

Student Handbook

Academics

PGP TBM | Cohort of 2026

PGP TBM - YLC | Cohort of 2027

Version 1.0

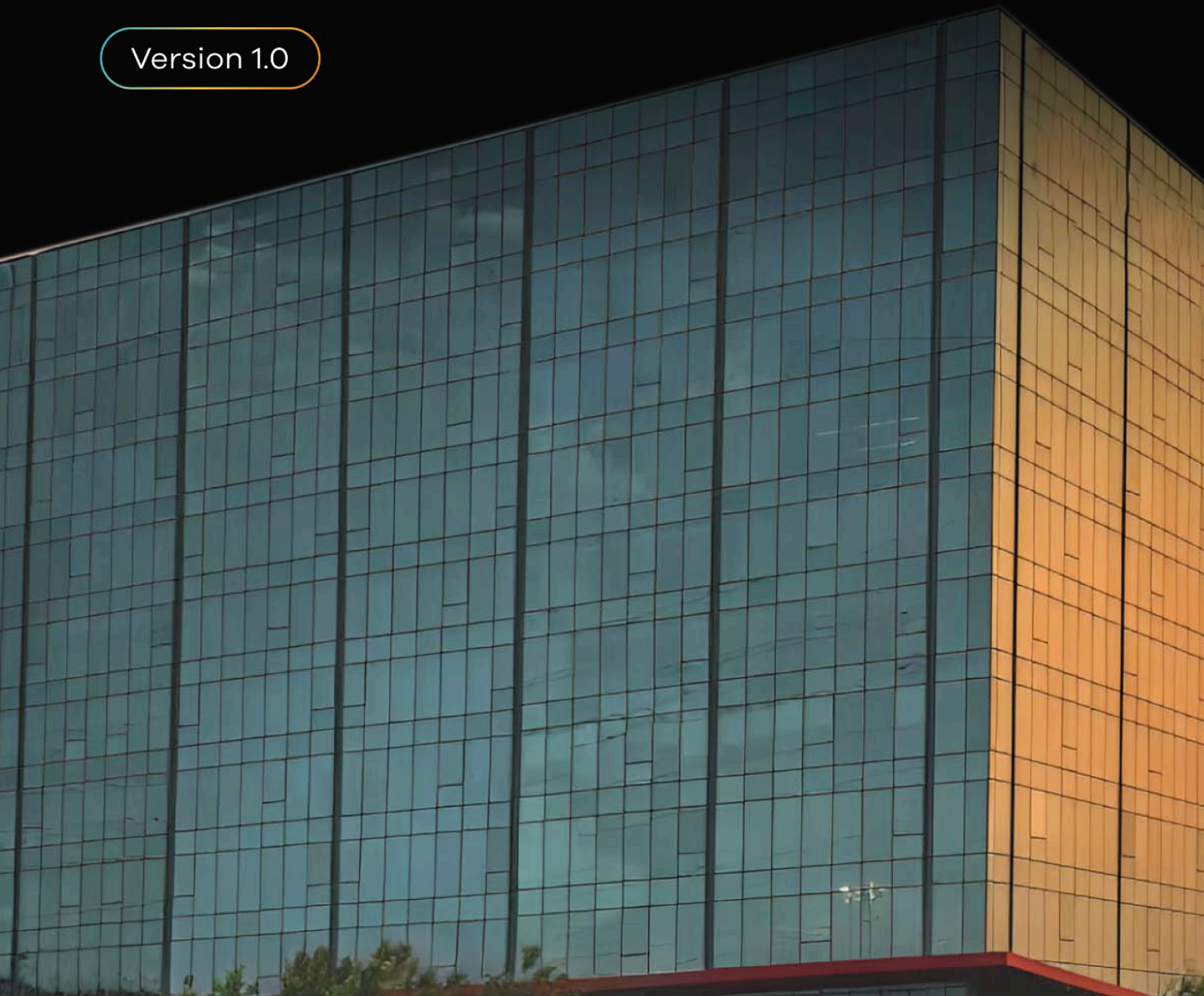


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1. First Things First

Masters' Union, or for that matter any college or university, is like a gym! Like a gym, Masters' Union's responsibility is to make available all the machinery & trainers, along with a conducive environment, some guardrails and a constant dose of motivation.

However, it is **your responsibility** to effectively use the gym, the machines, the trainers and get the most out of it. It is not our guarantee that you will have a 6-pack or a toned body unless you show up for yourself everyday, unless you put in the hours & effort and abide by what the trainers prescribe for you.

This student handbook is one of the many documents or “prescriptions” that you will get. It is important that you read it thoroughly and internalise it.

The **PGP-TBM** and **PGP TBM YLC** at Masters' Union, with their unique **16 and 24-month** formats, encapsulate the best global practices in management education through an accelerated pedagogical approach. Designed to be a fast-paced academic experience, it includes rigorous academic training in core areas and industry specialisations followed by a period of internship and/or industry immersion, with opportunities to network and seek mentorship.

The program stands out due to its contemporary curriculum, active learning pedagogies and an extraordinary combination of classroom teaching and experiential learning. In addition to having distinguished faculty from renowned Indian and global B-Schools, our macro questions are co-taught by CXOs, MDs, eminent public leaders, and even the Members of Parliament. This ensures that students receive a well-rounded education that combines theoretical knowledge with practical insights from industry experts.

This handbook outlines the academic policies, procedures, and key guidelines for students of the PGP TBM Cohort of 2026 and PGP TBM YLC Cohort of 2027 at Masters' Union. It serves as a reference for navigating academic requirements, institutional services, student responsibilities, and campus regulations to ensure smooth progress and successful completion of the program.

2. PGP TBM & PGP TBM-YLC | Program Structure

At Masters' Union, our classes and evaluations employ active learning pedagogies and prioritize outcome-based learning in addition to the traditional Socratic method of teaching. This approach ensures that students not only acquire knowledge but also develop practical skills and critical thinking abilities and gain a clear understanding of PG Program requirements.

The 2 programs constitute seven/nine terms lasting between 6 to 10 weeks, providing a rigorous and immersive learning experience. Each macro question is designed in collaboration with experts to ensure that students have a comprehensive understanding of essential business concepts and are industry ready.

Quick Glance:

	PGP TBM	PGP TBM YLC
Program Duration	16 Months	24 Months
Total In-Class Credits	80 (Minimum)	100 (Minimum)
Total Out-Class Credits	40 (Minimum)	100 (Minimum)
Credits to Graduate	120 (In-class + Out-class)	200 (In-class + Out-class)
Minimum Attendance Requirement	80%	80%
Credits for Major Specialization	12 in a Specific Concentration (Elective macro questions only)	16 in a Specific Concentration (Elective macro questions only)
Industry Immersion Credits	10 credits (Maximum)	10 credits (Maximum)

2.1. Program Learning Goals

Upon successful completion of the programs, students will be equipped with the following competencies:

- Critical Thinking and Problem Solving:** Students will be able to analyze complex business and technological problems through structured reasoning, evaluate alternative solutions, and make sound decisions. They will demonstrate the ability to think independently and approach challenges with analytical rigor and creativity.
- Leadership and Teamwork:** Students will exhibit leadership potential and the ability to work effectively in diverse teams. They will demonstrate emotional intelligence, adaptability, and the skills to lead collaborative efforts in cross-functional and multicultural business settings.
- Data-Driven Decision-Making:** Students will learn to gather, interpret, and apply data using modern analytical tools and methodologies. They will be proficient in leveraging data to drive strategic and operational decisions in a business context.
- Go-to-Market Strategy Development:** Students will acquire the skills to develop and implement comprehensive go-to-market strategies for new ventures, products, or services. This includes market analysis, customer segmentation, channel strategy, and execution planning.
- Ethical and Sustainable Business Practices:** Students will understand and apply principles of business ethics, sustainability, and social responsibility. They will be capable of making decisions that are not only economically viable but also socially and environmentally conscious.
- Effective Communication:** Students will develop the ability to communicate complex ideas clearly and persuasively, both in written and oral forms, across diverse audiences including peers, business stakeholders, and non-specialist

7. **First Principles Thinking:** Deconstruct problems to their fundamental truths to create innovative solutions free from assumptions.
8. **Entrepreneurial Mindset:** Embrace opportunity, take risks, and learn from failure to drive innovation and growth

2.2. Academic Calendar (2025-2027)

Academic Calendar PGP TBM Cohort 2026 + PGP TBM - YLC Cohort 2027					
Academic Terms	Type	From	From	To	To
Orientation		25/06/25	Wednesday	27/06/25	Friday
Term 1	Core	30/06/25	Monday	11/09/25	Thursday
Term 2	Core	15/09/25	Monday	28/11/25	Friday
Term 3	Core/Elective	01/12/25	Monday	29/01/26	Thursday
Term 4	Elective	02/02/26	Monday	02/04/26	Thursday
Term 5	Elective [TBM] Internship [YLC]	06/04/26	Monday	10/06/26	Wednesday
Term 6	Elective	15/06/26	Monday	31/07/26	Friday
Term 7	Elective	03/08/26	Monday	01/10/26	Thursday
Term 8 [YLC]	Elective	05/10/26	Monday	04/12/26	Friday
Term 9 [YLC]	Elective	14/12/26	Monday	12/02/27	Friday

Holiday Calendar

- 15 August 2025: Independence Day
- 2 October 2025: Gandhi Jayanti & Dussehra
- 20–21 October 2025: Diwali
- 5 November 2025: Guru Nanak Jayanti
- 25 December 2025 – 1 January 2026: Winter Holidays
- 26 January 2026: Republic Day
- 4 March 2026: Holi
- 3 April 2026: Good Friday
- 15 August 2026: Independence Day
- 2 October 2026: Gandhi Jayanti
- 7-9 November 2026: Diwali
- 25 December 2026 – 1 January 2027: Winter Holidays
- 26 January 2027: Republic Day

Important Note on Academic Calendar and Scheduling

Please note that the academic calendar is subject to change. In addition to the dates listed under the “List of Holidays,” mandatory workshops or academic sessions may be scheduled on other days- including weekdays or weekends, when regular classes are not in session during the term. We strongly advise students **not to make personal or travel plans during your academic term timelines**, as last-minute sessions or workshops may be announced. Attendance for these sessions is mandatory. If you must be away for any reason, **please ensure you seek prior approval** from the Academic Operations Team by raising your request over LMS.

2.3. In-class & Out-class System

The academic curriculum is divided into In-class and Out-class components.

In-class: The In-class component encompasses learning facilitated within the classroom under the guidance of seasoned academicians and industry practitioners, employing engaging methods like discussions, simulations, and hands-on exercises to impart theoretical knowledge and foster critical thinking about core concepts in the area of Management and Technology.

Each macro question (or macro question) is equivalent to 1, 2 or 3 credits, depending on the number of classroom hours spent. Each credit is equivalent to 10 hours of In-class engagement.

What are Macro Questions?

At Masters’ Union, courses are called “Macro Questions”. They are worded in outcome based format like “How to build marketing strategies” rather than “Marketing 101”

In terms 1 and 2, students are required to complete a set of mandatory macro questions that contribute to their core credits. Term 3 onwards, students may choose from a pool of elective macro questions based on their interests and career goals.

In each academic term, students must complete a minimum of 12 credits and a maximum of 16 credits through macro questions.

- YLC candidates must complete a total of 100 In-Class credits over the 9 terms - 50 core credits and 50 elective credits.
- TBM candidates must complete a total of 80 In-Class credits over the 7 terms - 40 core credits and 40 elective credits.

Term	Core Macro Questions	Core Credits	Elective Macro Questions	Elective Credits Offered
1	11	21	1	1
2	12	21	5	5
3	5	8	11	16
4	0	0	13	22
5 (TBM only)*	0	0	11	17
6	0	0	12	19
7	0	0	6	10
8 (YLC only)	0	0	11	17
9 (YLC only)	0	0	3	5
Total	28	50	73	112

*YLC will have internship at this time

Out-class: The curriculum immerses students in real-world business challenges through startup challenges, consulting projects, creator challenge and other experiential learning opportunities. These opportunities expose students to various aspects of venture-building, enriching their understanding and preparing them to tackle the complexities of the business world effectively.

Essentially, you apply whatever it is that you learn in-class.

The policies and guidelines for Out-class are shared separately with each student. PGP TBM students must complete 40 mandatory credits and PGP TBM YLC students must complete 100 mandatory credits through a series of experiential learning modules as detailed below:

Term	Out-class Challenge	Credits Offered
1	Dropshipping	10
2	VIP - Pre Seed	10
3	VIP - MVP	10
4	VIP - GTM	10
5	VIP - PMF [TBM] Internship [YLC Only]	20
6-7	Creator Challenge [YLC, TBM Optional]	20
8	Rural Immersion [YLC]	10

9	Cloud Kitchen Challenge [YLC]	10
Total		100

2.4 Concentrations & Majors

All macro questions are categorized into the following eight concentrations:

1. Management and Strategy (MAST)
2. Finance & Fintech (FIFI)
3. Sales & Marketing (SAMA)
4. Data, Technology and Product (DTP)
5. Leadership Lab (LDL)
6. Tools & Productivity (T&P)
7. Communication & Self-Development (CSD)
8. Interdisciplinary (IND)

Majors are offered in 4 concentrations at Masters' Union:

Concentration	Minimum Elective Credits for Major - PGP TBM	Minimum Elective Credits for Major - PGP TBM - YLC
Management and Strategy (MAST)	12	16
Sales and Marketing (SAMA)	12	16
Finance & Fintech (FIFI)	12	16
Data, Technology and Product Management (DTPM)	12	16

Students have the flexibility to pursue up to three Concentration Majors or choose not to pursue any. This allows them to customize their academic journey based on individual career goals and develop specialized expertise in contemporary domains of interest.

Regardless of the elective path chosen, all students will graduate with the same PGP TBM/PGP TBM YLC certificate depending on their programs. Those who fulfill the requirements for one or more Majors may request an additional certificate recognizing their Major(s), in accordance with the official guidelines.

2.5. Graduation Requirements

1. **Core Macro Questions:** In the event that a student receives F grade in a core macro question, they will be given the chance to retake the exam alongside the next cohort. However, they will not be eligible for graduation within the current academic year until they pass the core macro question along with the next cohort.
2. **Elective Macro Questions**
 - a. If a student is awarded an F grade in an elective macro question, it will reflect on the transcript with a loss of credit. Students have to take up extra macro questions to complete the required credits.
 - b. A student with a loss of 4 credits in elective macro questions on their grade sheet will not be allowed to graduate from the program and no fee refund will be made.
 - c. In the above case, you will be required to repeat the same macro questions with the next cohort and pass the macro questions to gain the credits and graduate with the next cohort.
3. In the event of a G grade (pending financial dues), the student is neither eligible for graduation, nor placement till dues are cleared with the Finance Team. A warning will be given and LMS access will be denied subsequently.
4. If a student is not eligible to graduate, they do not get placement support and Founder's fellowship.

2.6. In-class Curriculum

Macro Questions: The in-class curriculum is structured around a series of macro questions, each designed to align directly or indirectly with the outclass component. This integrated approach ensures that students clearly understand the relevance of each macro question and how it contributes to their overall learning journey and real-world readiness.

The emphasis of each macro question is on practical application rather than abstract theoretical constructs. For instance, instead of posing a generic theoretical course name such as "*Marketing 101*", a more applied macro question would be: "*How to create a go-to-market strategy for your idea?*". This shift fosters first-principles thinking, enabling students to develop core understanding and apply it directly in real-world contexts.

Micro Questions: Each macro question is broken down into a series of micro questions, which function as individual lessons or modules. A typical macro question is supported by 5–15 micro questions and together, these guide students toward a comprehensive understanding of the overarching theme.

For example, the macro question *"How to create a go-to-market strategy for your idea?"* may include the following micro questions(non-exhaustive):

- What's the smartest way to pick a winning product?
- How do you zero in on your perfect buyer?
- How do you build a product lineup that actually sells?
- What makes an online ad go viral?

2.7. In-class Pedagogy

Masters' Union adopts a distinctive, hands-on pedagogical model rooted in an evolved flipped classroom format. Each micro question follows a three-stage learning cycle: pre-class investigation, in-class engagement, and post-class reflection.

Pre-Class Investigation: Before the scheduled class, students are expected to independently or collaboratively explore the micro question. This may involve self-directed learning or engaging with curated resources shared by faculty.

Typical pre-class activities may include:

- Reading: Assigned articles, research papers, cases, or textbooks
- Watching: Relevant YouTube videos, documentaries, or podcasts
- Visits: Short virtual or in-person visits to museums, stores, or industry locations
- Interviews: Brief conversations with professionals or peers

In-Class Engagement: The in-class engagement prioritises active exploration over passive instruction. Faculty and Masters facilitate interactive, problem-based discussions that emphasize applied learning rather than theoretical delivery. They use a variety of pedagogical tools, including case studies, simulations, workshops, guest lectures, debates, demonstrations, and personal narrations. Students must actively participate to co-create a dynamic and experiential learning environment.

Post-Class Reflection: To deepen learning, students are usually given a post-class reflection exercise where they 'journal' on one of the following prompts:

- How has your worldview changed after understanding this topic?
- What are the top 5 "wow" takeaways from this topic?
- What will you do differently now that you have this understanding?
- What new ideas were sparked as a result of studying this topic?
- Did you come up with any new business ideas while exploring this topic?

This reflective process helps solidify insights and fosters ongoing curiosity.

2.8. Elective Allocation Process

All elective macro question selection will be done through bidding only. It enables students to secure their preferred macro questions by strategically distributing allocated points across available electives based on their priorities. Each student is allocated a fixed number of bidding points,

which they can distribute across their preferred electives. These points act as a currency in the bidding process and reflect the student's interest level in each macro question.

Students get 5000 points in total to use in bidding throughout the duration of the program. The positive difference between your bid and minimum (non-zero) accepted bid will be replenished to your bid balance. After selection of students in electives, other students who do not get the elective, get their bid points replenished.

The bidding process for electives begins from Term 3 onwards.

1. **Elective List Released:** A comprehensive list of available elective macro questions is shared with students. This includes macro questions titles, credit values, faculty names, brief macro questions descriptions, and prerequisites (if any). Students are advised to review the list carefully to plan their preferences based on academic interests and career goals.
2. **Bid Submission:** Students submit their bids for elective macro questions through the Coach LMS. They can distribute their points across multiple macro questions based on priority and strategy. Higher bids increase the chances of securing a spot in competitive electives.
3. **Results Declared:** Once the bidding window closes, bids are processed, and provisional results are declared. Students are informed about the electives they have secured based on bid rankings and macro questions seat availability
4. **Final List Locked:** After the provisional results, a short review window may be provided for conflict resolution or clarifications. Once resolved, the final list of elective allocations is locked and no further changes are permitted.
5. **Result Published on LMS:** The final elective macro questions allocations are published on the Learning Management System (LMS). Students can access their updated academic schedules, macro questions materials, and instructions for the next steps from the LMS.
6. **Opt-In/Out Window:** Opt-ins and opt-outs apply only to elective macro questions and must be completed on the day of the first class. After this, students are required to complete the macro questions; failure to do so will result in an 'F' grade (loss of credits) on the transcript.

2.9 Academic Townhalls

1. Academic Town Halls are instituted to provide students with open spaces to discuss their views on their academic experience. It will be organised at the beginning of each term to discuss matters and feedback related to the previous terms.
2. It is MANDATORY for all students to attend the Academic Townhalls. In case of absence, students will be blocked on Career Coach for up to 1 month.

2.10 Student Feedback

1. We believe in continuous improvement at all fronts and hence we consider your feedback

in all regular sessions as extremely important.

2. You must fill the feedback on Coach LMS with utmost honesty and with much deliberation. For all sessions, we expect you to fill in the feedback regularly after each class. It is mandatory to fill feedback after 1st, 2nd, 5th and 10th class. The feedback form will freeze your LMS until filled.
3. Subsequently, the PGP Director takes a PGP level end term feedback across departments from the students.

3. Student and Campus Policies

3.1 Code of Conduct

As a student at Masters' Union, you are expected to contribute to a productive and respectful classroom environment. This code outlines basic conduct guidelines and expectations to help you make the most of your academic experience.

3.1.1 Conduct Guidelines

1. To be respectful of your classmates and the teacher, please avoid talking, whispering, or making unnecessary noise during class.
 - If a reminder is issued, please be mindful and adjust your behavior.
 - Continued disturbances may lead to one-on-one discussions or further action.
2. To keep classrooms clean and distraction-free:
 - Eating food in class is not allowed unless permitted by the faculty.
 - Tea/coffee/canned drinks are allowed only with prior instructor approval.
 - Sharing food or beverages during class is strictly prohibited.
3. Phones can only be used for QR code based attendance and must be put away right after. The phone should not be used for the duration of the classroom at all.
4. Laptop devices may be used at the discretion of the faculty.
5. Breaks are meant to be taken during scheduled intervals:
 - Avoid leaving the class repeatedly unless it is medically necessary.
 - If you need special consideration, please speak with the Academic Team in advance.
6. You are expected to be on time for all sessions.
 - Late arrivals should quietly enter without disrupting the session.
 - Repeated lateness will be flagged and may affect your attendance record.
7. QR Code Attendance Misuse: Attendance is your personal responsibility.
 - Never share or scan attendance QR codes on behalf of someone else.
 - Any misuse will result in the session being marked absent and possible disciplinary action.
8. Respectful behaviour towards Program Associates

3.1.2. What Happens if You Violate the Code?

Instance	Consequence
1st Instance	Verbal reminder from the Program Associate
2nd Instance	Written warning + session marked as absent
3rd Instance	Final warning + no attendance granted for remaining sessions in the macro questions
Repeated/Serious Cases	Notification to your parents/guardians (if applicable)

Classroom rules will be displayed and reinforced regularly. Key policies are also covered during orientation and in your macro questions syllabi. By following these simple guidelines, you contribute to a better academic experience for yourself and your peers. If you have any concerns or need accommodation, don't hesitate to reach out to the Academic Team.

3.2 Academic Attendance Policy

At Masters' Union, classrooms are not just places of content consumption (which we believe can be done online or through recorded videos as well), but a place of collaboration, co-creation, and engagement.

A student has to attend all classes. It is mandatory to maintain a minimum attendance of 80 percent in each macro question. The penalties for under-attendance due to unexcused absences is grade drop as detailed below -

Attendance (%)	Grade Drop
80 or more than 80	No grade drop
70 - 79	1 Grade drop
60 - 69	2 Grade drop
50 - 59	3 Grade drop
Less than 50	Fail

3.2.1 Important Attendance Guidelines

- Arriving late to class is considered misconduct. If you are even 5 minutes late, the Program Associate will mark you absent. Delays due to shuttle arrivals will not be accepted as a valid excuse. Shuttles will depart on schedule, regardless of student usage. You will not be permitted to enter the classroom 5 minutes after the scheduled start time unless the

faculty explicitly instructs the Program Associate to allow your entry. Even in such cases, your attendance will still be recorded as zero (0).

- Additionally, you will not be marked present in case a micro-question is given at 2-3 different time slots and you choose to attend at a slot other than your own pre-allocated slot.
- Attendance will not be awarded unless you have your name card. We understand there may be days you forget to carry it with you. We would advise to keep printouts of your full name in a large-sized font on a piece of card paper and carry these with you at all times. These can be used interchangeably with your MU name tags.
- Attendance sheets will not be circulated in the class to avoid proxies. Please check your attendance on Coach(LMS) on a daily basis. In case you have any confusion regarding attendance, please raise a ticket on Coach(LMS).
- Students should not assume that absences will be excused in cases like interviews, weddings, student activities, conferences, personal travel, other examinations, etc. Remember students are entitled to use 20% leeway in attendance in each macro question without any penalty. Please use this 20% for all your needs and try to avoid any more absences from classes unless absolutely necessary.
- Breaks are built into most classes at the discretion of the master. We advise you to use the breaks in case of need. If you step out of class for a long duration, it will impact your class participation as well as your attendance for the class.
- Students must maintain a minimum attendance of 50% in each macro question to qualify for credits. Attendance relaxations, if granted, cannot exceed 50% of the total macro question duration under any circumstances.

3.2.2. Attendance Policy for Online Sessions

In some cases towards the end of the program or due to faculty teaching online (for any reason), classes may be held online. The following guidelines outline the expectations and procedures for attending virtual classes:

1. Punctuality
 - Timely Login: Students are expected to log into Zoom sessions promptly at the scheduled start time.
 - Late Entry: Joining more than five minutes after the commencement of the session will result in the student being marked absent.
2. Continuous Presence
 - Full Session Attendance: Students must remain present for the entire duration of the class.
 - Mid-Session Departures: Leaving the session prematurely without prior approval will lead to an absence being recorded.
3. Camera Usage
 - Mandatory Video: Students are required to keep their cameras on throughout the session to facilitate engagement and verification of attendance.
 - Exceptions: If a student experiences technical difficulties or has a valid reason for

keeping the camera off, they must inform the Program Associate (PA) in advance via official communication channels.

4. Audio Etiquette
 - Microphone Settings: Microphones should remain muted unless the student is speaking or participating in discussions.
 - Minimizing Disruptions: This practice helps reduce background noise and ensures a smooth learning experience for all participants.
5. Communication of Issues
 - Technical or Medical Concerns: In cases of internet connectivity issues or medical emergencies, students must promptly notify the PA through official email communication or LMS. Immediate communication allows for appropriate accommodations and ensures accurate attendance records.
6. Breaks During Sessions
 - Adherence to Schedule: If a break is provided during the session, students are expected to return promptly at the designated time.
 - Delays in returning from breaks may be considered as partial absence.
7. Professional Conduct and Environment
 - Appropriate Attire: Students should dress in formal or business casual attire suitable for a professional academic setting.
 - Distraction-Free Environment: Choose a quiet location with a stable internet connection, free from background distractions and interruptions.
 - Background Setting: Ensure that the background is neutral and does not contain any inappropriate or distracting elements.

Adhering to these guidelines is essential for maintaining the integrity of the learning environment and ensuring that all students have a productive and respectful online educational experience.

3.2.3 Categories of Relaxations

Relaxation for Competitions: Top Institutes, National or State Government Competitions or Top Companies

1. A maximum of 2 days per term is allowed for participation in competitions, including those by top institutes, government bodies, or companies.
2. This allowance is calculated on a day basis and cannot be divided into smaller units like sessions or half-days.
3. The allowance applies only to the final rounds of competitions and does not cover activities such as case preparation, participation rounds, etc.
4. We strongly discourage participation in competitions from non-reputed colleges or companies, as these are excluded from the relaxation policy.

S No	Relaxation Cases	Timeline for Intimation	Pre-requisite/ Documents	Time for proof submission	Relaxation Grant
1	Competitions hosted by prestigious institutes	Same day as informed by the organisers	-Official selection communication proof with date and time -Proof of participation -Proof of winning	Same day as informed by the organisers	Students securing top 5 winning positions in the competition shall be eligible for 1 additional day as relaxation per cohort
2	Government Competitions	Same day as informed by the organisers	-Proof of selection -Proof of event date and time -Proof of winning	Same day as informed by the organisers	State/National level competitions' top 5 winners shall be granted for additional 1 day relaxation per cohort
3	Competitions - Companies	Same day as informed by the organisers	-Proof of participation from the company ID -Proof of event date and time -Proof of confirmation of internship/ Live project/ PPI	Same day as informed by the organisers	Students securing internship/live project/PPI shall be granted for 1 additional relaxation per cohort

Relaxation for Placement Process, Masters' Union Shoots

S No	Relaxation Cases	Timeline for Intimation	Pre-requisite/ Documents	Time for proof submission	Relaxation Grant
1	Placement process	AS PER THE PLACEMENT POLICY			
2	MU Shoots	At least 48 hours in advance	-Email confirmation with time, names of students, Shoots SPOC and the concerned Student Affairs official -Student to mail the master & PA	Same day as informed by the organisers	Granted for the day of shoot

Relaxation for Personal Exigencies

1. The Masters' Union bereavement policy applies to students experiencing the loss of an immediate family member, including parents, siblings, spouses, children, or grandparents only. This policy is designed to provide students with the necessary time and support to cope with their loss while managing their academic responsibilities.

- Attendance or examination relaxations are not permitted for events such as the student's own marriage or that of immediate family members or close relatives and friends. Students are encouraged to utilise the 20% leeway provided under the standard attendance policy for such occasions.

S No	Relaxation Cases	Timeline for Intimation	Pre-requisite/ Documents	Time for proof submission	Relaxation Grant
1	Bereavement of an immediate family member	24-48 hours Through IM or through a batchmate	-Email confirmation from parent/guardian within next 15 days	As soon as possible or within 15 days	Applicable from 0 to maximum 7 days, in the entire program duration. Exceptions possible on a case-to-case basis.
2	Caregiving responsibilities	24-48 hours	-Medical certificate of dependent within 24-48 hours -Email confirmation from parent/ guardian	Within 7 days or as soon as possible, whichever is earlier	Applicable from 0 to maximum 3 days for the entire program duration. Exceptions possible on a case-to-case basis.
3	Acts of God	As soon as possible	-Official documentation, such as government-issued messages, SMS alerts, or newspaper announcements specific to their region, at the earliest opportunity.	Within 7 days	Each case will be reviewed individually and addressed.

Relaxation for Medical Concerns

- 1 day overall per term for non-critical illness, please ensure your 20% attendance leeway is exhausted before applying for additional relaxation
- In case of critical illness, the duration of the leave would be ascertained on a case to case basis and is dependant on the criticality of the student's health parameters, recovery time and medical certificate issued by a recognised hospital
- Any small ailment or illness such as headache, bodyache, etc where doctor prescription is not required, is out of scope for any medical relaxation. Regular attendance policy would be applicable where students can exercise the 20% leeway in attendance.
- The approved deferment may extend for up to two years. Students should also be aware that additional fees may apply if they rejoin with future cohorts.

Sl.No	Relaxation Cases	Timeline for Intimation	Pre-requisite/ Documents	Time for proof submission	Relaxation Grant
1	Medical - Critical illness	24-48 hours	-Medical certificate -Test reports	Within 24-72	Leave or permission to attend sessions online (in case a macro question is conducted in hybrid mode)
2	Medical - Non Critical illness	24-48 hours	-Medical certificate -Test reports	Within 24-48 hours	NA

General attendance and participation guidelines

1. Deferment of Graduation: The PGP Academic office may require a student to defer their graduation to the following year if their learning is significantly impacted due to prolonged leaves or multiple leaves. This decision ensures that students can fully engage with the program once they are able to participate without compromising their academic performance. In such cases, students would be required to bear the additional fees or charges basis the new cohort fees or charges
2. Please note that all relaxations can only be applied once the standard 20% attendance leeway has been fully utilised.
3. Attendance relaxation for missed sessions will be considered only if the student submits all the session summaries within **7 days of the leave end-date** or before the macro question concludes, whichever is earlier.
4. Document Authenticity and Submission:
 - Submission of **falsified or altered documents** as proof will result in **immediate suspension or termination** from the cohort.
 - Students are required to inform us in advance when planning to take leave. Please note that leave requests or related documents submitted retrospectively will not be considered for approval. The PGP Academic Office will not process any retrospective revisions or updates.
5. In case of medical and caregiving responsibilities, proof and supporting documents must be submitted within **48 hours of absence or as early as possible**; otherwise, the leave will not be considered.
 - i. In the event of a bereavement, we offer an exception allowing the student to notify us of their absence from sessions via text, email, or any other means at their earliest convenience. If the student is unable to communicate directly, we recommend that they ask a fellow batchmate to inform the PGP Academic Office as soon as possible.
6. Medical leave - in case of pre-emptive medical leave for symptoms which may be due to a serious illness, if the medical test results come out to be negative, the **regular attendance policy** will apply.

7. **Submission guidelines for relaxation requests:**

- i. Students must submit the request on LMS tickets only.
- ii. Applications submitted via any other medium will not be considered eligible for relaxation. However, we have an exception in case of a bereavement of an immediate family member where the student can apply for relaxation via email, text, etc.
- iii. Session summaries are to be submitted through the session summary form as per the instructions given in the form description.
- iv. Class participation (CP) marks will not be adjusted based on attendance relaxations. Missing classes due to relaxations will negatively impact CP marks. However, class participation is not solely dependent on attendance. Exceptional participation in the classes attended can still result in strong CP marks for the respective sessions.
- v. A master may implement an individual criteria and corresponding rewards and penalty over & above this policy. In case a master announces attendance criteria different from the one mentioned here for their macro questions, their criteria will supersede the criteria mentioned here. For instance, for certain discussion-based macro questions, a master may declare 100% attendance mandatory. Vice versa a master may say that attendance is not mandatory for their macro questions.

