

PROPOSED STRUCTURE

ACADEMIC YEAR 2024-25 ONWARDS

MBA Innovation, Entrepreneurship and Venture Development (MBA-IEV)

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO1: To develop an entrepreneurial mindset amongst students

PEO2: To inculcate the ability to think creatively and innovatively

PEO3: To impart ethical and moral values to create better citizens and society

PEO4: To develop entrepreneurial skills to think strategically and capabilities for venture creation and development

PROGRAM OUTCOMES (POs)

PO1: Identify opportunities in the environment for business and social ventures and be able to organize necessary resources to build a successful venture in that domain.

PO2: Learn and use relevant frameworks to architect a value chain that will enable their venture to create and deliver competitive value through meeting the needs of all stakeholders in their venture.

PO3: Understand and adopt the creative process and deliver innovative solutions to problems of society and the economy.

PO4: Exhibit the ability to lead new ventures, by developing, sharing and motivating others, through a vision and by networking for resources.

PO5: Create and sustain ventures through ethical, sustainable and responsible means and ends.

PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO1: The understanding and ability to scan the environment and short- and long-term trends, for identifying and assessing nature, scale, risk and requirements for tapping opportunities in business or social domains.

PSO2: Develop the ability to harness managerial theories and frameworks for effectiveness in managerial decision making in functional domains of management required for business success and achieving organization objectives be it social environmental or economic goals.

PSO3: Inculcate the methods and skills necessary for leadership, networking and effective communication that help build and share a vision required to garner necessary resources for creation and sustaining new ventures.

PSO4: Be able to make distinctions in terms of ethical boundaries and factors affecting the moral dimensions of business decisions and be able to adopt larger social responsibilities through their venture.

PSO5: Develop the capabilities and specific managerial skills required to assess stakeholders needs and create and sustain value delivery.

PSO6: Understand the elements of creativity and innovation, and be able to harness it for designing innovative solutions to problems in business, economy and the society at large.

PSO7: Determine and use the means of scaling and new venture growth through adopting strategic business planning and implementation methods.

Detailed Semester Wise Credits and Learning Module Structure

1.1 Teaching and Evaluation Scheme: Semester I Module I – Innovation, Entrepreneurial Skill and Opportunity Identification

| Semester | Module | Course Type | Course Code | Course Title/Workshop | Learning Mode - Hours (L,T,P:Total) | | | | Evaluation CMS+EME |
|----------|---|-------------------------------------|--------------------|---|--|----------|----------|-------------------|-------------------------------------|
| | | | | | L | T | P | TOTAL CREDITS | |
| I | | | | | | | | | |
| | INDUCTION & Orientation | Workshop | MBE I 101 | Know/Manage Entrepreneurial Talent, Design Thinking and Creative Process | - | - | - | Non-Credit | Self-Assessment and Feedback |
| | Module I (14 WEEKS) (13-weeks teaching+01-week evaluation) | | | | | | | | |
| | A | Core Course | | | | | | | |
| | | 1 | MBE C111 | Theories and Models of Entrepreneurship | 3 | 0 | 0 | 3 | 50+50 |
| | | 2 | MBE C112 | Entrepreneurial Marketing | 3 | 0 | 0 | 3 | 50+50 |
| | | 3 | MBE C113 | Management Accounting | 3 | 0 | 0 | 3 | 50+50 |
| | B | Elective Credit (Class Room) | | | | | | | |
| | Any Two | 4 | MBE DEC 111 | Principles of Technology-Innovation-Management. | 3 | 0 | 0 | 3 | 50+50 |
| | | 5 | MBE DEC 112 | Recognizing and Shaping New Opportunities | 3 | 0 | 0 | 3 | 50+50 |

| | | | | | | | | | |
|--|---|--------------------|-------------|---|---|---|---|---|-------------------|
| | | 6 | MBE DEC 113 | Or, Choice of any MOOC, or Course of Independent Study under industry/entrepreneur mentor approved by DEPARTMENT as of equivalent credit and desired content. | 0 | 0 | 0 | 3 | As per DTU norms |
| | C | Capstone Project 1 | | | | | | | |
| | | 7 | MBE CP1 | Creative Problem Solving/Idea-Proof-of-Concept Submission | - | - | - | 2 | 50% PRS + 50% PRE |

1.2 Teaching and Evaluation Scheme Semester I Module II – Management Skill for Entrepreneurs and Managing Value Creation

| Semester | Module | Course Type | Course Code | Course Title/Workshop | Learning Mode (L,T, P:Total) | | | | Evaluation CMS+EME |
|----------|--|-------------------------------------|-------------|---|------------------------------|---|---|-------|--|
| | | | | | L | T | P | TOTAL | |
| I | | | | | L | T | P | TOTAL | |
| | Module II (14 WEEKS) (13-weeks teaching+01-week evaluation) | | | | | | | | |
| | A | Core Course | | | | | | | |
| | | 1 | MBE C121 | Managing Innovation and mapping customer Value | 3 | 0 | 0 | 3 | 50+50 |
| | | 2 | MBE C122 | Entrepreneurial Finance: Concept & Management. | 3 | 0 | 0 | 3 | 50+50 |
| | | 3 | MBE C123 | Operations management | 3 | 0 | 0 | 3 | 50+50 |
| | B | Elective Credit (Class Room) | | | | | | | |
| | Any Two | 4 | MBE DEC 121 | Economics for Entrepreneurs. | 3 | 0 | 0 | 3 | 50+50 |
| | | 5 | MBE DEC 122 | Companies Act 2013 and Regulatory Environment | 3 | 0 | 0 | 3 | 50+50 |
| | | 6 | MBE DEC 123 | Choice of any MOOC, or Course of Independent Study under industry/entrepreneur mentor approved by DEPARTMENT as of equivalent credit and desired content. | 0 | 0 | 0 | 3 | As per DTU norms |
| | C | Capstone Project 2 | | | | | | | |
| | | 7 | MBE CP2 | Development of Innovation/Prototype & Submission for POC | - | - | - | 2 | 50%PRS +50% PRE for Customer POC validation as specified by DEPARTMENT (Faculty Coordinator) |

