltd.

### **References**

- **Managerial Economics: Applications, Strategies and Tactics**, James R. McGuigan, R. Charles Moyer, Frederick H.deB. Harris, Cengage Learning
- **Managerial Economics**, P.L. Mehta, Sultan Chand & Sons
- **Managerial Economics**, D.M. Mithani, Himalaya Publishing House

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**MBA (Innovation & Entrepreneurship) Semester-I**

**Entrepreneurial Marketing  
MBA IE - 103**

**Course Objective**

The objective of this course is to provide students with an understanding of how marketing principles are applied in entrepreneurial contexts. It emphasizes the unique challenges and opportunities faced by entrepreneurs in identifying customer needs, creating value propositions, building brands, and sustaining customer relationships with limited resources. Students will explore innovative marketing strategies, digital platforms, and customer-centric approaches to help them design and implement effective marketing plans for startups and new ventures.

**Course Content:**

**Unit I**

**Foundations of Entrepreneurial Marketing.** Meaning and Scope of Entrepreneurial Marketing. Differences between Traditional Marketing and Entrepreneurial Marketing, Role of Marketing in New Ventures and Startups. Entrepreneurial Mindset and Market Orientation, Opportunity Identification and Customer Discovery, Marketing Challenges for Entrepreneurs

**Unit II**

**Market Research and Opportunity Analysis.** Market Segmentation, Targeting, and Positioning (STP) for Startups, Customer Persona Development, Market Research Techniques (qualitative and quantitative), Identifying Market Gaps and Blue Ocean Strategies, Competitive Landscape and Industry Analysis, Minimum Viable Product (MVP) and Customer Validation

**Unit III**

**Value Creation and Entrepreneurial Branding.** Designing and Delivering Customer Value, Value Proposition Canvas and Business Model Canvas (Marketing Aspects), Building Entrepreneurial Brands with Limited Resources, Storytelling and Emotional Branding for Startups, Pricing Strategies for New Ventures, Co-Creation of Value with Customers

**Unit IV**

**Entrepreneurial Marketing Strategies and Tools.** Guerrilla Marketing and Low-Cost Promotion Strategies, Networking and Relationship Marketing, Role of Social Media, Influencer Marketing, and Content Marketing, Growth Hacking Strategies for Startups, Digital Platforms and E-Commerce for Entrepreneurs, Strategic Partnerships and Collaborative Marketing

**Unit V**

**Scaling and Sustaining Entrepreneurial Marketing.** Customer Retention and Loyalty Programs, Metrics and KPIs for Entrepreneurial Marketing, Managing Customer Experience, International Marketing Challenges for Startups, Sustainable and Ethical Marketing Practices, Case Studies of Successful Entrepreneurial Marketing Campaigns

**Textbook:**

- **Entrepreneurial Marketing: A Practical Managerial Approach** — Donald F. Kuratko, Jeffrey G. Covin & Rod J. Brodrio; Pearson Education

**Reference Books:**

- **Entrepreneurial Marketing: Global Perspectives** — Zubin Sethna & Paul Harrigan; Routledge
- **The Lean Startup** — Eric Ries; Currency (Crown Publishing Group / Penguin Random House)
- **Marketing for Entrepreneurs: Concepts and Applications for New Ventures** — Frederick G. Crane; Routledge
- **Guerrilla Marketing: Easy and Inexpensive Strategies for Making Big Profits** — Jay Conrad Levinson; Houghton Mifflin / Mariner Books
- **Growth Hacker Marketing: A Primer on the Future of PR, Marketing, and Advertising** — Ryan Holiday; Portfolio (Penguin Random House)

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**MBA (Innovation & Entrepreneurship) Semester-I**

**Human Resource Management  
MBA IE - 104**

**Course Objective:**

The objective of this course is to provide students with a comprehensive understanding of the principles and practices of Human Resource Management (HRM) and its strategic role in entrepreneurial and innovation-driven organizations. The course aims to familiarize students with the fundamentals of HRM and its relevance to start-ups and entrepreneurial ventures, develop insights into how HRM practices support innovation, creativity, and knowledge-driven work environments, enable students to design and implement people management strategies aligned with entrepreneurial growth and organizational sustainability, and provide students with practical understanding of HR issues in new ventures, small businesses, and innovation-based firms.