3.3 Re-Examination Policy

1. At the discretion of the teacher, academic team, re-examination may be allowed for all individual assessments with 20% or more weightage in macro questions.
 - a. If a student misses an in-person examination with 20% or more weightage, they may reattempt it after the term ends, specifically on the **2nd day of the term end date**.
 - b. Any quizzes with less than 20% weightage will not be considered for re-examinations
 - c. Re-examination is not mandatory. If the student is fine with the impact on their grade, they may choose not to take the re-examination.
 - d. The re-examination calendar will be shared **one week before the term-end date**. This re-examination serves as the **final opportunity** for those who missed the initial exam, and no further rescheduling requests will be accommodated.
 - e. Students can not apply for re-examination in cases where they are not satisfied with their performance and grades in the first examination, etc.
 - f. Students must adhere to examination hall rules as well as grading and assessment procedures. Failure to comply with these standards may result in penalties or disqualification from the assessment.
 - g. VIP & other out-class commitments are beyond the scope of re-examination policy
2. Re-Examination Process

- a. Students are required to pay a re-examination fee of Rs 3000 per assessment. This fee covers the costs associated with re-examination arrangements within 2 days before the examination to freeze the slots.
 - b. Process of submitting Examination Fees (link for fee deposition will be shared in the re-examination schedule mail 7 days prior to the re-examination date)
 - c. Students selected for the re-examination shall receive an email confirmation within 24-48 working days. Only students with invitation are eligible for re-examination. The invitation email from the Academic Office will serve as the admit card for re-examination. Re-examination is applicable to only pre-approved bereavement, competitions, medical illness, caregiving responsibility cases.
 - d. Students who have missed quizzes or exams carrying < 20% weightage due to the following reasons may apply for a re-examination:
 - i. Representing Masters' Union (MU) in competitions hosted by prestigious institutes, government bodies, or companies (as outlined in the Academic Relaxation Policy)
 - ii. Scheduled interviews or placement processes that coincide with the assessment dates.
 - iii. Scheduled MU Shoots that require student participation.
 - e. Alternative Evaluation: If the master does not offer a separate re-examination, the missed marks will be extrapolated/prorated based on the student's performance in the remaining evaluations for that subject. The final grade will reflect this adjustment.
3. Assignment Submission
- a. Assignments with equal or greater than 20% weightage will only be considered for re-submission, evaluation and grading.
 - b. The relaxation in assignments deadline is applicable to only pre-approved bereavement, competitions, medical illness, caregiving responsibility cases.
 - c. Case assignments must be submitted within 7 days of the leave end-dates or before the macro questions ends, whichever occurs first.
4. Group Projects
- a. Relaxations due to a group member's leave will not apply to the entire group.
 - b. There is no relaxation for any kind of in-class graded activities, group assignments for the student who has taken relaxation for the stipulated period
5. It is the onus of the student to approach the Academic Operations team in case they are interested in applying for re-examination by 5 pm of the next day of the original date/deadline of assessment. If the student fails to approach the team within stipulated timelines, it would result in zero marks in the assessment.
6. Students cannot directly approach the Master requesting a re-examination.

3.4 Credit Completion Guidelines for Placed Students

Students who have secured a **full-time job or internship before the end of the program** must follow these guidelines:

During an ongoing macro question:

1. Continue in hybrid mode via Zoom and access session recordings on LMS.
2. Submit a session summary within the macro questions timeline.
3. Class participation will be prorated based on attendance and engagement. Non-participation results in 0 CP marks.
4. Submit assignments and quizzes within deadlines.
5. A make-up assignment will replace exams/quizzes, to be submitted per the Master's guidelines.

Before the macro questions Starts:

1. If the macro questions haven't started, students must opt out.
2. Additional credits may be allocated by the Careers team under "Industry Immersion," reflected on transcripts.
3. Credits require monthly progress reports and employer feedback, assessed by the Careers Team.
4. The macro questions done in this time period follow a PASS/FAIL grading system, not impacting TGPA.

3.5 Assessment Policy

Each In-class macro questions and challenge has assessments and is credited. The assessment model is a mix of written examinations, presentations, quizzes, projects, hands-on experiential activities and class participation. These parameters will vary from macro questions to macro questions, as decided by the Master.

1. **Grading scheme** is of 11 levels ranging from A+ to F as indicated below:

Grade	GPA	Grade	GPA
A+	4.00	C+	2.00
A	3.67	C	1.67
A-	3.33	C-	1.33

B+	3.00	D	1.00
B	2.67	F	Fail/ Did not appear
B-	2.33	G	Fees not paid

2. **Relative Grading:** We follow a relative grading system where the highest and lowest grades are decided by the faculty. At the end of each macro question, the faculty awards letter grades to the students on the basis of the curve decided. For example - The faculty may choose that the grades received in her/his class range between A+ to B-

- a. The top score achieved in a class receives the highest pre-decided grade and the lowest marks achieved receive the lowest pre-decided grade.
- b. A student may still get a grade outside of the pre-decided grade range. This will depend on a faculty's discretion if a student has performed very poorly or not participated in multiple evaluations. Please refer to FAQs (Section 4)

3. **Result Declaration:** Results for each term are declared within 3-5 weeks of completion of the term.

4. Examination Etiquette

- In-person exams: Students are required to be seated before exam start time and ready to begin the exam. Filling water bottles and using other facilities has to be done before exam start time.
- Complete silence has to be maintained in the examination hall during the exam. All student phones will be collected at the beginning of the exam to ensure no cheating, even for open-book exams, students are required to carry their laptops and not phones. Internet services will be switched off during the exam period.
- Use of gadgets are not permitted unless specified by the master. Students are required to carry calculators and not use phone calculators during exams
- All students must carry with them their name card during the examinations and keep them on their desks
- The students should bring their own stationery in the examination hall. Borrowing stationery during examinations is not allowed and can be considered as an act of malpractice.
- Any material, other than that allowed by the macro questions instructor, found on the person during the examination would be construed as a deliberate attempt to use unfair means and would be dealt with accordingly.
- In case a student is found to be copying from his/her fellow student, then both the parties, the one providing the assistance and the one seeking the same, would be punished for the same. The invigilator reserves the right to disqualify

the student in the assessment.

- In case a student has to leave his/her seat for whatever reason including visiting the restroom, he/she has to seek the permission of the concerned invigilator(s) of that exam hall before doing so. At one point of time, only one student can use the restroom.
- Invigilators reserve the right to make students sit as per their discretion.
- After completion of the examination, students, if permitted by the invigilator, should leave the hall silently and not discuss the paper with fellows in the vicinity outside the hall.
- Students must sign the attendance sheet before leaving the examination hall.
- Dishonesty in exams leads to disqualifying the exam. Dishonesty includes but is not limited to copying in assignments, dissertation or examinations. It also includes willfully or otherwise permitting a classmate to copy from one's own answer book or document or material. It also includes the use of unfair means to perform better at an assessment.
- The faculty will clearly specify if a particular assessment is aided and if resources like notes, books and laptop/internet can be used.
- In case of an open laptop examination, students will not be permitted to access communication channels such as whatsapp, spaces, chats, etc.

5. Etiquette during Assignments Submission

- **Format:** Make sure your submissions are adhering to the format announced for the assignment. Students will be given formats to submit their assignments. These formats include file nomenclature, file type, access type, file size, etc. Submissions made by students not adhering to the given format will get rejected without intimation.
- **Accessibility:** Students submitting their assignments in the form of links on LMS should make sure that the links are accessible. If they are not accessible, they will be marked as 'No submissions made' and awarded zero.
- **Deadlines:** Adhering to the deadlines is extremely important. Submission beyond deadline due to technical reasons is not acceptable. Students are advised to submit the assignment way in advance or at least an hour before the deadline. In case some issue persists, the student is required to raise the LMS ticket before the deadline, attach the screenshot of the error on LMS and cc Program Associate or write an email to academicoperations@mastersunion.org.
- **Assignments** should be submitted within the given deadline. LMS does not accept submissions after the deadline. Late submissions within 10 min of the deadline will lead to a penalty of 50% on total marks of the assessment. Submissions after 10

min of the deadline will not be acceptable. Pre-approved late submissions may or may not be subject to penalty based on the discretion of the master.

6. TGPA (Term Grade Point Average)

The **Term Grade Point Average (TGPA)** reflects a student's academic performance during a specific term. It is calculated using the grade points earned in each macro question, weighted by the number of credits for that macro question.

Formula: $TGPA = (\sum \text{Macro question Credits} \times \text{Grade Points}) \div (\sum \text{Total Credits in the Term})$

For example, if a student takes three macro questions in a term with 3, 2, and 5 credits respectively, and earns grade points of 8, 7, and 9 in those macro questions, the TGPA would be:

$$(3 \times 8 + 2 \times 7 + 5 \times 9) \div (3 + 2 + 5) = (24 + 14 + 45) \div 10 = 83 \div 10 = \mathbf{8.3}$$

TGPA is calculated at the end of each term and helps students track their academic progress within that specific period.

7. CGPA (Cumulative Grade Point Average)

The **Cumulative Grade Point Average (CGPA)** represents a student's overall academic performance across all completed terms of the program. It aggregates the grade points earned in all macro questions, weighted by their respective credits, over the duration of the program.

Formula: $CGPA = (\sum \text{macro questions Credits} \times \text{Grade Points across all terms}) \div (\sum \text{Total Credits across all terms})$

This running average gives a comprehensive view of a student's academic standing and is the figure most commonly referred to for graduation eligibility, honors, and academic records.

4. Frequently Asked Questions (FAQs)

4.1 Electives

1. **How do students enrol in elective macro questions?** Students enrol in elective macro questions through a bidding process.
2. **How many bidding points do students receive, and how are they used?** Each student receives 5000 points for the program's duration. These points can be used to bid for macro questions. Students can use all points at once or distribute them wisely throughout the program.
3. **What happens after a student exhausts all their bidding points?** Once all bidding points are used, students can only enrol in macro questions based on a first-come-first-serve basis if space is available. It is recommended to use bidding points wisely.

4. **How does participation in Live Projects affect macro questions enrollment?** If selected for a Live Project during academic sessions, the maximum macro questions cap for the term decreases by the number of credits you received for the live project.
5. **Are Live Industry Immersion Projects credited?** Live Industry Immersion Projects sourced through Masters' Union career services department are credited. Credit is decided by the Career Services team based on the deliverables and time requirement in the Live Project. Self-sourced projects are not eligible for this credit unless approved by Career Services.

4.2 Graduation Requirements

1. **How many credits are required to graduate from the PGP-TBM and PGP TBM YLC Program?** To graduate, PGP TBM students must acquire a total of **120 credits** (80 in-class credits and 40 outclass) and PGP TBM YLC students must acquire a total of **200 credits** (100 in-class and 100 outclass) during the entire duration of their respective program.
2. **What is the mandatory requirement for core macro questions?** Successful completion of 50 credits in core macro questions is mandatory for all students.
3. **What happens if a student receives an F grade in a core macro question?** If a student receives an F grade, they can retake the exam alongside the next cohort. However, they will not be eligible for graduation within the current academic year.
4. **Can an F grade in elective macro questions be substituted?** For elective macro questions, an F grade cannot be substituted. But a student can take additional elective macro questions to complete the credit. The F grade will be visible and calculated in the transcript.
5. **How many credits can I lose without risking graduation?** Losing 3 elective credits still qualifies you for graduation. A student with 4 or more credit loss is not eligible to graduate.
6. **How does credit loss affect placement?** While losing 3 elective credits doesn't stop graduation, it may disqualify students from relevant domain placements.
7. **What is the consequence of a G grade?** A G grade renders a student ineligible for graduation and placement until dues are cleared with the Finance Team. LMS access will be denied subsequently.
8. **Indiscipline or breach of code of conduct or breach of academic integrity:** Student will be blocked on Superset and will be disqualified from Founders Fellowship

4.3 Result Declaration

1. **What is the Grievance/Open House process for discussing feedback and grades?** After term results are declared, subject-wise online open houses are conducted with faculty and/or visiting masters. In-house faculty hold office hours for student clarification. If no students attend a visiting master's open house, it closes in 15 minutes. Queries raised during open houses are resolved within five working days. Students must raise concerns within 48 hours of grades being published on LMS.
2. **How can students challenge their grades or address grading-related challenges?** Students

can raise a ticket on LMS if they wish to challenge their grades or face other grading and assessment-related challenges.

4.4 Campus Resources

1. **What e-learning resources are available to students at Masters' Union?** Students have access to various online academic resources including ET Prime, Business Standard, Crunchbase, Livemint + WSJ, The Ken, Harvard Business Publishing, Inc42, Statista, Prowess Dx+Web, Datatab and Tracxn. All Student resources can be accessed here, [Masters' Union: Student Resources](#). For access or suggestions, students can contact academics.operations@mastersunion.org with specific details.
 - a. Student Details: Include your name and program of study.
 - b. Resource Details: Provide the name of the resource, its URL (web address), and the budget allocated for procurement, if applicable.
 - c. Individual or Group Interest: Specify whether your interest is expressed individually or on behalf of a group.
 - d. Specifics for Inquiry or Interest: Provide a brief summary explaining why you are interested in the resource and any specific inquiries or areas of interest you would like to address.
2. **How can students utilize office hours with masters?** Each master offers separate office hours in their macro questions. Students can meet the master 1-1 in those office hours to clarify doubts or take guidance.
3. **What is the Learning Management System (LMS) used at Masters' Union?** Masters' Union uses an in-house LMS which has been conceptualised and built by our internal team. You can use the LMS to access information about macro questions and communicate with different departments of MU. Important announcements are made through LMS. LMS along with emails are the official modes of communications. Use LMS on a daily basis. Any concerns, issues, bugs, recommendations or required changes may be communicated directly to the LMS team through the LMS tickets.
4. **Where is the campus located?** Our campus is right in the heart of a corporate hub surrounded by top companies. Utilize this opportunity to network with potential mentors.
5. **What services are offered by the Career Prep department?** The Career Prep department helps students write resumes, learn interview skills, write cover letters, and discover potential jobs and job markets that fit your skills and knowledge
6. **What is Mentora/Getprepped, and how can students benefit from it?** Mentora/Getprepped is a platform that gives you access to numerous mentors based on your areas of interest. A student can schedule calls with mentors and take inputs on their specific queries or career guidance
7. **Are counselling services available for students?** Yes, the institute has counsellor services. If a student is dealing with anxiety or has any mental health issues, he/she can schedule a call with the counsellors. The information shared is completely confidential.

4.5 Academic Code of Conduct/Academic Integrity

1. **What is academic integrity?** It is defined as “the ethical use of information, thoughts, and ideas from which we build original thought to contribute to the academic conversation.”
2. **How can I maintain academic integrity?**
 - Understand the rules for citation, referencing, collaboration, and originality before starting any assignment.
 - Use reliable, peer-reviewed, and scholarly sources for research.
 - Manage your time effectively to avoid last-minute plagiarism.
 - Be honest and do not falsify data or use unauthorised aids during exams.
 - Proofread your assignments before submission.
3. **What constitutes plagiarism and how is it penalized?** Plagiarism includes copying content from the internet or peers. Submissions must be scanned with anti-plagiarism software and only those with a similarity percentage below 15% are acceptable. Penalties follow the disciplinary norms. Students lose their club and committee titles. They are not issued a bonafide certificate.
4. **Can I use AI tools like ChatGPT for assignments?** AI tools can be used for inspiration, but students must apply their own higher-order thinking skills to complete assignments. Blatant copying from the internet is not allowed.
5. **What is the dress code?**
 - **Regular academic activities:** Business casual (e.g., collared shirts, blouses, trousers, skirts, closed-toe shoes).
 - **Non-acceptable attire:** Shorts, tank tops, sandals, flip-flops, pyjamas, track pants, ripped jeans.
 - **Formal events and presentations:** Business professional (e.g., suits, blazers, trousers, formal shoes).
6. **What are the disciplinary actions for academic misconduct?** Disciplinary actions include:
 - **Monetary Penalty:** For regular lateness, missing mandatory events, or mentorship calls.
 - **Exclusion from Director’s List:** Based on recommendations from various teams.
 - **Grade Drop:** For low attendance, late assignments, non-participation, or peer evaluation non-compliance.
 - **Suspension:** For behavioral misconduct.
 - **Rustication:** Students may be asked to withdraw from the program without a refund.
7. **Who decides the disciplinary actions?** All disciplinary decisions are made by the Disciplinary Committee, headed by the Director of Academic Services. The Director's decision is final.

4.6 Assessment Policy

1. **What types of assessments are used in macro questions?** Assessments include written examinations, presentations, quizzes, projects, hands-on activities, and class participation.

The specific parameters vary by macro questions and are decided by the instructor.

2. **How are group assessments and peer evaluations handled?** Group assessments include a peer evaluation component where students rate their group members on teamwork, work quality, ethics, communication, and problem-solving. Failure to provide peer ratings results in a penalty like grade drop.
3. **When will evaluation details be shared?** Macro questions-wise evaluation details, including dates, are shared by the PGP office in the first week of each term. Students must ensure availability on these dates.
4. **What is the process for grievances and open houses?** A subject-wise online open house is conducted after term results are declared for feedback and grade discussions. In-house faculty have office hours, while visiting masters hold a brief open house. Queries raised are resolved within five working days. Students must raise concerns within 48 hours of grade publication on LMS.
5. **How can I address grading issues on LMS?** While we rarely have seen grades getting revised unless there is a human error, students can still raise a ticket on LMS or email to academicoperations@mastersunion.org to challenge grades or address other grading-related issues.
6. **How is class participation marked?** Class participation is marked based on the quality of your comments in class. A faculty has their own criteria for class participation. It is mentioned in your macro questions outline and also discussed in the first class by a master.
7. **Can I get CP marks for days I was absent?** No, class participation marks are provided only when students are attending live classes. Your CP marks get affected even if you miss classes due to placement, competition, medical, etc. Submitting session summaries does not make one eligible for class participation marks. A student can ask an alternate to CP assessments if a master agrees to share an alternate assessment.

4.7 Exam Etiquettes

1. **What are the requirements for live exams?** Students must be seated before the exam start time, with water bottles filled and other facilities used beforehand.
 - a. Complete silence must be maintained in the examination hall.
 - b. Gadgets are not permitted unless specified by the instructor.
 - c. All phones will be collected before class/exams starts and can be collected after a class/exams ends.
 - d. Students must carry and display their name card on their desks.
 - e. Personal stationery must be brought; borrowing is not allowed.
2. **What materials are allowed during exams?** Only materials specified by the macro questions instructor are allowed. Any unauthorised materials found will be treated as an attempt to use unfair means.
3. **What happens if a student is caught copying?** Both the student copying and the student providing assistance will be punished. The invigilator has the right to disqualify students from the assessment/fail the student entirely as suggested by the professor .

4. **Can I leave my seat during the exam?** Students must seek permission from the invigilator before leaving their seat for any reason, including restroom visits. Only one student is allowed to use the restroom at a time.
5. **Can the invigilator assign seating?** Yes, invigilators reserve the right to seat students as they see fit.
6. **What should I do after completing the exam?** If permitted by the invigilator, students should leave the hall silently and avoid discussing the paper outside the hall. Students must sign the attendance sheet before leaving.
7. **What constitutes dishonesty in exams?** Dishonesty includes copying in assignments, dissertations, or exams, allowing others to copy, and using unfair means to perform better. It leads to disqualification from the exam.
8. **Are there any special instructions for aided assessments?** The faculty will specify if an assessment allows the use of notes, books, laptops, or the internet. In open laptop exams, communication channels such as WhatsApp, spaces, and chats are not permitted.

4.8 Assignment Submission Etiquettes

1. **What format should I use for my assignments?** Assignments must adhere to the specified format, including file nomenclature, type, access, and size. Non-compliant submissions will be rejected without notification.
2. **How can I ensure my assignment links are accessible?** Ensure that links submitted on LMS are accessible. Click on Share and change settings to 'Anyone on the internet can view'. Inaccessible links will be marked as 'No submissions made' and awarded zero marks.
3. **What are the rules regarding deadlines?** Adhering to deadlines is crucial. Technical issues are not acceptable excuses for late submissions. Submit assignments well in advance, preferably at least an hour before the deadline. If issues persist, email the submission to pgpacademics@mastersunion.org before the deadline, include a screenshot of the LMS error, and cc the Program Associate. Late submissions within 10 min of the deadline will lead to a penalty of 50% on total marks of the assessment. Submissions after 10 min of the deadline will not be acceptable. Pre-approved late submissions may or may not be subject to penalty based on the discretion of the master.
4. **What are the expectations for group projects?** Students must collaborate effectively on group projects. Peer evaluations are mandatory to fill and contribute to the final grade. Failure to complete peer evaluations results in a grade cut.

5. Undertaking, Consent & Acknowledgement Forms

To ensure a shared understanding of the academic and behavioural expectations outlined in this handbook, the following formal undertakings and consent forms must be duly signed by each student and their parent/guardian. These documents are a binding affirmation of the student's and parent's commitment to uphold the values, policies, and code of conduct of Masters' Union.

All forms must be submitted to the Academic Office as part of the onboarding process or upon occurrence of applicable circumstances (e.g. academic violations, voluntary examination absences).

5.1 Guardian & Student Undertaking Agreement

This undertaking affirms that both student and parent/guardian:

1. Have read and understood all institutional policies.
2. Agree to abide by the rules regarding attendance, academic conduct, hostel and transport use, discipline, and participation.
3. Understand and accept legal disclaimers regarding degree recognition and liability clauses.
4. Accept consequences for violations including expulsion, withholding of academic support, and forfeiture of fees.
5. Includes Sections on:
 - a. Acknowledgment of Policies and Regulations
 - b. Admission and Fee Terms
 - c. Academic Expectations & Attendance
 - d. Professionalism and Conduct
 - e. Disciplinary Code (Zero Tolerance, POSH, Substance Use)
 - f. Hostel & Transport Rules
 - g. Legal Indemnification

To be signed by the student, parents/guardian: **Undertaking by Guardian and Student**

5.2 Cheating Incident Acknowledgment Form

This agreement is triggered in cases where a student has been found violating academic integrity policies.

1. Acknowledges the incident and outlines the misconduct.
2. Lists potential consequences such as failure, suspension, expulsion.
3. Transfers full liability to the student and parent for any direct or indirect academic or legal outcomes.

To be signed by: Student, Parent/Guardian, Institution Representative
Form Title: **Cheating Incident Acknowledgment and Liability Agreement**

5.3 Consent Forms to Miss Examination

These two related forms cover scenarios where a student voluntarily decides to miss an examination.

Consent from Parent (on behalf of Student)

1. Declares that the parent is aware of and agrees to the student missing an exam
2. Acknowledges consequences such as grade penalties and academic risk.
3. Declares the institution as non-labile.

Form Title: **Consent from on Behalf of Parents**

Voluntary Student Declaration

1. Confirms that the student independently chooses to miss an exam.
2. Recognizes potential GPA impact, and acknowledges alternate options were provided.

To be signed by: Student (and Parent/Guardian, as applicable), Institution Representative

Form Title: **Voluntary Decision to Miss Examinations**

5.4 Student Handbook Acknowledgement Form

This is a general acknowledgment confirming the student has read the academic handbook and agrees to adhere to its contents.

1. Includes signature blocks for student, parent/guardian, and institute.
2. Can be submitted during orientation.

Form Title: **Student Handbook Acknowledgement Form**

All documents listed above are binding and part of the formal student record. It is the responsibility of the student and parent/guardian to review, sign, and comply with the undertakings as specified.

6. Curriculum – Macro and Micro Questions

The following table presents the summary of the total macro questions offered across various terms.

Term	Total Macro Questions Offered	Credits		
		Total	Core	Electives
1	12	22	21	1
2	17	26	21	5
3	16	24	8	16
4	13	22	-	22
5 (TBM Only)	11	17	-	17
6	12	19	-	19
7	6	10	-	10
8 (YLC Only)	11	17	-	17
9 (YLC Only)	3	5	-	5

Term 1 | Macro Questions

Total Credits: 22 | Core Credits: 21 | Elective Credits: 1

<i>Concentration</i>	<i>Macro Question</i>	<i>Type</i>	<i>Credits</i>	<i>Page</i>
<i>Management & Strategy</i>	How to decode market trends to build your next startup?	Core - Graded	2	33
<i>Management & Strategy</i>	How to become the leader everyone aspires to be?	Core - Graded	2	34
<i>Finance and FinTech</i>	How to read financials like an investor—and build smarter?	Core - Graded	3	35
<i>Sales and Marketing</i>	How to create a go to market strategy for your idea?	Core - Graded	3	37
<i>Sales and Marketing</i>	How to sell online if virality was your only marketing budget?	Core - Graded	2	39
<i>Data, Tech and Product</i>	How to decode the signal from the noise before your competitor?	Core - Graded	2	40
<i>Data, Tech and Product</i>	How to procure, ship and run a supply chain from your dorm room?	Core - Graded	2	41
<i>Data, Tech and Product</i>	How to add GPT into your startups' founding team and is it a good idea?	Core - Graded	1	42
<i>Tools and Productivity</i>	How to leverage Excel to analyze data and drive decisions?	Core – Nongraded	1	43
<i>Communication and Self Development</i>	How to pitch, persuade, and inspire—without sounding like a robot?	Core - Graded	2	44
<i>Leadership Lab</i>	How to decode your personality to optimize work and relationships?	Core – Nongraded	1	45
<i>Career Practicum</i>	How to enter into Consulting and make a mark?	ElectiveNo ngraded	1	46

How to decode market trends to build your next startup?

Credits 2 | Lecture Hours: 14 | Case Hours: 4 | Simulation/Workshop Hours: 2

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	What is the first thing your customer can tell you about pricing?	<i>Demand-Supply</i>	<i>How can you use early user behavior to validate your pricing hypothesis?</i>	<i>Lecture, Case Discussion</i>	2
2	How can your D2C business determine the optimal price range to maximize revenue?	<i>Elasticity</i>	<i>How do you know when your prices are too high—or too low to grow?</i>	<i>Lecture, Problem-solving</i>	2
3	Do you tend to follow the crowd, or do you prefer a more exclusive approach?	<i>Consumer Behavior</i>	<i>How can your startup use herd behavior to drive conversions or create FOMO?</i>	<i>Lecture, Discussion</i>	2
4	Should I hire or not? And if so, how many people do I really need?	<i>Diminishing Returns, Profit-Maximization, Shut-Down Rule</i>	<i>At what point does your next hire stop adding value to your lean team?</i>	<i>Scenario-based Case</i>	2
5	Should my business engage in price wars?	<i>Game Theory</i>	<i>How do you decide whether to match, ignore, or undercut a competitor's pricing?</i>	<i>Case study, Simulation</i>	2
6	How can McDonald's flip more burgers and not cost more?	<i>Cost Structures</i>	<i>How can your startup scale operations without killing margins?</i>	<i>Lecture, Example teardown</i>	2
7	How can I set the price for entry tickets to a bar?	<i>Pricing Strategies</i>	<i>How can a founder price for vibe, value, and volume—all at once?</i>	<i>Case Discussion, Pricing Lab</i>	2
8	How can monopolies use their market power to set prices and maximize profits?	<i>Market Structures</i>	<i>What would you do if your product became the only one in town?</i>	<i>Lecture, Framework Analysis</i>	2
9	How do online platforms like eBay and Google Ads use auction mechanisms to maximize revenue?	<i>Auction Theory</i>	<i>How can startups leverage bidding models to acquire customers more efficiently?</i>	<i>Simulation, Lecture</i>	2
10	How do concepts like loss aversion and anchoring affect consumer choices?	<i>Introduction to Behavioral Economics</i>	<i>How can behavioral nudges make your checkout page more persuasive?</i>	<i>Case study, Experiment</i>	2

How to become the leader everyone aspires to be?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6.5 | Workshop Hours: 5.5

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do individual values, drives, and personalities carve out a path to the C-suite?	<i>Introduction to OB</i>	<i>How do you build a team culture that actually fits your vibe—and your velocity?</i>	<i>Lecture, Case Discussion</i>	2
2	The surprise meetings: How wrongly placed DEI initiatives can leave you feeling baffled	<i>Attitudes, Emotions, EQ and DEI</i>	<i>How do you build an inclusive brand and team without sounding fake or forced?</i>	<i>Interactive Case Analysis, Lecture</i>	2
3	Are leaders born or made?	<i>Personality and Values</i>	<i>How do your quirks, triggers, and instincts affect your team under pressure?</i>	<i>Personality Type Reflection</i>	2
4	Ram vs Joseph vs Gokhale – whose fault, is it?	<i>Perception and Decision-Making</i>	<i>When your co-founder messes up an order—how do you decide who's accountable without wrecking the vibe?</i>	<i>Role-Play</i>	2
5	Are we driven by the stick or the carrot?	<i>Motivation Theories</i>	<i>What actually gets your early team to hustle when there's no bonus, no title, and barely a break?</i>	<i>Lecture, Game Scenario</i>	2
6	What's the secret sauce for great teams?	<i>Group Formation and Team Dynamics</i>	<i>Can you turn your part-time freelancers into a team that acts like co-founders?</i>	<i>Group Exercises, Discussion</i>	2
7	How can managers fare better in negotiations and resolve conflicts effectively?	<i>Power, Influence, Negotiations & Conflict Resolution</i>	<i>How do you handle deadlocks, ego fights, and ghosting in a high-stakes early-stage team?</i>	<i>Lecture, Discussion</i>	2
8	What makes leadership styles effective vs. destructive?	<i>Leadership Styles, Entrepreneurial Leadership</i>	<i>How do you lead when you're broke, stressed, and trying to hold the team together with optimism?</i>	<i>Lecture, Discussion</i>	2
9	How can managers account for biases in their decision making?	<i>Cognitive Biases and Decision-Making</i>	<i>How do you stop your gut from tanking decisions—especially when everything's on fire?</i>	<i>Lecture, Case Analysis</i>	2
10	What ethical challenges do managers face?	<i>Ethics in Decision-Making</i>	<i>When the easy path feels shady, how do you protect your reputation without stalling growth?</i>	<i>Group Exercise & Debrief, Discussion</i>	2

How to read financials like an investor—and build smarter?

Credits: 3 | Lecture Hours: 14 | Case Hours: 6 | Workshop Hours: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why is financial accounting the language of business—and what decisions does it empower?	<i>Introduction to Financial Accounting & its importance</i>	<i>How do you show—on paper—that your store is actually making money?</i>	Lecture	2
2	How do the balance sheet, income statement, and cash flow statement fit together to tell your business story?	<i>Understanding the Three Key Financial Statements & Accounting Equation</i>	<i>You started with ₹10,000. Where does that show up—and what story does it tell?</i>	Lecture	2
3	When and how should revenue be recognized—and what happens when expectations don't match delivery?	<i>Revenue Recognition, COGS</i>	<i>A customer returns an order—do you still count the sale or reverse it out?</i>	Workshop	2
4	What does your income statement reveal about profitability, sustainability, and efficiency?	<i>Operating expenses, Net margins, Income statement</i>	<i>Sales are booming, but profits are thin—what's eating your margins?</i>	Lecture	2
5	How does the balance sheet reflect your company's financial strength at a point in time?	<i>Structure, and Components of the Balance Sheet</i>	<i>Should your Shopify store design cost show up as an investment or a sunk cost?</i>	Case-based discussion	2
6	How do you figure out what your business owns vs owes after 3 weeks of operations?	<i>Preparation of Balance Sheet</i>	<i>What's your net worth after 3 weeks of hustle?</i>	Lecture	2
7	Why do profitable companies still face cash crises—and how can the cash flow statement help you spot trouble early?	<i>Understanding Cash Flow – From Profit to Reality</i>	<i>Sales are up, but your wallet's still empty—where's the cash going?</i>	Simulation	2

8	How do you categorize different cash flows into operating, investing, and financing activities?	<i>Preparing Cash Flow Statement</i>	<i>Is that influencer payment a marketing expense or an investment in brand equity?</i>	<i>Lecture</i>	2
9	How do you compute unit cost to understand pricing and profitability?	<i>Examining Direct & Indirect Cost Classifications</i>	<i>What's the real cost of selling that ₹999 item—including the hidden ones?</i>	<i>Workshop</i>	2
10	How can budgeting and forecasting support decision-making for business expansion?	<i>Preparing Budgets</i>	<i>Thinking of launching candles next—how do you budget for a new product line?</i>	<i>Lecture</i>	2
11	Which ratios tell you if your business has enough liquidity to meet obligations?	<i>Financial Ratio Analysis: Liquidity, Profitability</i>	<i>Can your store pay its bills—even if your next payout is 15 days away?</i>	<i>Discussion</i>	2
12	What key financial metrics do investors prioritize when evaluating a business?	<i>Financial Ratio Analysis: Efficiency & Leverage</i>	<i>Are your bestsellers flying fast enough—or just filling warehouse space?</i>	<i>Workshop</i>	2
13 & 14	How do businesses build valuation on future potential rather than present profits?	<i>Advanced Financial Ratios: Market Valuation</i>	<i>You've got hype, not revenue—how do you convince investors to value your store?</i>	<i>Case-based analysis</i>	2
15	How do you turn financial literacy into everyday decision-making confidence as a business owner?	<i>Recap & Final Thoughts</i>	<i>What 3 financial habits will make or break your drop-shipping hustle?</i>	<i>Lecture</i>	2

How to create a go to market strategy for your idea?