1.3 : Teaching and Evaluation Scheme: Semester II Module III – Creating Sustaining Enterprise Model and Organisational Effectiveness

| Semester | Module | Course Type | Course Code | Course Title/Workshop | Learning Mode (L,T, P:Total) | | | | Evaluation CMS+EME |
|----------|---|-------------------------------------|-------------|--|------------------------------|---|---|-------|--------------------|
| | | | | | L | T | P | TOTAL | |
| II | | | | | L | T | P | TOTAL | |
| | Module III (14 WEEKS) (13-weeks teaching+01-week evaluation) | | | | | | | | |
| | A | Core Course | | | | | | | |
| | | 1 | MBE C231 | Organizational Behaviour | 3 | 0 | 0 | 3 | 50+50 |
| | | 2 | MBE C232 | New Venture Establishment & Management | 3 | 0 | 0 | 3 | 50+50 |
| | | 3 | MBE C233 | Research Methods-Data, Models & Decisions | 3 | 0 | 0 | 3 | 50+50 |
| | B | Elective Credit (Class Room) | | | | | | | |
| | Any Two | 4 | MBE DEC 231 | Measuring and Managing Strategic Performance of Ventures | 3 | 0 | 0 | 3 | 50+50 |
| | | 5 | MBE DEC 232 | Social Entrepreneurship | 3 | 0 | 0 | 3 | 50+50 |

| | | | | | | | | | |
|--|----|-----------------------------|-------------|--|---|---|---|----|---|
| | | 6 | MBE DEC 233 | Choice of any MOOC, or Course of Independent Study under industry/entrepreneur mentor approved by DEPARTMENT as of equivalent credit and desired content. | 3 | 0 | 0 | 3 | As per DTU norms |
| | C | Capstone Project III | | | | | | | |
| | | 7 | MBE CP3 | Development of Business Model for the Innovation. Developing a Minimum Viable Product & Business Model to get into the Market. | - | - | - | 2 | 50%PRS+50% PRE for Business Model evaluation as specified by DEPARTMENT (Faculty Coordinator) |
| Action Learning Segment –I | | | | | | | | | |
| | 6. | 8 weeks | MBE ALS 1 | Action Based Learning on <Market Research & Customer Feedback> <Innovation and Business Model Validation> <Dummy Business & Service Portfolio Build> <Fund & Resource Generation Strategy> <Managing Resources in Start-up Environment> ** A student is expected to devote full working day every day of working week, as per organisational norms of internship start-up/company, during this phase, for action learning in above areas. | - | - | - | 10 | As determined by DEPARTMENT, basis Business Model Validation, Business Case presentation, acceptance by investor, Value chain creation. |
| Innovation/Prototype/Concept Evaluation week. (Parallel to Action Learning Segment 1) | | | | | | | | | |

1.4: Teaching and Evaluation Scheme: Semester III Module IV – Advanced Start up Skill Competency Development

| Semester | Module | Course Type | Course Code | Course Title/Workshop | Learning Mode (L,T, P:Total) | | | | Evaluation CMS+EME |
|----------|--|------------------------|-------------|--|------------------------------|---|---|-------|--------------------|
| | | | | | L | T | P | TOTAL | |
| II | | | | | L | T | P | TOTAL | |
| | Module IV (14 WEEKS) (13-weeks teaching+01-week evaluation) | | | | | | | | |
| | A | Core Course | | | | | | | |
| | | 1 | MBE C341 | Venture Financing: Funding, M&A, Valuation Techniques | 3 | 0 | 0 | 3 | 50+50 |
| | | 2 | MBE C342 | Supply Chain Management and Total Quality Management | 3 | 0 | 0 | 3 | 50+50 |
| | | 3 | MBE C343 | Organization Development and Human Resource Management | 3 | 0 | 0 | 3 | 50+50 |
| | B | Elective Credit | | | | | | | |
| | Any Two | 4 | MBE DEC 341 | Digital Marketing | 3 | 0 | 0 | 3 | 50+50 |
| | | 5 | MBE DEC 342 | B2B Sales and Business Development | 3 | 0 | 0 | 3 | 50+50 |
| | | 6 | MBE DEC 343 | Intellectual property Management | 3 | 0 | 0 | 3 | 50+50 |

1.5: Semester III Module V: Growing New Venture

| Semester | Module | Course Type | Course Code | Course Title/Workshop | Learning Mode (L,T, P:Total) | | | | Evaluation CMS+EME |
|----------|---|--------------------|-------------|-----------------------------|------------------------------|---|---|-------|--------------------|
| | | | | | L | T | P | TOTAL | |
| II | | | | | L | T | P | TOTAL | |
| | Module V (14 WEEKS) (13-weeks teaching+01-week evaluation) | | | | | | | | |
| | A | Core Course | | | | | | | |
| | | 1 | MBE C351 | Business Process Management | 3 | 0 | 0 | 3 | 50+50 |
| | | 2 | MBE C352 | Venture Growth Strategies | 3 | 0 | 0 | 3 | 50+50 |

| | | | | | | | | | |
|--|----------------|---|--------------------|--|---|---|---|---|-------|
| | B | 2 | MBE DEC351 | Digital Business Strategy and E-Commerce | | | | | |
| | Any Two | 2 | MBE DEC 352 | Performance and Compensation Management | 3 | 0 | 0 | 3 | 50+50 |
| | | 3 | MBE DEC 353 | Building and Managing a Start-up Brand | 3 | 0 | 0 | 3 | 50+50 |
| | | 4 | MBE DEC 354 | AI and Analytics in Business | 3 | 0 | 0 | 3 | 50+50 |

1.6: Semester IV MODULE VI –Venture Establishment Phase

| Semester | Module | Course Type | Course Code | Course Title/Workshop | Learning Mode (L,T, P: Total) | | | | Evaluation CMS+EME |
|--|----------|---|-----------------|--|-------------------------------|---|---|-------|---|
| | | | | | L | T | P | TOTAL | |
| II | | | | | | | | | |
| MODULE VI (13-weeks teaching+01-week evaluation) | | | | | | | | | |
| (14 WEEKS FOR VALUE ADDED COURSES) | | | | | | | | | |
| Action Learning Segment II: Venture Development (24 Weeks/ Six Months) | | | | | | | | | |
| | A | Value Added Courses | | | | | | | |
| | | 1 | MBE V461 | Developing Customer Base: Acquisition and Retention Strategies | 2 | 0 | 0 | 2 | 50+50 |
| | | 2 | MBE V461 | Partnerships, Alliances and Stakeholder management | 2 | 0 | 0 | 2 | 50+50 |
| | | 3 | MBE V461 | Fintech and payment technologies | 2 | 0 | 0 | 2 | 50+50 |
| | | 4 | MBE V461 | Funding new ventures for scaling | 2 | 0 | 0 | 2 | 50+50 |
| | B | Action Learning Segment 2 (10 weeks) | MBE AL 2 | Raise funding, Evaluation Readiness, , Value chain partnerships and development of supply and forward chains, Credit and operations scale up | - | - | - | 14 | Outcome based evaluation as determined by DEPARTMENT. |
| One week for Enterprise/Business Evaluation (parallel to Action Learning Segment 2) | | | | | | | | | |

Total Credit Summary

| Year | Semester | Core Credit (Class Room) | Elective Credit (Class Room) | Capstone Credit | VALUE ADDED COURSES | Action Learning Credit | Total |
|----------------------------|--------------------------------|--------------------------|------------------------------|-----------------|---------------------|------------------------|------------|
| 1st Year | 1st Semester | 18 | 12 | 04 | - | - | 34 |
| | 2nd Semester | 09 | 06 | 02 | - | 10 | 27 |
| 2nd Year | 3rd Semester | 15 | 12 | - | - | - | 27 |
| | 4th Semester | 00 | - | - | 08 | 14 | 22 |
| | Total | 42 | 30 | 06 | 08 | 24 | 110 |

DETAILED SYLLABUS OF MBA IEV, USME, DTU

FIRST YEAR

Course Code: MBE C111

Theories and Models of Entrepreneurship

(L:3, T:0, P:0)

Course Objective:

This course aims to provide a comprehensive understanding of entrepreneurship by delving into its fundamentals, types, and theoretical underpinnings. Students will analyze various entrepreneurial models, including corporate entrepreneurship while learning to effectively mobilize resources for entrepreneurial ventures. Additionally, the course will focus on technology entrepreneurship, exploring market dynamics, brand positioning, and digital marketing strategies. By the end, students will develop the skills and knowledge necessary to embark on entrepreneurial endeavors confidently.