**Course Content:**

**Unit I**

**Introduction to Human Resource Management.** Evolution and role of HRM in organizations, HRM in entrepreneurial and innovation contexts, Strategic importance of HRM in businesses, Distinction between HRM in large corporations vs. entrepreneurial ventures, HRM challenges in early-stage ventures

**Unit II**

**Human Resource Planning and Talent Acquisition.** HR planning, Job design and competency mapping, Recruitment and selection strategies, Employer branding, Attracting and retaining innovative talent

**Unit III**

**Performance Management, Training & Development**

Performance appraisal methods, Goal setting, objectives, and key results, Training, learning, and development, Knowledge management and learning organizations, Coaching, mentoring, and fostering intrapreneurship

**Unit IV**

**Compensation and Employee Engagement**

Strategies for compensation and recognition, Role and impact of non-monetary rewards and equity-based compensation, Designing flexible compensation packages to attract and retain entrepreneurial talent, Positive work culture and employee engagement, Building employee commitment and motivation

**Unit V**

**Employee Relations, Legal and Ethical Aspects of HRM.** Employee relations in organizations, Conflict management and negotiation strategies, Labor laws and compliance requirements, Ethical issues in HRM and people-centric leadership, Diversity, equity, and inclusion

**Textbooks:**

- **Human Resource Management**, Gary Dessler, Latest Edition, Pearson Education)
- **Human Resource Management in Small Business: Achieving Peak Performance** — Edited by Cary Cooper & Ronald J. Burke; New Horizons in Management series, Hardback, Edward Elgar Publishing

**Reference Books:**

- **Handbook of Human Resource Management Practice** — Michael Armstrong; Kogan Page
- **Human Resource Management** — Robert L. Mathis, John H. Jackson, and Sean R. Valentine; Cengage Learning



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**MBA (Innovation & Entrepreneurship) Semester - I**

**Accounting for Managerial Decision Making  
MBA IE-105**

**Course Objective:**

The objective of this course is to develop an understanding of managerial and cost accounting concepts, focusing on their application for effective decision-making in business environments. Students will learn to analyze, interpret, and utilize accounting information to support planning, control, budgeting, and performance evaluation. The course emphasizes the strategic use of accounting techniques such as cost allocation, activity-based costing, variance analysis, decision analysis, and budgeting to address complex managerial challenges and enhance organizational outcomes.

**Course Content:**

**Unit I**

**Managerial Decision-Making Process.** Changing role of Managerial Accounting, Cost Accounting and Management Accounting. Cost Accounting: Meaning, scope and functions of cost accounting; cost classification – direct and indirect cost, variable and fixed cost, controllable and non-controllable cost, differential and marginal cost; Cost concept, sunk cost, out of pocket cost, imputed cost, replacement cost, opportunity cost; Cost allocation and Apportionment. Product costing and cost accumulation

**Unit II**

**Activity Based Costing and Management.** Activity analysis, cost behaviour and cost estimation, process and batch costing, Hybrid Product costing systems, Hierarchical cost systems (ABC). Cost analysis and cost control; Variable and absorption costing; Marginal Costing

**Unit III**

**Cost Volume Profit Analysis.** Relevance of cost and Marginal Costing, Break-even analysis, Using managerial cost for marginal decision making, Make or buy decision, decision on product priorities, profit decision, Margin of Safety.

**Unit IV**

**Budgeting.** Objectives and functions of a budget, Essentials of Budgeting; Types of Budget; Budgeting and Budgeting control; Production Budget; Cash Budget; Budgetary Process; Budget Administration, Zero-Based Budgeting.