Credits: 3 | Lecture Hours: 16 | Case Hours: 8 | Workshop Hours 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do you identify a great idea?	<i>Need-Gap Analysis</i>	<i>What's the smartest way to pick a winning product?</i>	<i>Lecture, Discussion</i>	2
2	How do your stakeholders shape business decisions?	<i>Stakeholder Analysis</i>	<i>How do supplier and shipping choices make or break your business?</i>	<i>Case Discussion, Lecture</i>	2
3	How do you evaluate your competition?	<i>Competitive Analysis</i>	<i>How do you outsmart rivals in the drop-shipping game?</i>	<i>Lecture, Discussion</i>	2
4	What drives consumer choices?	<i>Consumer Behaviour</i>	<i>What makes customers hit 'Buy Now' or bounce?</i>	<i>Case Discussion</i>	2
5	What makes a marketing plan successful?	<i>Marketing Planning</i>	<i>What's the secret sauce for scaling an online brand?</i>	<i>Workshop, Group Activity</i>	2
6	How do you create an ideal consumer persona?	<i>Segmentation and Targeting</i>	<i>How do you zero in on your perfect buyer?</i>	<i>Case Discussion</i>	2
7	How do brands stand out in a crowded market?	<i>Positioning</i>	<i>How do you make your brand stand out in a sea of sameness?</i>	<i>Workshop, Exercise</i>	2
8	How do products stay relevant over time?	<i>Product Management</i>	<i>How do you keep bestsellers from fading out?</i>	<i>Lecture, Exercise</i>	2
9	What makes service marketing different?	<i>Services Management</i>	<i>Why is customer service your hidden growth hack?</i>	<i>Case Discussion</i>	2
10	How do companies manage product portfolios?	<i>Product Portfolio</i>	<i>How do you build a product lineup that actually sells?</i>	<i>Lecture, Framework Analysis</i>	2

11	How to build a long-lasting brand?	<i>Brand Management</i>	<i>How do you turn a no-name store into a cult brand?</i>	<i>Lecture, Discussion</i>	2
12	How to design an optimal distribution system?	<i>Distribution I – Optimal Distribution</i>	<i>How do you master the art of smooth, fast shipping?</i>	<i>Lecture, Framework Discussion</i>	2
13	How do brands succeed in retail?	<i>Distribution II - Retailing</i>	<i>Can online-only brands steal the retail spotlight?</i>	<i>Lecture, Discussion</i>	2
14	How do brands craft impactful communication?	<i>Integrated Marketing Communication</i>	<i>What makes an online ad go viral (or flop)?</i>	<i>Workshop, Campaign Creation</i>	2
15	How do you price a brand effectively?	<i>Pricing Strategies</i>	<i>How do you price smart without killing profits?</i>	<i>Lecture, Exercise</i>	2

How to sell online if virality was your only marketing budget?

Credits: 2 | Lecture Hours: 4 | Case Hours: 4 | Workshop Hours: 12

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What does marketing look like when you have no budget?	<i>Foundations of Viral Growth</i>	<i>How do scrappy founders drive traffic without ads?</i>	<i>Lecture, Kick-off Sprint</i>	2
2	How do you identify breakout viral channels?	<i>Channel Selection for Virality</i>	<i>If you had to choose one channel to bet your growth on, what would it be?</i>	<i>Group Activity, Tool Walkthrough</i>	2
3	How do you find people who'll talk about you for free?	<i>Community & Word-of-Mouth Hacking</i>	<i>What makes a product "talk-worthy" in communities?</i>	<i>Workshop, Case Examples</i>	2
4	What makes content inherently shareable?	<i>Content as a Growth Engine</i>	<i>How do you reverse-engineer viral reels or tweets?</i>	<i>Lecture, Hands-on Workshop</i>	2
5	How do you build virality into the product itself?	<i>Growth Loops vs Funnels</i>	<i>Can referrals be your #1 user acquisition channel?</i>	<i>Workshop, Case Tear-down</i>	2
6	How do you build a website and landing page that converts?	<i>Landing Pages and Conversion Optimization</i>	<i>Can one killer landing page replace a full-funnel strategy?</i>	<i>Workshop, Peer Review</i>	2
7	How do you hack social algorithms to boost organic reach?	<i>Social Virality and Algorithm Hacking</i>	<i>How can a startup with no budget show up on everyone's feed?</i>	<i>Frameworks, Experiment Design</i>	2
8	How do you become discoverable when people don't know your name?	<i>Scrappy SEO + Keyword Hacking</i>	<i>How can SEO still work for small brands today?</i>	<i>Tooling Workshop, SEO Exercise</i>	2
9	How do you retain attention once you've captured it?	<i>Retention + Lifecycle Marketing</i>	<i>How do you keep users engaged enough to share and return?</i>	<i>Demo, Build-a-Flow Session</i>	2
10	How do you turn insights into growth experiments?	<i>Growth Analytics</i>	<i>How to hustle insights into bold bets that scale?</i>	<i>Workshop, Group Presentation</i>	2

How to decode the signal from the noise before your competitor?

Credits: 2 | Lecture Hours: 6 | Case Hours: 6 | Workshop Hours: 8

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do you summarize data quickly?	<i>Probability Theory, Descriptive Statistics</i>	<i>What stories can your store's numbers tell at a glance?</i>	<i>Lecture, Case, Excel Exercise</i>	2
2	How do you characterize uncertainty?	<i>Probability Distribution (focus on Normal Distribution)</i>	<i>Are late deliveries just bad luck—or something you can predict?</i>	<i>Lecture, Case</i>	2
3	How can a tiny slice of data reveal the whole truth?	<i>CLT, Sampling, Inferential Statistics – Intro</i>	<i>Can a small sample of ratings reflect how customers truly see you?</i>	<i>Discussion, Group Activity</i>	2
4	How can you predict the true value without knowing it for sure?	<i>Confidence Intervals – Population Mean</i>	<i>Can your first 20 orders help you project the term-long revenue?</i>	<i>Case, Excel Exercise</i>	2
5	How much data is enough?	<i>Confidence Intervals – Population Proportion; Finding n</i>	<i>How many customer clicks confirm if your new ad is working?</i>	<i>Case, Excel Exercise</i>	2
6	Can stats prove you wrong when your gut feels right?	<i>Hypothesis Testing – Population Mean/Proportion</i>	<i>Is your new ad converting more customers than the last one?</i>	<i>Case, Excel Exercise, Group Discussion</i>	2
7	To err is human, but in how many ways can one go wrong?	<i>P-value method, Types of Errors (Power), Two-sample tests</i>	<i>Do two ads with different conversion rates perform differently, or is the gap random?</i>	<i>Case, Excel Exercise</i>	2
8	Can numbers reveal hidden relationships, or is it just a coincidence?	<i>Covariance and Correlation</i>	<i>Do more likes mean more sales — or is it just a coincidence?</i>	<i>Discussion, Excel Exercise</i>	2
9	What's the secret equation behind cause and effect?	<i>Simple Linear Regression</i>	<i>How can your traffic predict your revenue?</i>	<i>Lecture, Excel Exercise</i>	2
10	Turning chaos to clarity – Can multiple variables team up to predict what truly matters?	<i>Multiple Linear Regression</i>	<i>What drives your profits—ads, pricing, or product views and by how much?</i>	<i>Case, Excel Exercise</i>	2

How to procure, ship and run a supply chain from your dorm room?

Credits: 1 | Lecture Hours: 2 | Case Hours 4 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Who are the players in the supply chain, and what are their roles?	<i>Supply Chain Management and Types of Inventories</i>	<i>What part of the supply chain do you own—and what should you outsource from Day 1?</i>	<i>Lecture</i>	2
2	How do you ensure a win-win with your supplier?	<i>Supply Chain Contracts: Revenue Sharing, Buyback, Rebates</i>	<i>How do you pitch a deal that your supplier has to say yes to—even with zero upfront cash?</i>	<i>Case Discussion, Simulation</i>	2
3	How to order perishable products?	<i>Newsvendor Model</i>	<i>What's your move when you have one shot to order trending stock that might not come back?</i>	<i>Case Discussion, Simulation</i>	2
4	How to maintain appropriate stock levels?	<i>Order-Up-To Level & Continuous/Periodic Review</i>	<i>How do you avoid stockouts without stacking unsold inventory in your dorm closet?</i>	<i>Simulation</i>	2
5	How to decide the sources and destinations of your product's shipping and returns?	<i>Demand-Supply Network Model</i>	<i>Should you ship orders yourself or let your supplier drop-ship straight to your customers?</i>	<i>Case Discussion</i>	2

How to add GPT into your startups' founding team and is it a good idea?

Credits: 1 | Lecture Hours: 4 | Case Hours: 6 | Workshop Hours: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do LLMs generate responses, and what does it mean to "embed" language?	<i>LLMs, Diffusion Models, Tokenization, Embeddings, Prompt → Output Flow</i>	<i>Can your AI assistant handle FAQs and save you hours on customer queries?</i>	<i>Lecture, Case, Excel Exercise</i>	2
2	How can AI deliver faster, deeper market insights from 100+ sources?	<i>6-Prompt Formula, Chain of Thought, Meta Prompting, Competitive Intelligence Dashboards</i>	<i>How can AI instantly tell you who's beating you on ads, pricing, or delivery?</i>	<i>Lecture, Case</i>	2
3	How can AI automate report creation without losing accuracy?	<i>ChatGPT ADA, Julius AI, Excel+GPT, Visualization in BI</i>	<i>Can AI whip up sales dashboards and trend reports while you sleep?</i>	<i>Discussion, Group Activity</i>	2
4	How does AI create brand-consistent content across formats?	<i>Text/Image/Video Generation, Jasper, RunwayML, Suno</i>	<i>Can AI write your post, edit the reel, and queue it to go live—all in one go?</i>	<i>Case, Excel Exercise</i>	2
5	Why do businesses need chatbots, and what sets LLM-based bots apart?	<i>Evolution of Chatbots, Business Use Cases, UX, ROI</i>	<i>Can your store deliver 24/7 support without hiring a single agent?</i>	<i>Case, Excel Exercise, Group Discussion</i>	2
6	What happens when AI moves from assistant to operator in a transaction?	<i>APIs, Payment Flows, Order Automation, Webhooks</i>	<i>Can your AI not just recommend products—but close the deal too?</i>	<i>Discussion, Excel Exercise</i>	2

How to leverage Excel to analyze data and drive decisions?

Credits: 1 | Theory: 2 | Case: 6 | Workshop: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can one filter data under various conditions to narrow down search results?	<i>Logical and Conditional Functions</i>	<i>How can a drop-shipper slice product or sales data to unlock winning combos using formulas?</i>	<i>Lecture and case using IF, IFS, COUNTIFS, SUMIFS, etc.</i>	2
2	How do you search and retrieve specific data from large datasets?	<i>Lookup Functions</i>	<i>How can a drop-shipper pull supplier prices, SKUs, or margins instantly from massive CSV dumps?</i>	<i>Lecture and case on VLOOKUP, HLOOKUP, XLOOKUP with Shopify-style data</i>	2
3	How can summarizing data simplify complex decision-making?	<i>Data Summarization Using Pivot Tables</i>	<i>How can a drop-shipper use pivot tables to uncover sales trends, bestsellers, and price sweet spots?</i>	<i>Lecture and case on Pivot Tables, calculated fields, slicers</i>	2
4	How can data visualization improve communication and insight generation?	<i>Dashboarding and Visual Data Presentation</i>	<i>How can a drop-shipper design a dashboard to track orders, returns, and winning creatives in real time?</i>	<i>Lecture and case on charts, secondary axes, form controls; Shopify dashboard use-case</i>	2
5	How can insights be extracted from raw data for improved business strategy?	<i>Drop-shipping Data Exercise & Presentations</i>	<i>How can a drop-shipper turn messy historical data into clean insights for higher profits and retention?</i>	<i>Hands-on group exercise, team presentations, model walkthrough</i>	2

How to pitch, persuade, and inspire—without sounding like a robot?

Credits: 2 | Simulation: 6 Hours | Workshop: 6 Hours | Games: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What life experiences have shaped how you see the world—and why should anyone care?	<i>Personal Storytelling Foundations: Identity, Values, Voice</i>	<i>How can your founder story make your brand unforgettable—even before you sell a thing?</i>	<i>Narration / Podcast</i>	2
2	How do you speak so that people not only hear you—but feel you?	<i>Owning Your Voice: Confidence, Charisma, and Presence</i>	<i>How do you pitch your brand with presence—when you're just starting out?</i>	<i>Narration / Podcast</i>	2
3	How do you introduce yourself or your journey in 30 seconds—without sounding rehearsed?	<i>Personal Elevator Pitch: Beliefs, Purpose & Ambition</i>	<i>How do you turn your drop-shipping story into a sharp 30-second pitch that clicks?</i>	<i>Games</i>	2
4	How do you speak clearly and calmly when the room feels like it's pushing back?	<i>Persuading Through Challenge</i>	<i>How do you handle customer pushback—or investor questions—without flinching?</i>	<i>Narration / Podcast</i>	2
5	What story from your life powers the business you're building?	<i>TED Talk: My Founder's Voice</i>	<i>What moment made you want to launch this store—and how do you tell it to win trust?</i>	<i>Simulation</i>	2
6	How can a single message make someone click, reply—or buy?	<i>Writing for Influence: Email, LinkedIn & Outreach</i>	<i>How do you write emails or bios that spark curiosity—and actually get replies?</i>	<i>Demo Workshop</i>	2
7	How do you make numbers speak and convince like a story?	<i>Turning Data into Narrative: Writing Reports that Matter</i>	<i>How do you turn your store's revenue and ad spend into a pitch-worthy story?</i>	<i>Demo Workshop</i>	2
8	How do you stay authentic when AI is your writing co-pilot?	<i>Writing with AI: Staying Human in the Machine Age</i>	<i>How do you write copy with ChatGPT that feels human—and still sells your product?</i>	<i>Demo Workshop</i>	2
9	What if your customer/teammate doesn't think like you? How do you connect and convince?	<i>Cross-Cultural Comms & Global Business Etiquette</i>	<i>How do you handle cross-border buyers and team members without lost-in-translation moments?</i>	<i>Role Play</i>	2
10	If all you had was your voice and one minute—how would you make someone care, remember, and buy into your brand?	<i>Drop-shipping Mela: Final Pitch</i>	<i>Can you make a buyer stop, smile, and swipe—just with your voice and one killer minute?</i>	<i>Role Play</i>	2

Leadership lab : How to decode your personality to optimize work and relationships?

Credits: 1 | Workshop Hours: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How does the way I think shape how I work, lead, and connect — and what might happen if I leaned into my ‘non-dominant’ brain?	<i>HBDI Assessment</i>	<i>How can founders balance gut calls with data thinking to lead smarter, faster, and more authentically?</i>	<i>Cognitive Mapping, Role Switch Simulation, Self-Reflection</i>	5
2	What if feedback wasn’t a difficult conversation, but a powerful tool to unlock trust, growth, and team potential — how do I get there?	<i>Giving and Receiving Feedback</i>	<i>How can your startup build feedback loops that boost speed, trust, and real talk from day one?</i>	<i>Feedback Practice Circles, Feedforward Exercises, Real-Time Simulations</i>	5

How to enter into Consulting and make a mark?

Credits: 1 | Discussion Hours: 7 | Case Solving Hours: 3

	Micro Question	Topic	Out-class Focus	Pedagogy	Hours
1	What does it take to think, communicate, and problem-solve like a management consultant?	<i>Introduction to Management Consulting</i>	<i>How can I prep for consulting interviews by mastering frameworks, business intuition, and startup-style agility across case types like profitability, market entry, org design, and CDDs?</i>	<i>Classroom Discussion</i>	4
2	What are the key components of a consulting case interview, and how do frameworks help structure ambiguous business problems effectively?	<i>Interview Preparation for Consulting Roles</i>	<i>A client's profits are down but revenue is up—how would you break this down in your first five minutes in a consulting interview?</i>	<i>Case Practice + Classroom Discussion</i>	6

Term 2 | Macro Questions

Total Credits: 23 | Core Credits: 21 | Elective Credits: 2

Concentration	Macro Question	Type	Credits	Page No
<i>Management & Strategy</i>	How to outsmart the competition and craft game-changing strategies?	Core - Graded	2	49
<i>Management & Strategy</i>	How to navigate boom-bust cycles and macro shifts with resilience?	Core - Graded	1	51
<i>Management & Strategy</i>	How to spot startup alpha—and dodge rabbit holes?	Core - Graded	2	52
<i>Finance & FinTech</i>	How to tell if your unit economics are lying to you?	Core - Graded	1	53
<i>Finance & FinTech</i>	How do capital allocation and cost of capital shape your startup journey?	Core - Graded	2	54
<i>Sales & Marketing</i>	How to know what your consumer wants before they know it?	Core - Graded	3	55
<i>Data, Tech and Product</i>	How to build anything you want?	Core - Graded	2	57
<i>Data, Tech and Product</i>	How to step into product management and make an impact	Core - Graded	2	58
<i>Data, Tech and Product</i>	How far can you go without a CTO?	Core - Graded	1	59
<i>Tools & Productivity</i>	How do you present data so people understand—and act—instantly?	Core – Nongraded	1	60

<i>Communication & Self-Development</i>	How to craft a story so good it wins ₹10L—before you even build?	Core – Nongraded	1	61
<i>Communication & Self-Development</i>	How to plan and manage personal finances?	Core – Nongraded	1	62
<i>Leadership Lab</i>	How to avoid co-founder breakups and survive your first real test—each other?	Either one Compulsory elective	1	63
<i>Leadership Lab</i>	How to master complexity and turn chaos into opportunity	Either one Compulsory elective	1	64
<i>Career Practicum</i>	How to crack a product management role and make a mark?	Either one Compulsory elective	1	65
<i>Career Practicum</i>	How to get a Founder’s Office/CoS role and make a mark?	Either one Compulsory elective	1	67
<i>Career Practicum</i>	How to crack a VC role and make a mark?	Either one Compulsory elective	1	69

How to outsmart the competition and craft game-changing strategies?

Credits: 2 | Lecture/Framework: 10 | Case Study: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why do founders/CEOs like Elon Musk or Sundar Pichai earn so much?	<i>Introduction to Strategy</i>	<i>How should a founder think about their strategic role?</i>	<i>Lecture, framework analysis, case study</i>	2
2	How does Coke & Pepsi dominate the global market while others struggle to compete?	<i>Industry Analysis</i>	<i>How can a startup leverage industry forces to outmaneuver established competitors?</i>	<i>Lecture, framework analysis, case study</i>	2
3	What makes the global wine industry so unique?	<i>Global Industry Analysis</i>	—	<i>Lecture, framework analysis, case study</i>	2
4	How did Indigo Airlines soar while most of its competitors nosedived?	<i>Generic Strategies</i>	<i>How can a startup in a competitive market create a sustained competitive advantage?</i>	<i>Lecture, framework analysis, case study</i>	2
5	How did Ducati turnaround from the verge of bankruptcy?	<i>Generic Strategies</i>	—	<i>Lecture, framework analysis, case study</i>	2
6	How did Asian Paints beat rivals for decades, and stay profitable?	<i>Competitive Advantage</i>	—	<i>Lecture, framework analysis, case study</i>	2
7	How did Dropbox, a latecomer in the cloud storage race, survive and thrive against tech giants?	<i>Startup Strategy</i>	<i>How can a startup enter a crowded space and still win with the right strategic choices?</i>	<i>Lecture, framework analysis, case study</i>	2
8	How did Ant Financial outsmart China's state banks and revolutionize financial services in China?	<i>Platform Strategy</i>	<i>What design principles and tactics drive an effective platform strategy for a young venture?</i>	<i>Lecture, framework analysis, case study</i>	2

9	How did The Guardian adapt to survive when newspapers everywhere declined?	<i>Strategic Change</i>	<i>How can a startup detect industry shifts early and pivot its strategy to maintain relevance?</i>	<i>Lecture, framework analysis, case study</i>	2
10	You have been hired to guide a company's future as strategy consultants. How will you help them out?	<i>Project Presentation</i>	<i>How can a startup founder synthesize strategic tools to make long-term decisions under uncertainty?</i>	<i>Lecture, framework analysis, case study</i>	2

How to navigate boom-bust cycles and macro shifts with resilience?

Credits: 1 | Lecture Hours: 6 | Case Hours: 2 | Simulation Hours: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Is GDP a true measure of progress, or just a number on the newspaper?	<i>GDP</i>	<i>How should startup founders interpret GDP growth when deciding to launch or expand?</i>	<i>Lecture, Discussion</i>	2
2	How can RBI control inflation?	<i>Consumer Price Index and Inflation</i>	<i>How does rising inflation impact a startup's pricing, salaries, and runway?</i>	<i>Case study, Policy Framework Analysis</i>	2
3	How to analyze the effectiveness of fiscal and monetary policies during recessions?	<i>Economic Fluctuations and Policy</i>	<i>How should startups read the macro tea leaves before making bold bets during downturns?</i>	<i>Lecture, Simulation of Policy Response</i>	2
4	How to balance the trade-offs between inflation, GDP growth, and unemployment?	<i>The Big Three: Inflation, GDP, Unemployment</i>	<i>How do macro trade-offs shape investor confidence, consumer demand, and hiring plans?</i>	<i>Case study, Trade-off Exercise</i>	2
5	What's driving the depreciation of the Indian rupee?	<i>Exchange Rates</i>	<i>How do currency shifts affect a startup with global suppliers, clients, or investors?</i>	<i>Lecture, Scenario Mapping</i>	2

How to spot startup alpha—and dodge rabbit holes?

Credits: 2 | Lecture Hours: 4 | Case/Workshop Hours 16

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What separates great startup ideas from good ones?	<i>What is Startup Alpha?</i>	<i>How do you spot non-obvious breakout potential before anyone else does?</i>	<i>Founder Spotlights, Alpha Mapping</i>	2
2	How do ideas become companies—not just projects?	<i>Ideation That Doesn't Suck</i>	<i>How can you go from personal insight to a startup-worthy hypothesis?</i>	<i>Insight Jam, Problem Dissection</i>	2
3	How can you spot hidden markets before they look big?	<i>Market Sizing for Outsiders</i>	<i>How do pre-seed founders size startup upside without spreadsheets?</i>	<i>TAM-Hack, Signal Mapping</i>	2
4	How can solving for the wrong user kill your idea?	<i>Anti-Persona Thinking</i>	<i>How can founders avoid falling in love with fake personas or edge cases?</i>	<i>Persona Kill Drill, Field Walks</i>	2
5	Why do most first-time founders chase the wrong problems?	<i>Dodging the Rabbit Holes</i>	<i>How can you test if your idea is a rabbit hole or a rocket ship early on?</i>	<i>Pre-Mortem, Rabbit Hole Hall of Fame</i>	2
6	Can you smell traction before you build?	<i>Signals of PMF Before Pre-Seed</i>	<i>How can you get early validation without building product or writing code?</i>	<i>No-Code Sprint, Pre-Seed Hacks</i>	2
7	How do early co-founder dynamics shape the trajectory?	<i>Building Founding Teams That Survive</i>	<i>What kills founding teams before launch—and how can you build resilience early?</i>	<i>Founder Fit Workshop</i>	2
8	How do iconic founders think differently at pre-seed?	<i>The Zero to One Mindset</i>	<i>How can you rewire your thinking to be default-obsessed with outcomes?</i>	<i>Case Debriefs, Founder Journals</i>	2
9	How do you make investors care before traction?	<i>Crafting Your Before-Zero Narrative</i>	<i>How can you pitch clarity and conviction when all you have is insight?</i>	<i>Narrative Workshop, Deck Surgery</i>	2
10	What does a high-conviction “before zero to one” idea look like?	<i>Alpha Pitch Day</i>	<i>Can you make investors lean in without data—just vision, insight, and team?</i>	<i>Capstone Alpha Pitch</i>	2

How to tell if your unit economics are lying to you?

Credits: 1 | Lecture Hours: 4 | Case Hours: 2 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do you break down total costs to understand what it really costs to produce one unit?	<i>Role of managerial accounting in decision-making</i>	<i>Is every order secretly losing you money?</i>	<i>Lecture, Workshop</i>	2
2	How do budgets help you align spending with business goals?	<i>Operational vs strategic budgeting</i>	<i>Can you build a zero-fluff budget that earns investor trust and stretches your runway?</i>	<i>Lecture, Workshop</i>	2
3	How do you use marginal cost and contribution to make better short-term business decisions?	<i>Contribution margin and break-even analysis</i>	<i>Should you kill that low-margin SKU or raise prices?</i>	<i>Case-based Workshop</i>	2
4	How do you identify where your business is overspending or underperforming?	<i>Standard Costing & Variance Analysis Setting cost benchmarks</i>	<i>If your margins are leaking, where's the hole?</i>	<i>Lecture, Case study</i>	2
5	How do you turn cost data and KPIs into insights for smarter management?	<i>Application of Management Accounting for Startup Storytelling</i>	<i>Can your financials tell a compelling story without the fluff—and still raise a cheque?</i>	<i>Workshop</i>	2

How do capital allocation and cost of capital shape your startup journey?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What does a finance manager actually do to ensure a company's success?	<i>Introduction to Corporate Finance</i>	<i>How to structure your startup finance before your first pitch?</i>	<i>Lecture, Discussion</i>	2
2	Why is ₹1 today more valuable than ₹1 tomorrow?	<i>Time Value of Money & Cash Flow Mechanics</i>	<i>How do you price today's ask for tomorrow's growth?</i>	<i>Lecture, Workshop</i>	2
3	How do you value stocks and bonds to make informed decisions?	<i>Bond & equity valuation, market terminology, growth vs intrinsic value</i>	<i>How to spot the gap between pitch hype and real startup value?</i>	<i>Case study</i>	2
4	What risks actually matter in finance—and how do you price them correctly?	<i>Risk types, Beta, CAPM, cost of equity, WACC, systematic vs unsystematic risk</i>	<i>Can you turn your startup's risk into a compelling narrative for VCs?</i>	<i>Lecture, Case</i>	2
5	How much debt is too much—and how does leverage impact returns?	<i>Operating vs financial leverage, capital structure choices, Beta levering</i>	<i>Should you raise debt, equity—or wait? What's the smartest capital call for your stage?</i>	<i>Case study, Discussion</i>	2
6	How do companies decide whether to invest in a project or walk away?	<i>Capital Budgeting & Investment Decisions (NPV, IRR, payback, Excel tools, FCFF/FCFE)</i>	<i>New feature, new geo, new burn—what's worth the bet?</i>	<i>Workshop</i>	2
7	How do dividend decisions signal strength to the market?	<i>Dividends, Payout Policy & Investor Signalling (Dividend theories, signalling, firm value)</i>	<i>Profit's here. Do you reinvest in growth—or share the win with early believers?</i>	<i>Lecture, Case</i>	2
8	How do businesses stay solvent while waiting for cash to come in?	<i>Working Capital & Liquidity Management (Inventory, receivables, payables, CCC)</i>	<i>How do you stretch your runway when revenue is late but payroll isn't?</i>	<i>Workshop</i>	2
9	What separates ethical, high-performing firms from those that implode?	<i>Corporate Governance & Transparency (Board roles, disclosures, alignment)</i>	<i>What board practices signal you're building a fundable, responsible startup?</i>	<i>Case study</i>	2
10	How do you use financial tools not just for control—but for strategy?	<i>Financial Strategy for Startups (Wrap-up) (Storytelling, strategy, investor alignment)</i>	<i>Can you turn your financial model into a yes from your dream investor?</i>	<i>Workshop, Pitch Review</i>	2

How to know what your consumer wants before they know it?

Credits: 3 | Lecture Hours: 12 | Case Hours: 10 | Workshop Hours 8

	Micro Question	Theme	Out-class Focus	Pedagogy	Duration
1	What really drives buying behaviour?	<i>Why Consumer Behaviour?</i>	<i>How can you hack consumer minds to create your first hit?</i>	<i>Case Discussion</i>	2
2	What fires up consumer needs?	<i>Motivational Dimensions</i>	<i>How can you drive consumers towards your solutions?</i>	<i>Lecture + Exercise/ Workshop</i>	2
3	How do brands sneak into consumers' mental shortlist?	<i>Learning - Creating our Evoked Sets</i>	<i>How do you make sure your brand shows up at buying time?</i>	<i>Workshop</i>	2
4	How do personal identities shape buying?	<i>Self and Personality</i>	<i>How can you make your brand part of someone's identity?</i>	<i>Lecture, Discussion</i>	2
5	How to read people and guess what they'll buy?	<i>Personality Traits</i>	<i>How do you click with different consumer mindsets?</i>	<i>Lecture, Discussion</i>	2
6	How do tribes and trends shape buy?	<i>Cultures and Subcultures</i>	<i>How do you ride subcultures without selling out?</i>	<i>Case + Group Discussion</i>	2
7	Why do consumers love some brands at first sight?	<i>Perception and Consideration Sets</i>	<i>How do you create killer first impressions?</i>	<i>Perceptual Mapping Activity</i>	2
8	How do consumer pick winners and losers?	<i>Attitude - Choosing the Best Alternatives</i>	<i>How do you position your offer as the obvious "yes"?</i>	<i>Lecture, Discussion</i>	2
9	How do friends and family mess with our brains?	<i>Social Influence – Reference Groups</i>	<i>How do you turn users into your secret salesforce?</i>	<i>Case Discussion</i>	2

10	Who is the real decision-maker behind purchases?	<i>Social Influence – Opinion Leadership</i>	<i>How do you flip hidden influencers to your side?</i>	<i>Lecture, Discussion</i>	2
11	How do people explain their buying decisions?	<i>Attribution and Decision Making</i>	<i>How do you recover fast when customers blame you?</i>	<i>Case Discussion</i>	2
12	Why do some products explode while others crash?	<i>Diffusion of Innovation</i>	<i>How do you ride the adoption curve perfectly?</i>	<i>Lecture + Adoption Curve Workshop</i>	2
13	How do consumers shortcut complex decisions?	<i>Decision-Making Rules</i>	<i>How do you make your product an automatic "yes"?</i>	<i>Case Discussion</i>	2
14	What happens in consumers' heads after they "buy"?	<i>Decision Journey Revisited</i>	<i>How do you keep customers loving you post-purchase?</i>	<i>Moderated Discussion</i>	2
15	How do we bring consumer thinking to life?	<i>Project Presentations</i>	<i>How do you pitch a product that nails real user behaviour?</i>	<i>Presentations + Peer Feedback</i>	2

How do you build anything you want?

Credits: 2 | Lecture Hours: 4 | Case Hours: 2 | Workshop Hours: 14

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What does it mean to think like an engineer?	<i>Engineering = Structured Creativity</i>	<i>How can startup founders bring structure to early-stage building?</i>	<i>First-Principles Mapping, Founder Debriefs</i>	2
2	How do engineers define a problem before building?	<i>Scoping What to Build</i>	<i>How can builders translate big visions into feasible milestones?</i>	<i>Problem Framing Workshop, MVP Scope Drill</i>	2
3	Why do great products work because of constraints?	<i>Designing for Function & Constraints</i>	<i>How can early teams use tech, time, and material limits to design smarter?</i>	<i>Constraint Design Jam, Trade-off Game</i>	2
4	How do engineers break big problems into buildable components?	<i>From Idea to Blueprint</i>	<i>How can startups modularize builds to test, iterate, and launch faster?</i>	<i>Systems Decomposition, Flow Mapping</i>	2
5	What do you build with—and how do you choose wisely?	<i>Materials, Stack, and Tools</i>	<i>How do you choose tools or parts that won't break you later?</i>	<i>Build Stack Exploration, Demos</i>	2
6	How do physical and digital systems manage flow and interaction?	<i>Making Things Move: Energy, Flow, Logic</i>	<i>How can startups apply core engineering patterns to smooth product behavior?</i>	<i>System Design Simulation, Analog-to-Digital Mapping</i>	2
7	Why do engineers prototype fast and rough?	<i>Prototyping as a Learning Loop</i>	<i>How to validate ideas without building the whole system?</i>	<i>Prototype Studio (Paper, Figma, Kits)</i>	2
8	What does good execution look like from an engineering lens?	<i>Managing the Build Process</i>	<i>How can early teams ship reliably across disciplines—hardware and software?</i>	<i>Engineering OS Walkthrough, Workback Planning</i>	2
9	How do engineers prepare for real-world failure?	<i>Testing, Failure & Robustness</i>	<i>How can startups build resilient systems from day one?</i>	<i>Failure Mode Analysis, Test Lab</i>	2
10	What separates “built something” from “engineered well”?	<i>Demo, Debrief & Reflection</i>	<i>How to pitch and defend a well-architected, startup-grade build?</i>	<i>Demo Day + Technical Postmortem</i>	2

How to step into product management and make an impact?