Course Outcome (COs):

Upon completing the course successfully, students will be able to:

CO1: Emulate the personal characteristics of entrepreneurs.

CO2: Comprehend entrepreneurial values, attitudes, and motivations.

CO3: Explain different theories of entrepreneurship.

CO4: Aid in the establishment of businesses within their organizations.

CO5: Grasp the concept of resources and their mobilization.

Syllabus

Unit 1: Entrepreneurship Overview

Understanding Entrepreneurship: Definition and Concept, Role of Entrepreneurs, Entrepreneurial Functions, Importance of Entrepreneurship, Dispelling Entrepreneurship Myths, Pros and Cons, Entrepreneurial Process.

Unit 2: Types of Entrepreneurs and Businesses

Diverse Entrepreneurial Roles: Classification of Entrepreneurs, Business Types, Entrepreneurial Skills and Attributes, Values, Mindset, and Drive, Contrasts between Entrepreneurship and Employment, Embracing Intrapreneurship.

Unit 3: Entrepreneurship Theories

Exploring Economic Perspectives: Classical, Neo-classical, and Austrian Market Process Theories, Psychological Insights: Personality Traits and Achievement Needs, Sociological and Anthropological Perspectives, Opportunity-driven and Resource-based Theories: Financial, Social, and Human Capital.

Unit 4: Corporate Entrepreneurship Models

Frameworks for Organizational Innovation: Opportunist, Enabler, Advocate, and Producer Models.

Unit 5: Mobilizing Resources

Acquiring and Utilizing Resources: Strategies for Effective Resource Management, Identifying and Assessing Financial Needs, Capital Estimation and Acquisition, Financing Sources such as Capital Markets, Angel Investors, and Venture Capital, Leveraging Mentorship and Information Channels.

Unit 6: Technology-driven Entrepreneurship

Navigating Market Dynamics: Recognizing Market Opportunities, Competitor Analysis, Brand Positioning, Intellectual Property Management, and Digital Marketing Strategies.

References/Textbooks

- Timmons, J. and Spinelli, S. (2017). *New Venture Creation: Entrepreneurship for the 21st Century*. McGraw Hill Education
- Mitra, J. (2020). *Indian Entrepreneurship and Innovation: The Current State of Affairs*. Springer.
- Shukla, M. (2020). *Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism*. Sage Publications.
- Bert C. and Lippitz Michael J. (2007), *The Four Models of Corporate Entrepreneurship*.
- Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A. (2017). *Entrepreneurship*, 9th Edition. McGraw Hill Education
- Wolcott Robert C. and Lippitz Michael J. (2007), *The Four Models of Corporate Entrepreneurship*.

MBEC 112

Entrepreneurial Marketing

(L:3, T:0, P:0)

Course Objective:

The entrepreneur needs to understand customers and create and deliver value for a successful venture. Customer centric organisations focussed on acquiring and retaining customers have also experienced growth and scale, by focussing on customer value, loyalty and lifetime value. This course helps them understand and use the concepts of marketing and customer centricity that will enable them to build appropriate marketing strategies such as segmentation, targeting positioning and delivering value through the marketing mix. It will also cover the concepts and industry practises in building customer loyalty and growth.

Course Outcomes (COs):

Upon completion of the course, the student would be able to:

CO1: Conceptualise the customer value selection, creation and delivery process and marketing mix and strategy elements with deeper insights into concepts of customer journey, product lifecycle and value.

CO2: Understand the requirements for acquiring, retaining and growing customers in specific market segments.

CO3: Evaluate customer and product portfolios, and be able to choose profitable customer and other market entities for developing business relationships by using the concepts of customer value, satisfaction, trust and commitment that help gain lifetime customer value.

CO4: Harness the understanding of customers buying process, to build appropriate strategies for products, pricing, distribution and other mix elements.

CO5: Create Go-To Market and Market Development and Growth strategies at MVP, Commercialisation and scaling stages.

Syllabus:

Unit 1: Introduction

Marketing as a process. The philosophy of marketing. Segmentation, targeting, positioning. Marketing mix elements – 7 Ps and related strategies. Market assessment and forecasting. PESTEL Macro and Micro environment. Customer journey and marketing strategy. Market assessments and product portfolio; BCG matrix. Forecasting demand.

Unit 2: Consumer behaviour and marketing strategy.

The stages of consumer choice, and related marketing strategy. Needs and wants. Factors affecting customer choice – external and internal influences. Customer data, market data and measurement. Branding and brand equity models, brand personality, brand perceptions and associations. Product life cycle and customer profile in new product diffusion. Market strategies over the PLC.

Unit 3: Customer centric strategy: Customer Loyalty, lifecycle and lifetime value

Customer profitability and customer portfolio. Loyalty ladder and customer acquisition, retention and growth strategies. Customer value, satisfaction, delight, trust, commitment and loyalty and related strategies. Leveraging customer data and analytics. Lifetime value estimation and lift. Loyalty programs. Use of IT, AI and engaging customers with personalisation.

Unit 4: Go to market strategies and scaling

POC. Product development process and new product launch. Sales and distribution, B2B marketing, alliances and franchising. Pricing strategies over the PLC. Promotional strategies. Digital marketing – channels and media. Leveraging data and customer acquisition programs for building customer base. Building the service infrastructure, people and processes. Service operations. Market development, Market diversification, Market penetration, and related strategies. Product and customer portfolios.

References/Textbooks

1. Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth G.Shainesh Marketing Management, 16 Edition, 2022: Pearson India.
2. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. Marketing 2017: 14th Special Indian Edition. New Delhi: McGraw-Hill India

Course Code: MBE C113

Management Accounting

(L:3, T:0, P:0)

Course Objective: This course aims to provide students with a comprehensive understanding of accounting principles, processes, and financial reporting practices. Students will learn the fundamentals of accounting, including principles, concepts, and conventions, and develop proficiency in the preparation of financial statements. They will explore legal requirements and reporting practices and learn to analyze financial statements using tools such as horizontal and vertical analysis, ratio analysis, and industry comparisons. Through a mix of theoretical learning and practical case studies, students will develop the skills necessary to interpret financial data, evaluate organizational performance, and make informed managerial decisions.

Course Outcome (COs): Upon completing the course successfully, students will be able to:

CO1: To understand the fundamentals and importance of accounting.

CO2: To understand the accounting process and formulate the Financial Statements

CO3: To learn the nuances of financial reporting.

CO4: To learn the use of various tools and techniques of financial statement analysis for managerial decision-making.

Syllabus:

Unit 1: Introduction to Accounting

Introduction & Importance of Accounting, Accounting Principles, Concepts and Conventions.

Unit 2: Accounting Process & Preparation of Financial Statements

Accounting Process: Books of original record, Ledger Trial Balance etc. Concepts and contents of and Preparation of Financial Statements.

Unit 3: Financial Reporting

Financial Reporting: Legal requirements and Reporting Practices.