**Unit V**

**Standard Costing and Variance Analysis.** Variance computation and its attribution, Responsibility Accounting, Criteria for divisional performance measurement. Standard costing fits with such modern management practices as JIT, Kaizen, TQM and benchmarking, Learning curve analysis. Performance measurement and transfer pricing, recent developments in the field of accounting.

**Text book:**

- **Managerial Accounting:** Hilton, Ronald W. and Michael Favere-Marchesi. McGraw-Hill

**Reference Books:**

- **Introduction to Management Accounting:** Horngren and Sundem, Pearson Education, New Delhi.
- **Management Accounting:** Information for Decision-Making and Strategy Execution. Antony, Kaplan, Matsumura and Young, Pearson Education.

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**MBA (Innovation & Entrepreneurship) Semester-I**

**Communication Skills & Personality Development**

**MBA IE - 106**

**Course Objective**

The objective of this course is to enhance students' communication competencies and personality attributes that are essential for entrepreneurial and managerial success. Students will develop verbal, non-verbal, written, and digital communication skills, while also gaining confidence in public speaking, teamwork, and professional interaction. The course also focuses on self-awareness, leadership, and professional etiquette to help students build strong personal brands and effectively engage with diverse stakeholders in dynamic business environments.

**Course Content**

**Unit I**

**Foundations of Communication** — Definition and Process of Communication, Communication Cycle and Models, Types of Communication (verbal, non-verbal, written, visual, digital), Barriers to Effective Communication and Overcoming Them, The 7 Cs of Communication, Importance of Communication in Professional and Entrepreneurial Contexts, Role of Communication in Organizational Hierarchy and Leadership.

**Unit II**

**Written Communication Skills** — Principles and Objectives of Written Communication, Differences between Oral and Written Communication, Structure and Style of Professional Writing, Business Correspondence: Emails, Memos, Circulars, Notices, CV and Resume Writing Techniques, Report Writing and Business Proposals, Business Letters (enquiry, complaint, sales, follow-up, etc.).

**Unit III**

**Digital and Oral Communication** — Digital Communication: Nature, Features, and Challenges, Presentation Skills (structure, visuals, delivery, Q&A handling), Public Speaking: Voice Modulation, Accent Neutrality, and Clarity, Diction and Pronunciation Exercises, Virtual Communication Etiquette (video conferencing, professional online presence), Use of Technology and Social Media in Professional Communication.

**Unit IV**

**Personality Development and Professional Skills** — Self-Awareness and Self-Management, Interview Skills (preparation, mock interviews, STAR method), Group Discussions: Strategies, Do's and Don'ts, Teamwork, Collaboration, and Leadership Skills, Professional Etiquettes and Dress Code, Work Style, Time Management, and Stress Management, Active Listening and Empathy.

**Unit V**

**Body Language and Non-Verbal Communication** — Evolution and Importance of Body Language, Types of Body Language (facial expressions, gestures, posture, eye contact), Positive and Negative Signals in Professional Settings, Aligning Verbal and Non-Verbal Communication, Case Studies and Role-Play on Body Language, Building Confidence and Personal Branding through Non-Verbal Skills.

**Textbook:**

- **Business Communication: Principles, Methods and Techniques** — Nirmal Singh, PHI Learning (Latest Edition)
- **Personality Development and Soft Skills** — Barun K. Mitra, Oxford University Press

**Reference Books:**

- **Business Communication Today** — Courtland L. Bovee, John V. Thill & Barbara E. Schatzman, Pearson Education
- **Effective Business Communication** — Herta A. Murphy, Herbert W. Hildebrandt & Jane P. Thomas, McGraw Hill Education
- **Soft Skills for Everyone** — Jeff Butterfield, Cengage Learning
- **You Can Win** — Shiv Khera, Bloomsbury Publishing (earlier editions by Macmillan India)

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**MBA (Innovation & Entrepreneurship) Semester-I**

**Emerging Technologies for Entrepreneurs  
MBA IE 107**

**Course Objective:**

The course is aimed at developing and understanding of use of information technology as a strategic tool for business management. The course focuses on development of information technology and how databases can be used to store an organisational information.