Credits: 2 | Lecture Hours: 8 | Case Hours: 4 | Workshop Hours 8

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How's tech flipping the game for OGs and disruptors?	<i>Navigating the Digital-First World (Part 1)</i>	<i>How can a startup ride the digital wave instead of being crushed by it?</i>	<i>Case Discussion</i>	2
2	How do legacy companies avoid becoming irrelevant?	<i>Navigating the Digital-First World (Part 2)</i>	<i>How can a startup pivot before disruption hits?</i>	<i>Case Discussion</i>	2
3	How are customer needs shaping product thinking?	<i>Products & Customer Evolution</i>	<i>How can a startup design for shifting customer behaviours?</i>	<i>Lecture</i>	2
4	How does tech accelerate product launches and shutdowns?	<i>Product Lifecycle</i>	<i>How should a startup gracefully kill a product—and retain customers?</i>	<i>Lecture + Exercise</i>	2
5	How do we decode what users say vs what they actually need?	<i>Understanding Customer Personas</i>	<i>How can a startup discover who's really going to pay and why?</i>	<i>Lecture + Exercise</i>	2
6	How can data validate your product ideas?	<i>Market Intelligence – Research Techniques + prompt engineering</i>	<i>What research will convince a startup to build the right thing first?</i>	<i>Workshop</i>	2
7	What frameworks help avoid costly product mistakes?	<i>Market Intelligence – FGDs, RFM, RICE, Competitor Analysis</i>	<i>How can a startup know if they're solving a real problem?</i>	<i>Workshop</i>	2
8	How do you make the right product decisions, faster?	<i>Prioritisation & Stakeholder Management</i>	<i>How can a startup balance user needs and business pressure?</i>	<i>Lecture, Frameworks Discussion</i>	2
9	How do you turn insights into a product that wins?	<i>Product Strategy & Vision - Trello, Lean Canvas, PRD writing</i>	<i>How can a startup craft a vision that aligns teams and delivers value?</i>	<i>Tools Workshop</i>	2
10	What are the key takeaways from your product journey?	<i>Debrief & Showcase</i>	<i>What did your startup team learn from thinking like a PM?</i>	<i>Student Presentations</i>	2

How far can you go without a CTO?

Credits: 1 | Lecture Hours: 2 | Case Hours: 2 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Duration
1	Can you launch a business without writing a single line of code?	<i>Intro to No-Code & Power Tools</i>	<i>How do you turn your idea into a landing page MVP—before your coffee gets cold?</i>	<i>Lecture + Workshop</i>	2.5
2	How does Webflow turn napkin sketches into polished web pages?	<i>Building with Webflow</i>	<i>How do you showcase your MVP to the world—without hiring a UI designer?</i>	<i>Workshop</i>	2.5
3	How can you automate without the engineering team?	<i>Automation with Zapier + Airtable</i>	<i>How do you build a backend that replies, updates, and tracks—without touching code?</i>	<i>Workshop</i>	2.5
4	Can you clone a platform like Growth School or Urban Company in a weekend?	<i>Build Your Own Platform (EdTech/Services)</i>	<i>How do you launch a working service prototype—even before hiring the team to deliver it?</i>	<i>Capstone Workshop</i>	2.5

How Do You Present Data So People Understand—And Act—Instantly?

Credits: 1 | Total Hours: 10 | Case: 2 | Workshop: 8

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can we use data to tell sharp, actionable stories?	<i>Data That Tells a Story</i>	<i>How can a founder turn messy business data into a clear pitch or update?</i>	<i>Demo Workshop</i>	2
2	How do we visualize performance to drive action?	<i>Tracking What Matters</i>	<i>What are the must-watch metrics for growth—and how do you track them?</i>	<i>Demo Workshop</i>	2
3	How do we clean, model, and organize data at scale?	<i>From Raw to Ready</i>	<i>How can early teams automate reporting across scattered data sources?</i>	<i>Data Cleaning + Modeling Studio</i>	2
4	What’s really driving business change in the numbers?	<i>Insights, Not Just Charts</i>	<i>How can a startup diagnose problems or double down on wins through BI?</i>	<i>Case Study + Driver Analysis</i>	2
5	How do we present dashboards that drive decisions fast?	<i>Sharing What Matters</i>	<i>Can you show the board, team, or customer what matters—in one glance?</i>	<i>Demo Workshop + Dashboard Showcase</i>	2

How to craft a story so good it wins ₹10L—before you even build?

Credits: 1 | Demo Workshops: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do you structure a compelling business story?	<i>Crafting the Narrative Spine</i>	<i>What problem are you solving, and for whom—really?</i>	<i>Demo Workshop</i>	2
2	How do you make your story visually unforgettable?	<i>Designing for Clarity & Impact</i>	<i>What signals show your idea can grow and stick?</i>	<i>Demo Workshop</i>	2
3	How do you present like a founder, not a seller?	<i>Speaking to Build Trust</i>	<i>Can you convince customers—not just pitch to them?</i>	<i>Demo Workshop</i>	2
4	How do you make your data emotionally resonant?	<i>Telling the Story Behind the Metrics</i>	<i>Can your numbers support a narrative—not just a valuation?</i>	<i>Demo Workshop</i>	2
5	How do you sell the vision without overpromising?	<i>The Founder's Deck</i>	<i>What's the most fundable version of your story today?</i>	<i>Demo Workshop</i>	2

How to plan and manage personal finances?

Credits: 1 | Lecture Hours: 4 | Case Hours: 2 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do you know if you're managing your money in a way that supports your future goals?	<i>Foundations of Personal Finance & Goal Setting</i>	<i>How do you stay financially sane while riding the startup rollercoaster?</i>	<i>Lecture, Workshop</i>	2
2	What's the right way to budget if you want to meet your financial goals without sacrificing lifestyle?	<i>Building Your Financial Plan – SMART goals, budgeting (50/30/20, zero-based), tracking</i>	<i>How do you budget when your income swings between runway and ramen?</i>	<i>Workshop</i>	2
3	How much do you need to retire comfortably and how do you work backwards from that goal?	<i>Retirement & Future Planning – corpus estimation, inflation, PF, NPS, mutual funds</i>	<i>If your exit is a maybe, how do you start planning like it's a when?</i>	<i>Lecture, Discussion</i>	2
4	What risks should you protect your finances against—and how much is enough insurance?	<i>Insurance & Contingency Planning – health, term cover, emergency funds</i>	<i>What's your Plan B if the startup crashes and you're left holding the bag?</i>	<i>Case Study</i>	2
5	Should you buy or rent your home—and how do you make the right decision for your life stage?	<i>Home Module – Buy vs Rent – EMI vs rent, opportunity cost, liquidity</i>	<i>Founder dilemma: lock in a home or stay nimble and invest in your dream?</i>	<i>Lecture, Workshop</i>	2

How to avoid co-founder breakups and survive your first real test—each other?

Credits: 1 | Simulations: 4 hours | Case Discussions: 6 hours

Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What unspoken expectations do members carry into a newly formed team?	<i>Team Formation and Implicit Norms</i>	<i>In a growing startup, how do invisible assumptions about speed, equity, or hustle create hidden tension—or unexpected glue?</i>	Simulation 2
2	How do teams transition from chaos to collaboration without losing individual voice?	<i>From Storming to Norming: Finding Team Rhythm</i>	<i>How do you take your startup team from messy brainstorming to clear sprints—without killing creativity?</i>	Case Discussion 2
3	What enables high-performing teams to stay in flow under pressure?	<i>Sustaining Peak Performance and Resilience</i>	<i>How can a startup team keep trust and momentum alive when deadlines loom and nothing's working?</i>	Case Discussion 2
4	How do individual personality differences influence team dynamics and conflict?	<i>Personality and Interpersonal Friction</i>	<i>What happens when your founder trio clashes—vision vs. caution vs. silence—and no one wants to blink first?</i>	Simulation 2
5	Can psychological safety be designed—or does it just happen?	<i>Building Psychological Safety</i>	<i>How do you build a fast-moving startup where people speak up—even when they're scared or disagree?</i>	Case Discussion 2

How to master complexity and turn chaos into opportunity?

Credits: 1 | Group Exercises: 4 | Discussion: 4 | Short Cases: 1 | Role Play:1

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do you distinguish between complicated and truly complex problems?	<i>Sensemaking in Complex vs. Complicated Systems</i>	<i>How do founders spot when they're in chaos—not just complication—and shift gears to navigate smarter?</i>	<i>Group Exercises, Discussion</i>	2
2	Why do linear solutions often fail in non-linear systems?	<i>Non-Linearity and Emergence in Complex Systems</i>	<i>When does scaling your team or budget actually create more mess than momentum?</i>	<i>Discussion, Short Cases</i>	2
3	What mental models help leaders stay calm when variables keep shifting?	<i>Cognitive Resilience and Decision-Making Under Complexity</i>	<i>How do you stay calm and decisive when your MVP flops and your users shift overnight?</i>	<i>Discussion, Role Play</i>	2
4	How can you design systems that adapt instead of break under stress?	<i>Building Adaptive Systems in Complex Environments</i>	<i>How can you build a product or org system that flexes fast—without burning out your team or breaking things?</i>	<i>Discussion, Group Exercises</i>	2
5	When should you intervene—and when is doing less actually wiser?	<i>Strategic Choice Making</i>	<i>When should a founder jump in—and when should they hold back to let the chaos sort itself out?</i>	<i>Group Exercises, Discussion</i>	2

How to Enter into Product Management and Make a Mark?

Credits: 1 | Discussion Hours: 18 | Case Practice Hours: 18

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	How do you prepare for the key rounds and assignments in a PM interview?	<i>About PM & Interview Types</i>	<i>How would you tackle a design prompt like 'Build a product for healthy eating habits'?</i>	Classroom Discussion	2
2	What makes a PM resume stand out from a generalist's?	<i>Resume Building & Product Portfolio</i>	<i>How would you pitch a product you built—problem, solution, impact—in a resume?</i>	Classroom Discussion + Resume Exercise	2
3	How do you present product work clearly and impactfully?	<i>Resume & Portfolio Follow-up</i>	<i>How would you highlight ownership and results from your project in an interview?</i>	Resume Discussion	2
4	How do you structure and solve product design questions in interviews?	<i>Product Design Frameworks</i>	<i>How would you approach a design question to show empathy, business thinking, and creativity?</i>	Case Solving + Discussion	2
5	How do you showcase product thinking in a technical design round?	<i>Technical Product Design Case</i>	<i>How would you improve Google Maps for tourists or build an alarm clock for the blind?</i>	Case Study + Case Discussion + Solving	2
6	How do you break down user needs and prioritize MVP features in a design question?	<i>Mock Design Case 1</i>	<i>Design a news app for rural India—what's your MVP, and why?</i>	Case Solving + Discussion	2
7	How do you solve product sense questions while balancing tech, biz, and user goals?	<i>Technical Product Sense</i>	<i>Design a feature to reduce driver cancellations on Uber. What's your logic?</i>	Case Solving + Discussion	2
8	How do you iterate on case-solving speed, depth, and structure?	<i>Mock Design Case 2</i>	<i>Redesign a basic version of Google Calendar for college students. Where do you start?</i>	Case Solving + Discussion	2
9	What's the architecture behind great products?	<i>Product Teardown (Live Case)</i>	<i>Tear down a product like Cred or Notion—what's the logic behind features and design?</i>	Case Study + Case Discussion + Solving	2

10	How do you critique and improve your favorite product with a PM lens?	<i>Product Improvement & Favorite Product</i>	<i>What do you love about your favorite app, and how would you make it better?</i>	<i>Case Study + Case Discussion + Solving</i>	2
11	How do you showcase product thinking across teardowns, GTM, and user journeys?	<i>Portfolio & Ideation</i>	<i>What must your PM portfolio include to impress a recruiter or hiring panel?</i>	<i>Moderated Discussion</i>	2
12	How do you define, track, and present metrics that matter?	<i>Product Metrics (Basics)</i>	<i>Define success metrics for a new WhatsApp feature. What would you measure, and why?</i>	<i>Case Solving + Discussion + Feedback</i>	2
13	How do you diagnose problems using Root Cause Analysis and metrics frameworks?	<i>Product Metrics + RCA</i>	<i>A key user metric drops. How do you debug it using RCA and product analytics?</i>	<i>Case Solving + Discussion + Feedback</i>	2
14	How do you improve case-solving fluency in metric-based scenarios?	<i>RCA & Metrics Case Solving</i>	<i>You're the PM at a video platform—watch time dropped 20%. Where do you look first?</i>	<i>Moderated Discussion</i>	2
15	How do you estimate usage metrics and volumes for new features?	<i>Guesstimates for PMs</i>	<i>Estimate how many Instagram videos are uploaded daily. How do you break it down?</i>	<i>Case Solving + Discussion + Feedback</i>	2
16	How do you answer strategic questions with structure and logic?	<i>Product Strategy & Analytics</i>	<i>Should Amazon sell plants? How would you assess the idea and justify a GTM plan?</i>	<i>Case Solving + Discussion + Feedback</i>	2
17	How do you balance long-term bets with short-term execution?	<i>Product Road-mapping & Prioritization</i>	<i>Zomato is seeing a spike in 15-min delivery. What should the team prioritize next?</i>	<i>Case Solving + Discussion + Feedback</i>	2
18	How do you communicate effectively with engineering and design?	<i>Technical PM Prep & A/B Testing</i>	<i>How would you explain APIs, A/B testing, or databases to non-tech PMs in an interview?</i>	<i>Classroom Discussion + Feedback</i>	2

How to get a Founder’s Office/CoS role and make a mark?

Credits: 1 | Discussion Hours: 09 | Case Practice Hours: 05

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	How do founders track key business metrics across daily, weekly, and monthly horizons — and how can you interpret core financial levers like revenue, costs, profitability, and cash flow through the lens of a Founder's Office role?	<i>Introduction + Understanding P&L</i>	<i>1. How does working in a Founder's Office train you to prioritize across functions like a founder?</i> <i>2. How do you break down a P&L to read cash, cost, and growth signals like an operator?</i>	<i>PPT + Classroom Discussion</i>	2
2	How do you use structured frameworks to solve basic profitability cases by identifying key revenue growth levers and cost reduction opportunities?	<i>Case Solving: Growth & Cost Reduction</i>	<i>How do you use a P&L to diagnose growth levers or spot cost leaks in startup-style business problems?</i>	<i>Case Solving + Case Discussion + Feedback</i>	2
3	How do you apply advanced profitability frameworks to diagnose complex business problems — integrating revenue models, cost structures, and strategic levers to drive sustainable profit improvement?	<i>Case Solving: Advanced Profitability</i>	<i>How do you crack advanced profitability cases that require strategic thinking, data fluency, and cross-functional judgment?</i>	<i>Case Solving + Case Discussion + Feedback</i>	2
4	How do you analyze business strategy, competition, and market positioning to craft a go-to-market or growth strategy How to define the right metrics to evaluate its success?	<i>Industry Analysis + Market Entry</i>	<i>How would you assess a new market and design a GTM playbook to compete in it?</i>	<i>PPT + Classroom Discussion</i>	2

5	How do you lead critical projects within an organization by using communication frameworks effectively?	<i>Project Management + CEO's Office Ops</i>	<i>How can you run a Founder's Office by balancing speed, alignment, and ownership across teams?</i>	<i>PPT + Classroom Discussion</i>	2
6	How can you build the structured thinking, adaptability, and problem-solving skills needed to confidently tackle any case type during interviews — from strategy to operations to market sizing?	<i>Case Studies – Mixed Format</i>	<i>How do you confidently handle guesstimates, growth strategy, and ops questions under pressure?</i>	<i>Case/Guesstimate Solving + Case Discussion + Feedback</i>	2
7	What do startups look for in a Chief of Staff or Founder's Office hire — and how can you demonstrate the right traits, interpret founder-driven questions, and position yourself as a high-trust operator?	<i>Interview Tips + Final Feedback</i>	<i>How do you prep for high-stakes founder interviews — from story crafting to structured thinking to case readiness?</i>	<i>PPT + Classroom Discussion</i>	2

How to crack a VC role and make a mark?

Credits: 1 | Lecture Hours: 09 | Discussion Hours: 09

Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How does venture capital differ from private equity and angel investing in terms of risk appetite, returns expectation, and involvement?	<i>Introduction to Venture Capital</i>	<i>If you had to explain venture capital to a founder choosing between bootstrapping, angels, or PE, how would you position its value?</i>	Lecture + Classroom Discussion 2
2	What financial signals do VCs rely on when evaluating early-stage startups, and why are they more qualitative than traditional metrics?	<i>Finance VC Practicum 101</i>	<i>How would you evaluate a startup's burn multiple in a capital-scarce market? What would that say about its efficiency?</i>	Lecture + Classroom Discussion 2
3	What are the must-have components of a compelling pitch deck, and how do they align with what VCs actually care about?	<i>Practical Exercise for Fundraising</i>	<i>How would you coach a startup founder from pitch narrative to number hygiene for their first institutional raise?</i>	Discussion + Exercise 2
4	What are the typical exit paths for VCs, and how do you know which one is right for a specific portfolio company?	<i>VC Exit Strategies: Metrics, Models & Markets</i>	<i>If you're advising a fund on an M&A exit vs. secondary sale—how would you frame the call based on growth, valuation, and timing?</i>	Lecture + Classroom Discussion 2
5	How do metrics like CAC, LTV, GMV, and retention cohorts vary in weight between SaaS and consumer startups?	<i>Startup Evaluation: Metrics & Models</i>	<i>Two startups show similar top-line growth but diverge in churn and CAC—how do you pick the better investment?</i>	Lecture + Classroom Discussion 2
6	What makes an investment thesis both defensible and future-ready—especially in a fast-evolving sector?	<i>Investment Thesis & Sector Case Studies</i>	<i>If you had to pick one sector to build a 5-year VC thesis, which one would you bet on and how would you justify it?</i>	Lecture + Classroom Discussion 2
7	Why do VCs care about a candidate's ability to reason from unit economics and scalability?	<i>Resume 101 + Extracting Insight from Unit Economics</i>	<i>How can you use your resume to tell a story about your understanding of growth, efficiency, or business levers?</i>	Lecture + Classroom Discussion 2

8	How do customer-level unit economics tie into startup P&L—and what does this tell investors about long-term value creation?	<i>Unit Economics, P&L Building & Valuation</i>	<i>Given basic revenue and cost inputs, how would you model a startup's valuation bottom-up?</i>	<i>Lecture + Classroom Discussion</i>	2
9	How can early-stage investors go beyond gut feel and use first-party and market data to inform conviction?	<i>Unlock the Power of Data</i>	<i>You're evaluating a startup with no revenue but solid user metrics—what data would you dig into, and why?</i>	<i>Guest Lecture</i>	2

Term 3 | Macro Questions

Total Credits: 22 | Core Credits: 8 | Elective Credits: 14

<i>Concentration</i>	Macro Question	Type	Credits	Page No
<i>Management & Strategy</i>	How to crack the code on startup business models that actually work?	Core - Graded	1	72
<i>Management & Strategy</i>	How to architect organizations that thrive in any climate?	Elective - Graded	1	73
<i>Finance and FinTech</i>	How to build financial models that validate your idea and attract investors?	Elective - Graded	2	74
<i>Finance and FinTech</i>	How do you raise and manage capital to maximize startup runway and investor trust?	Elective- Graded	2	76
<i>Sales and Marketing</i>	How to collect, analyze, and interpret customer insights	Core - Graded	3	77
<i>Sales and Marketing</i>	How to design successful B2B marketing growth strategies?	Elective - Graded	2	79
<i>Sales and Marketing</i>	How to create successful category strategies for digital marketplaces?	Elective - Graded	2	80
<i>Data, Tech and Product</i>	How can businesses utilise limited resources optimally?	Core - Graded	2	81
<i>Data, Tech and Product</i>	How to apply design thinking to turn insights into meaningful product prototypes?	Elective - Graded	1	83
<i>Data, Tech and Product</i>	How to track customer love, not just revenue?	Elective - Graded	2	84
<i>Tools & Productivity</i>	How to read and write code using AI?	Elective - Graded	1	85
<i>Tools & Productivity</i>	How to simplify workflows and accelerate growth using AI	Core - Graded	1	86
<i>Leadership Lab</i>	How do you influence, align, and close high-stakes deals?	Core – Nongraded	1	87
<i>Career Practicum</i>	How to ace interviews?	Compulsory Elective	1	88
<i>Career Practicum</i>	How to crack a Marketing role and make a mark?	Compulsory Elective	1	89
<i>Career Practicum</i>	How to make a Data Analytics role and make a mark?	Compulsory Elective	1	91

How to crack the code on startup business models that actually work?

Credits: 1 | Case/Theory: 10 Hours

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	How did Zerodha disrupt the traditional brokerage industry in India without raising outside capital?	<i>Fintech</i>	<i>How do you build a fintech rocket-ship without burning VC money?</i>	<i>Case study</i>	2
2	How did Blue Smart disrupt the ride-hailing industry with its EV-based platform model?	<i>Platform Businesses</i>	<i>Can platforms win with sustainability baked into the model?</i>	<i>Case study</i>	2
3	How did Hotstar go from being a market leader to being sold off in India's high-stakes OTT battle?	<i>OTT Business Models</i>	<i>What happens when scale isn't enough to stay on top in OTT?</i>	<i>Case study</i>	2
4	How did Rebel Foods reinvent itself from a QSR to a dark kitchen pioneer?	<i>Cloud Kitchen</i>	<i>How do you scale food delivery without opening a single storefront?</i>	<i>Case study</i>	2
5	How has q-commerce managed to flourish in India while facing headwinds in other global markets?	<i>Q-commerce</i>	<i>Can hyper-speed delivery really become a long-term business model?</i>	<i>Case study</i>	2

How do you architect organizations that don't just survive but thrive in any climate?

Credits: 1 | Theory: 4 | Case: 4 | Workshop: 2

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	Why does Spotify use squads while Tesla thrives with a flat hierarchy?	<i>Organizational Design & Structures</i>	<i>How should your startup pick a structure that scales without turning into chaos?</i>	<i>Simulation, Case Study</i>	2
2	How did Taj Hotel employees choose death over desertion?	<i>Organizational Culture</i>	<i>What makes an early team so aligned they'll hustle through crisis without blinking?</i>	<i>Case Study</i>	2
3	How did Airbnb survive an 80% revenue drop in 2020?	<i>Organizations in Changing Environment</i>	<i>How do you design your startup to flex (not fracture) when the market turns?</i>	<i>Case Study</i>	2
4	Why did Blockbuster fail while Netflix thrived in the same environment?	<i>Organizational Learning and Change</i>	<i>Can your startup learn faster than the market changes—and bake that into the org?</i>	<i>Case Study</i>	2
5	Uber's boardroom battles – How Travis Kalanick was ousted?	<i>Power, Politics and Influence</i>	<i>How do you build founder influence without tripping into power struggles?</i>	<i>Case Study</i>	2

How to build financial models that validate your idea and attract investors?

Credits: 2 | Lecture Hours: 6 | Case Hours: 4 | Workshop Hours: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What makes a financial model useful and how can you avoid overengineering it?	<i>Introduction to Financial Modelling & Approach</i>	<i>How do you build a no-fluff model to check if your MVP has legs?</i>	Lecture, Workshop	2
2	How do you identify which assumptions matter most in your financial model?	<i>Identifying Key Business & Revenue Drivers – BOOT models, cost/revenue drivers, Excel logic</i>	<i>What 3 numbers decide whether your MVP scales—or stalls?</i>	Lecture, Workshop	2
3	Why do investors care about how your model is laid out, not just what's in it?	<i>Model Architecture and Visual Design – interface, dropdowns, scenario tools</i>	<i>How to build a dashboard that conveys your story in 5 seconds?</i>	Workshop	2
4	How do circular references affect your model—and when are they okay to include?	<i>Handling Circularity and Industry Specificity – revenue/cost/asset modeling</i>	<i>What's the best way to model when your MVP has zero past but tons of promise?</i>	Case-based Exercise	2
5	What happens to your financials if you change your depreciation method?	<i>Advanced Industry Modelling – depreciation, debt, interest, P&L structuring</i>	<i>If your MVP needs upfront spend, how do you show it pays off—fast?</i>	Lecture, Workshop	2
6	How do taxes impact your runway and profitability projections?	<i>Working with Taxation – MAT, deferred taxes, losses, time period mapping</i>	<i>Do taxes matter or should you stay on surviving pre-revenue?</i>	Lecture, Discussion	2
7	How do you decide if a new business opportunity is financially viable?	<i>Evaluating Investment Opportunities – NPV, IRR, Payback, Excel limitations</i>	<i>Can your MVP beat fixed deposits? Let's find out in one worksheet.</i>	Workshop	2

8	How do you stress test your assumptions to understand risk and upside?	<i>Sensitivity & Scenario Analysis – Goal Seek, Data Tables, Scenario Manager</i>	<i>What happens to your MVP if CAC spikes and retention slips—at the same time?</i>	<i>Workshop</i>	2
9	How can great visualization make your numbers more persuasive?	<i>Data Visualization and Investor-Ready Dashboards</i>	<i>What should a killer MVP dashboard show?</i>	<i>Case Study, Workshop</i>	2
10	How can automation in Excel save time and reduce modelling errors?	<i>Advanced Functionalities + Closing Recap – macros, simulation, automation</i>	<i>How to automate your metrics to pitch with real-time confidence?</i>	<i>Workshop</i>	2

How do you raise and manage capital to maximize runway and investor trust?

Credits: 2 | Lecture Hours: 6 | Case Hours: 6 | Workshop Hours: 8

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why does finance for startups look different from big companies?	<i>The Mindset of Entrepreneurial Finance</i>	<i>Why are investor trust and runway your real oxygen tanks?</i>	<i>Narration, Discussion</i>	2
2	How do businesses estimate how much capital they really need?	<i>Startup Capital Needs & Costing</i>	<i>How do you back-calculate your build cost without burning out?</i>	<i>Lecture, Workshop</i>	2
3	What are the trade-offs between equity, debt, and bootstrapping?	<i>Sources of Capital – Equity, Debt, Bootstrapping</i>	<i>Bootstrap or pitch—what kind of capital fits your build right now?</i>	<i>Case Study, Debate</i>	2
4	How do you value a business with no revenue yet?	<i>Valuation for Early-Stage Startups</i>	<i>How do you sell your future when there's no traction yet?</i>	<i>Lecture, Case Study</i>	2
5	What are the hidden traps and levers in a term sheet?	<i>Term Sheets & Deal Structuring</i>	<i>How do you land your first cheque without losing your voice?</i>	<i>Case Study, Simulation</i>	2
6	Why is cash flow more important than profits early on?	<i>Budgeting, Burn, and Runway</i>	<i>How do you stretch your cash without stalling momentum?</i>	<i>Workshop</i>	2
7	How do you break your business into per-unit logic?	<i>Unit Economics & Financial Models</i>	<i>How do you prove your idea makes money—one user at a time?</i>	<i>Lecture, Workshop</i>	2
8	How do businesses prep for financial surprises?	<i>Managing Uncertainty & Buffers</i>	<i>How do you build a buffer without looking unprepared?</i>	<i>Workshop, Simulation</i>	2
9	What financials matter most to early investors?	<i>Investor Reporting & Financial Storytelling</i>	<i>How do you turn chaos into updates that build confidence?</i>	<i>Case Study, Workshop</i>	2
10	How does dilution affect founders over time?	<i>Cap Table Simulation & Fundraising Strategy</i>	<i>How much equity can you give now—and still lead later?</i>	<i>Simulation, Recap</i>	2

How to collect, analyse, and interpret customer insights?

Credits: 3 | Lecture Hours: 8 | Case Hours: 2 | Workshop Hours 20

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What should you understand before entering a market?	<i>Market Research as a Strategic Tool</i>	<i>How do you evaluate if a market is worth entering?</i>	<i>Lecture, Discussion</i>	2
2	How do you make research answer the right questions?	<i>Research Planning and Design</i>	<i>How to design research that finds real answers?</i>	<i>Workshop, Discussion</i>	2
3	Why raw talk beats perfect answers every time?	<i>Qualitative Research Foundations</i>	<i>How to turn user whispers into bold strategy bets?</i>	<i>Lecture, Discussion</i>	2
4	How to stop asking and start observing?	<i>Ethnography in Consumer Research</i>	<i>How can close observation reveal user needs?</i>	<i>Ethnography Workshop</i>	2
5	How to unlock what users feel but can't say?	<i>Projective Techniques</i>	<i>How to get users talking without knowing they are?</i>	<i>Lecture, Group Exercise</i>	2
6	What separates a smart survey from just a long one?	<i>Designing Effective Surveys</i>	<i>How do you craft surveys that deliver actionable insights?</i>	<i>Workshop, Group Design</i>	2
7	What to do when your data looks clean but isn't?	<i>Data Preparation and Exploration</i>	<i>How do you make sure your data is decision-ready?</i>	<i>Simulation, Data Cleaning, Discussion</i>	2
8	What are your users trying to tell you between the lines?	<i>Statistical Analysis: Chi-Square & Factor</i>	<i>How can you extract meaningful patterns from customer data?</i>	<i>Tool Demo, Case, Workshop</i>	2
9	How to group users who don't know they match?	<i>Cluster Analysis for Segmentation</i>	<i>How to group users in ways that actually help?</i>	<i>Tool Demo, Profiling Discussion</i>	2
10	How to read your product through customer eyes?	<i>Positioning with MDS</i>	<i>How to map product promises to user beliefs?</i>	<i>MDS Simulation, Group Exercise</i>	2
11	How to let research guide where and how you sell?	<i>Distribution Research Strategy</i>	<i>How to turn insight into a killer channel strategy?</i>	<i>Model Application Workshop</i>	2
12	How to price your offering?	<i>Conjoint Analysis for Pricing</i>	<i>How to slap a price that feels just right?</i>	<i>Simulation, Tool Demo</i>	2

13	How to know if your brand is making an impact?	<i>Brand Equity Measurement</i>	<i>How can research track and grow brand strength?</i>	<i>Lecture, Workshop</i>	2
14	How to find what clicks before you scale it?	<i>A/B Testing for Optimization</i>	<i>How do you validate what really works with your users?</i>	<i>Simulation, Analysis</i>	2
15	How to spot and serve your most valuable users?	<i>Customer Lifetime Value</i>	<i>How to turn CLV math into smart hustle moves?</i>	<i>CLV Workshop, Group Discussion</i>	2

How to design successful B2B marketing growth strategies?