Unit 4: Financial Statement Analysis-I

Analysis of Financial Statements with managerial perspective: Tools and Techniques of Financial Statements including, Horizontal & Vertical Analysis, Ratio Analysis, and Industry comparisons.

Unit 5: Financial Statement Analysis Case study

References/Textbooks

- Bhattacharya, S.K. and Dearden, J. “Accounting for Management, Text & Cases”, Vikas Publishing House (P) Ltd.
- Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, “Introduction to Financial Accounting” Prentice Hall International, Englewood Cliffs.
- Ramachandran, N. and Kakani, Ram Kumar, “Financial Accounting for Management”, Tata McGraw Hill.
- Shah, Pares, “Basic Financial Accounting for Management”, Oxford University Press.
- Wild, J. J. KR Subramanyam dan Robert F. Halsey. Financial Statement Analysis.
- Parmar, V. Analysis of Financial Statements. LAP Lambert Academic Publishing
- Bhattacharyya, A. K. (2007). Introduction to financial statement analysis. Elsevier.

Course Code: MBE DEC 111

Principles of Technology Innovation and Management

(L:3, T:0, P:0)

Course Objectives:

Creating and managing new technological knowledge is a key success factor of most firms. The idea of the course is to provide a deeper perspective into selected topics from both the perspective of a manager who has to make decisions about his/her firm's technology and innovation management processes and from the perspective of an academic researcher studying these decisions.

We will discuss some selected situations of managing innovation in a corporate context. Our focus will be to explore what influences the performance of a firm's innovation system. The course is case-study based, but will also integrate short lecture modules, readings, exercises, and group work.

Course Outcomes (COs):

Upon completion of the course, the student would be able to:

CO1: Develop an understanding about contexts, key concepts, importance and processes related to technology and innovation management and skills to analyse situations using relevant tools

CO2: Learn the basics of industry and technology using relevant literature: books, papers, articles

CO3: Identify practical dimensions through discussion of cases and caselets

CO4: Apply learning to diagnose issues related to MoT in contexts of interest

Syllabus:

Unit 1: Technology, Innovation and Creativity

Technological innovation systems and processes. Understanding the process of technological innovation and the factors affecting successful innovation. Management problems from the product/service concept-stage to end-product/service marketing. Creativity and Innovation- Creativity process, Individual and group creativity, Critical functions in the innovation process, Evolving innovative culture, teams for innovation.

Unit 2: Business Propositions

Product and technology life cycle, Management of R&D planning, organising, staffing, scheduling, Controlling, budgeting, Selection of projects. Methodologies for evaluating the effectiveness, Research Productivity. Protection of Intellectual Property Rights. Evolving flexible organisation

Unit 3: The Battles and Competition

Issues relating to managing scientists and technologists as individual, in teams, and in large organisations. Human Resource Management in R&D and Innovation, training, motivation, communication, group dynamics. Information management for innovation and R&D-strategies, sources, channels, and flows. Standardisation and Quality management.

References/Textbooks

Schilling, M.A. and Shankar R.; Strategic Management of Technological Innovation; 6e, McGraw-Hill, New Delhi, 2020.

MBE DEC 112

Recognizing and Shaping New Opportunities

(L:3, T:0, P:0)

Course Objectives:

This course provides a comprehensive introduction to basic business idea and opportunity identification concepts and analysis techniques. It covers basic concept of business opportunity, techniques of identifying opportunity, tools and analysis process of recognizing and validating a workable business idea. Post completion of this course, students will be able to identify, analyze and validate a workable business idea.

Course Outcomes (COs):

Upon completion of the course, the student would be able to:

CO1: Understand the fundamental concepts of business idea and opportunity identification.

CO2: Develop proficiency in techniques for identifying business opportunities.

CO3: Utilize tools and analysis processes to recognize and validate workable business ideas.

CO4: Apply critical thinking skills to analyze and assess the feasibility of business opportunities.

UNIT 1: BUSINESS OPPORTUNITY

What is Business Idea? Business Idea vs Business Opportunity, Theory of Peter Drucker on Business Opportunity and types of business opportunities, Characteristics of sound Business idea,

UNIT 2: IDENTIFICATION of BUSINESS OPPORTUNITY

Sources of Business Idea, methods for finding new business opportunities, Idea generation techniques, Elements of the Good Idea Generation Process, Emerging sectors, Trends, Startup ecosystem in India and sectoral opportunity.

UNIT 3: ANALYSIS of BUSINESS OPPORTUNITY & COMPETITION

Business Opportunity Canvass Analysis – Thinking Entrepreneurially, Seeing Entrepreneurially, Acting Entrepreneurially, Industry condition, Industry status, Macroeconomic change, Value innovation, competition. Competition analysis, FAB Analysis (Feature, Advantage and Benefit analysis), SWOT Analysis, SWOT with CA and SWOT with FAB.

References/Textbooks

- Entrepreneurship by Robert D. Hisrich, McGraw Hill
- New Venture Creation - Entrepreneurship for the 21st Century by Jeffrey A. Timmons, McGraw Hill

Course Objective:

The course is aimed at helping student conceptualize the process of innovation that helps deliver superior customer value for a successful commercialization of the innovative product/service/business in the marketplace. The customer value concept needs to be embedded in the process, and the course covers the frameworks and tools for mapping and validating customer value in a competitive market scenario. It prepares the students for designing and delivering superior stakeholder value through harnessing the concepts of innovation and developing decision-making skills regarding the new product development, diffusion, and commercialization of innovation, as well as building a continuous innovation process in their organization/start-up.

Course Outcomes (COs):

Upon completion of the course, the student would be able to:

CO1: Conceptualize the concepts and process of innovation, both radical and continuous, incremental innovation, customer value, innovation adoption cycle and new product diffusion, product life cycle and their inter-relationship.

CO2: Describe the effects of innovation on market demand and the requirements of managing the innovation cycle, to commercialization, across the value chain.

CO3: Collect, Collate and Evaluate customer value requirements and related consumer behaviour, and the challenges and requirements for innovation process which may need to be aligned with customer value

CO4: Harness the understanding of innovation and diffusion process to deliver superior competitive customer value, through conceptualization of MVP.

CO5: Demonstrate the decision-making skills required to manage the innovation process for delivering superior customer value throughout the value chain.

Syllabus:**Unit 1: Introduction**

Innovation, concept and definition; radical, continuous and incremental innovation. Product, process, business innovation. Innovation process. Creativity and divergence. Design and innovation. Technology, IP and innovation. POC, MVP and related concepts. Role of stakeholders and resources for innovation, harnessing innovation and innovation process. Sustainable innovation. Scope and areas of innovation.

Unit 2: Consumer behaviour and customer value.

The customer journey, stages of consumer choice, Customer value perception, measuring value, mapping customer value. Stakeholder value chain. Harnessing pain points, satisfaction surveys, listening posts for stakeholder value creation. Innovation adoption theory and factors affecting adoption. Gap theory and applications. Identification of stakeholders and value requirements. Forecasting demand.

Unit 3: New Production and Service development.

