

University of Mumbai



No. AAMS/ (UG) / 177 of 2022

CIRCULAR:-

The Principals of the Affiliated Colleges, the Head of the University Department and Directors of the recognized Institutions in Faculty of Commerce & Management are hereby informed that the recommendations made by the Ad-hoc Board of Studies in **Management** at its online meeting held on 21st September, 2021 and subsequently passed by the Board of Deans at its online meeting held on 23rd September, 2021 vide item No. 7.1 have been accepted by the Academic Council at its meeting held on 10th November, 2021, vide item No. 7.1 (N) and subsequently approved by the Management Council at its meeting held on 30th December, 2021 vide item No. 3 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 74(4) of the Maharashtra Public Universities Act, 2016 (Mah. Act No. VI of 2017) the Ordinance 6771 & 6772 Regulations 9525 & 9526 and the syllabus of **MBA (Innovation Entrepreneurship and Venture Development)** has been introduced and the same have been brought into force with effect from the academic year 2021-22, accordingly. (The same is available on the University's website www.mu.ac.in).

MUMBAI – 400 032

24th February, 2022

To,

(Sudhir S. Puranik)
REGISTRAR

The Principals of the Affiliated Colleges, the Head of the University Department and Directors of the recognized Institutions in Faculty of Humanities.

A.C/7.1 (N) /10/11/2021

M.C/3/30/12/2021

No. AAMS/ (UG) / 177- A of 2022

24th February, 2022

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Deans
- 2) The Dean, Faculty of Commerce & Management,
- 3) The Chairman, Board of Studies in Management,
- 4) The Director, Board of Examinations and Evaluation,
- 5) The Director, Department of Students Development,
- 6) The Director, Department of Information & Communication Technology,
- 7) The Co-ordinator, MKCL.

(Sudhir S. Puranik)
REGISTRAR

Copy for information and necessary action :-

1. The Deputy Registrar, College Affiliations & Development Department (CAD),
2. College Teachers Approval Unit (CTA),
3. The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Department (AEM),
4. The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA)
5. The Deputy Registrar, Research Administration & Promotion Cell (RAPC),
6. The Deputy Registrar, Executive Authorities Section (EA)
He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
7. The Deputy Registrar, PRO, Fort, (Publication Section),
8. The Deputy Registrar, Special Cell,
9. The Deputy Registrar, Fort Administration Department (FAD) Record Section,
10. The Deputy Registrar, Vidyanagari Administration Department (VAD),

Copy for information :-

1. The Director, Dept. of Information and Communication Technology (DICT), Vidyanagari,
He is requested to upload the Circular University Website
2. The Director of Department of Student Development (DSD),
3. The Director, Institute of Distance and Open Learning (IDOL Admin), Vidyanagari,
4. All Deputy Registrar, Examination House,
5. The Deputy Registrars, Finance & Accounts Section,
6. The Assistant Registrar, Administrative sub-Campus Thane,
7. The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan,
8. The Assistant Registrar, Ratnagiri sub-centre, Ratnagiri,
9. P.A to Hon'ble Vice-Chancellor,
10. P.A to Pro-Vice-Chancellor,
11. P.A to Registrar,
12. P.A to All Deans of all Faculties,
13. P.A to Finance & Account Officers, (F & A.O),
14. P.A to Director, Board of Examinations and Evaluation,
15. P.A to Director, Innovation, Incubation and Linkages,
16. P.A to Director, Department of Lifelong Learning and Extension (DLLE),
17. The Receptionist,
18. The Telephone Operator,

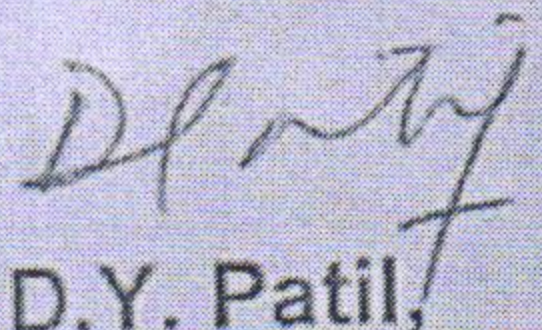
Copy with compliments for information to :-