Credits: 2 | Case Hours: 6 | Workshop/Simulation: 14 hours

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	What are the key differences between B2B services and product marketing?	<i>Intro to B2B Tech Marketing</i>	<i>How should an early-stage B2B startup craft its first GTM — product-first or service-first?</i>	<i>Case Analysis, Role Play</i>	2
2	How can B2B technology brands differentiate through positioning and thought leadership?	<i>B2B Brand Positioning & Thought Leadership</i>	<i>How can founders build a magnetic brand that speaks louder than ads?</i>	<i>Live project, Case Analysis</i>	2
3	What is the role of content marketing and SEO in the B2B tech buyer journey?	<i>Content Marketing & SEO</i>	<i>Can a startup use content to replace cold calls and still scale?</i>	<i>Tool Demo, Live Project</i>	2
4	How do B2B tech companies generate demand and manage leads effectively?	<i>Demand Generation & Lead Management</i>	<i>How can a lean B2B startup turn clicks into qualified leads without burning budget?</i>	<i>Tool-based Learning, Live Project</i>	2
5	What makes Account-Based Marketing (ABM) effective in enterprise B2B?	<i>Account-Based Marketing (ABM)</i>	<i>How can startups break into large accounts without a large team?</i>	<i>Interactive Case Analysis</i>	2
6	How do analyst and influencer relations impact B2B tech positioning?	<i>Analyst & Influencer Relations</i>	<i>How can small B2B brands punch above their weight with the right endorsements?</i>	<i>Live Project, Role Play</i>	2
7	What role does CRM play in customer success and retention for B2B tech?	<i>CRM & Retention Strategy</i>	<i>How can a startup use CRM to turn one-time users into long-term partners?</i>	<i>Tool Demo, Live Project</i>	2
8	How can B2B technology companies use data and analytics for decision-making?	<i>Metrics & Analytics</i>	<i>What's the one dashboard every B2B startup should live by?</i>	<i>Tool Demo, Live Project</i>	2
9	How can B2B marketers measure and optimize the ROI of their efforts?	<i>Attribution & ROI</i>	<i>How can you prove your B2B startup's GTM is working?</i>	<i>Live Project</i>	2
10	How are emerging trends shaping the future of B2B technology marketing?	<i>Capstone & Future Trends</i>	<i>Is your startup future-proof for where B2B marketing is heading?</i>	<i>Capstone Project, Guest Discussion</i>	2

How to create successful category strategies for digital marketplaces?

Credits: 2 | Lecture Hours: 4 | Case Hours: 4 | Workshop: 12

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Is e-commerce really a level playing field for all brands?	<i>Cracking E-Com Channels</i>	<i>How can a small seller play smart in a world built for giants?</i>	<i>Case Study, Seller vs Brand Strategy Mapping</i>	2
2	How can you create vs. compete in a category?	<i>Category Design vs. Category Capture</i>	<i>How can early-stage platforms shape a category instead of chasing one?</i>	<i>Case Study, Strategic Mapping</i>	2
3	How do brands build exclusive products with platforms?	<i>Launching Differentiated Portfolios</i>	<i>How should a startup pitch an exclusive drop that wins shelf space?</i>	<i>Simulation: Brand vs Platform Negotiation Drill</i>	2
4	How do brands keep products alive in a fast-churning market?	<i>Sustaining Product Momentum</i>	<i>What's your startup's playbook to extend product shelf life digitally?</i>	<i>Demo Workshop: Lifecycle Teardown</i>	2
5	How can supply strategy shape category dominance?	<i>Supply-Side Depth & Control</i>	<i>How can startups control quality and availability without owning supply?</i>	<i>Simulation, Role Play</i>	2
6	How do annual brand-platform conversations shape the year?	<i>Winning Annual Planning</i>	<i>How should a startup crack AOP to secure platform love and visibility?</i>	<i>Simulation: Comparative AOP Planning</i>	2
7	What KPIs drive healthy category growth?	<i>Category Metrics That Matter</i>	<i>How should startups track and tune category performance?</i>	<i>Lecture, Metric Redesign</i>	2
8	What makes category roles different from brand-side roles?	<i>E-Com Careers Demystified</i>	<i>If you're building in e-comm, what roles are worth chasing—or creating?</i>	<i>Lecture, Career Mapping</i>	2
9	How can you scale without killing user experience?	<i>Curation vs. Scale</i>	<i>How can startups balance curated quality with SKU expansion?</i>	<i>UX Mapping, Case Analysis</i>	2
10	How can you defend a category from new entrants?	<i>Building Category Moats</i>	<i>How can digital marketplaces build defensible advantages in categories?</i>	<i>Capstone Strategy Simulation</i>	2

How can businesses utilize limited resources optimally?

Credits: 2 | Discussion Hours: 4 | Case Hours: 12 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can a small firm use flexibility as a performance measure to gain a competitive advantage?	<i>Operations as a Source of Competitive Advantage</i>	<i>How can your startup use faster shipping or more SKUs as a flex advantage?</i>	<i>Lecture + Discussion</i>	2
2	How can a bottleneck affect the overall production cycle time and time-to-market in a firm?	<i>Process Analysis</i>	<i>How fast can you ship after a trending product goes viral?</i>	<i>Case Discussion</i>	2
3	At a manufacturing plant, how can line balancing and takt time optimization improve efficiency?	<i>Workload Balancing & Takt Time</i>	<i>How do you balance marketing, order fulfillment, and support alone?</i>	<i>Case Discussion</i>	2
4	How does yield loss impact efficiency in a high-volume, low-variety process?	<i>Process Yield Loss & Design Decisions</i>	<i>Should you create niche stores or one big store?</i>	<i>Case Discussion</i>	2
5	How can a service business analyze service performance using customer wait time and order accuracy as key metrics?	<i>Service Process Performance</i>	<i>How do shipping delays and refund issues reduce your brand equity?</i>	<i>Case Discussion</i>	2
6	How can a cloud kitchen manage capacity during unpredictable peak hours using basic queuing principles?	<i>Capacity Analysis & Queuing Under Uncertainty</i>	<i>Can your startup handle order surges after a viral reel—or will it choke?</i>	<i>Case Discussion</i>	2
7	How can a firm assess capacity and productivity to reduce costs while optimizing design rules for faster production?	<i>Capacity, Productivity & Design Rule Tradeoffs</i>	<i>What product page elements slow down buying—and which speed up conversion?</i>	<i>Case Discussion</i>	2

8	How can an online fashion retailer apply EOQ and the Newsvendor model to manage inventory for seasonal products with fluctuating demand?	<i>Inventory Management: EOQ & Newsvendor</i>	<i>What's your sweet spot when deciding how much trending stock to pre-list before a festivity?</i>	<i>Lecture + Inventory Demo</i>	2
9	How can a manufacturer use delayed differentiation to balance efficiency and responsiveness during high-demand periods?	<i>Responsive vs Efficient Supply Chains</i>	<i>Should you bulk import bestsellers or list locally fulfilled variants with longer lead times?</i>	<i>Lecture + Framework Discussion</i>	2
10	How to manage inventory fluctuations and reduce the bullwhip effect in a supply chain with multiple tiers?	<i>Simulation: Bullwhip Effect & Tiered Supply Chains</i>	<i>How do small product delays ripple into huge customer trust issues?</i>	<i>eBeer Simulation Debrief</i>	2

How to apply design thinking to turn insights into meaningful product prototypes?

Credits: 1 | Workshop/Simulation Hours: 10

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	How do you uncover what users really need—not just what they say?	<i>Empathize: The Real Problem</i>	<i>How can startups turn vague user stories into sharp, usable insights?</i>	<i>Empathy Mapping, Fieldwork Simulation</i>	2
2	How do you reframe a problem to unlock innovation?	<i>Define: Framing the Challenge</i>	<i>How can early teams reframe cluttered user pain into a winning opportunity?</i>	<i>Problem Reframing Workshop</i>	2
3	How do you move beyond obvious solutions?	<i>Ideate: Diverge Before You Converge</i>	<i>How can product teams unlock creative concepts that still meet business goals?</i>	<i>Brainstorming Lab, Idea Selection</i>	2
4	How do you test ideas without code?	<i>Prototype: From Insight to Interface</i>	<i>How can startups build lean, testable prototypes that validate fast?</i>	<i>Rapid Prototyping Studio (Paper/Figma)</i>	2
5	How do you learn fast without overbuilding?	<i>Test: Feedback to Iterate</i>	<i>How can early product teams use user testing to avoid blind spots?</i>	<i>Live Feedback Simulation + Iteration</i>	2

How to track customer love, not just revenue?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can you measure product success?	<i>Introduction to Product Analytics</i>	<i>How do you know if your MVP is actually loved or just used?</i>	<i>Lecture, Case discussion</i>	2
2	How do you find the one metric which is enough?	<i>Key Metrics & Growth KPIs</i>	<i>What's the one metric your MVP can't afford to ignore?</i>	<i>Lecture, Group activity</i>	2
3	Can you spot user drop-off before it happens?	<i>User Journey & Behaviour Analysis</i>	<i>Which click shows they're hooked—and which shows they're gone?</i>	<i>Workshop (Mixpanel/GA), Case walkthrough</i>	2
4	How do you read the signs when a user's about to walk away?	<i>Churn Prediction & Retention</i>	<i>What retention signal tells you your MVP is working?</i>	<i>Case study, Tool demo</i>	2
5	What does the user think about your product?	<i>Data Collection & Visualization</i>	<i>Can your MVP's dashboard tell a story investors believe in?</i>	<i>Workshop: Dashboard building, peer review</i>	2
6	Can data settle product debates better than opinions?	<i>Introduction to A/B Testing</i>	<i>What's the scrappiest A/B test you can run to test a bold idea?</i>	<i>Lecture, Tool demo (Google Optimize)</i>	2
7	When should you kill a feature?	<i>Conducting and Analyzing A/B Tests</i>	<i>When do test results say "pivot fast" instead of "wait it out"?</i>	<i>Case discussion + simulation</i>	2
8	Why do most A/B tests give you the wrong answers?	<i>Advanced A/B Testing Techniques</i>	<i>How do you keep iterating on MVP features without burning users?</i>	<i>Lecture, Group critique session</i>	2
9	How do tiny pricing tweaks lead to massive revenue shifts?	<i>Analytics for Pricing & Monetisation</i>	<i>What signals suggest your MVP is underpriced—or overpriced?</i>	<i>Case study, Revenue dashboard workshop</i>	2
10	What does real product insight look like when stitched together?	<i>WAR ROOM: Analytics in Action</i>	<i>N/A</i>	<i>Mini-projects, retrospectives, dashboard demo</i>	2

How to read and write code using AI?

Credits: 2 | Lecture Hours: 6 | Case Hours: 4 | Workshop Hours: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can AI help you write your code?	<i>Getting Started with Python & AI</i>	<i>Can you ship your first line of AI-assisted code before your second coffee?</i>	<i>Lecture + Hands-on</i>	2
2	What are the building blocks of Python?	<i>Python Syntax & Object Basics</i>	<i>Can you master the ABCs of Python before your MVP hits version 0.2?</i>	<i>Lecture + Hands-on</i>	2
3	How do you teach Python to read your data?	<i>Working with Files & DataFrames</i>	<i>How can you pull and clean your MVP's usage data using Python?</i>	<i>Workshop + Case</i>	2
4	How messy is your data—and can Python clean it?	<i>Data Cleaning Essentials</i>	<i>How can you clean raw user or form data from your MVP?</i>	<i>Case + Coding Lab</i>	2
5	How to find stories hidden in your rows?	<i>Transforming & Calculating New Data</i>	<i>What early metrics can you calculate from your MVP database?</i>	<i>Lecture + Hands-on</i>	2
6	How do you stitch together insights across different data sources?	<i>Data Merging and Reshaping</i>	<i>How can you combine product usage logs with user feedback data for better decision-making?</i>	<i>Workshop</i>	2
7	What does your data say—before you even ask it a question?	<i>Exploratory Data Analysis (EDA)</i>	<i>How can an EDA session help you debug your MVP's unexpected user behavior?</i>	<i>Hands-on Lab</i>	2
8	Can a graph save you a 30-slide presentation?	<i>Plotting with Matplotlib</i>	<i>Which chart helps your team focus on what really matters?</i>	<i>Lecture + Visual Demo</i>	2
9	How can AI make you a better coder?	<i>Coding with AI: Workflow Tips</i>	<i>What's the smartest way to co-pilot your MVP build with AI—without losing control?</i>	<i>Demo + AI Prompting Practice</i>	2
10	How can AI help you go from raw CSV to business insight in one session?	<i>Final Studio: Automate a Business Insight</i>	<i>How can you automate insights without needing a data science team?</i>	<i>Project-Based Studio</i>	2

How to simplify workflows and accelerate growth using AI?

Credits:1 | Total Hours: 10 | Workshop Hours: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What makes an AI-generated pitch more compelling than a human one?	<i>Storytelling & Pitching: Gamma.ai, Tome, Canva, Narrative Structuring</i>	<i>Can Gamma and GPT craft a deck that explains your product and excites an investor?</i>	<i>Demo Workshop</i>	2
2	How can you build a custom, memory-capable assistant without code?	<i>Knowledge-Based Bots: LangChain, Vector DBs, Make.com</i>	<i>Could you build a bot that knows your whole product catalog and onboard deck—instantly?</i>	<i>Workshop, Tool Integration</i>	2
3	What makes an AI agent smarter than a chatbot?	<i>Agents & Automation: Multi-Agent Planning, Memory, Feedback Loops</i>	<i>Can a combo of GPT, Claude, and Bard run research, outreach, and reporting as a self-updating pod?</i>	<i>Workflow Simulation</i>	2
4	What are the ethical trade-offs when AI builds, talks, and closes deals?	<i>Ethics, Guardrails & Final Studio</i>	<i>Can your final AI workflow scale without breaking your brand's trust or transparency?</i>	<i>Final Studio, Peer Review</i>	2

How do you influence, align, and close high-stakes deals?

Credits: 1 | Simulations: 4 hours | Cases: 4 hours | Role Plays: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Can you create value for both sides without giving up leverage?	<i>Integrative Negotiations</i>	<i>How can a founder negotiate a funding deal that grows the pie—without losing the steering wheel?</i>	<i>Group Exercises, Discussion</i>	2
2	How do you uncover what the other party really wants—even when they won't say it?	<i>Uncovering Positions (Not Just Interests)</i>	<i>How can you decode what an investor really wants—beyond the term sheet?</i>	<i>Group Exercises, Discussion</i>	2
3	What tactics help turn adversaries into collaborators at the table?	<i>Relationship Repair & Coalition Building</i>	<i>How do you win over skeptical investors, hesitant co-founders, or tough channel partners—and keep them in your corner?</i>	<i>Discussion, Role Play</i>	2
4	How do emotions, power, and culture shape negotiation dynamics?	<i>Contextual Awareness in Negotiations</i>	<i>How can you manage power imbalances and read the room when negotiating across borders or hierarchies?</i>	<i>Short Cases, Discussion</i>	2
5	When should you walk away—and how do you know it's not too early?	<i>BATNA & the Threshold for Exit</i>	<i>When should you walk away from a powerful investor or partner—and how do you make peace with that call?</i>	<i>Group Exercises, Discussion</i>	2

How to ace interviews?

Credits: 1 | Lecture Hours: 8 | Workshop Hours: 8

	Micro Question	Theme	Out-class	Pedagogy	Hours
1	Tell me about yourself.	<i>Introduction Framework</i>	<i>Can you walk me through your CV in a way that connects the dots and stands out?</i>	<i>Lecture + Role Play</i>	2
2	What are your most significant accomplishments from your past experiences?	<i>STAR Framework</i>	<i>What past experiences show you took charge, solved a challenge, or made something better?</i>	<i>Lecture + Exercise / Workshop</i>	2
3	What are your key strengths? Where do you see yourself 3/5/10 years from now?	<i>Questions About Yourself</i>	<i>What are you naturally great at—and how does that connect to where you're headed?</i>	<i>Lecture + Exercise / Workshop</i>	2
4	Why do you want to work for this company? Can you briefly explain what they do?	<i>Questions About the Company</i>	<i>Why does this company excite you—and do you really get what they're building?</i>	<i>Assignment-Based Discussion</i>	2
5	What skills from the JD make you a strong candidate for this role? Can you give examples that prove it?	<i>Research-Based Questions</i>	<i>How do your past wins match what this role demands—and how can you prove it clearly?</i>	<i>Lecture + Exercise / Workshop</i>	2
6	Why Masters' Union?	<i>Additional Questions</i>	<i>Why did you choose MU over other B-schools—and how has that decision shaped you?</i>	<i>Group Discussion</i>	2
7	How does your body language and tone impact your interview presence?	<i>Body Language & Voice Modulation</i>	<i>How do you physically project confidence and authenticity when answering questions?</i>	<i>Demonstration-Based Activity</i>	2
8	Why do you think you're a great fit for this job/role/company?	<i>JDBI (Job Description Based Interviews)</i>	<i>Based on the job description—can you pitch yourself as the candidate they've been waiting for?</i>	<i>Workshop / Activity</i>	2

How to crack a Marketing role and make a mark?

Credits: 1 | Discussion Hours: 24

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What are the key marketing career paths and how can you prepare for each?	<i>Introduction to Marketing Roles & Interview Prep</i>	<i>How would you compare Brand, Digital, and Growth roles—and prep differently for each?</i>	<i>PPT + Classroom Discussion</i>	2
2	How do you design a full-funnel marketing plan for a growing brand?	<i>Performance Marketing & AOP Planning</i>	<i>How would you budget across channels, pick ambassadors, and plan a viral launch?</i>	<i>PPT + Classroom Discussion</i>	2
3	How can SEO, SEM, and marketplaces be used to drive growth at scale?	<i>Acquiring Customers on a Budget – Nykaa</i>	<i>How would you acquire customers on a tight budget?</i>	<i>PPT + Classroom Discussion</i>	2
4	How can content and partnerships fuel B2B growth?	<i>Building the Engine – Plum (B2B)</i>	<i>How would you build a content-led growth engine for a B2B startup?</i>	<i>PPT + Classroom Discussion</i>	2
5	How do you use GTM frameworks and consumer insights to grow niche categories?	<i>Growing Categories – ShareChat</i>	<i>How would you grow a new content category on ShareChat—start to scale?</i>	<i>PPT + Classroom Discussion</i>	2
6	How to differentiate between acquisition and retention challenges?	<i>Product Growth – Zomato</i>	<i>How would you use cohorts to improve LTV for a new vertical?</i>	<i>PPT + Classroom Discussion</i>	2
7	How do segmentation and JTBD frameworks unlock new product innovation?	<i>Brand Building – Tata Sampann</i>	<i>What 5 innovations would you pitch for your favorite brand—and why now?</i>	<i>PPT + Classroom Discussion</i>	2
8	How do archetypes and brand storytelling shape long-term positioning?	<i>Brand Strategy – Archetypes</i>	<i>How would you reposition a legacy brand to stay relevant today?</i>	<i>PPT + Classroom Discussion</i>	2

9	How do campaigns evolve while staying true to core brand identity?	<i>Brand Communication – Titan Raga</i>	<i>How do you decode brand messaging that drives recall and stickiness?</i>	<i>PPT + Classroom Discussion</i>	2
10	How do product marketing managers avoid the ‘build trap’?	<i>Product Marketing – Fastrack (Part 1)</i>	<i>What makes a product launch successful and how to track post-launch?</i>	<i>PPT + Classroom Discussion</i>	2
11	How do you define and evolve a brand’s value proposition?	<i>Product Marketing – Fastrack (Part 2)</i>	<i>How would you reposition Fastrack to resonate with Gen Z?</i>	<i>PPT + Classroom Discussion</i>	2
12	Is offline marketing still relevant in a digital-first world?	<i>Offline Marketing in a Digital Era</i>	<i>How would you design a memorable offline campaign for Spotify?</i>	<i>PPT + Classroom Discussion</i>	2

How to crack a Data Analytics role and make a mark?

Credits: 1 | Discussion Hours: 21 | Practice/Exercise Hours: 03

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do data analysts create business impact using A/B testing, statistical analysis, and structured problem-solving?	<i>Introduction to Data Analytics in the Industry</i>	<i>How can you prep for analytics interviews by mastering frameworks, metrics, and tool fluency across real-world use cases?</i>	<i>Classroom Discussion</i>	2
2	How do you use SQL and EDA to explore datasets and derive actionable business insights?	<i>Dataset Analysis & Reporting (SQL) - Part 1</i>	<i>How can you ace SQL-based interviews by writing sharp queries, spotting patterns, and turning tables into insights?</i>	<i>Discussion + Exercise + Practice</i>	2
3	How do you use SQL and EDA to explore datasets and derive actionable business insights?	<i>Dataset Analysis & Reporting (SQL) - Part 2</i>	<i>How can you ace SQL-based interviews by writing sharp queries, spotting patterns, and turning tables into insights?</i>	<i>Discussion + Exercise + Practice</i>	2
4	How do you uncover trends, patterns, and insights using visualization and storytelling in EDA?	<i>Advanced EDA and Data Analysis Steps</i>	<i>How can you practice full-stack EDA—from data cleaning to visual storytelling—for case-based roles?</i>	<i>Interactive Discussion</i>	2
5	How do you use SEMrush to drive SEO, competitor benchmarking, and traffic insights?	<i>Using SEMrush for Keyword & Competitor Analysis</i>	<i>How can you prep for digital roles by building keyword maps, decoding rivals, and generating SEO reports?</i>	<i>PPT + Classroom Discussion</i>	2
6	How can AI tools help shape your product strategy through data-driven research?	<i>Product & Market Research Using AI Tools</i>	<i>How can you prep for PM or strategy interviews by using AI to identify market gaps?</i>	<i>Classroom Discussion</i>	2
7	How do you use AI tools for forecasting and driving future-ready decisions?	<i>Predictive Analytics & Forecasting with AI</i>	<i>How can you impress recruiters by showing how you used AI to make data-backed future predictions?</i>	<i>Classroom Discussion + Practice</i>	2

8	How do you design and interpret A/B tests using core statistical logic?	<i>A/B Testing & Business Statistics</i>	<i>How can you walk into any interview and break down an A/B test like a pro—from hypothesis to insights?</i>	<i>Moderated Discussion</i>	2
9	How do recommender systems power digital platforms and drive engagement?	<i>Recommender Systems & Search Engine Analytics</i>	<i>How can you prep for PM roles by understanding search logic boost traffic and conversion?</i>	<i>Classroom Discussion</i>	2
10	How do you showcase your analytics skills and projects on a resume that gets shortlisted?	<i>Resume Building for Data & Analytics Roles</i>	<i>How can you create a resume that highlights tools, impact, and storytelling for analytics recruiters and ATS bots?</i>	<i>Classroom Discussion</i>	2
11	How do GPTs and LLMs enhance workflows in marketing, research, and automation?	<i>Custom GPTs for Marketing & Advanced Analytics</i>	<i>How can you prep for AI product roles by explaining how GPTs help automate, generate, and analyze—step by step?</i>	<i>Classroom Discussion</i>	2
12	How do diffusion models generate images and videos from text prompts?	<i>Diffusion Models for Content Creation</i>	<i>How can you break down how DALL-E or Midjourney works—and explain its power in brand, content, or growth strategy roles?</i>	<i>Classroom Discussion</i>	2

Term 4 | Macro Questions

Total Credits: 22 | Core Credits: 0 | Elective Credits: 22

<i>Concentration</i>	Macro Question	Type	Credits	Page No
<i>Management & Strategy</i>	How can my business expand and successfully tap into new markets?	Elective	1	94
<i>Management & Strategy</i>	How to hack the human brain and decode decisions with behavioral economics?	Elective	1	95
<i>Management & Strategy</i>	How does aligning people and strategy drive early startup performance?	Elective	2	96
<i>Management & Strategy</i>	How do you lead projects that don't fall apart - and people who don't burn out?	Elective	2	97
<i>Finance & FinTech</i>	How do firms structure complex financial instruments and deals?	Elective	2	98
<i>Finance & FinTech</i>	How to build transformative business models using emerging technologies for traditional industries?	Elective	2	99
<i>Finance & FinTech</i>	How do you justify your valuation when you're pre-revenue and pre-product?	Elective	2	100
<i>Finance & FinTech</i>	How do you allocate resources across competing opportunities to maximize returns?	Elective	2	101
<i>Sales & Marketing</i>	How to build brands that drive loyalty?	Elective	2	102
<i>Sales & Marketing</i>	How do I close early customers and build a sales engine from scratch?	Elective	2	103
<i>Data, Product and Tech</i>	How can I design a product that forms habits and keeps users coming back?	Elective	2	104
<i>Leadership Lab</i>	How do I make better team and hiring choices under pressure?	Elective	1	105
<i>Liberal Arts</i>	How to craft gender-inclusive strategies that foster innovation and growth?	Elective	1	106

How can my business expand and successfully tap into new markets?

Credits: 1 | Lecture Hours: 4 hours | Case Discussion Hours: 6 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why do firms exist? How can growth strategy decisions regarding entry into new businesses be assessed using the better-off and ownership tests?	<i>Introduction to Corporate Strategy</i>	<i>How can a startup use the “better-off” and “ownership” tests to decide whether to enter a new business or market?</i>	<i>Lecture, framework analysis, case study</i>	2
2	What makes Disney’s story a magical success? How has the company maintained its position as the entertainment king for decades?	<i>Horizontal Diversification</i>	<i>How can a startup successfully diversify its product or service portfolio?</i>	<i>Lecture, framework analysis, case study</i>	2
3	Should Disney acquire Pixar, or is it better to keep them separate? How can Disney leverage Pixar’s strengths while maintaining its own?	<i>Vertical Integration</i>	<i>How can a startup assess whether to build key inputs versus partnering with external providers?</i>	<i>Lecture, framework analysis, case study</i>	2
4	In an industry where many struggle, how has Emirates Airline achieved remarkable growth and profitability? What role does Dubai play in this success?	<i>Global Strategy</i>	<i>How can a startup craft a global strategy that leverages its home-market strengths?</i>	<i>Lecture, framework analysis, case study</i>	2
5	How did Ratan Tata navigate the complexities of leading the Tata Group? What challenges did he face, and how did his strategies impact the conglomerate's success?	<i>Business Groups</i>	<i>How can a founder think like a business group CEO without losing focus on the core?</i>	<i>Lecture, framework analysis, case study</i>	2

How to hack the human brain and decode decisions with behavioural economics?

Credits: 1 | Lecture Hours: 6 | Case Hours: 2 | Workshop Hours: 2

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	How to identify common cognitive biases influencing consumer choices?	<i>Cognitive Biases</i>	<i>How can your product avoid triggering friction from consumer mental shortcuts?</i>	<i>Lecture, Framework Mapping</i>	2
2	How to recognize when biases like anchoring or availability heuristic skew decisions?	<i>Anchoring & Heuristics</i>	<i>How do startup pricing pages use anchoring to boost conversions?</i>	<i>Case Study, Pricing Page Analysis</i>	2
3	How to understand the role of loss aversion in consumer purchasing habits?	<i>Loss Aversion</i>	<i>How do limited-time offers and free trials play on people's fear of missing out?</i>	<i>Simulation, Behavioral Deconstruction</i>	2
4	How to evaluate how the framing effect shapes consumer perceptions?	<i>Framing Effect</i>	<i>How should you pitch the same benefit differently to different customer segments?</i>	<i>Case Study, Messaging Workshop</i>	2
5	How to design marketing strategies that leverage cognitive biases?	<i>Applied Behavioral Design in Marketing</i>	<i>How can a startup bake behavioral nudges into its onboarding and product flows?</i>	<i>Workshop, Behavioral Design Sprint</i>	2

How does aligning people and strategy drive early startup performance?

Credits: 2 | Case Study: 12 | Theory/Simulation: 8 Hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why is SHRM the first lever for performance, not an afterthought?	<i>Intro to SHRM & Business Alignment</i>	<i>How do you align your first 10 hires with the long game—not just short-term chaos?</i>	<i>Theory, Banking Case Discussion</i>	2
2	How does HR strategy shift across industries?	<i>SHRM Across Sectors</i>	<i>What can fintech, healthcare, and startups learn from each other's people playbooks?</i>	<i>Simulation, Industry Mapping</i>	2
3	How does workforce planning shape long-term capability?	<i>Workforce Planning & Strategic Hiring</i>	<i>How do you build a hiring roadmap when roles are evolving monthly?</i>	<i>Workshop, Scenario Simulation</i>	2
4	How does talent strategy fuel growth?	<i>Career Pathing & Role Design</i>	<i>How do you build career paths when no one's staying 5 years—and roles change yearly?</i>	<i>Theory, Case Study</i>	2
5	How do high-growth orgs measure performance beyond KPIs?	<i>Performance Management Systems</i>	<i>How do you manage output without building a culture of surveillance?</i>	<i>Concept Application, Case Analysis</i>	2
6	How do you reward performance strategically?	<i>Compensation & Pay-for-Performance</i>	<i>Should startup comp prioritize hunger, loyalty, or leverage in the next fundraise?</i>	<i>Pharma Case Study, Framework Session</i>	2
7	How should structure evolve with strategy?	<i>Org Design & Change Management</i>	<i>How do you restructure without mass churn or morale dips?</i>	<i>Theory, Case Workshop</i>	2
8	How does FoW reshape HR strategy and culture design?	<i>Future of Work & EVP</i>	<i>How do you offer flexibility, purpose, and growth in one lean startup bundle?</i>	<i>Debate, Design Simulation</i>	2
9	How do HR choices affect costs, margins, and scalability?	<i>Economics of HR</i>	<i>How do you justify people costs to a skeptical founder or CFO?</i>	<i>Case Study, Cost Simulation</i>	2
10	How do you turn theory into an HR strategy that scales?	<i>Capstone: SHRM Strategy Lab</i>	<i>Can you pitch a people plan that aligns with business goals and investor asks?</i>	<i>Strategy Simulation + Capstone</i>	2

How do you lead projects that don't fall apart - and people who don't burn out?

Credits: 2 | Lecture Hours: 6 | Case Hours: 6 | Workshop/Simulation: 12

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why do some projects stall while others succeed?	<i>Fundamentals of Project Management</i>	<i>How do you turn chaos into clarity during your first product sprint?</i>	<i>Lecture, Case Discussion, Role Play</i>	2
2	How does structure boost messy execution?	<i>Planning, WBS & Gantt Charts</i>	<i>How do you break down your startup idea into tasks that actually ship?</i>	<i>Simulation (HBR PM Simulator), Workshop</i>	2
3	How can you stop failure before it starts?	<i>Risk & Quality Management</i>	<i>What could kill your launch—and how do you fix it?</i>	<i>Case Study (Hydro One), Risk Exercise</i>	2
4	What's the secret to managing without micromanaging?	<i>Stakeholder Communication & Tools</i>	<i>How do you keep stakeholders aligned—without burning out?</i>	<i>Lecture, Communication Planning Exercise</i>	2
5	What does “done” look like in great project execution?	<i>Execution & Closure</i>	<i>How do you define success when deadlines are slipping?</i>	<i>Case Discussion (HP), Execution Simulation</i>	2
6	How do agile methods help manage uncertainty?	<i>Agile, Scrum & Lean</i>	<i>Should your startup sprint, scrum, or just ship?</i>	<i>Lecture, Agile Simulation</i>	2
7	How do you manage scope with limited time and cash?	<i>Budgeting, Resources & Constraints</i>	<i>How to ship version 1.0 when your team and wallet are both stretched?</i>	<i>Workshop, Startup Budgeting Game</i>	2
8	How do you track real progress—not just task completion?	<i>Project Monitoring & KPIs</i>	<i>What metrics actually show your team is building what matters?</i>	<i>Metric Mapping, Dashboard Walkthrough</i>	2
9	What happens when timelines slip or teams disagree?	<i>Managing Conflict & Delays</i>	<i>How do you fix team tension or scope creep before it tanks your build?</i>	<i>Role Play, Post-Mortem Simulation</i>	2
10	How do great teams close projects and carry lessons forward?	<i>Final Capstone & Post-Mortem</i>	<i>Can you pitch your build story with clarity?</i>	<i>Capstone Presentation</i>	2

How do firms structure complex financial instruments and deals?

Term 4 | Credits: 2 | Total Hours: 20 | Lecture Hours: 6 | Case Hours: 6 | Workshop Hours: 8

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why do investors see the same business differently?	<i>Valuation Basics & Context</i>	<i>How do you justify value when your metrics are still shaky?</i>	<i>Narration, Lecture</i>	2
2	What makes a valuation framework solid?	<i>Valuation Methods: DCF, Multiples, SOTP</i>	<i>Which method tells the best story for your early traction?</i>	<i>Workshop, Case Study</i>	2
3	How do you project when the future is fuzzy?	<i>Forecasting Cash Flows & Terminal Value</i>	<i>How do you model cash flows with a moving GTM funnel?</i>	<i>Lecture, Workshop</i>	2
4	Why does a small rate tweak change everything?	<i>Discount Rates & Sensitivity</i>	<i>How can you show GTM risk and upside with discount rates?</i>	<i>Simulation, Framework</i>	2
5	Why is terminal value so debated in DCFs?	<i>Terminal Value Pitfalls</i>	<i>How do you avoid fairy-tale endings in your DCF?</i>	<i>Case Study, Debate</i>	2
6	How do you pick the right comps?	<i>Multiples & Peer Comparisons</i>	<i>What traction metrics back your multiples-based pitch?</i>	<i>Lecture, Case Analysis</i>	2
7	How do deal terms impact valuation?	<i>Term Sheets & Private Company Dynamics</i>	<i>What cap table traps should early founders avoid?</i>	<i>Case Study, Simulation</i>	2
8	How do you price synergies in a deal?	<i>M&A Valuation & Deal Structures</i>	<i>How do you value your GTM wedge in a buyout conversation?</i>	<i>Case, Simulation</i>	2
9	How do you value what doesn't fit the mold?	<i>Valuing the Unconventional</i>	<i>How do you price a moonshot when comps don't exist?</i>	<i>Workshop, Discussion</i>	2
10	What makes a valuation legally sound?	<i>Regulatory Valuation & Compliance</i>	<i>What docs do you need for ESOPs, fundraising, or going global?</i>	<i>Lecture, Compliance Simulation</i>	2

How to build transformative business models using emerging technologies?