New Product/Service development strategies for entrepreneurs. Leveraging diffusion for delivering value. Role of stakeholders. chain. Applying customer value principles to new product development and innovation. Competitive value mapping across the value chain. Using value concept for segmenting targeting and positioning new products. Product quality, customer benefits and pricing.

Unit 4: Innovation and Commercialization Process

Developing the MVP. Product and market testing, Learning curve, and market entry strategies. Financial and market feasibility analysis. Short term and long-term plans for market growth. Scaling strategy and product range/portfolio development, building and servicing the stakeholder value chain the stakeholders. Managing diffusion of innovation, go-to-market strategy linked supply chain and operations strategy; financing the value chain.

References/Textbooks

1. Bradley Gale, 2010 Managing Customer Value: Creating Quality and Service That Customers Can See. 3rd edition. Free Press: New Delhi India. ISBN: 1451612923
2. Art Weinstein, William C. Johnson, 1999, Designing and Delivering Superior Customer Value Concepts, Cases, and Applications; 1st Edition, CRC Press: Taylor and Francis

MBEC 122

Entrepreneurial Finance: Concept & Management

(L:3, T:0, P:0)

Course Objective:

This course aims to equip students with essential skills in entrepreneurial finance. By the end, students will be proficient in crafting financial plans for startups, creating impactful investor presentations, valuing startup ventures accurately, and understanding various investor types and funding options.

Course Outcomes (COs):

At the end of this course a student should be able to

CO1: Make a financial plan for a start-up

CO2: Understand the importance of investor presentation and how to make it

CO3: Understand how to value a start-up

CO4: Provide overview of various kinds of investors and funding options

Syllabus:

Unit 1: Introduction and overview of entrepreneurial finance

Unit 2: Financial Modeling Building a financial model in Excel, this can be used as a practical tool for a real-life start-up. The objective is to make students confident when talking to accounting professionals, bankers or venture capitalists about financial data.

Unit 3: Investor Pitch Deck How to make an investor pitch deck including aspects like mapping of key business metrics along with market in which it is operating, market sizing etc.

Unit 4: Business Valuation& Financing Standard methods of valuing start-up companies. Overview of various financing options and types of investors.

References/Textbooks

1. Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur by Steven Rogers and Roza Makonnen
2. Levin, Jack S. Structuring Venture Capital, Private Equity, and Entrepreneurial Transactions. Little, Brown and Company, 2000.

MBE C123

Operations Management

(L:3, T:0, P:0)

Course Objectives:

This course aims to equip students with essential skills in technology management, innovation, and operations. By the end, students will understand theories of technology management, develop awareness of technological change dynamics, and grasp the basics of operations management. They will also learn to utilize technologies effectively in startup operations and foster innovativeness in their approaches.

Course Outcomes (COs):

After completion of this course the students will be able to

CO1: Understand the theories of technology management and practices managerial decision making.

CO2: Develop awareness about the dynamics of technological change, innovation

CO3: Diffusion for effective management of technology.

CO4: Understand basics of operations management

CO5: Understand use of technologies in start-up operations

CO6: Bring about innovativeness in start-up operations

Syllabus

Unit 1: Operations Management Operation Management in start-ups; Roles and objectives of Operations Management: System approach; Competing with operations: Strategy Hierarchy, Order winning and order qualifying factors, Competitive advantage; Process Strategy: Process strategy for start-up organization, Process structure in manufacturing, Product-Process Matrix, Strategic fit, Batch scheduling, Customization, Process selection and design; Facility location and layout;

Unit 2: Capacity Planning and Management: Capacity management in operations of start-ups, Capacity planning concepts; Aggregate planning and assembly line balancing; Inventory Management: ABC Analysis and EOQ, Inventory Control Systems; Managing Quality: Defining Quality, Cost of Quality, Quality Tools, Quality Management systems;

Unit 3: Introduction to Supply Chain Management Unit 5: Technological Innovations in Operations Types of manufacturing automation, Automated Production systems, MRP ;ERP, Automation in services, Software systems: CAD/CAM/CIM, Tools for Manufacturing Planning, Lean and JIT Manufacturing, Sustainable Manufacturing, TPM, Current Manufacturing, Rapid Prototyping, Six Sigma, integrating lean with six sigma, Visual workplace, Project Management in start-ups, Business Process Reengineering in start-ups.

References/Textbooks

1. Gaither Frazier G: “Operations Management”, Cengage Learning
2. Heizer J, Render B, Munson C, Sachan A, “Operations Management: Sustainability and Supply Chain Management”, Pearson Education
3. Mahadevan B, “Operations Management”, Pearson Education
4. Kumar Arun, Meenakshi N, “Operations Management”, Cengage Learning
5. Bedi Kanishka, “Production and Operations Management” Oxford University Press
6. Aswathappa K, Bhat K.S, “Production and Operations Management”, Himalaya Publishing House

Course Objective:

Aspiring Entrepreneurs need to get familiar to the fundamental concepts of economies and their relevance in taking decision related to business market. The objective of this course is to make them understand market forces and equilibrium, learn about production function and cost curve analysis, market monopoly and to learn the pricing practices of the economy.

Course Outcomes (COs):

Upon completion of the course, the student would be able to:

CO1: Get familiar to the fundamental concepts of economics and their relevance in business decision making.

CO2: Understand market forces and equilibrium

CO3: Learn about production function and cost curve analysis

CO4: Understand market monopoly

CO5: Learn pricing practices

Syllabus:**Unit 1: Market Forces: Demand and Supply**

Demand Analysis – Derivation of Demand Curve, Determinants of Demand, Market Demand, Network Externalities (Bandwagon and Snob Effects), Elasticity of Demand, Demand Forecasting, Supply Analysis– Derivation of Supply Curve, Determinants of Supply, Market Supply, Elasticity of Supply. Market Equilibrium: Changes in Market Equilibrium, Effects of Government Intervention (Price Controls), Consumer and Producer Surplus.

Unit 2: Production Function and Cost Analysis

Production Analysis: Production function and its managerial uses, Laws of production- Production with One Variable Input, Production with Two Variable Inputs, Returns to Scale, Expansion Path. Cost Analysis: Cost concepts, Short-run and long-run average cost curves and their analysis, Economies of Scale and Scope.

Unit 3: Organization of Firm

Profit Maximization and Perfect Competition: Perfectly Competitive Market, MR, MC, and Profit Maximization, Short run equilibrium.

Unit 4: Monopoly

Monopoly Power, Sources of Monopoly Power, The Social Costs of Monopoly Power, Short run Equilibrium. Monopolistic Competition and Oligopoly: Monopolistic Competition Oligopoly (kinked demand curve model, Cartels), Introduction to Multi Sided Platform Business Baumol's Model of Sales Maximization. Coca Cola and Pepsi Case Study- Duopoly Cartelization of Cement – Indian Case Study- Cartels

Pricing Practices and Strategies (A Practical Approach) Paytm Case Study- Cash Back Model Explained, Deep Discounting by Ecommerce

Unit 5: Pricing Practices

Cost-based Pricing: Cost-Plus/Mark-up pricing, Breakeven Pricing, Marginal Pricing; Value-based pricing; Competition based pricing; Demand based Pricing. Pricing Strategies: Price Skimming, Penetration Pricing, Differential Pricing, Promotional Pricing.