19. The Secretary, MUASA
20. The Secretary, BUCTU.

**New ordinance 6771 & 6772 relating to the MBA (Innovation,
Entrepreneurship and Venture Development)**

(i)	Necessity of starting these courses;
	I. To increase the knowledge and awareness of MBA students about entrepreneurship and its related benefits and challenges so as to motivate them to consider entrepreneurship as a career option. II. To nurture and build a strong network for innovation and collaboration in the startup ecosystem. III. To enhance student's abilities and develop their mindsets towards design thinking to resolve the problem of the masses in India and worldwide. IV. The National Education Policy 2020 has clearly indicated to encourage students to become entrepreneurs and job givers rather than job seekers as there is an urgent need for fresh entrepreneurs in the country. V. To create a vibrant economy and futuristic development such that aspiring young students should be educated and trained with the process and systems that help promote and sustain startups. VI. To build incubation and accelerator centers that will help young aspirant entrepreneurs build, test and deploy their innovative products/services in a proficient manner under the mentorship of experts
(ii)	Whether UGC has recommended to start the said courses?
	Yes, UGC had invited applications from the institutions for starting entrepreneurship & skilled based programmes under National Skills Qualification framework (NSQF). AICTE has already introduced the course since 2019.
(iii)	Whether all the courses have commenced from the academic year 2019-20?
	No, All the courses will commence from the academic year 2021-2022.

(iv)	The courses started by the University are self-financed, whether adequate number of eligible permanent Faculties are available?
	Yes
(v)	To give details regarding duration of the Course and is it possible to compress the course?
	Since it is a full-time degree course it is not possible to compress the course beyond its current design as prescribed by AICTE.
(vi)	The intake capacity of each course and no. of admissions given in the current academic year (2019-20).
	Not Applicable as courses will commence from 2021.
(vii)	Opportunities of Employability/Employment available after undertaking these courses.
	This course is intended to create entrepreneurs who will be self-employed and provide opportunity for other young aspirants to join them. This is in support of the central and government initiative to encourage private enterprise


 Dr. D.Y. Patil,
 Chairman,
 Ad-hoc BOS in Management

AC- 10/11/2021

Item No. - 7.1

UNIVERSITY OF MUMBAISyllabus for Approval

Sr. No.	Heading	Particulars
1	Title of the Course ^{O'6771}	MBA (Innovation, Entrepreneurship and Venture Development)
2	Eligibility for Admission ^{O. 6772}	1) Passed minimum Three-year duration bachelor's degree awarded by the University recognized by University Grants Commission or Association of Indian Universities in any discipline with at least 50% marks in aggregate or equivalent (at least 45% in case of candidates of backward class categories, economically weaker section and Persons with Disability Candidates belonging to Maharashtra State only) or its equivalent. 2) Obtained nonzero positive score in CET conducted by the Competent Authority (MAH-MBA/MMS-CET), Common Admission Test conducted by Indian Institute of Management (CAT) or Common Management Aptitude Test Conducted by National Testing Agency (CMAT), ATMA conducted by the Association of Indian Management Schools (AIMS), MAT conducted by the All India Management Association (AIMA) 3) Interview of the candidate
3	Passing Marks ^{R. 9525}	50% marks in aggregate or equivalent (at least 45% in case of candidates of backward class categories and Persons with Disability belonging to Maharashtra State only).
4	Ordinances / Regulations (if any)	
5	No. of Years / Semesters ^{R. 9526}	Two years / Four Semesters
6	Level	PG Level
7	Pattern	Semester Pattern
8	Status	New Course
9	To be implemented from Academic Year	From Academic Year: 2021-2022