Credits: 2 | Lecture Hours: 4 | Case Hours: 8 | Workshop Hours: 8

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What is blockchain?	<i>Blockchain Foundations & Decentralized Finance</i>	<i>How can blockchain give emerging markets and startups an edge in building trustless infra?</i>	<i>Theory, Case Debate</i>	2
2	Can blockchain fix what's broken in global finance?	<i>Disrupting Financial Systems</i>	<i>Which industries beyond finance are ripe for token-based disruption—and why?</i>	<i>Case Study, Lecture</i>	2
3	What drives adoption in token ecosystems?	<i>Token Design & Incentive Economics</i>	<i>How do you build a token model that fuels real usage, not just hype?</i>	<i>Workshop, Ecosystem Design Lab</i>	2
4	How will CBDCs and digital dollars reshape cross-border payments?	<i>CBDCs, Stablecoins & Digital Rails</i>	<i>How can tokenizing fiat streamline startup settlements, custody, and compliance?</i>	<i>Theory, Case Simulation</i>	2
5	Are we heading toward a tokenized economy?	<i>Tokenization, Web3, and Participative Economics</i>	<i>Can NFTs, data tokens, and participative governance unlock new value in old industries?</i>	<i>Debate, Token Economy Canvas</i>	2
6	How do Layer 1s and enterprise chains power new business models?	<i>Blockchain for Business Infrastructure</i>	<i>What's the best blockchain stack for your legacy-sector startup idea?</i>	<i>Infrastructure Mapping, Protocol Case</i>	2
7	What slows down blockchain adoption in enterprises?	<i>Risk, Scale & Adoption Barriers</i>	<i>What regulatory or legacy hurdles will kill your pilot—and how do you get around them?</i>	<i>Workshop, Adoption Planning</i>	2
8	What is "governance" decentralized ecosystems?	<i>Governance, Decentralization & Trade-offs</i>	<i>Should your product lean into decentralization—or stay centralized for speed and control?</i>	<i>Simulation, Governance Design Game</i>	2
9	Can blockchain stay open and still be compliant?	<i>Regulation, Crime & Compliance</i>	<i>How do you build regulatory trust without killing the soul of your blockchain startup?</i>	<i>Case Study, Global Regulation Debate</i>	2
10	How do you turn token economics and tech stacks into real value?	<i>Capstone: Business Model Lab</i>	<i>Can your team pitch a Web3 model that makes sense for a real-world problem?</i>	<i>Capstone Simulation + Demo Pitch</i>	2

How do you justify your valuation when you are pre-revenue and pre-product?

Credits: 2 | Lecture Hours 8 | Case Hours 8 | Workshop Hours 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why did Gurley and Damodaran see Uber so differently?	<i>Valuation Myths & Narratives</i>	<i>How do you pitch big without sounding like a TED Talk?</i>	<i>Narration / Podcast</i>	2
2	When do different valuation methods make sense?	<i>Valuation Frameworks</i>	<i>Which method makes your GTM look like durable value?</i>	<i>Case-Based</i>	2
3	How do VCs model value without revenue?	<i>DCF – Forecasting Value</i>	<i>Can waitlists or LTV justify a real DCF?</i>	<i>Workshop</i>	2
4	Why did WeWork invent “community-adjusted EBITDA”?	<i>DCF – Discount Rates & Adjustments</i>	<i>How do you frame burn as investment, not waste?</i>	<i>Case + Lecture</i>	2
5	How reliable is DCF when forecasting gets fuzzy?	<i>DCF – Terminal Value Challenges</i>	<i>Are your GTM scaling assumptions believable—or breakable?</i>	<i>Simulation</i>	2
6	Should you buy Swiggy just because it’s cheaper than Zomato?	<i>Multiples & Benchmarking</i>	<i>What traction metric earns you a premium multiple?</i>	<i>Case Study</i>	2
7	What’s the real difference between pre and post money?	<i>Private Valuation & Cap Table Mechanics</i>	<i>Is your cap table GTM-ready—or a dilution time bomb?</i>	<i>Workshop</i>	2
8	Does value change for acquirers vs investors?	<i>M&A & Strategic Value</i>	<i>Are you selling a product—or a GTM shortcut to your users?</i>	<i>Case + Discussion</i>	2
9	How do you value hype, IP, or a sinking ship?	<i>Moonshots, Decline & Narrative Risk</i>	<i>Is your valuation story built on logic—or vibes?</i>	<i>Lecture + Debate</i>	2
10	What makes a valuation legally clean and defensible?	<i>Legal & Compliance Foundations</i>	<i>What documents make your valuation pitch diligence-ready?</i>	<i>Lecture</i>	2

How to allocate resources across competing opportunities to maximize returns?

Credits: 2 | Case Hours: 6 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Risk or return—what really drives investing?	<i>Foundations of Investing</i>	<i>How do you split cash between survival and runway without stalling?</i>	<i>Lecture, Case</i>	2
2	How do you decode real vs nominal returns?	<i>Risk, Return & Reality</i>	<i>When growth is uncertain, how do you manage burn vs GTM speed?</i>	<i>Lecture, Workshop</i>	2
3	How does diversification lower portfolio risk?	<i>Modern Portfolio Theory</i>	<i>Should you spread your GTM bets—features, funnels, or geos?</i>	<i>Lecture, Workshop</i>	2
4	What does the Security Market Line reveal?	<i>CAPM & Cost of Equity</i>	<i>What's your startup's "beta"—and how does it affect your funding cost?</i>	<i>Lecture</i>	2
5	Can simulations uncover hidden portfolio risks?	<i>Scenario Testing & Simulations</i>	<i>Can your GTM plan hold up across best, worst, and wild-case models?</i>	<i>Workshop</i>	2
6	When does active beat passive?	<i>Active vs Passive Investing</i>	<i>When do you double down on GTM levers—and when do you switch lanes?</i>	<i>Lecture, Case</i>	2
7	What are the limits of going global with mutual funds?	<i>Mutual Funds & Global Exposure</i>	<i>Going global? How do you manage FX, capital flows, and global signals?</i>	<i>Lecture</i>	2
8	How do alternatives stack up on risk and return?	<i>Alternative Investments</i>	<i>Should you raise from angels, VCs, or alt-finance—and why does it matter?</i>	<i>Lecture, Case</i>	2
9	How do you assess portfolio performance under stress?	<i>Measuring Performance & Managing Crises</i>	<i>Can you benchmark your GTM before investors do it for you?</i>	<i>Case, Workshop</i>	2
10	How do emotions distort smart investing?	<i>Behavioral Finance & Market Biases</i>	<i>How does founder bias quietly sabotage your GTM strategy?</i>	<i>Lecture</i>	2

How to build brands that drive loyalty?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What makes brands timeless?	<i>Brand Management Framework</i>	<i>How can a startup build a brand that stands the test of time?</i>	<i>Lecture, Framework Analysis</i>	2
2	How do brands earn deep loyalty?	<i>CBBE / Brand Resonance Model</i>	<i>How can a startup create meaningful user connection?</i>	<i>Case study, Brand Equity Mapping</i>	2
3	What creates a distinct brand personality?	<i>Brand Identity & Brand Personality</i>	<i>How can a startup shape a bold and consistent identity?</i>	<i>Case Study, Lecture</i>	2
4	How is brand value measured and managed?	<i>Brand Asset Valuation & Brand Audit</i>	<i>How can a startup evaluate and grow its brand value?</i>	<i>Lecture, Framework Analysis</i>	2
5	How do brands stay relevant at scale?	<i>Brand Tracking & Managing Brands over Time and Geography</i>	<i>How can a startup track its brand across geographies?</i>	<i>Lecture, Tools Demo</i>	2
6	Why do purpose-driven brands connect better?	<i>Brand Purpose & Brand Story</i>	<i>How can a startup build brand stories that resonate?</i>	<i>Workshop: Crafting a brand story</i>	2
7	How can brands maintain consistency while scaling?	<i>Designing Brand Guidelines</i>	<i>How can a startup design brand guidelines that grow with it?</i>	<i>Workshop: Brand book design</i>	2
8	What makes tone and visuals click with users?	<i>Brand Tone & Voice, Visual Identity</i>	<i>How can a startup develop a voice and look that stands out?</i>	<i>Workshop</i>	2
9	How do brands reinvent without losing their soul?	<i>Rebranding</i>	<i>How can a startup reposition itself for a new audience?</i>	<i>Lecture, Case Study</i>	2
10	How do challengers break through market noise?	<i>Offensive, Challenger & Defensive Brand Strategies</i>	<i>How can a startup disrupt using bold brand plays?</i>	<i>Lecture</i>	2

How do I close early customers and build a sales engine from scratch?

Credits: 2 | Lecture Hours: 6 | Case Hours: 4 | Workshop Hours 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do I sell without sounding salesy?	<i>Sales Mindset</i>	<i>How can a founder sell confidently without formal sales training?</i>	<i>Lecture + Simulation (Buying signals, Sales funnel)</i>	2
2	How do I generate high-quality leads?	<i>Prospecting I</i>	<i>How do I find my first 100 leads on a budget?</i>	<i>Lecture + Case-based Tool Demo</i>	2
3	How do I reach out to leads effectively?	<i>Prospecting II</i>	<i>How can I cold email without getting ghosted?</i>	<i>Role-play + Email Writing Workshop</i>	2
4	How do I understand what buyers really want?	<i>Discovery</i>	<i>How do I uncover buyer pain points like a pro?</i>	<i>Simulation + Mock Discovery Calls</i>	2
5	How do I pitch to convert, not confuse?	<i>Pitching</i>	<i>How can I explain a complex startup idea simply?</i>	<i>Workshop + Storytelling Simulation</i>	2
6	How do I turn 'No' into 'Tell me more'?	<i>Objection Handling</i>	<i>What's the best way to tackle price objections early on?</i>	<i>Lecture + Objection Battle Role-play</i>	2
7	How do I close the deal without losing margin?	<i>Negotiation</i>	<i>How do I negotiate with a large client as a small startup?</i>	<i>Simulation + Real Deal Breakdowns</i>	2
8	How do I keep customers coming back?	<i>Retention & Expansion</i>	<i>How do I turn 1 customer into 10 via upsell and referrals?</i>	<i>Workshop + LTV Model Walkthrough</i>	2
9	What tools should I use to build my sales engine?	<i>Tools & Systems</i>	<i>How do I build a scrappy CRM system that scales?</i>	<i>Case-based Tool Demo + Group CRM Buildout</i>	2
10	What's different about founder-led sales?	<i>Founder Selling</i>	<i>How can a founder be their best salesperson in early days?</i>	<i>Panel + Final Simulation: Full Funnel Sales Presentation</i>	2

How can I design a product that forms habits and keeps users coming back?

Credits: 2 | Lecture Hours: 4 | Case Hours 8 | Simulation Hours: 8

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can product shifts disrupt entire categories?	<i>Spotting Habit-Forming Product Inflection</i>	<i>How can startups use inflection thinking to build sticky, disruptive products?</i>	<i>Simulation, Strategic Reflection</i>	2
2	What separates strategic product teams from reactive ones?	<i>Strategic Foundations for Product Leadership</i>	<i>How can early product leaders set focused, scalable foundations from Day 1?</i>	<i>Lecture, Framework Simulation</i>	2
3	How can product strategy unlock new categories?	<i>Identifying Underserved Markets</i>	<i>How can startups identify unmet needs and translate it into UX wins?</i>	<i>Workshop, Market Dynamics Case</i>	2
4	How do strategy and design interlock?	<i>Translating Strategy into Design</i>	<i>How to translate user insights into system design and flows?</i>	<i>Framework Workshop, Design Mapping</i>	2
5	Why does obsessing over a small niche lead to big outcomes?	<i>Focus Beats Scale</i>	<i>How can startups grow by listening to the right early users—not all users?</i>	<i>Lecture, Focus Group Deconstruction</i>	2
6	How can products be designed to lock users in through systems?	<i>Ecosystem Thinking in Product Architecture</i>	<i>How can startups build product ecosystems that boost retention organically?</i>	<i>Case Study, Behavioural Diagnosis</i>	2
7	How does smart personalization turn users into loyalists?	<i>Personalization for Retention</i>	<i>How can startups use simple data to build addictive user journeys?</i>	<i>Retention Architecture Case Analysis</i>	2
8	How do products create new habits for users?	<i>Designing for Behaviour Change</i>	<i>How can startups leverage behavioural design to drive repeat usage?</i>	<i>Habit Loop Case, Reflection Workshop</i>	2
9	How does motivation architecture drive organic DAU growth?	<i>Gamification & Motivation Architecture</i>	<i>How can early-stage teams design game loops that work without “dark UX”?</i>	<i>Game-thinking Teardown, User Journey Map</i>	2
10	How can community be built into product design for long-term value?	<i>Community & Strategic Ecosystems</i>	<i>How can startups design for user co-creation, virality, and partner synergy?</i>	<i>Simulation, Product-System Strategy</i>	2

How do I make better team and hiring choices under pressure?

Credits: 1 | Discussion/Role Play: 2 | Case Hours: 4 | Group Exercises: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can individuals develop self-awareness to appreciate biases and personal decision-making anchors?	<i>Understanding Self & Blind Spots</i>	<i>How can founders catch blind spots when choosing a co-founder or letting go of early hires?</i>	<i>Group Exercises, Discussion</i>	2
2	What are the essential criteria for making effective talent acquisition decisions that align with organizational goals?	<i>Strategic Talent Fit: Competence, Culture, and Contribution</i>	<i>How do you build a hiring filter that fits your startup's DNA—and your scale-up vision?</i>	<i>Discussion, Short Cases</i>	2
3	How can companies ensure that their rewards, compensation, and promotion practices fairly reflect employee performance and contributions?	<i>Equity & Fairness in Reward Systems</i>	<i>How do you design comp and equity without killing trust—or your runway?</i>	<i>Discussion, Role Play</i>	2
4	What decision criteria can organizations use to assess the effectiveness of training and coaching programs on employee growth?	<i>Assessing the Value of Training Programs</i>	<i>How do you know if training actually moved the needle on growth or execution?</i>	<i>Short Cases, Discussion</i>	2
5	How can organizations foster strong employee relations to improve morale and enhance workplace culture?	<i>Building Trust & Engagement</i>	<i>How do you build team trust and hustle when you can't afford perks—but need performance?</i>	<i>Group Exercises, Discussion</i>	2

How to craft gender-inclusive strategies that foster innovation and growth?

Credits: 1 | Total Hours: 10 | Theory: 2 | Workshop: 8 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why do well-meaning leaders still miss everyday bias?	<i>Understanding Gender at Work</i>	<i>How can startup founders catch subtle bias before it shapes culture?</i>	<i>Simulation, Reflection Exercise</i>	2
2	Why do women leaders face a glass cliff while men climb a ladder?	<i>Leadership & Power</i>	<i>How can early-stage founders rethink power so it lifts, not limits?</i>	<i>Leadership Mapping</i>	2
3	Why do “diverse” teams still fail to be inclusive?	<i>Teams & Tokenism</i>	<i>How do you move beyond token hires to build real startup belonging?</i>	<i>Case Discussion, Team Role Simulation</i>	2
4	What if systems—not people—are the problem?	<i>Equity in Systems</i>	<i>How can your first HR or policy call quietly shape long-term inclusion?</i>	<i>HR Design Studio, Equity Canvas</i>	2
5	Is inclusive leadership just good ethics—or also smart business?	<i>Gender-Lens Growth</i>	<i>How can a gender lens help your startup unlock hidden markets and talent?</i>	<i>Business Pitch, Peer Feedback</i>	2

Term 5 | Macro Questions (TBM Only)

Total Credits: 17 | Core Credits: 0 | Elective Credits: 17

<i>Concentration</i>	<i>Macro Question</i>	<i>Type</i>	<i>Credits</i>	<i>Page No</i>
<i>Management & Strategy</i>	How can governance shape strategic choices and ensure alignment	Elective	1	108
<i>Management & Strategy</i>	How to lead transformation in a digital-first world	Elective	1	109
<i>Management & Strategy</i>	How do family businesses grow without growing apart?	Elective	1	110
<i>Finance & FinTech</i>	How do you fund billion-dollar projects without having a billion dollars upfront?	Elective	2	111
<i>Finance & FinTech</i>	How can experts predict market trends through price patterns?	Elective	2	112
<i>Finance & FinTech</i>	How can financial experts expose hidden fraud and ensure transparency?	Elective	1	113
<i>Sales & Marketing</i>	How to outsmart competition with strategic pricing?	Elective	2	114
<i>Sales & Marketing</i>	How do companies get their product to land in front of the consumer?	Elective	2	115
<i>Data, Product and Tech</i>	How to apply product growth strategies and frameworks to scale?	Elective	2	116
<i>Data, Product and Tech</i>	How to leverage Machine Learning to build business solution?	Elective	2	117
<i>Liberal Arts</i>	How to leverage 5000 years of Indian history to outsmart today's competition?	Elective	1	118

How can governance shape strategic choices and ensure alignment?

Credits: 1 | Lecture: 4 hours | Case Study: 6 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How should corporations define their purpose and balance responsibilities to shareholders and stakeholders?	<i>The Nature and Purpose of a Corporation</i>	<i>How should a founder define purpose when pressure to grow and please investors is high?</i>	<i>Lecture, Case study</i>	2
2	How can corporations effectively manage conflicts of interest among management, boards, and shareholders?	<i>Governance Challenges and Conflicts of Interest</i>	<i>How should a startup handle board tensions when founders, angels, and VCs want different things?</i>	<i>Case study</i>	2
3	How can boards of directors effectively oversee management and ensure accountability within the corporation?	<i>Internal Governance Mechanisms</i>	<i>How can early-stage startups build boards that help—not just control—them?</i>	<i>Case study</i>	2
4	How do different shareholding structures influence power dynamics and decision-making in corporate governance?	<i>Shareholding Patterns and Power Dynamics</i>	<i>How should startup equity be split to avoid future control chaos?</i>	<i>Lecture, Case study</i>	2
5	How do external forces like regulations, market controls, and societal expectations shape corporate governance practices?	<i>External Governance Mechanisms</i>	<i>How should startups balance speed with compliance in highly regulated markets?</i>	<i>Case study</i>	2

How to lead transformation in a digital-first world?

Credits: 1 | Case Study: 10 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How has Lenskart harnessed digital technologies to revolutionize the eyewear industry?	<i>Digital Disruption in Business Models</i>	<i>How can a startup use tech to rewire a legacy-heavy industry?</i>	<i>Case Study</i>	2
2	How has Ola structured its operating model to scale rapidly while ensuring operational excellence?	<i>Strategic Scaling and Operational Excellence</i>	<i>How can a startup build for hypergrowth without breaking ops?</i>	<i>Case Study</i>	2
3	How can Airtel capitalize on emerging digital trends to amplify its brand in the telecom market?	<i>Building Brands in the Digital Era</i>	<i>How can startups punch above their weight with digital-first brand plays?</i>	<i>Case Study</i>	2
4	How have leaders at WeWork reinvented their leadership approach to drive digital innovation throughout the organization?	<i>Leadership in Digital Transformation</i>	<i>How can founders evolve their leadership style as the startup scales digitally?</i>	<i>Case Study</i>	2
5	How has Airtel transformed its traditional business model to prioritize digital services?	<i>Business Model Transformation</i>	<i>How can startups pivot their model to thrive in a tech-dominated ecosystem?</i>	<i>Case Study</i>	2

How do family businesses grow without growing apart?

Credits: 1 | Lecture: 2 | Case Study: 8 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What are the common governance challenges in family-run businesses, and how can they be addressed?	<i>Governance Challenges</i>	<i>How can founding families set ground rules early without slowing down the hustle?</i>	<i>Lecture Case Study</i>	2
2	How do successful family businesses manage generational transitions?	<i>Generational Transitions</i>	<i>How can founders prepare Gen 2 without handing over the reins too soon?</i>	<i>Case Study</i>	2
3	How can family values and legacy be integrated into a competitive business strategy?	<i>Embedding Family Values & Legacy</i>	<i>How can new-age founders balance legacy with growth in a fast-moving market?</i>	<i>Case Study</i>	2
4	How can family enterprises navigate interpersonal conflicts and foster effective communication channels?	<i>Conflict Management & Communication</i>	<i>How do startup families keep disagreements from turning into business bottlenecks?</i>	<i>Lecture Case Study</i>	2
5	What processes and tools enable a smooth succession that preserves both business performance and harmony?	<i>Succession Planning & Next-Generation</i>	<i>How can early-stage family businesses future-proof succession without losing momentum?</i>	<i>Case Study</i>	2

How do you fund billion-dollar projects without having a billion dollars upfront?

Credits: 2 | Lecture Hours: 10 | Case Hours: 6 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why choose project finance over traditional funding?	<i>Introduction to Project Finance</i>	<i>How do startups raise big without proving profit first?</i>	<i>Lecture, Case</i>	2
2	Who are the key players and how do they align?	<i>Stakeholders & Credibility Loops</i>	<i>How do you get early believers before users show up?</i>	<i>Lecture, Workshop</i>	2
3	What risks matter—and who owns them?	<i>Risk & Allocation</i>	<i>How do you prove someone will pay for what you're building?</i>	<i>Lecture, Case</i>	2
4	Why does non-remacro questions debt work for big bets?	<i>Financial Structure & Leverage</i>	<i>How do you grow fast without putting personal skin on the line?</i>	<i>Lecture, Workshop</i>	2
5	Why are PPAs and concessions key to funding projects?	<i>Revenue & Offtake Agreements</i>	<i>What's your LOI, pre-order, or sticky metric that unlocks trust?</i>	<i>Lecture, Case</i>	2
6	What drives a solid project finance model?	<i>Building the Financial Model</i>	<i>Can your model prove traction, burn, and upside—clearly?</i>	<i>Workshop</i>	2
7	Where does the money come from—and how is it layered?	<i>Capital Stack & Sources</i>	<i>Can you layer funds like DFIs do—with angels, grants, and debt?</i>	<i>Lecture, Case</i>	2
8	Why are contracts the true asset in project finance?	<i>Legal Frameworks & Contracts</i>	<i>How do your terms and policies build investor-grade trust?</i>	<i>Lecture, Workshop</i>	2
9	How did iconic infra deals de-risk complexity?	<i>Global Project Case Studies</i>	<i>How do you scale in messy markets without blowing up?</i>	<i>Case</i>	2
10	When and how do investors cash out?	<i>Exit, Refinancing & Recap</i>	<i>What signals say it's time to raise big, scale, or exit?</i>	<i>Lecture, Case</i>	2

How can experts predict market trends through price patterns?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Can one-day spikes reveal real momentum?	<i>RSI & Momentum Patterns</i>	<i>Is your early buzz real traction—or a hype mirage?</i>	<i>Lecture + Simulation</i>	2
2	Do candle patterns reveal market turning points?	<i>Japanese Candlesticks</i>	<i>Should you double down on early buyers—or wait for loyalty?</i>	<i>Lecture + Case Study</i>	2
3	Can wave theory help avoid FOMO traps?	<i>Elliott Waves & Trend Phases</i>	<i>Are you scaling at peak momentum—or about to burn out?</i>	<i>Case Discussion + Framework</i>	2
4	Is a price gap the start or end of a trend?	<i>Gaps & Emotional Markets</i>	<i>Was that signup surge real love—or just PR noise?</i>	<i>Workshop</i>	2
5	How do macro events reshape technical signals?	<i>Macro Meets Technicals</i>	<i>Can policy shifts fuel breakout GTM plays?</i>	<i>Lecture + Case</i>	2
6	Can accumulation hint at smart money moves?	<i>Price-Volume & Accumulation</i>	<i>Are investors moving toward your space before the hype?</i>	<i>Workshop</i>	2
7	How do you ride breakouts without overpaying?	<i>Breakouts & Relative Strength</i>	<i>Should you ride your rival's success—or wait for your breakout?</i>	<i>Simulation + Lecture</i>	2
8	Do patterns and volume confirm a trend shift?	<i>Rounding Bottoms & Volume Zones</i>	<i>Is your bounce-back a blip—or PMF resurgence?</i>	<i>Workshop + Visual Charting</i>	2
9	Can retracements predict bounce zones?	<i>Fibonacci Levels</i>	<i>Is your growth dip a dip—or part of your true curve?</i>	<i>Hands-on Exercise</i>	2
10	Can time-price cycles guide market entries?	<i>GANN Theory & Market Geometry</i>	<i>Can you time GTM spikes based on cyclic traction patterns?</i>	<i>Case + Visualization</i>	2

How can financial experts expose hidden fraud and ensure transparency?

Credits: 1 | Lecture Hours: 4 | Case Hours: 4 | Workshop Hours: 2

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	How did the Satyam fraud go undetected for so long, and what was its broader impact?	<i>Understanding Fraud</i>	<i>Can the pressure to show hockey-stick growth push startup founders toward financial shortcuts?</i>	Case-based lecture	2
2	How did Nirav Modi's fraud slip through the system, and could it have been caught earlier?	<i>Detecting Fraud</i>	<i>What startup "success" metrics—like spiked GMV or fake MAUs—should trigger investor red flags?</i>	Case study + discussion	2
3	Could better financial controls have prevented Kingfisher's collapse?	<i>Preventing Fraud</i>	<i>How do you build startup finance systems that keep investors reassured and fraud out—without killing speed?</i>	Lecture + framework demo	2
4	How was the ICICI loan fraud uncovered, and what exposed the CEO's role?	<i>Investigating Fraud</i>	<i>What are the early red flags when founder/CXO alignment looks smooth—but PMF traction feels fuzzy?</i>	Forensic tools workshop	2
5	How could whistleblowers or early systems have prevented these frauds?	<i>Learning from the Past: Forensics to Strategy</i>	<i>As your startup gears up for Series A, what signals should a board or auditor never ignore?</i>	Case reflection + group simulation	2

How to outsmart competition with strategic pricing?

Credits: 2 | Lecture Hours: 6 | Case Hours: 12 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can pricing missteps sink a company?	<i>Introduction to Pricing Strategies</i>	<i>How can startups avoid pricing themselves out of the game?</i>	<i>Case Study, Lecture</i>	2
2	How can pricing reflect customer value?	<i>Value-Based Pricing</i>	<i>How can startups charge more while staying value-led?</i>	<i>Interactive Case Analysis</i>	2
3	How can prices flex with demand?	<i>Dynamic Pricing</i>	<i>How can startups boost revenue with dynamic pricing?</i>	<i>Simulation, Discussion</i>	2
4	How can pricing drive market entry?	<i>Penetration Pricing</i>	<i>How can startups price to break into new markets?</i>	<i>Role-play, Case Analysis</i>	2
5	How can free convert to paid?	<i>Freemium Pricing</i>	<i>How can startups monetize freemium users fast?</i>	<i>Case, Concept Mapping</i>	2
6	How can brands defend high prices?	<i>Premium Pricing</i>	<i>How can startups hold premium pricing in frugal markets?</i>	<i>Lecture, Discussion</i>	2
7	How can pricing adapt by region or mindset?	<i>Geographic & Psychological Pricing</i>	<i>How can startups price for different user behaviours?</i>	<i>Case Discussion</i>	2
8	How can pricing handle cost shocks?	<i>Price Elasticity</i>	<i>How can startups protect loyalty during cost volatility?</i>	<i>Lecture, Group Exercise</i>	2
9	How can pricing serve diverse segments?	<i>Tiered Pricing</i>	<i>How can startups tier pricing without losing clarity?</i>	<i>Workshop</i>	2
10	How can pricing scale across markets and products?	<i>Comprehensive Pricing Strategy</i>	<i>How can startups build adaptive pricing engines?</i>	<i>Simulation, Debrief</i>	2

How do companies get their product to land in front of the consumer?

Credits: 2 | Lecture Hours: 10 | Case Hours: 6 | Simulation Hours: 4

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	What is the role of sales and distribution in market success?	<i>Introduction to Sales & Distribution</i>	<i>How can an early-stage brand use its sales channels as its biggest marketing engine?</i>	Lecture, Discussion	2
2	How do brands build and manage a lean, effective sales team?	<i>Sales Organization & Structure</i>	<i>How should a founder approach hiring and incentivizing their first 10 sales reps?</i>	Case Study, Role-play	2
3	How do companies design distribution for maximum visibility and reach?	<i>Distribution Channel Strategy</i>	<i>How can D2C brands break into retail shelves without breaking the bank?</i>	Framework Discussion, Workshop	2
4	What makes a field sales rep effective in Tier 2 and 3 markets?	<i>Field Sales Execution</i>	<i>How can startups win in crowded categories with feet-on-street strategy?</i>	Case Study, Role-play	2
5	What makes B2B sales cycles different and how do you crack the first few deals?	<i>B2B Sales Process & Pipeline</i>	<i>How do founders land their first enterprise clients?</i>	Lecture, Pipeline Simulation	2
6	How do you set up a channel sales model without losing control of your brand?	<i>Channel Sales & Partnerships</i>	<i>How can digital-first startups leverage channel partnerships?</i>	Simulation, Group Activity	2
7	How can omni-channel strategy help startups scale smarter?	<i>Omni-Channel Distribution Strategy</i>	<i>How do you decide the right mix of online and offline selling?</i>	Case Study, Discussion	2
8	How can sales-linked incentives align distributors, retailers, and reps?	<i>Trade Schemes & Incentive Planning</i>	<i>How do startups approach pricing and incentives for distribution?</i>	Lecture, Workshop	2
9	What changes when you sell beyond urban metros in India?	<i>Rural & Urban Sales Strategy</i>	<i>How can startups adapt their sales playbook for rural and urban markets?</i>	Case Study, Group Exercise	2
10	What KPIs should a founder track weekly to know if sales is working?	<i>Go-to-Market Execution Review</i>	<i>How can founders audit and improve their GTM execution?</i>	Simulation, Debrief	2

How to apply product growth strategies and frameworks to scale?

Credits: 2 | Lecture Hours: 10 | Case Hours: 6 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What is product growth and how does it evolve across 0-1, 1-10, and 10-100 stages?	<i>Intro to Product Growth & Day 0 Planning</i>	<i>How do you build product growth strategy when the product isn't even built yet?</i>	<i>Lecture, Workshop</i>	2
2	What drives conversion optimization across different growth stages?	<i>Conversion Rate Optimization (CRO)</i>	<i>How do you increase conversions when you're still figuring out the funnel?</i>	<i>Lecture, A/B Testing Simulation</i>	2
3	What defines Product-Market Fit, and how can we measure it early?	<i>Product-Market Fit & Retention</i>	<i>How do you know if your product is actually ready to scale?</i>	<i>Workshop, Discussion</i>	2
4	How can onboarding flow impact growth metrics?	<i>Activation & Onboarding</i>	<i>How do you design the first 5 minutes of your product to drive habit?</i>	<i>Case Study, UX teardown</i>	2
5	What are growth loops and how are they different from growth hacks?	<i>Growth Loops & Virality</i>	<i>How do you design features that bring new users without extra marketing spend?</i>	<i>Lecture, Group Framework Exercise</i>	2
6	How do you retain users beyond the initial value moment?	<i>Retention & Habit Formation</i>	<i>How do you plug the leaky bucket of user churn?</i>	<i>Case Study, Metric Mapping</i>	2
7	How do you build scalable user acquisition engines?	<i>Acquisition Strategy</i>	<i>How do early-stage startups acquire their first 1000 users without big budgets?</i>	<i>Simulation, Channel Planning</i>	2
8	What makes monetization effective at different stages?	<i>Monetization Strategy</i>	<i>How do you decide what users will pay for, and when?</i>	<i>Case Study, Freemium Model Analysis</i>	2
9	How can startups leverage growth experiments to find winning strategies?	<i>Growth Experimentation</i>	<i>What's the fastest way to validate growth bets without burning cash?</i>	<i>Workshop, Hypothesis Testing</i>	2
10	How do growth teams operate inside scale-ups?	<i>Scaling Growth Teams & Frameworks</i>	<i>What can early teams learn from how top startups structure their growth orgs?</i>	<i>Simulation, Debrief</i>	2

How to leverage Machine Learning to build business solution?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Can machines find insights without being told what to look for?	<i>Intro to ML & Unsupervised Learning</i>	<i>Can unsupervised ML reveal what your users are doing—without them filling a form?</i>	<i>Lecture + Case</i>	2
2	What do your users always buy together?	<i>Finding Patterns by Association</i>	<i>What hidden feature combos are being discovered by your early adopters?</i>	<i>Case Study + Demo</i>	2
3	Can data tell you who your real customer segments are?	<i>K-Means & Customer Clustering</i>	<i>What surprising customer tribes are emerging in your MVP—and what are they gravitating toward?</i>	<i>Lecture + Hands-on</i>	2
4	What if your market doesn't fit neatly into boxes?	<i>Hierarchical Clustering & DBSCAN</i>	<i>What if your MVP usage patterns don't follow clusters—and noise is the signal?</i>	<i>Lecture + Case</i>	2
5	Can fewer features give you sharper insights?	<i>Dimensionality Reduction (PCA/SVD)</i>	<i>Can your MVP's core insight come from compressing messy data into just a few variables?</i>	<i>Lecture + Workshop</i>	2
6	Can algorithms catch red flags before your team does?	<i>Anomaly Detection with GMM/IF</i>	<i>Can anomaly detection spot bugs, bottlenecks, or abuse in early MVP usage data?</i>	<i>Lecture + Lab</i>	2
7	How do platforms know what you want before you do?	<i>Recommender Systems</i>	<i>Can your MVP suggest just the right content or feature to each new user?</i>	<i>Lecture + Case</i>	2
8	Can unsupervised ML generate content, not just patterns?	<i>Advanced Unsupervised ML (Optional for Faculty)</i>	—	<i>Optional Lecture + Demo</i>	2
9	What's the business move hidden in your clusters?	<i>Using Unsupervised ML in Practice</i>	<i>How can unsupervised ML help sharpen your GTM or expansion playbook?</i>	<i>Workshop + Tool Application</i>	2
10	What did your data whisper about product-market fit?	<i>PMF Studio: Build & Pitch</i>	<i>Can you prove you've got real PMF—without even asking your users?</i>	<i>Final Project + Peer Review</i>	2

How to leverage 5000 years of Indian history to outsmart today's competition?