References/Textbooks

1. Pindyck, R.S., Rubinfeld, D.L. and Mehta, P.L; Microeconomics; Pearson Education
2. Salvatore, Dominique and Shrivastava, Ravikesh; Managerial Economics in a Global Economy; Thomson/South-Western
3. Dean, Joel; Managerial Economics; Pearson Education
4. Thomas R Christopher, Maurice Charles S and Sarkar Sumit; Managerial Economics; McGraw Hill
5. Baye, Michael and Jeff, Prince; Managerial Economics and Business Strategy; McGraw Hill
6. Gupta, G.S.; Managerial Economics; McGraw Hill

MBE DEC 122

Companies Act 2013 and Regulatory Environment

(L:3, T:0, P:0)

Course Objectives:

This course provides a comprehensive introduction to basic understanding about various forms of legal firms, registration process, documentation and sectoral licenses and registration required for executing the business in that particular sector. This course covers the startup India, msme registration and benefits. The course covers to provide foundation knowledge to manage board affairs and investor relation being entrepreneur. It prepares student to understand the legal compliances and formalities necessary for running a business.

Course Outcomes (COs):

Upon completion of the course, the student would be able to:

CO1: Understand the Companies Act 2013 and its impact on business structures, registration procedures, and documentation.

CO2: Learn sector-specific licensing requirements, focusing on startup India and MSME registration processes and benefits.

CO3: Develop skills in managing board affairs and investor relations essential for entrepreneurial leadership.

CO4: Master legal compliance and formalities for business operations, ensuring regulatory adherence and minimizing legal risks.

UNIT 1: DEFINING STARTUP, SME AND SECTOR LICENCE

Definition of Startup as per Startup India, Benefits and eligibility requirements to get DIPPT, Startup India scheme. Definition of MSME, Eligibility Criteria, Registration process, SSI Registration, IEC, GST, FSSAI, ISO, ISI, DOT PASARA and other sector registration and license

UNIT 2: REGISTRATION / FORMATION OF A LEGAL COMPANY IN INDIA

Concept of firms, Stakeholder and Share holder view of firms, Various types of Legal firms in India, Legal requirement for registering a company in India Private Limited, Public Limited, Private Ltd (OPC), Section 8 Company, Comparison among Pvt, Public and other forms of company.

UNIT 3: GOVERNANCE AND BOARD AFFAIRS

Legal & taxation compliances post registration of companies, Annual General Meeting, Appointment of Director, Board Resolution, Board of Director meeting, Types of Directors, AoA & MoA, Investors onboarding, Share Holder Agreements & Term Sheet

References/Textbooks

1. Taxmann's The Companies Act, 2013
2. Boards That Deliver: Advancing Corporate Governance From Compliance to Competitive Advantage (Jossey-Bass Leadership Series Book 249) by Ram Charan

Course Objective

This course seeks to foster comprehension regarding the importance of effective leadership within a burgeoning entity transitioning into a fully-fledged organization. Leading an entrepreneurial venture presents unique challenges, particularly as it typically begins with a small, versatile team. Navigating these challenges necessitates expertise and education to manage the evolving demands of growth. Ultimately, the aim is to equip participants with the skills to effectively resource and oversee scaled-up operations, facilitated by an extended team with well-defined roles and responsibilities.

Course Outcomes (COs)

Upon completing the course successfully, students will be able to:

CO1: Grasp the requirements of leadership in entrepreneurship.

CO2: Recognize various styles and traits associated with entrepreneurial leadership.

CO3: Develop leadership skills through self-awareness, acknowledging their pivotal role in establishing a thriving organization.

CO4: Comprehend the obstacles involved in smoothly transitioning from the founding team to professional management.

Syllabus

Introduction: Complexity in Organizations: A Systems Approach, Exploring Organizational Dynamics, Conceptual Frameworks, Significance of Organizational Behavior, Cross-disciplinary Influences, Evolving Organizational Landscapes, Designing Organizations: Key Components, Structural Variations, Influence of Structure on Organizational Culture.

Unit 2: Individuals within Organizations - Fundamental Psychological Mechanisms

Definition and Dynamics of Personality, Environmental Influence on Development, Self-Esteem and Person-Environment Interaction, Assessing the Potential for Change in Individuals, Connecting Personal Traits, Attitudes, and Values with Workplace Conduct, Exploring Emotional Intelligence, and its Influence on Leadership.

Unit 3: Entrepreneurial Leadership & Leadership Style

Perceptions of Entrepreneurial Leadership: Traits, Attributes, and Drives, Entrepreneurial Visions and Ambitions: Charismatic and Transformational Leaders; Leadership Approaches, Varieties of Entrepreneurs and Their Obstacles; Adaptability in Leadership and Ethical Considerations, Influence, Authority, Political Dynamics, and Ethical Conduct in Leadership

Unit 4: Entrepreneurial Leadership Abilities

The Motivational and Coaching Competencies of Entrepreneurial Leaders. Embracing Creativity and Innovation in Leadership, Effective Communication, Negotiation, and Conflict Resolution. Strategic Leadership Approaches, Nurturing Leadership Development, and Succession Planning.

Unit 5: Case Study: Emerging Entrepreneurs

Case studies based on Leadership Challenges for Aspiring Entrepreneurs.

References:

1. Edgar F. Huse, Thomas G. Cummings, Organization Development and Change, West Publisher
2. Mee-Yan Cheung-Judge, Linda Holbeche, Organization Development: A Practitioner's Guide for OD and HR, by Kogan Page Publisher
3. Thomas G. Cummings, Handbook of Organization Development, Sage Publisher

MBE C232

New Venture Establishment and Management

(L:3, T:0, P:0)

Course Objectives

This course integrates insights from various subjects that are further delved into in other courses. It advances from the foundational understanding of entrepreneurship and the entrepreneurial mindset, along with the ideation process, to delve into feasibility considerations. Following a thorough examination of risks, legal considerations, and financial hurdles, the focus shifts towards constructing the final business model.

Course Outcomes (COs)

Upon completing the course successfully, students will be able to:

CO1: Acquire knowledge of the typical venture establishment procedure.

CO2: Gain proficiency in managing ventures in their initial phases.

CO3: Comprehend the risks linked with ventures in the pre-investment stage.

CO4: Familiarize themselves with the best practices for establishing and overseeing a venture.

Syllabus

Unit 1: Establishing Ventures

Defining the vision, mission, and goals of the venture, Conducting SWOT analysis on the business model, Incorporating the entity: timing and structure considerations, Initial testing and minimum viable product (MVP) development, Conducting market research.

Unit 2: Fundamentals of Venture Management

Understanding traditional business management principles, identifying unique aspects of venture management compared to conventional practices, managing product development, data, accounting, and legal aspects within a venture, Strategies for cost reduction and fostering innovation, Introduction to design thinking.

Unit 3: Founders' Risks and Liabilities

Sole founder versus co-founders: considerations and implications, Legal documentation essentials, hiring management-level employees and core team members, Equity distribution, stock options, vesting, and transfer protocols, Exit planning for founders and core team members.