Name & Signature – Dr. D.Y. Patil

Chairman of Ad-hoc BoS in Management

2

 Prof. Kavita Laghate
 ASSO. Dean

 Dr. Ajay M. Bhamare
 Dean

AC – 10/11/2021

Item No. 7.1

UNIVERSITY OF MUMBAI



MBA (Innovation Entrepreneurship and Venture Development)

First Year with Effect from AY 2021-22

Second Year with Effect from AY 2022-23

(As per AICTE guidelines with effect from
academic year 2021-22)

PREAMBLE

Employment generation and employability are two areas of national significance. Indian academia has lot of scope to contribute in these areas by making Indian youth industry ready as well as empowering some of them to become ‘job creators. Globalization has enhanced business opportunities; however, business challenges too have grown multi fold. Companies need employees with innovative approach and problem-solving skills to meet the challenges. Similarly, management training needs to be aligned to need of the hour. MBA (Innovation Entrepreneurship and Venture Development). This is two years full time course and will be run under aegis of University of Mumbai.

The course is action orientated where 40% activities are class-room activities and 60% are out of classroom activities. Syllabus of 2 years MBA (Innovation Entrepreneurship and Venture Development) program comprises of core and elective courses, skill certification, capstone projects and Action Learning Segments. According to AICTE guidelines 104 credits are allocated for this programme. With an objective to connect theory of innovation and entrepreneurship with actual application in controlled environment; and enabling students to acquire skills related to the same, this outcome-oriented program is designed to be delivered in structured yet flexible phases and modules. This will facilitate learning of management of innovation, entrepreneurship, and venture development from foundation to advanced stages and simultaneously enable students to apply their entrepreneurial skills in real life situations, validate ideas, build innovations, test market, and build a successful venture out of it.

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

- Key concepts of entrepreneurship, innovation, and new venture development
- How to take an idea, build a prototype and launch to early customers in the market
- Knowledge of venture growth strategies
- Knowledge of Business Models and Fund Raising
- Knowledge of Hiring and Talent Management
- Knowledge of International Start-up Eco-system.

At the end of this programme students will either become ‘job-creators’ or job seekers with skill sets to become product manager, project manager, manager of VC firm or CEO of an incubation centre.

The present curriculum will be implemented for First Year of MBA (Innovation Entrepreneurship and Venture Development) from the academic year 2021-22. Subsequently this system will be carried forward for Second Year of MBA (Innovation Entrepreneurship and Venture Development) in the academic year 2022-23.

Four Tracks and Four Ways of Learning

Entire programme is based on four tracks where learning will happen in **different forms** out of which –

- a) **‘Classroom teaching’** is only 40% which is further divided in classroom core and classroom electives.
- b) Second way of learning is **Capstone projects**. Students are expected to do three capstone projects – Idea to Prototype, Prototype to Proof of Concept (PoC) and Basic Business Plan. All three capstone projects will be revolving around the business idea on which students will be working. All classroom core and electives of semesters one and two will help students to complete the capstone projects.
- c) Additional knowledge required for developing the business idea is expected to be acquired through different **Skill certifications** which is the third way of learning. These can be array of workshops, MOOCs, participation in competitions like Ideation Competition, Business Plan Competition etc., all aligned to innovation, entrepreneurship & venture development.
- d) All theoretical concepts and basic projects can be sanctified through practical application. Students will get a chance to do the same through the fourth way of learning i.e., **Action learning segments**. There are two action learning segments. First segment comes after second semester where students are supposed to do internship with a start-up or business which is in the domain in which student has a business idea. Second action learning segment comes during fourth semester where student is expected to establish his/her own venture & approach companies for funding.