**Course Content:**

**Unit 1**

Introduction: Managing in Information Age. Evolution of IT Management – Types of Information Systems– Internet Based Business Systems– IT Management Challenges and issues – Critical success Factors for IT Managers.

**Unit 2**

Computer hardware and software: Computing Hierarchy – Input – Output Technologies -Types of Software, Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems) Database Management Systems Concepts, Types of Data Models.

**Unit 3**

Data communication networks : Concepts of Data Communication, Types of Data Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, World Wide Web, Intranet and Extranets: Operation of the Internet, Services provided by Internet

**Unit 4**

Functional and enterprise systems : Data, Information and Knowledge Concepts, Decision Making, Process, Components of decision making and Information Systems, Overview of Security Issues in Information Technology

**Unit 5**

Emerging trends in information technology : Cloud Computing, E-commerce, Mobile Application, User Interfaces, Analytics, Knowledge management, Internet of Things, Social Media

**Text Book:**

**Management Information Systems**, James A. O'Brien & George M. Marakas, McGraw Hill Education

**Reference books:**

1. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore. (2012)
2. Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore. (2014)
3. Garroll W. FrenzelJohne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston. (2004)
4. Foundation of Information Technology, Alexis Leon, Mathews Leon, Leon Vikas. 2001
5. Information Technology for Management, Ramesh Behi, McGraw Hill. 2012
6. Foundations of IT, Dhiraj Sharma, Excel books. 2003

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**MBA (Innovation & Entrepreneurship) Semester-I**

**Innovation Management  
MBA IE - 108**

**Course Objective:**

The primary objective of this course is to equip MBA students with the knowledge, skills, and strategic mindset needed to understand, manage, and lead innovation in a dynamic business environment. Students will explore the foundations, processes, and strategic implications of innovation, gaining insights into how ideas transform into commercially viable products, services, and business models. The course will also develop analytical capabilities to evaluate innovation outcomes, manage intellectual property, and overcome organizational and market barriers.

**Course Content:**

**Unit 1**

**Foundations of Innovation.** Concept of innovation: Definitions and scope, Historic evolution and retrospective of innovation, Typology of innovations (product, process, service, business model), Innovation process: From idea to commercialization, Macroeconomic perspectives on innovation

**Unit 2**

**Strategic Innovation Management.** Strategic considerations in innovation, Open innovation, collaborative culture, Innovation platforms and ecosystems, Portfolio management in product and process innovation, Standards and regulation in innovation

**Unit 3**

**Managing Innovation Processes.** Sources of innovation: Science, R&D, technology transfer, Push and pull approaches to innovation, Exploring market, technology, and strategy dimensions, Organizational structures for innovation management, Barriers and assumptions in innovation adoption

**Unit 4**

**Evaluation and Protection of Innovation.** Evaluation of effectiveness and integration of risk in innovation projects, Factors influencing economic effectiveness of innovation, Post-implementation analysis, Intellectual property management, Legal aspects of innovation

**Unit 5**

**Contemporary and Societal Issues in Innovation.** Societal impacts of innovation, Frugal innovation and Jugaad (Indian context), Influence of AI, data analytics, IoT, fintech, and green tech on innovation, Sustainability and ethics in innovation management

**Textbook:**

- **Innovation Management and New Product Development** — Paul Trott, Pearson Education India

**Reference Books:**

- **Innovation Management: Effective Strategy and Implementation** — Keith Goffin & Rick Mitchell, Routledge
- **Frugal Innovation: How to Do More with Less** — Navi Radjou & Jaideep Prabhu, Penguin Random House
- **The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators** — Jeff Dyer, Hal Gregersen & Clayton Christensen, Harvard Business Review Press
- **Ten Types of Innovation: The Discipline of Building Breakthroughs** — Larry Keeley et al, Wiley