Credits: 1 | Lecture Hours: 10 | Case Hours: 2 | Workshop Hours: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	In what ways were India, China, and Western Europe at par in terms of economic potentialities—and in what ways were they different before 1600 CE?	<i>India, China & Europe Pre-1600</i>	<i>What can modern founders learn from India's lost edge in early global commerce?</i>	<i>Lecture, Comparative Civilizational Lens</i>	2
2	How did the European conquest of the New World shake and shape the global economy?	<i>Colonialism in the New World</i>	<i>How did first-mover advantage and resource grabs define global power hierarchies?</i>	<i>Lecture, Case Lens: Early Mercantilism</i>	2
3	How and why did Europe, particularly the British East India Company, succeed in colonizing India and reducing China to a semi-colony?	<i>Colonialism in Asia</i>	<i>What startup lessons lie in understanding early forms of platform control and trade monopolies?</i>	<i>Case Study, Trade Routes Simulation</i>	2
4	Why did capitalism emerge in Britain and how did it transform the global economy?	<i>Rise of Capitalism</i>	<i>How did incentives, property rights, and scaling innovation fuel a centuries-long boom?</i>	<i>Lecture, Debate</i>	2
5	How did colonialism and capitalism transform India in the 19th and early 20th centuries?	<i>Colonialism in India</i>	<i>What were the long-term business costs of dismantled local industries and institutions?</i>	<i>Lecture, Case Analysis</i>	2
6	How and why was global inequality exacerbated in the twentieth century?	<i>Age of Extremes I – Global Inequality</i>	<i>What role do systemic imbalances play in stunting startup ecosystems in emerging markets?</i>	<i>Simulation, Policy Response Exercise</i>	2
7	Are we now witnessing global convergence?	<i>Age of Extremes II – Global Convergence</i>	<i>Can emerging market founders now rewrite the rules of global business?</i>	<i>Lecture, Scenario Mapping</i>	2

Term 6 | Macro Questions

Total Credits: 19 | Core Credits: 0 | Elective Credits: 19

<i>Concentration</i>	Macro Question	Type	Credits	Page No
<i>Management & Strategy</i>	How to balance environmental goals with economic success?	Elective	1	120
<i>Management & Strategy</i>	How public policy influences business decisions and vice versa?	Elective	2	121
<i>Management & Strategy</i>	How do cultural differences specifically impact workplace processes in multicultural settings?	Elective	1	122
<i>Finance & FinTech</i>	How is Fintech revolutionizing the finance industry and shaping future growth?	Elective	1	123
<i>Finance & FinTech</i>	How do companies safeguard against financial uncertainty and market volatility?	Elective	1	124
<i>Finance & FinTech</i>	How do M&A decisions reshape the future of a growing company?	Elective	2	125
<i>Finance & FinTech</i>	How do you invest, allocate, and report when value is no longer just financial?	Elective	1	126
<i>Sales & Marketing</i>	How to use evidence to make every marketing move a strategic win?	Elective	2	127
<i>Sales & Marketing</i>	How to do a 360 degree promotion?	Elective	2	128
<i>Sales & Marketing</i>	How to manage a luxury business?	Elective	2	129
<i>Data, Product and Tech</i>	How to engineer and execute scalable, efficient products?	Elective	2	130
<i>Data, Product and Tech</i>	How to leverage supervised learning models to build business solutions?	Elective	2	131

How to balance environmental goals with economic success?

Credits: 1 | Lecture Hours: 2 | Case Hours: 6 | Simulation: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How does materiality assessment support an organization's transition to a more sustainable business model?	<i>ESG Factors for Business</i>	<i>How should a founder decide what ESG metric actually matters for their users, team, or investors?</i>	<i>Case, Interactive case analysis, brainstorming</i>	2
2	How does the circular economy close the loop to drive meaningful impact?	<i>Circular Economy</i>	<i>Can your startup design a circular model that cuts cost and wins customer love?</i>	<i>Case, Interactive case analysis, brainstorming</i>	2
3	How are carbon capture technologies influencing corporate sustainability goals?	<i>Impact Strategy</i>	<i>Could your product ride the carbon wave—without needing to build a climate tech company?</i>	<i>Case, Interactive case analysis, brainstorming</i>	2
4	How do AI and IoT enhance energy efficiency in smart cities?	<i>Climate Tech Innovations</i>	<i>How can a startup use smart tech to slash energy waste in real time—and prove it to investors?</i>	<i>Lecture, Discussion</i>	2
5	How to create solutions that contribute to the Sustainable Development Goals?	<i>Sustainable Development Goals</i>	<i>What if your startup pitch started with an SDG—and still won seed funding?</i>	<i>Workshop, Simulation</i>	2

How public policy influences business decisions and vice versa?

Credits: 2 | Lecture Hours: 4 | Case Hours: 12 | Presentations: 4 Hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What is the role of business in shaping public outcomes? How do laws shape (or break) business models?	<i>Introduction to Business, Government and Society</i>	<i>How can startups align with societal goals while navigating messy, evolving regulations?</i>	<i>Discussion</i>	2
2	Can businesses genuinely solve deep-rooted social issues?	<i>Solving Social Problems Through Markets</i>	<i>How do you build a business that scales and solves without losing sight of impact?</i>	<i>Moderated Discussion + Workshop</i>	2
3	History of the sector and its evolution. Role of state and private enterprises.	<i>Agriculture / Microfinance / Rural Development</i>	<i>What does it take to build a startup in Bharat that works for both markets and missions?</i>	<i>Case + Group Discussion</i>	2
4		<i>Urban Development</i>	<i>How can startups reimagine urban living—without fighting city hall every week?</i>	<i>Case + Group Discussion</i>	2
5		<i>Artificial Intelligence</i>	<i>Can your AI venture win public trust and stay compliant before the laws even catch up?</i>	<i>Case + Group Discussion</i>	2
6		<i>Public Health / Healthcare</i>	<i>How do you build in health without breaking the bank—or the system?</i>	<i>Case + Group Discussion</i>	2
7	How do businesses respond to climate risk and planetary limits?	<i>Climate Change</i>	<i>Can your startup go green without going broke?</i>	<i>Case Discussion</i>	2
8	How does business reinforce or reduce inequality? Gig work, automation, informality?	<i>Socio-economic Diversity</i>	<i>Can inclusive design be your moat—not just your mission?</i>	<i>Case Discussion</i>	2
9		<i>Presentations / Guest Session</i>		<i>Guest Session / Presentations</i>	2
10		<i>Presentations / Guest Session</i>		<i>Guest Session / Presentations</i>	2

How do cultural differences impact workplace processes in multicultural settings?

Credits: 1 | Lecture Hours: 2 | Case Hours: 6 | Theory/Simulation: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do cultural assumptions silently shape how we lead, follow, and negotiate?	<i>Cultural Mindsets and Leadership Styles</i>	<i>How do invisible cultural cues about power, speed, or initiative shape how your global team interprets your leadership?</i>	<i>Lecture, Simulation</i>	2
2	Why do direct communicators frustrate high-context cultures—and vice versa?	<i>Communication Styles Across Cultures</i>	<i>How can founders navigate investor or team misalignment when one values bluntness and another reads between the lines?</i>	<i>Case Discussion</i>	2
3	How can managers decode cultural cues in feedback and conflict?	<i>Giving and Receiving Feedback Across Cultures</i>	<i>How do you give tough feedback without breaking trust when your team's cultural norms clash on candor vs diplomacy?</i>	<i>Case Discussion</i>	2
4	What happens when time, hierarchy, and risk are perceived differently across cultures?	<i>Time Orientation, Power Distance, and Risk Culture</i>	<i>How can startup teams keep momentum when some see deadlines as fixed—and others see them as flexible suggestions?</i>	<i>Lecture, Simulation</i>	2
5	Can you build trust and cohesion without a shared cultural playbook?	<i>Trust, Cohesion, and Team Culture</i>	<i>How can a startup create team trust and rhythm when early hires come with conflicting norms from different cultures?</i>	<i>Case Discussion</i>	2

How is Fintech revolutionizing the finance industry and shaping future growth?

Credits: 1 | Lecture Hours: 4 | Case Hours: 3 | Workshop Hours: 3

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How did Nubank scale to 70M+ users—and can this model work elsewhere?	<i>The Rise of FinTech</i>	<i>Can your fintech scale like Nubank—without burning through capital?</i>	Lecture + Case	2
2	Why did UPI succeed in India but not replicate globally?	<i>The Power of Payments</i>	<i>In a zero-margin UPI world, how do you build sticky and profitable payment products?</i>	Case + Workshop	2
3	Can finance function without banks—and what happens when it fails?	<i>DeFi & Blockchain</i>	<i>Can your startup earn trust in DeFi—before regulators clamp down?</i>	Lecture + Discussion	2
4	Will AI democratize finance—or centralize it under tech giants?	<i>AI and Automation</i>	<i>How do you build AI into your product—without massive datasets?</i>	Case + Workshop	2
5	Will BigTech dominate finance by 2030—and what are the risks?	<i>FinTech in 2030</i>	<i>Should you plug into BigTech rails—or build your own fintech ecosystem?</i>	Workshop + Simulation	2

How do companies safeguard against financial uncertainty and market volatility?

Credits: 1 | Lecture Hours: 4 | Case Hours: 3 | Workshop Hours: 3

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What separates bold bets from reckless ones?	<i>Foundations of Risk Management</i>	<i>Is your big bet a vision—or a fast track to zero runway?</i>	<i>Lecture + Case</i>	2
2	Why did HDFC Bank thrive while Yes Bank nearly collapsed?	<i>Credit Risk Management</i>	<i>What's your Plan B when users don't have credit scores?</i>	<i>Case + Workshop</i>	2
3	Was Boeing's 737 MAX crisis market risk or operational failure?	<i>Market & Operational Risks</i>	<i>Is your startup one glitch away from a total meltdown?</i>	<i>Lecture + Simulation</i>	2
4	Why did IL&FS fail despite having controls?	<i>Risk Management Toolkit</i>	<i>When should you ditch instinct and start using dashboards?</i>	<i>Case + Workshop</i>	2
5	Why did Netflix's risk pay off while Nokia's caution didn't?	<i>Emerging Risks & Strategic Decisions</i>	<i>Is your pivot a bold move—or panic in disguise?</i>	<i>Case + Debate</i>	2

How do M&A decisions reshape the future of a growing company?

Credits: 2 | Lecture Hours: 10 | Case Hours: 6 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why did Facebook acquire WhatsApp instead of developing its own platform?	<i>Introduction to M&A – Overview and Key Concepts</i>	<i>How to build for acquisition—without losing sight of longevity?</i>	Lecture + Case	2
2	How did Tata Motors' acquisition of JLR transform its global positioning?	<i>Strategic Drivers of M&A and Corporate Restructuring</i>	<i>How to shortcut PMF by acquiring the right product or team?</i>	Case + Discussion	2
3	How did Microsoft determine LinkedIn's valuation before its \$26.2B acquisition?	<i>Valuation Techniques in M&A: Methods and Challenges</i>	<i>How to defend a 10x valuation when ARR is still ramping?</i>	Lecture + Workshop	2
4	Why did the Daiichi-Ranbaxy deal become a compliance disaster?	<i>Due Diligence in M&A: Critical Factors and Pitfalls</i>	<i>How to avoid hidden deal-breakers in your ops or cap table?</i>	Case Study	2
5	How was the Tata-Air India deal structured and financed?	<i>Deal Structuring and Financing M&A Transactions</i>	<i>How to close a deal using equity swaps, earn-outs, or zero-cash models?</i>	Workshop	2
6	Why did Vodafone-Idea integration drag on for years?	<i>Post-Merger Integration (PMI) and Value Realization</i>	<i>How to integrate new teams or products without losing momentum?</i>	Case + Simulation	2
7	How did L&T pull off the Mindtree hostile takeover?	<i>Leveraged Buyouts (LBOs) and Hostile Takeovers</i>	<i>How to safeguard your startup from an unexpected control grab?</i>	Lecture + Case	2
8	How did Yahoo! resist Microsoft's advances?	<i>Defensive Strategies in M&A – Fighting Takeovers</i>	<i>How to build investor protections and block unwanted exits?</i>	Workshop + Legal Review	2
9	How did the Jio Financial demerger create value for Reliance shareholders?	<i>Corporate Restructuring: Spin-offs, Demergers, and Divestitures</i>	<i>How to turn a side feature into a standalone rocket?</i>	Case + Discussion	2
10	Why did Flipkart-Walmart require regulatory clearance across agencies?	<i>Legal, Regulatory & Ethical Framework + Future Trends</i>	<i>How to prep your data room for a global buyer—before they show up?</i>	Legal Review + Expert Panel	2

How do you invest, allocate, and report when value is no longer just financial?

Credits: 1 | Lecture Hours: 4 | Case Hours: 3 | Workshop Hours: 3

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why did BlackRock call climate risk an investment risk—and what changed?	<i>Introduction to ESG & Global Frameworks</i>	<i>Should ESG be in your pitch before PMF is even locked?</i>	<i>Lecture + Case</i>	2
2	How did ITC boost ESG scores while operating in a “sin” sector?	<i>Environmental (E): Climate, Energy & Waste</i>	<i>Solving climate problems? How do you turn ESG into your superpower?</i>	<i>Lecture + Workshop</i>	2
3	Why did Starbucks’ DEI efforts backfire despite good intent?	<i>Social (S): People, Safety & Inclusion</i>	<i>Just 5 in a WeWork—how do you build DEI and trust from Day 1?</i>	<i>Case Study + Discussion</i>	2
4	How did Infosys regain trust after whistleblower turmoil?	<i>Governance (G): Ethics & Accountability</i>	<i>What governance setup shows you're fundable—without killing agility?</i>	<i>Lecture + Case</i>	2
5	Why are funds betting on ESG—and how are they picking companies?	<i>ESG in Practice: Reports, Capital & Impact</i>	<i>How do you craft an ESG story that attracts investors, grants, and trust?</i>	<i>Workshop + Simulation</i>	2

How to use evidence to make every marketing move a strategic win?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can data debunk popular marketing myths?	<i>Why Evidence Matters in Marketing</i>	<i>How can startups avoid marketing by instinct and go evidence-first?</i>	<i>Lecture, Myth-busting Workshop</i>	2
2	Why do smaller brands have fewer customers and lower loyalty?	<i>The Law of Double Jeopardy</i>	<i>How should startups focus on growth when loyalty isn't enough?</i>	<i>Case Study, Discussion</i>	2
3	How can availability beat affinity in brand growth?	<i>Mental & Physical Availability</i>	<i>How can startups become the obvious choice in buying moments?</i>	<i>Lecture, Concept Mapping</i>	2
4	Why is being distinctive more effective than being different?	<i>Distinctiveness vs. Differentiation</i>	<i>How can startups stand out without trying to be "unique"?</i>	<i>Brand Audit, Visual Exercise</i>	2
5	Why is over-relying on loyal users a trap?	<i>Loyalty & Heavy Buyers</i>	<i>How can startups avoid over-serving a small base of power users?</i>	<i>Data Exercise, Case Discussion</i>	2
6	Why is customer acquisition the real growth engine?	<i>Penetration > Loyalty</i>	<i>How can startups design marketing for reach, not just retention?</i>	<i>Lecture, Growth Modelling</i>	2
7	What makes advertising truly effective in the long run?	<i>Advertising That Works</i>	<i>How can early-stage brands advertise without wasting budget?</i>	<i>Ad Teardown, Campaign Redesign Workshop</i>	2
8	How can consistent cues build long-term salience?	<i>Brand Assets & Memory Structures</i>	<i>How can startups build brand memory from Day 1?</i>	<i>Identity Workshop</i>	2
9	When do buyers actually think of your brand?	<i>Category Entry Points</i>	<i>How can startups design marketing for real-life buying moments?</i>	<i>Scenario Mapping, Case Discussion</i>	2
10	How can marketing stay creative but grounded in science?	<i>Building an Evidence-Based Engine</i>	<i>How can startups embed a repeatable, evidence-based marketing system?</i>	<i>Lecture, Moderated Discussion</i>	2

How to do a 360-degree promotion?

Credits: 2 | Lecture Hours: 8 | Case Hours: 2 | Workshop Hours: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can a brand show up everywhere without losing clarity?	<i>What is a 360° Campaign?</i>	<i>How can startups punch above their weight with omnichannel storytelling?</i>	<i>Lecture</i>	2
2	How can a single message flex across platforms?	<i>Message House: One Core, Many Faces</i>	<i>How can startups craft a consistent voice across paid, owned, earned media?</i>	<i>Messaging Workshop</i>	2
3	How do different touchpoints shape perceptions?	<i>Channel Roles & Consumer Journeys</i>	<i>How can startups assign smart roles to each channel based on the journey?</i>	<i>Case Discussion</i>	2
4	How can paid ads be orchestrated to amplify a single idea?	<i>Paid Media Playbooks</i>	<i>How can early-stage brands design a high-impact paid media mix?</i>	<i>Campaign Teardown, Media Mix Lab</i>	2
5	How can brands build platforms and trigger word-of-mouth?	<i>Owned & Earned Media</i>	<i>How can startups grow awareness through content, community, and credibility?</i>	<i>Lecture, Toolkit Design</i>	2
6	How should brands balance burst campaigns vs. long-term play?	<i>Launch vs Always-On</i>	<i>How can startups decide between campaign sprints and brand-building marathons?</i>	<i>Lecture, Strategy Simulation</i>	2
7	How does creative glue hold the 360° plan together?	<i>Creative Strategy & Execution</i>	<i>How can startups brief and execute lean but powerful creative work?</i>	<i>Lecture, Creative Brief Drill</i>	2
8	How do brands allocate limited budgets across media?	<i>Budgeting Across Channels</i>	<i>How can startups spend smartly across platforms and still look big?</i>	<i>Budget Simulation, Trade-off Lab</i>	2
9	How can campaign effectiveness be tracked across formats?	<i>Metrics & Measurement</i>	<i>How can startups measure 360° success without complex stacks?</i>	<i>Measurement Workshop</i>	2
10	How do all pieces come together into one integrated idea?	<i>Integrated Campaign Capstone</i>	<i>How can startups pitch a 360° plan that works across product, brand, and media?</i>	<i>Capstone: Campaign Pitch</i>	2

How to manage a luxury business?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can a brand signal luxury beyond price?	<i>What Makes a Brand "Luxury"?</i>	<i>How can new brands craft a luxury identity from scratch?</i>	<i>Lecture, Brand Deconstruction</i>	2
2	How can heritage and storytelling drive brand value?	<i>Origins of Luxury Value</i>	<i>How can emerging brands build heritage without history?</i>	<i>Case Discussion</i>	2
3	How can design, scarcity, and experience signal luxury?	<i>Codes of Luxury</i>	<i>How can startups embed luxury codes into product and brand?</i>	<i>Visual Analysis, Workshop</i>	2
4	How can pricing reinforce exclusivity?	<i>Pricing in Luxury</i>	<i>How can challenger brands price to elevate perception?</i>	<i>Case Discussion, Lecture</i>	2
5	How can emotions drive luxury consumption?	<i>Luxury Customer Psychology</i>	<i>How can startups tap into identity-driven buying behaviour?</i>	<i>Role-play, Persona Mapping</i>	2
6	How can luxury stay exclusive while expanding reach?	<i>Distribution & Channel Strategy</i>	<i>How can digital-first brands stay premium across channels?</i>	<i>Lecture</i>	2
7	How can luxury engage in digital without dilution?	<i>Digital in Luxury</i>	<i>How can startups use digital to feel high-touch and high-end?</i>	<i>Interactive Simulation</i>	2
8	How can collaborations balance hype with heritage?	<i>Collaborations & drops</i>	<i>How can luxury startups use collaborations to break through?</i>	<i>Case Discussion</i>	2
9	How can luxury brands stay protected from dilution?	<i>Crisis, Imitation & Brand Protection</i>	<i>How can small luxury brands defend identity and IP early on?</i>	<i>Lecture</i>	2
10	How can a luxury brand scale without losing its soul?	<i>Building the Next Luxury Icon</i>	<i>How can startups scale luxury while staying rare and revered?</i>	<i>Capstone Simulation, Pitch</i>	2

How to engineer and execute scalable, efficient products?

Credits: 2 | Lecture Hours: 10 | Case Hours: 6 | Simulation Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What is Agile and why is it relevant for product teams?	Agile Mindset & PM Role	How do scrappy teams use agile to ship fast without breaking things?	Lecture, Case-Based Activity	2
2	How do roadmaps align product with market needs?	Product Road Mapping	How do you turn product vision into a roadmap that investors love?	Case Study, Framework Discussion	2
3	What does a good product roadmap actually look like?	Roadmap Templates & Communication	How do early-stage teams prioritize features without drowning in Jira tickets?	Workshop, Hands-on Exercise	2
4	What is a PRD and how do you write one that gets built?	PRD & Prioritization	How do you write PRD that developers don't hate and users actually need?	Lecture, Assignment Exercise	2
5	What are real-world product execution challenges?	Industry View on Execution	How do PMs balance speed and quality when deadlines are yesterday?	Industry Connect + Framework Discussion	2
6	How do user stories become shippable features?	User Stories & Backlog Management	How do you translate customer pain into dev tasks that actually get done?	Lecture, Hands-on Practice	2
7	How does sprint planning drive team output?	Sprint Ceremonies & Release Planning	How do you build a release plan that avoids all-nighters?	Simulation, Planning Exercise	2
8	Who are key stakeholders and how do you manage them?	Stakeholder Management	How do you keep engineers and leadership aligned without losing your mind?	Lecture, Role-Play	2
9	What does day-to-day execution look like for a PM?	End-to-End Execution Flow	How do PMs unblock teams and still get their roadmap shipped?	Case Discussion, Real-life Simulation	2
10	How to measure team success in product orgs?	OKRs & Metrics	How do you write OKRs that don't suck and KPIs that matter?	Workshop, Metric Planning Exercise	2

How to leverage supervised learning models to build business solutions?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How do machines learn with answers already given?	<i>Introduction to Supervised Learning</i>	<i>How can ML help you make smarter decisions from Day 1 of your startup?</i>	<i>Lecture + Case</i>	2
2	Can data draw a straight line through business noise?	<i>Linear Regression</i>	<i>How do you forecast early revenue using just a few solid signals?</i>	<i>Lecture + Workshop</i>	2
3	How do you predict a yes/no with just numbers?	<i>Logistic Regression</i>	<i>How do you find the users most likely to convert—before spending more?</i>	<i>Lecture + Case</i>	2
4	Can your model mimic human decisions step by step?	<i>Decision Trees</i>	<i>How can you map your customer's decision flow for investors to believe in it?</i>	<i>Lecture + Workshop</i>	2
5	What happens when multiple models vote together?	<i>Ensemble Methods</i>	<i>How can ensemble methods de-risk early product bets in a startup?</i>	<i>Lecture + Case</i>	2
6	Why is XGBoost every data scientist's secret weapon?	<i>Intro to XGBoost</i>	<i>How can you sharpen predictions for churn or pricing without hiring a data team?</i>	<i>Workshop</i>	2
7	How do you know your model's telling the truth?	<i>Model Evaluation & Diagnostics</i>	<i>How can you prove your MVP predictions aren't just luck?</i>	<i>Lecture + Simulation</i>	2
8	What small tweaks make models better, faster, smarter?	<i>Tuning & Practical Tips</i>	<i>How can fine-tuning boost performance before demo day?</i>	<i>Workshop + Tools Walkthrough</i>	2
9	Can LLMs supercharge traditional ML models?	<i>LLMs for Supervised Learning (Optional)</i>	<i>Can an LLM shortcut your data science when time or talent is scarce?</i>	<i>Lecture + Demo</i>	2
10	What does it take to manage a real ML project end-to-end?	<i>Capstone + ML Project Management</i>	<i>Can you showcase a prediction that actually changes how your startup works?</i>	<i>Workshop + Project Pitch</i>	2

Term 7 | Macro Questions

Total Credits: 10 | Core Credits: 0 | Elective Credits: 10

<i>Concentration</i>	Macro Question	Type	Credits	Page No
<i>Management & Strategy</i>	How to uncover bias and make smarter decisions?	Elective	1	133
<i>Management & Strategy</i>	How to break into new markets and innovate faster than the competition?	Elective	1	134
<i>Finance and FinTech</i>	What strategies make fixed-income investments a reliable return source?	Elective	2	135
<i>Finance and FinTech</i>	How can derivatives help companies effectively diversify financial risks?	Elective	2	136
<i>Sales and Marketing</i>	How to use marketing analytics to enhance customer experience?	Elective	2	137
<i>Data, Product and Tech</i>	How to manage AI-driven risks while ensuring ethical business practices?	Elective	2	138

How to uncover bias and make smarter decisions?

Credits: 1 | Case: 6 Hours | Discussion: 4 Hours

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	What are the costs of over relying on intuitive judgments in today's business environment?	<i>Balancing Intuition and Deliberation</i>	<i>When should a founder trust their gut—and when is it time to let the data speak, especially before a launch or pitch?</i>	Case, Discussion	2
2	How do cognitive biases such as confirmation bias, anchoring, and self-serving bias skew managerial decision making?	<i>Common Decision-Making Biases</i>	<i>Is your product roadmap driven by real user needs—or by your own confirmation bias?</i>	Case, Discussion	2
3	How can an understanding of loss aversion and framing effects inform better strategic choices by managers?	<i>Understanding Risk Preferences</i>	<i>Are you resisting a pivot to protect your vision—or just afraid to admit the bet was wrong?</i>	Case, Discussion	2
4	What are some of the common blind spots that affect individual decision-making?	<i>Decision Making Preferences</i>	<i>Are you missing dealbreakers because they came from your co-founder or an early champion?</i>	Case, Discussion	2
5	How can managers improve quality of decision making by integrating data driven insights?	<i>Leveraging Data for Informed Decision-Making</i>	<i>How can you blend founder instinct with user data to build smarter, faster MVP and GTM decisions?</i>	Case, Discussion	2

How to break into new markets and innovate faster than the competition?

Credits: 1 | Case Study: 10 Hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can we systematically identify and prioritize the most promising new markets for innovation?	<i>Opportunity Mapping</i>	<i>How do you spot your next big market before your competition does?</i>	<i>Case study</i>	2
2	How can we rapidly experiment with and validate multiple business models before entering a new market?	<i>Business Model Experimentation</i>	<i>How do early-stage startups test multiple models without burning runway?</i>	<i>Case study</i>	2
3	How can rapid prototyping accelerate our learning and reduce risk when testing market entry hypotheses?	<i>Rapid Prototyping & Learning</i>	<i>How can you go from idea to MVP in a week—and still learn something useful?</i>	<i>Case study</i>	2
4	How can we engage customers, partners, and communities in co-creating innovations that give us a competitive edge?	<i>Collaborative & Open Innovation</i>	<i>How do you turn users into co-creators of your next big product feature?</i>	<i>Case study</i>	2
5	How do we build organizational capabilities and a culture that continuously generates and scales innovations post-entry?	<i>Scaling Innovation & Culture</i>	<i>How can you bake experimentation into your startup's DNA as it scales?</i>	<i>Case study</i>	2

What strategies make fixed-income investments a reliable return source?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why do some firms issue FDs while others issue bonds?	<i>Fixed Income Basics</i>	<i>Can your startup raise structured debt before you're "ready"?</i>	<i>Lecture + Case</i>	2
2	How do fund managers price bonds for value?	<i>Present Value & Bond Pricing</i>	<i>Is today's debt cheaper than tomorrow's dilution?</i>	<i>Workshop</i>	2
3	Why does an inverted yield curve spook markets?	<i>Yield Curves & Spreads</i>	<i>Is your cheap loan a win—or a red flag from smarter lenders?</i>	<i>Lecture + Case</i>	2
4	Why hold long bonds in a rising rate world?	<i>Interest Rate Risk & Duration</i>	<i>If rates spike mid-round, should you rethink fixed-rate deals?</i>	<i>Lecture + Workshop</i>	2
5	Why did IL&FS collapse despite strong ratings?	<i>Credit Ratings & Credit Risk</i>	<i>How do you build lender trust without a rating or balance sheet?</i>	<i>Case + Discussion</i>	2
6	How do NCDs raise funds fast in the private market?	<i>Bond Markets & Deal Structures</i>	<i>Should you push for lower rates, convertibility, or clean terms?</i>	<i>Workshop</i>	2
7	How did DHFL use future cash to raise money—and at what risk?	<i>Securitization & Credit Enhancements</i>	<i>Can you turn subscriptions or invoices into upfront capital?</i>	<i>Lecture + Case</i>	2
8	Why do fund houses use ladders or concentrated bets?	<i>Active vs. Passive Strategies</i>	<i>How do you earn on idle cash without locking up runway?</i>	<i>Workshop</i>	2
9	Why are tax-free bonds popular with HNIs?	<i>Taxation & Regulations</i>	<i>FD, debt fund, or liquid—what's the smartest post-raise move?</i>	<i>Lecture</i>	2
10	Why do venture lenders bet on startups—and how do they price it?	<i>Structured Startup Debt</i>	<i>Is venture debt your next growth unlock—or a cap table trap?</i>	<i>Workshop + Case</i>	2

How can derivatives help companies effectively diversify financial risks?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Topic Covered	Out-class Focus	Pedagogy	Hours
1	Why do firms hedge currency risks with futures?	<i>Derivatives & Futures – Foundations</i>	<i>Should your SaaS startup hedge USD inflows or ride currency swings?</i>	<i>Lecture, Workshop</i>	2
2	Why do global firms lock rates with forwards?	<i>Forwards – Concept & Practice</i>	<i>Sealing a cross-border deal—lock FX or take the gamble?</i>	<i>Lecture, Case</i>	2
3	How do insurers fix returns in falling rate cycles?	<i>Interest Rates & FRAs</i>	<i>Raising debt—should you lock interest rates now with an FRA?</i>	<i>Case, Discussion</i>	2
4	How do NBFCs manage foreign borrowing risks using swaps?	<i>Swaps – Interest Rate & Cross-Currency</i>	<i>Can swaps help your startup de-risk venture debt or notes?</i>	<i>Case, Workshop</i>	2
5	Why hedge with options instead of futures or forwards?	<i>Options – Basics & Use Cases</i>	<i>When does option hedging make sense for your startup cash flows?</i>	<i>Lecture, Demo</i>	2
6	How does volatility drive option strategies?	<i>Options & Volatility</i>	<i>When markets wobble—hedge or double down on GTM?</i>	<i>Discussion, Case</i>	2
7	How do banks price and structure options?	<i>Option Valuation & Strategic Use</i>	<i>Can founders use options to protect future rounds or ESOP dilution?</i>	<i>Lecture, Simulation</i>	2
8	What went wrong in past derivative blowups?	<i>Derivative Mishaps & Legal Lessons</i>	<i>What guardrails should you set before using complex tools?</i>	<i>Case, Group Simulation</i>	2
9	Why are exotic options risky—and when do they work?	<i>Exotic Options – Risks & Applications</i>	<i>Are exotic derivatives worth it—or too risky for your startup?</i>	<i>Lecture, Case</i>	2
10	How do investors read central bank signals from derivatives?	<i>Market Signals from Derivatives</i>	<i>Can derivative trends guide your next fundraise or expansion?</i>	<i>Case, Workshop</i>	2

How to use marketing analytics to enhance customer experience?