Unit 4: Best Practices

Conducting pre-incorporation due diligence, ensuring accounting and legal compliance, Decision-making between in-house operations and outsourcing, Preparing the venture for investment, crafting effective pitch decks and approaches for pitching to investors.

Unit 5: Case Study: Emerging Enterprises

This case study aims to explore the early stages of a company's development, the creation of a disruptive business model, and the real legal and business challenges encountered by the company in various countries including the US and India. It also examines strategies employed to address these challenges.

References/Textbooks

1. Gundry L.K. and Kickul, J.R. (2012). Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth, and Reinvention, Sage Publications.
2. Prasad,R.(2013).Start-up Sutra: What the Angels Won't Tell You about Business and Life.India:Hachette India.
3. Bansal,R.(2012).Connect the Dots.India:Westland.
4. Collins,J.(2011).Good to Great: Why Some Companies Make the Leap...And Others Don't.United States:Harper Business.

5. Bagchi,S.(2018).High Performance Entrepreneur.India: Penguin Group.
6. Shivhare,V.(2017).Vyapar Shastra.India:Jaico Publishing House.

MBE C233

Research Methods -Data, Models & Decisions

(L:3, T:0, P:0)

Course Objectives

This course aims to provide students with a comprehensive understanding of research methodology and marketing research. It aims at making the students adept at familiarizing themselves with fundamental research principles, mastering the research design process, understanding measurement techniques and scales, and developing proficiency in data analysis essential for conducting research in various contexts.

Course Outcomes (COs)

After successful completion of this course, the students shall be able

CO1: To familiarize with the fundamentals of marketing research

CO2: To learn the research design process

CO3: To understand the measurement and attitude scaling

CO4: To lean the data analysis, report preparation and presentation skills to understand the major marketing mix research

Syllabus

Unit 1: Introduction to Marketing Research

Types of Research, Marketing research process. Formulation of Research Problem and Development of Research

Hypothesis.

Unit 2: Research Design

Features of good research design, Exploratory, Descriptive and Experimental Research Designs.

Unit 3: Data Collection, Measurement and Scaling

Secondary data, Qualitative method, levels of measurement: Nominal, Ordinal, Interval, and Ratio. Comparative and non-comparative scaling, Questionnaire designing.

Unit 4: Sampling

Sampling Concept, Sampling Design, Probability Sampling Design, Non-probability Sampling Design.

Unit 5: Preliminary Data Analysis and Interpretation

Univariate and Bivariate analysis of data, testing of hypothesis, ANOVA, non-parametric test, correlation and regression analysis.

Unit 6: Major Marketing Mix Research

Customer attitude and satisfaction research, concept testing, brand equity research, shop and retail audit, mystery shopping, readership survey and viewership survey and copy testing.

References:

1. Malhotra, N.K, Dash S. - Marketing Research: An Applied Orientation, Pearson Education, India.
2. William G., Zikmund and Babin Barry J. - Essence of Marketing Research, Cengage Learning
3. Byod& Westfall - Marketing Research, All India Traveler Book Seller
4. Nargundkar - Marketing Research, Tata McGraw Hill.
5. Beri, G.C., Marketing Research, Tata McGraw Hill

MBE DEC 231 Managing and Measuring Strategic Performance of New and Existing Enterprises (L:3, T:0, P:0)

Course Objectives:

Strategy is the integrative discipline that ties the knowledge of all management functions together encompassing how to formulate, implement, and evaluate functional (management, marketing, finance, accounting, R&D and MIS) decisions that enable new and existing organizations to achieve their objectives. It views all management problem from strategic and general management perspective and dismisses the siloed view of business problems. There is a need to humbly recognize the complexity behind modern business problems that are result of a multitude of interactions between people, processes, technologies and uncertainties, which often require collaborative / multidisciplinary view to synthesize an effective solution.

Course Outcomes (COs):

Upon completion of the course, the student would be able to:

CO1: Understand and comprehend the strategic alternatives and challenges faced in the business environment.

CO2: Analyze opportunities utilizing tools and frameworks, to develop logical business reasoning.

CO3: Synthesize and implement strategic actions to demonstrate positive impact on performance and sustainability of business enterprises.

Syllabus:

Unit 1: Planning Strategies for Enterprises

What is Strategy and Why is it Important; Strategists and their roles; Mintzberg's 5Ps of Strategy; Charting a Company's Direction; Vision, Mission and Core Values; Evaluating a Company's External Environment Five Forces Model PESTEL Analysis; Evaluating a Company's Resources, Capabilities, and Competitiveness; Core Competencies - Fundamental Idea of Business Model

Unit 2: Implementation of Strategies

The Five Generic Competitive Strategies ; Grand Strategies; Strengthening a Company's Competitive Position ; Strategies for Competing in Diverse Markets; Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy; Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure

Unit 3: Monitoring of Strategic Performance and Control

Performance Measurement and Evaluation; Appropriate Measurement Metrics; Financial Performance; Triple Bottom Line; Linking CSFs and KPIs; Building Block Model, Performance Prisms, Value for Money, Benchmarking, The Balance Scorecard.

References/Textbooks

Thompson, A., Peteraf, M., Gamble, J., Strickland, A., Joseph, T. (2021), "Crafting And Executing Strategy: The Quest for Competitive Advantage 22e, New Delhi, India, Tata McGraw Hill.

Additional Readings

Hitt M.A., Ireland R.D. and Hoskisson R.E. (2017), Strategic Management: Competitiveness and Globalization: Concepts and Cases, 12e, Cengage.

Course Objectives

The course explores the need for, and emerging trends of, social entrepreneurship across the globe. Also, the course illustrates the need for intrapreneurship within existing organizations. While theoretical concepts will be a starting point, a gradual shift towards practical applications with the help of cases and relevant real-life examples will be the final stop. In the course's journey, a student shall be able to showcase their skills on understanding social/corporate needs, brainstorming ideas, assessing opportunities, working in teams and developing robust business models to solve an identified social or organizational challenge.

Course Outcomes (COs)

At the end of this course, the participant is expected to be

CO1: Appreciate the relevance of innovation and entrepreneurship in social and corporate settings

CO2: Understand various business models in social and corporate contexts

CO3: Discover innovative practices adopted by social and corporate ventures

CO4: Demonstrate capabilities to apply learnings in various contexts

Syllabus:

Unit 1: Introduction – What is Social Entrepreneurship?, The growing field of Social Entrepreneurship, Benefits & Pitfalls

Unit 2: The dimensions of Social Entrepreneurship, Contextualising Social Entrepreneurship – Social Value Creation, Opportunity Recognition, Resource Mobilization, Social and commercial Entrepreneurship – same, different or both

Unit 3: Intrapreneurship/Corporate Venturing: What Is It? Why Do It?, Framing and Managing the Venturing Process, Identifying, Evaluating, and Selecting Opportunity

Unit 4: Selecting, Evaluating, and Compensating Venture Management, A Survival Guide for Venture Managers, The Internal Politics of Venturing, Corporate Social Responsibility, Sustainability & the Social Enterprise

References/Textbooks:

1. "The Social Entrepreneur's Playbook, Expanded Edition: Pressure Test, Plan, Launch and Scale Your Social Enterprise" , **Publisher:** Wharton Digital Press, **ISBN-13:** 978-1613630327
2. "Social Entrepreneurship in India : Quarter Idealism and a Pound of Pragmatism" by Madhukar Shukla, Sage Publishing, **ISBN-13:** 978-9353882372
3. "Corporate Entrepreneurship & Innovation" by Michael H. Morris, Donald F. Kuratko, and Jeffrey G. Covin, South-Western-Cengage Learning, **ISBN-13:** 978-0538478922

SECOND YEAR SYLLABUS

MBE C341

Venture Financing: Funding, M&A, Valuation Techniques

(L:3, T:0, P:0)

Objective- This course aims at enabling the students understand the implications of managing the strategy for growth of their venture. It gives students advanced start up skills competency Development.