Credits: 2 | Lecture Hours: 8 | Case/Simulation Hours: 10

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What are the key metrics and tools in marketing analytics?	<i>Introduction to Analytics & Tools</i>	<i>How do you go from raw user data to real business insight without a data science team?</i>	<i>Lecture, Tool Walkthrough</i>	2
2	How do you prepare messy marketing data for analysis?	<i>Data Literacy & Preparation</i>	<i>How do lean teams clean up noisy customer data to make smart decisions fast?</i>	<i>Lecture, Data Cleaning Exercise</i>	2
3	How can regression models help understand marketing impact?	<i>Marketing Mix Modelling (MMM)</i>	<i>How do you use regression to prove your growth campaigns actually work?</i>	<i>Hands-on, Dashboard Exercise</i>	2
4	How can classification models predict churn or retention?	<i>Classification & Churn Prediction</i>	<i>How do you predict which customers might leave before they do?</i>	<i>Lecture, Workflow in KNIME</i>	2
5	How can we segment products using customer behaviour data?	<i>Product Segmentation with Clustering</i>	<i>How do you categorize your SKUs when your gut feeling isn't enough?</i>	<i>Tool Application, Hands-on Segmentation</i>	2
6	How do you calculate and maximize customer lifetime value?	<i>Customer Value & Monetization</i>	<i>How do startups put a number on what each user is worth—and use it wisely?</i>	<i>Lecture, Financial Modelling Activity</i>	2
7	How do you extract meaning from user reviews and chat logs?	<i>Text Mining & Sentiment Analysis</i>	<i>How do you convert unstructured feedback into product roadmap signals?</i>	<i>Workflow Build, NLP Hands-on</i>	2
8	How can live analytics help optimize marketing strategy?	<i>Hackathon: Real-time Marketing Data Analysis</i>	<i>How do you run lean marketing experiments when your data's still coming in?</i>	<i>Simulation, Presentation of Findings</i>	2
9	How do you quantify what customers are willing to pay for?	<i>Conjoint Analysis</i>	<i>How can you find your MVP's most valuable features using a survey?</i>	<i>Survey Build, Analysis Exercise</i>	2
10	How can you bundle and cross-sell more effectively?	<i>Market Basket Analysis</i>	<i>What product combos get customers to spend more, and how do you find them?</i>	<i>Tool Use, Simulation</i>	2

How to manage AI-driven risks while Ensuring Ethical Business Practices?

Credits: 2 | Discussion Hours: 4 | Case Hours: 12 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What are the key risks of AI for businesses?	<i>Introduction to AI Risk & Ethics</i>	<i>How do you grow with ChatGPT without crashing into compliance chaos?</i>	<i>Interactive Case Study + Group Discussion</i>	2
2	What cybersecurity risks are most damaging to businesses?	<i>Cybersecurity for Non-Tech Managers</i>	<i>Could one careless Slack integration sink your startup?</i>	<i>Group Exercise + Attack Simulation Debrief</i>	2
3	What are the potential vulnerabilities in enterprise infrastructure?	<i>Enterprise Infrastructure & Zero Trust</i>	<i>Is Zero Trust overkill for your 10-person team—or your best bet before Series A?</i>	<i>Real-World Breach Case Studies + Principle Mapping</i>	2
4	What are the key threats in application security?	<i>Application & API Security</i>	<i>Can your MVP survive a teenage hacker on a Saturday night?</i>	<i>Live Vulnerability Assessment + OWASP/Burp Suite Sandbox</i>	2
5	How does ransomware impact a business's financial stability?	<i>Malware & Ransomware</i>	<i>What's your move when your entire database gets encrypted overnight?</i>	<i>Ransomware Crisis Simulation + Decision-Making Workshop</i>	2
6	How do ethical hackers help businesses secure their systems?	<i>VAPT & Ethical Hacking</i>	<i>When do you call the hackers in—before your launch or after your first scare?</i>	<i>VAPT Hands-On Simulation + Report Review & Prioritization</i>	2
7	What causes bias in AI and how can it be mitigated?	<i>Responsible AI: Bias & Fairness</i>	<i>Can you train your model on limited data without baking in bias?</i>	<i>Bias Audit Workshop + Group Critique of AI Fairness</i>	2
8	How do AI regulations impact startups?	<i>AI Governance & Regulation</i>	<i>Will your AI feature launch smoothly—or get flagged in the EU app store?</i>	<i>Regulatory Mapping (EU, India, US) + Startup Impact Discussion</i>	2
9	How can ethical design be incorporated in the AI development process?	<i>Ethics-by-Design & AI Lifecycle Management</i>	<i>Can you ship fast and still build AI with a conscience?</i>	<i>AI Lifecycle Mapping + Ethics Checkpoints</i>	2
10	How should executives respond to AI-driven crises?	<i>Leadership in AI Risk & Crisis Management</i>	<i>When AI misfires, do you blame the tool—or own the fix like a founder should?</i>	<i>Final Presentation: AI Risk & Crisis Management Plan</i>	2

Term 8 | Macro Questions

Total Credits: 17 | Core Credits: 0 | Elective Credits: 17

<i>Concentration</i>	<i>Macro Question</i>	<i>Type</i>	<i>Credits</i>	<i>Page No</i>
<i>Management & Strategy</i>	How can governance shape strategic choices and ensure alignment	Elective	1	140
<i>Management & Strategy</i>	How to lead transformation in a digital-first world	Elective	1	141
<i>Management & Strategy</i>	How do family businesses grow without growing apart?	Elective	1	142
<i>Finance & FinTech</i>	How do you fund billion-dollar projects without having a billion dollars upfront?	Elective	2	143
<i>Finance & FinTech</i>	How can experts predict market trends through price patterns?	Elective	2	144
<i>Finance & FinTech</i>	How can financial experts expose hidden fraud and ensure transparency?	Elective	1	145
<i>Sales & Marketing</i>	How to outsmart competition with strategic pricing?	Elective	2	146
<i>Sales & Marketing</i>	How do companies get their product to land in front of the consumer?	Elective	2	147
<i>Data, Product and Tech</i>	How to apply product growth strategies and frameworks to scale?	Elective	2	148
<i>Data, Product and Tech</i>	How to leverage Machine Learning to build business solution?	Elective	2	149
<i>Liberal Arts</i>	How to leverage 5000 years of Indian history to outsmart today's competition?	Elective	1	150

How can governance shape strategic choices and ensure alignment?

Credits: 1 | Lecture: 4 hours | Case Study: 6 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How should corporations define their purpose and balance responsibilities to shareholders and stakeholders?	<i>The Nature and Purpose of a Corporation</i>	<i>How should a founder define purpose when pressure to grow and please investors is high?</i>	<i>Lecture, Case study</i>	2
2	How can corporations effectively manage conflicts of interest among management, boards, and shareholders?	<i>Governance Challenges and Conflicts of Interest</i>	<i>How should a startup handle board tensions when founders, angels, and VCs want different things?</i>	<i>Case study</i>	2
3	How can boards of directors effectively oversee management and ensure accountability within the corporation?	<i>Internal Governance Mechanisms</i>	<i>How can early-stage startups build boards that help—not just control—them?</i>	<i>Case study</i>	2
4	How do different shareholding structures influence power dynamics and decision-making in corporate governance?	<i>Shareholding Patterns and Power Dynamics</i>	<i>How should startup equity be split to avoid future control chaos?</i>	<i>Lecture, Case study</i>	2
5	How do external forces like regulations, market controls, and societal expectations shape corporate governance practices?	<i>External Governance Mechanisms</i>	<i>How should startups balance speed with compliance in highly regulated markets?</i>	<i>Case study</i>	2

How to lead transformation in a digital-first world?

Credits: 1 | Case Study: 10 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How has Lenskart harnessed digital technologies to revolutionize the eyewear industry?	<i>Digital Disruption in Business Models</i>	<i>How can a startup use tech to rewire a legacy-heavy industry?</i>	<i>Case Study</i>	2
2	How has Ola structured its operating model to scale rapidly while ensuring operational excellence?	<i>Strategic Scaling and Operational Excellence</i>	<i>How can a startup build for hypergrowth without breaking ops?</i>	<i>Case Study</i>	2
3	How can Airtel capitalize on emerging digital trends to amplify its brand in the telecom market?	<i>Building Brands in the Digital Era</i>	<i>How can startups punch above their weight with digital-first brand plays?</i>	<i>Case Study</i>	2
4	How have leaders at WeWork reinvented their leadership approach to drive digital innovation throughout the organization?	<i>Leadership in Digital Transformation</i>	<i>How can founders evolve their leadership style as the startup scales digitally?</i>	<i>Case Study</i>	2
5	How has Airtel transformed its traditional business model to prioritize digital services?	<i>Business Model Transformation</i>	<i>How can startups pivot their model to thrive in a tech-dominated ecosystem?</i>	<i>Case Study</i>	2

How do family businesses grow without growing apart?

Credits: 1 | Lecture: 2 | Case Study: 8 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What are the common governance challenges in family-run businesses, and how can they be addressed?	<i>Governance Challenges</i>	<i>How can founding families set ground rules early without slowing down the hustle?</i>	<i>Lecture Case Study</i>	2
2	How do successful family businesses manage generational transitions?	<i>Generational Transitions</i>	<i>How can founders prepare Gen 2 without handing over the reins too soon?</i>	<i>Case Study</i>	2
3	How can family values and legacy be integrated into a competitive business strategy?	<i>Embedding Family Values & Legacy</i>	<i>How can new-age founders balance legacy with growth in a fast-moving market?</i>	<i>Case Study</i>	2
4	How can family enterprises navigate interpersonal conflicts and foster effective communication channels?	<i>Conflict Management & Communication</i>	<i>How do startup families keep disagreements from turning into business bottlenecks?</i>	<i>Lecture Case Study</i>	2
5	What processes and tools enable a smooth succession that preserves both business performance and harmony?	<i>Succession Planning & Next-Generation</i>	<i>How can early-stage family businesses future-proof succession without losing momentum?</i>	<i>Case Study</i>	2

How do you fund billion-dollar projects without having a billion dollars upfront?

Credits: 2 | Lecture Hours: 10 | Case Hours: 6 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Why choose project finance over traditional funding?	<i>Introduction to Project Finance</i>	<i>How do startups raise big without proving profit first?</i>	<i>Lecture, Case</i>	2
2	Who are the key players and how do they align?	<i>Stakeholders & Credibility Loops</i>	<i>How do you get early believers before users show up?</i>	<i>Lecture, Workshop</i>	2
3	What risks matter—and who owns them?	<i>Risk & Allocation</i>	<i>How do you prove someone will pay for what you're building?</i>	<i>Lecture, Case</i>	2
4	Why does non-remacro questions debt work for big bets?	<i>Financial Structure & Leverage</i>	<i>How do you grow fast without putting personal skin on the line?</i>	<i>Lecture, Workshop</i>	2
5	Why are PPAs and concessions key to funding projects?	<i>Revenue & Offtake Agreements</i>	<i>What's your LOI, pre-order, or sticky metric that unlocks trust?</i>	<i>Lecture, Case</i>	2
6	What drives a solid project finance model?	<i>Building the Financial Model</i>	<i>Can your model prove traction, burn, and upside—clearly?</i>	<i>Workshop</i>	2
7	Where does the money come from—and how is it layered?	<i>Capital Stack & Sources</i>	<i>Can you layer funds like DFIs do—with angels, grants, and debt?</i>	<i>Lecture, Case</i>	2
8	Why are contracts the true asset in project finance?	<i>Legal Frameworks & Contracts</i>	<i>How do your terms and policies build investor-grade trust?</i>	<i>Lecture, Workshop</i>	2
9	How did iconic infra deals de-risk complexity?	<i>Global Project Case Studies</i>	<i>How do you scale in messy markets without blowing up?</i>	<i>Case</i>	2
10	When and how do investors cash out?	<i>Exit, Refinancing & Recap</i>	<i>What signals say it's time to raise big, scale, or exit?</i>	<i>Lecture, Case</i>	2

How can experts predict market trends through price patterns?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Can one-day spikes reveal real momentum?	<i>RSI & Momentum Patterns</i>	<i>Is your early buzz real traction—or a hype mirage?</i>	<i>Lecture + Simulation</i>	2
2	Do candle patterns reveal market turning points?	<i>Japanese Candlesticks</i>	<i>Should you double down on early buyers—or wait for loyalty?</i>	<i>Lecture + Case Study</i>	2
3	Can wave theory help avoid FOMO traps?	<i>Elliott Waves & Trend Phases</i>	<i>Are you scaling at peak momentum—or about to burn out?</i>	<i>Case Discussion + Framework</i>	2
4	Is a price gap the start or end of a trend?	<i>Gaps & Emotional Markets</i>	<i>Was that signup surge real love—or just PR noise?</i>	<i>Workshop</i>	2
5	How do macro events reshape technical signals?	<i>Macro Meets Technicals</i>	<i>Can policy shifts fuel breakout GTM plays?</i>	<i>Lecture + Case</i>	2
6	Can accumulation hint at smart money moves?	<i>Price-Volume & Accumulation</i>	<i>Are investors moving toward your space before the hype?</i>	<i>Workshop</i>	2
7	How do you ride breakouts without overpaying?	<i>Breakouts & Relative Strength</i>	<i>Should you ride your rival's success—or wait for your breakout?</i>	<i>Simulation + Lecture</i>	2
8	Do patterns and volume confirm a trend shift?	<i>Rounding Bottoms & Volume Zones</i>	<i>Is your bounce-back a blip—or PMF resurgence?</i>	<i>Workshop + Visual Charting</i>	2
9	Can retracements predict bounce zones?	<i>Fibonacci Levels</i>	<i>Is your growth dip a dip—or part of your true curve?</i>	<i>Hands-on Exercise</i>	2
10	Can time-price cycles guide market entries?	<i>GANN Theory & Market Geometry</i>	<i>Can you time GTM spikes based on cyclic traction patterns?</i>	<i>Case + Visualization</i>	2

How can financial experts expose hidden fraud and ensure transparency?

Credits: 1 | Lecture Hours: 4 | Case Hours: 4 | Workshop Hours: 2

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	How did the Satyam fraud go undetected for so long, and what was its broader impact?	<i>Understanding Fraud</i>	<i>Can the pressure to show hockey-stick growth push startup founders toward financial shortcuts?</i>	Case-based lecture	2
2	How did Nirav Modi's fraud slip through the system, and could it have been caught earlier?	<i>Detecting Fraud</i>	<i>What startup "success" metrics—like spiked GMV or fake MAUs—should trigger investor red flags?</i>	Case study + discussion	2
3	Could better financial controls have prevented Kingfisher's collapse?	<i>Preventing Fraud</i>	<i>How do you build startup finance systems that keep investors reassured and fraud out—without killing speed?</i>	Lecture + framework demo	2
4	How was the ICICI loan fraud uncovered, and what exposed the CEO's role?	<i>Investigating Fraud</i>	<i>What are the early red flags when founder/CXO alignment looks smooth—but PMF traction feels fuzzy?</i>	Forensic tools workshop	2
5	How could whistleblowers or early systems have prevented these frauds?	<i>Learning from the Past: Forensics to Strategy</i>	<i>As your startup gears up for Series A, what signals should a board or auditor never ignore?</i>	Case reflection + group simulation	2

How to outsmart competition with strategic pricing?

Credits: 2 | Lecture Hours: 6 | Case Hours: 12 | Workshop Hours: 4

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	How can pricing missteps sink a company?	<i>Introduction to Pricing Strategies</i>	<i>How can startups avoid pricing themselves out of the game?</i>	<i>Case Study, Lecture</i>	2
2	How can pricing reflect customer value?	<i>Value-Based Pricing</i>	<i>How can startups charge more while staying value-led?</i>	<i>Interactive Case Analysis</i>	2
3	How can prices flex with demand?	<i>Dynamic Pricing</i>	<i>How can startups boost revenue with dynamic pricing?</i>	<i>Simulation, Discussion</i>	2
4	How can pricing drive market entry?	<i>Penetration Pricing</i>	<i>How can startups price to break into new markets?</i>	<i>Role-play, Case Analysis</i>	2
5	How can free convert to paid?	<i>Freemium Pricing</i>	<i>How can startups monetize freemium users fast?</i>	<i>Case, Concept Mapping</i>	2
6	How can brands defend high prices?	<i>Premium Pricing</i>	<i>How can startups hold premium pricing in frugal markets?</i>	<i>Lecture, Discussion</i>	2
7	How can pricing adapt by region or mindset?	<i>Geographic & Psychological Pricing</i>	<i>How can startups price for different user behaviours?</i>	<i>Case Discussion</i>	2
8	How can pricing handle cost shocks?	<i>Price Elasticity</i>	<i>How can startups protect loyalty during cost volatility?</i>	<i>Lecture, Group Exercise</i>	2
9	How can pricing serve diverse segments?	<i>Tiered Pricing</i>	<i>How can startups tier pricing without losing clarity?</i>	<i>Workshop</i>	2
10	How can pricing scale across markets and products?	<i>Comprehensive Pricing Strategy</i>	<i>How can startups build adaptive pricing engines?</i>	<i>Simulation, Debrief</i>	2

How do companies get their product to land in front of the consumer?

Credits: 2 | Lecture Hours: 10 | Case Hours: 6 | Simulation Hours: 4

Micro Question	Theme	Out-class Focus	Pedagogy	Hours	
1	What is the role of sales and distribution in market success?	<i>Introduction to Sales & Distribution</i>	<i>How can an early-stage brand use its sales channels as its biggest marketing engine?</i>	Lecture, Discussion	2
2	How do brands build and manage a lean, effective sales team?	<i>Sales Organization & Structure</i>	<i>How should a founder approach hiring and incentivizing their first 10 sales reps?</i>	Case Study, Role-play	2
3	How do companies design distribution for maximum visibility and reach?	<i>Distribution Channel Strategy</i>	<i>How can D2C brands break into retail shelves without breaking the bank?</i>	Framework Discussion, Workshop	2
4	What makes a field sales rep effective in Tier 2 and 3 markets?	<i>Field Sales Execution</i>	<i>How can startups win in crowded categories with feet-on-street strategy?</i>	Case Study, Role-play	2
5	What makes B2B sales cycles different and how do you crack the first few deals?	<i>B2B Sales Process & Pipeline</i>	<i>How do founders land their first enterprise clients?</i>	Lecture, Pipeline Simulation	2
6	How do you set up a channel sales model without losing control of your brand?	<i>Channel Sales & Partnerships</i>	<i>How can digital-first startups leverage channel partnerships?</i>	Simulation, Group Activity	2
7	How can omni-channel strategy help startups scale smarter?	<i>Omni-Channel Distribution Strategy</i>	<i>How do you decide the right mix of online and offline selling?</i>	Case Study, Discussion	2
8	How can sales-linked incentives align distributors, retailers, and reps?	<i>Trade Schemes & Incentive Planning</i>	<i>How do startups approach pricing and incentives for distribution?</i>	Lecture, Workshop	2
9	What changes when you sell beyond urban metros in India?	<i>Rural & Urban Sales Strategy</i>	<i>How can startups adapt their sales playbook for rural and urban markets?</i>	Case Study, Group Exercise	2
10	What KPIs should a founder track weekly to know if sales is working?	<i>Go-to-Market Execution Review</i>	<i>How can founders audit and improve their GTM execution?</i>	Simulation, Debrief	2

How to apply product growth strategies and frameworks to scale?

Credits: 2 | Lecture Hours: 10 | Case Hours: 6 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What is product growth and how does it evolve across 0-1, 1-10, and 10-100 stages?	<i>Intro to Product Growth & Day 0 Planning</i>	<i>How do you build product growth strategy when the product isn't even built yet?</i>	<i>Lecture, Workshop</i>	2
2	What drives conversion optimization across different growth stages?	<i>Conversion Rate Optimization (CRO)</i>	<i>How do you increase conversions when you're still figuring out the funnel?</i>	<i>Lecture, A/B Testing Simulation</i>	2
3	What defines Product-Market Fit, and how can we measure it early?	<i>Product-Market Fit & Retention</i>	<i>How do you know if your product is actually ready to scale?</i>	<i>Workshop, Discussion</i>	2
4	How can onboarding flow impact growth metrics?	<i>Activation & Onboarding</i>	<i>How do you design the first 5 minutes of your product to drive habit?</i>	<i>Case Study, UX teardown</i>	2
5	What are growth loops and how are they different from growth hacks?	<i>Growth Loops & Virality</i>	<i>How do you design features that bring new users without extra marketing spend?</i>	<i>Lecture, Group Framework Exercise</i>	2
6	How do you retain users beyond the initial value moment?	<i>Retention & Habit Formation</i>	<i>How do you plug the leaky bucket of user churn?</i>	<i>Case Study, Metric Mapping</i>	2
7	How do you build scalable user acquisition engines?	<i>Acquisition Strategy</i>	<i>How do early-stage startups acquire their first 1000 users without big budgets?</i>	<i>Simulation, Channel Planning</i>	2
8	What makes monetization effective at different stages?	<i>Monetization Strategy</i>	<i>How do you decide what users will pay for, and when?</i>	<i>Case Study, Freemium Model Analysis</i>	2
9	How can startups leverage growth experiments to find winning strategies?	<i>Growth Experimentation</i>	<i>What's the fastest way to validate growth bets without burning cash?</i>	<i>Workshop, Hypothesis Testing</i>	2
10	How do growth teams operate inside scale-ups?	<i>Scaling Growth Teams & Frameworks</i>	<i>What can early teams learn from how top startups structure their growth orgs?</i>	<i>Simulation, Debrief</i>	2

How to leverage Machine Learning to build business solution?

Credits: 2 | Lecture Hours: 8 | Case Hours: 6 | Workshop Hours: 6

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	Can machines find insights without being told what to look for?	<i>Intro to ML & Unsupervised Learning</i>	<i>Can unsupervised ML reveal what your users are doing—without them filling a form?</i>	<i>Lecture + Case</i>	2
2	What do your users always buy together?	<i>Finding Patterns by Association</i>	<i>What hidden feature combos are being discovered by your early adopters?</i>	<i>Case Study + Demo</i>	2
3	Can data tell you who your real customer segments are?	<i>K-Means & Customer Clustering</i>	<i>What surprising customer tribes are emerging in your MVP—and what are they gravitating toward?</i>	<i>Lecture + Hands-on</i>	2
4	What if your market doesn't fit neatly into boxes?	<i>Hierarchical Clustering & DBSCAN</i>	<i>What if your MVP usage patterns don't follow clusters—and noise is the signal?</i>	<i>Lecture + Case</i>	2
5	Can fewer features give you sharper insights?	<i>Dimensionality Reduction (PCA/SVD)</i>	<i>Can your MVP's core insight come from compressing messy data into just a few variables?</i>	<i>Lecture + Workshop</i>	2
6	Can algorithms catch red flags before your team does?	<i>Anomaly Detection with GMM/IF</i>	<i>Can anomaly detection spot bugs, bottlenecks, or abuse in early MVP usage data?</i>	<i>Lecture + Lab</i>	2
7	How do platforms know what you want before you do?	<i>Recommender Systems</i>	<i>Can your MVP suggest just the right content or feature to each new user?</i>	<i>Lecture + Case</i>	2
8	Can unsupervised ML generate content, not just patterns?	<i>Advanced Unsupervised ML (Optional for Faculty)</i>	—	<i>Optional Lecture + Demo</i>	2
9	What's the business move hidden in your clusters?	<i>Using Unsupervised ML in Practice</i>	<i>How can unsupervised ML help sharpen your GTM or expansion playbook?</i>	<i>Workshop + Tool Application</i>	2
10	What did your data whisper about product-market fit?	<i>PMF Studio: Build & Pitch</i>	<i>Can you prove you've got real PMF—without even asking your users?</i>	<i>Final Project + Peer Review</i>	2

How to leverage 5000 years of Indian history to outsmart today's competition?

Credits: 1 | Lecture Hours: 10 | Case Hours: 2 | Workshop Hours: 2

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	In what ways were India, China, and Western Europe at par in terms of economic potentialities—and in what ways were they different before 1600 CE?	<i>India, China & Europe Pre-1600</i>	<i>What can modern founders learn from India's lost edge in early global commerce?</i>	<i>Lecture, Comparative Civilizational Lens</i>	2
2	How did the European conquest of the New World shake and shape the global economy?	<i>Colonialism in the New World</i>	<i>How did first-mover advantage and resource grabs define global power hierarchies?</i>	<i>Lecture, Case Lens: Early Mercantilism</i>	2
3	How and why did Europe, particularly the British East India Company, succeed in colonizing India and reducing China to a semi-colony?	<i>Colonialism in Asia</i>	<i>What startup lessons lie in understanding early forms of platform control and trade monopolies?</i>	<i>Case Study, Trade Routes Simulation</i>	2
4	Why did capitalism emerge in Britain and how did it transform the global economy?	<i>Rise of Capitalism</i>	<i>How did incentives, property rights, and scaling innovation fuel a centuries-long boom?</i>	<i>Lecture, Debate</i>	2
5	How did colonialism and capitalism transform India in the 19th and early 20th centuries?	<i>Colonialism in India</i>	<i>What were the long-term business costs of dismantled local industries and institutions?</i>	<i>Lecture, Case Analysis</i>	2
6	How and why was global inequality exacerbated in the twentieth century?	<i>Age of Extremes I – Global Inequality</i>	<i>What role do systemic imbalances play in stunting startup ecosystems in emerging markets?</i>	<i>Simulation, Policy Response Exercise</i>	2
7	Are we now witnessing global convergence?	<i>Age of Extremes II – Global Convergence</i>	<i>Can emerging market founders now rewrite the rules of global business?</i>	<i>Lecture, Scenario Mapping</i>	2

Term 9 | Macro Questions (YLC Only)

Total Credits: 5 | Core Credits: 0 | Elective Credits: 5

<i>Concentration</i>	Macro Question	Type	Credits	Page No
<i>Management & Strategy</i>	How do you launch a business that changes the world and survives it too?	Elective	1	152
<i>Finance & FinTech</i>	How to understand the real math of exits and upside?	Elective	2	153
<i>Sales & Marketing</i>	How to understand GTM through a simulation?	Elective	2	154

How do you launch a business that changes the world and survives it too?

Credits: 1 | Case Study: 10 hours

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How can a social enterprise embed sustainability principles into its core business model from day one?	<i>Sustainability</i>	<i>How do you design a startup that scales impact without compromising margins?</i>	<i>Case study</i>	2
2	How can sustainable energy models be designed to power India's future without relying on government subsidies?	<i>Energy</i>	<i>Can clean energy startups thrive without grants or freebies?</i>	<i>Case study</i>	2
3	How can social businesses engage homemakers and seniors in eco-friendly city services?	<i>Inclusion</i>	<i>How can your startup tap into untapped talent pools for real social innovation?</i>	<i>Case study</i>	2
4	How can social enterprises create ethical and financially sustainable supply chain models that empower workers?	<i>Supply Chains</i>	<i>How do you build a supply chain that's both fair and founder-friendly?</i>	<i>Case study</i>	2
5	How can leaders of social ventures design and champion climate-focused initiatives that drive real impact?	<i>Climate Action</i>	<i>How do you turn climate missions into viable business models that don't just burn cash?</i>	<i>Case study</i>	2

How to understand the real math of exits and upside?

Credits: 2 | Lecture Hours: 8 | Case Hours: 8 | Workshop Hours: 4

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	How does PE work, and how do firms make money?	<i>Intro to PE & Fund Structure</i>	<i>How do carry, IRR, and MoC shape fund incentives and decision-making?</i>	<i>Lecture + Case Discussion</i>	2
2	How do you decide which sector to invest in?	<i>Building a Sector Thesis</i>	<i>How do you evaluate a sector's size, growth, and strategic edge?</i>	<i>PPT + Case Discussion + Workshop</i>	2
3	How do you validate a market's potential for PE investment?	<i>Sector Thesis (Continued)</i>	<i>What tools help you stress-test a sector's investability over time?</i>	<i>Workshop Discussion</i>	2
4	How do you analyze a company's financial health?	<i>Cash Flow Forecasting & Unit Economics</i>	<i>How do you forecast cash flows and assess scalability through unit economics?</i>	<i>PPT + Classroom Discussion + Assignment</i>	2
5	How do you model a company's growth and capital needs?	<i>Cash Flow Forecasting (Continued)</i>	<i>What metrics reveal whether a startup can scale profitably?</i>	<i>Assignment Discussion</i>	2
6	How do you value a business and structure upside?	<i>Valuation: Entry Price & Exit Thesis</i>	<i>How do DCF, multiples, and deal terms impact pre- and post-money valuation?</i>	<i>PPT + Case Discussion + Assignment</i>	2
7	How do you triangulate valuation in real-world deal flow?	<i>Valuation (Continued)</i>	<i>How do valuation methods reflect risk, dilution, and ownership?</i>	<i>Assignment Discussion</i>	2
8	How do you negotiate pricing, rights, and exits in PE deals?	<i>Transaction Structuring</i>	<i>How do you align founder incentives while protecting investor downside?</i>	<i>PPT + Case Discussion + Assignment</i>	2
9	How do ICs evaluate deals and structure investments?	<i>Simulated Investment Committee</i>	<i>Can you present a deal that balances risk, return, and founder alignment?</i>	<i>Discussion</i>	2
10	What do PE term sheet clauses really mean in practice?	<i>Term Sheets & Control Rights</i>	<i>How do liquidation prefs, drag/tag rights, and anti-dilution shape deal power?</i>	<i>PPT + Case Discussion</i>	2

How to understand GTM through a simulation?

Credits: 2 | Simulation/Workshop Hours: 20

	Micro Question	Theme	Out-class Focus	Pedagogy	Hours
1	What does it take to build a GTM plan from zero to one?	<i>Intro to GTM & STRATSIM World</i>	<i>How can a startup map GTM choices in a complex, competitive market?</i>	<i>Simulation Onboarding, Team Setup</i>	2
2	How do market structure and segments shape GTM design?	<i>Industry Dynamics & Market Mapping</i>	<i>How should startups identify the best segments to go after?</i>	<i>Market Sizing, Segment Prioritization</i>	2
3	How do product choices shape GTM outcomes?	<i>Product Strategy & Launch Planning</i>	<i>How can startups align product-market fit with GTM execution?</i>	<i>Feature-Market Matching Exercise</i>	2
4	How does pricing reinforce market positioning?	<i>Pricing & Positioning</i>	<i>How can startups use pricing as a lever for brand and volume?</i>	<i>Pricing Strategy Workshop</i>	2
5	How do messaging and media drive awareness and conversion?	<i>Promotion & Communication Planning</i>	<i>How can startups plan effective marcom with lean budgets?</i>	<i>Campaign Planning Drill</i>	2
6	How do go-to-market channels affect reach and profitability?	<i>Distribution & Channel Strategy</i>	<i>How can startups choose smart distribution to gain early traction?</i>	<i>Channel Trade-off Simulation</i>	2
7	What happens when GTM hits a moving market?	<i>Simulation Round 1 + Debrief</i>	<i>How do startups adapt GTM plans based on real-time market feedback?</i>	<i>Live Simulation + Strategic Debrief</i>	2
8	How can you respond to market shifts and competitor moves?	<i>Simulation Round 2 + Competitor Analysis</i>	<i>How should startups refine GTM when outspent or outmaneuvered?</i>	<i>Roundtable + Realignment Drill</i>	2
9	How do you scale GTM after initial wins?	<i>Simulation Round 3 + Scale Playbooks</i>	<i>How do startups evolve GTM when growing from niche to mainstream?</i>	<i>GTM Scaling Exercise + Debrief</i>	2
10	How do GTM choices compound over time?	<i>Final Simulation & Strategic Presentations</i>	<i>How can startups present and defend their GTM playbook to win buy-in?</i>	<i>Capstone Simulation + Team Pitch</i>	2