Unit I

Introduction: Introduction of the venture Financing: Importance & relevance in their own venture, Venture finance and investment types.

Unit II

Funding: Determination of the structure of capital and other funding requirements, and prepare themselves for seed funding, Various sources of funding, instruments, equity, debt, IPO, funds, angel investing, PE funding.

Unit III

Merger & Acquisitions: Introduction, types of M&A, Importance of M&A in their own venture

Unit IV

Valuation Techniques: Framework to price and value both securitized and non-securitized entities (whether that be specific assets or whole companies), Utilizations of both accounting and financial analysis of the entity to determine value, Valuation Methods & techniques for various enterprise forms and stages, risk assessment and management.

Suggested Textbook:

- Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of any Asset, 3rd Edition, Wiley Finance Series: New Delhi.
- Alex Wilmerding Term Sheets & Valuations: A Line by Line Look at the Intricacies of Term Sheets & Valuations, Aspatore Books Staff

Objective- This course enables the student to be able to explain the understanding of the human side of organization. This course considers how people, processes and structures interrelate. It focuses to develop skills in entrepreneurs to judge and assess the performance and competence mapping of human resource in their own organizations.

Unit I

Introduction to HR Management: Human Resources Systems- Historical Evolution of the field; Role of Human Resource management in a competitive business environment; Factors influencing Human Resource Management; Strategic Human Resource Management..

Unit II

Performance Management: Performance Management – Concept and Practices Principle and objectives of Performance Appraisal and potential Evaluation, Feedback. Career planning, Succession Planning & Retention – Scope, concept Principles & Practices The problems in managing & advantages. Transfer, Promotion and Reward Policies. . Framework and key factors to successful performance system.

Unit III

Competence Mapping: Concepts and issues, definition, performance, principles, role of competence mapping in organization. Competency mapping tools and techniques.

Unit IV

Evaluating HR function: Overview of evaluation scope strategic impact level of analysis Criteria Level of Constituents ethical dimensions, Approaches to evaluation audit approach analytical approach quantitative and qualitative measures outcome and process criteria, Balanced Scorecard perspective, Benchmarking, Accounting for HRM.

Unit V

HR Scorecard: Creating an HR Scorecard, Measuring HR alignment 2 dimensions of alignment assessing internal and external alignment Systems alignment Map. 7 step Model for implementing HR's strategic role. New issues in Manpower Training and Career Development.

Suggested Textbook:

- Bacal, R. (2012). “Performance Management”, (2nd Ed.), McGraw Hill.
- Kohli A.S., Deb, T. (2008),” Performance Management” (1st Ed.), Oxford University Press, New Delhi. Reference

MBE DEC341

Digital Marketing

(L:3, T:0, P:0)

Objective- The objective of this paper is to make the students acquainted with latest tools and techniques of digital marketing to enable them to design and manage their own venture.

Unit I

Introduction: Importance, growing role and nature of digital marketing, online marketing mix, web and consumer decision making process, characteristics of online consumers, e CRM.

Unit II

Online Marketing and Customer Engagement: Consumer Segmentation Targeting and Positioning through online tools, Content Management, Customer Engagement, online communities and co-creation, online branding, traffic building through online tools.

Unit III

Online Marketing Tools: Search Engine Optimization, Google Ad Words, social media marketing, marketing through blogs, e-mail marketing, mobile marketing, marketing gamification and apps.

Unit IV

Online Campaign Management: situation analysis, information gathering, key strategies and planning; handling negative campaigns, setting budgets for online campaigns, techniques to measure effectiveness of digital marketing campaign, digital marketing analytics, selection of digital marketing agencies.

Suggested Textbook:

- Ahuja , V. (2015), “Digital Marketing”, Oxford University Press, New Delhi.
- Chaffey, D., Chadwick, F. E. (2015), “Digital Marketing: Strategy, Implementation and Practices”, Pearson Education.

Objective- The objective is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management organizations. Moreover, students will learn Intellectual Property Rights.

Unit I

Introduction to Intellectual Property: Introduction of IPR, Need for intellectual property right, Global view of IPR, IPR in India – Genesis and Development, Cases of IPR, Introduction to Managing Organizational Knowledge, Learning and Intellectual Capital, Principles of International Intellectual and industrial property law.

Unit II

Intellectual Property Management and Protection: Intellectual Property and Technology Ventures, Intellectual Property Protection, Trade Secrets, Patents, Patent Ownership, International Patent Protection, Copyrights, Mask Works, Trademarks

Unit III

Modeling the intellectual Property Rights environment: level of consumer's complexity; IPR actions targeted at consumers, distribution channels, host governments, international organizations and pirates

Unit IV

Government and Industry led operations: Multilateral organizations that govern IPR, World Intellectual Property organizations, TRIPS, industry associations that govern IPR; Software Information Industry Association.

Suggested Textbook:

- Peggy E Chaudhry, Alan Zimmerman (2013) Protecting Your Intellectual Property Rights: Understanding the Role of Management, Governments, Consumers and Pirates (Management for Professionals)
- Kapoor N.D. (2015), "Business Laws", Sultan Chand and Sons.

Course Objectives:

The basic objective of this course is to develop an understanding of the concepts and underlying the strategies of the venture growth.

Course Outcomes (COs):

At the end of this course a student should be able to relate to the rigorous growth-centred environment employed by startups. The course aims to:

CO1: Familiarize students with the meaning of growth at different stages of a venture.

CO2: Help students in quantifying growth.

CO3: Help students understand various strategies used by start-ups to address growth.

CO4: Sensitize students with qualitative aspects of growth

Syllabus**Unit I**

- **Introduction:** Introduction of venture growth strategies: Importance and relevance in their own venture, Managing the strategy for venture growth; relationship between the Entrepreneurs, new venture during the growth of the venture.

Unit II

- **Venture Growth:** Planning for Growth, Disruptive and Growth Models, Growth Capabilities, License to grow, Acquisition, collaborations and networks of innovation and scaling.

Unit III

- **International Expansions:** Introduction, Analysis of market, Preparation of Plan, Analysis of cultural environment, economic environment, market and competitors. Franchising.

Unit IV

- **Leadership for Performance:** People and performance inspiring teams, Recruitments and maximizing human performance, Growth Capabilities, Innovate to compete, Digital Innovators, Digital Next Gen workplace

Unit V

- **Marketing and Financing strategies:** Marketing Enterprises across platforms, Online selling, Social Media Leverage, Cash flow and expansion, Trade financing, Credit control, Business automation, Growth Capital, Raising capital, access to funds.