These four forms of learning are expected to happen under **FOUR TRACKS**

- I. **The Foundation of Management and Entrepreneurship Track:** Under this track, students are expected to develop creative problem-solving skills, manage innovative ideas, and validate business opportunity potential. First two semesters, classroom courses, three capstone projects and skill certificates come under this track.
- II. **Start-up Experiential Learning Track:** Under this track, students are expected to work with start-ups or businesses of the similar domain in which they are developing business plan and learn practical aspects of running business. This track consists of Action Learning Segment I, which will be delivered during second semester of first year in the form of Start-up Residency Program.
- III. **The Entrepreneurship Intensity Track:** Under this track, students are expected to do ‘fine-tuning’ of their business model after getting hands-on experience of working with start-up. This track has maximum classroom courses which will take the business plan at higher level & almost ready to deploy.
- IV. **Start-up Establishment Track:** This track comprises of Action Learning Segment – II, which will focus on use of all tools and techniques studied during last one and

half year in venture formation, operation, and management. At the end of the course, the student may –

- Establish the venture and work towards its growth.
- Decide to develop the business plan fully as a part of the course but go for a placement, gain industry experience with a probable future plan of starting the venture after few years of experience.
- Decide to manage business for somebody else's company by using the skills acquired in this course.

Programme Educational Objectives (PEOs)

For

MBA (Innovation Entrepreneurship and Venture Development)

PEO -1: To do capacity building of students in critical thinking, design thinking, solution driven approach and opportunity mapping.

PEO -2: To train students to develop viable business model canvases.

PEO -3: To empower students to build an enterprise and/or value add to the entrepreneurial eco-system.

Structure for Student Induction Program

Entrepreneurship is a popular concept today, however, it is still in very nascent stage in most educational campuses. New students enter the institution with their own perceptions, ideas, aspirations and notions about the new course, its utility, and outcomes. Many a times, having only read success stories of start-ups; students have rose tinted versions of the amount of effort, risks and required resilience that go into building a start-up. Induction programme of eight days becomes essential to make students feel comfortable, get time to settle in the new environment, help them in developing understanding between the batch mates and faculty members and most importantly to unlearn notions and concepts that might hamper their learning journey. The induction program will help students to understand the course in general, its approach, expected outcomes and modus operandi. They will learn to introspect more, understand the purpose of the course, self-assess & understand their strengths and weaknesses, set goals, and build a team.

Schedule of eight days induction is as follows:

Sr. No	Track	Topics to be covered	Duration
1	Introduction to entrepreneurship	• What is entrepreneurship	Day 1
		• Entrepreneurship as a career option	
		• Thinking like an entrepreneur and how it can benefit in any career that you may choose	
		• Myths about entrepreneurship	
		• What does it take to be an entrepreneur	
		• Life as an entrepreneur	
		• Support from your family and friends and when is the best time to take the plunge	
		• Impact of an entrepreneur and social entrepreneurship • Wealth building and making an impact	
2	Self-discovery	Entrepreneurship as a Career Choice - Taking the big leap, Why You, Why Now	Day 2 & 3
		Defining your goals, understanding your strengths and weaknesses (psychometric analysis of the student)	
		Strategies of utilizing strengths and overcoming weaknesses	
		Preparing entrepreneurial mindset - identify your entrepreneurial style	

3	Types Entrepreneurship & Entrepreneurial strategies	Lean Start-ups, MSMEs, Family run businesses, Social Entrepreneurships	Day 4
		Blue & Red Ocean Strategies	
4	Overview of Start-up Eco- system of India and World	Start-up eco-system enablers of India	Day 5
		Comparative analysis of start-up eco-system of India & world	
		Ease of doing business index- comparative picture and India's status	
		Technological Environment & Tech-enabled start-ups	
5	Problems/ Opportunities identification	Recent inventions, innovations, and problems of	Day 6 & 7
		Education	
		Healthcare	
		Marketing & Smart Communication	
		Waste Management	
		Security & Surveillance	
		Environment & Agriculture	
6	Know your Course & Know your institute	Implementation of the course, exam structure of the course	Day 8
		About the institute, policies & rules of the institute	
		Know Human Resource of your institute	

Along with academicians, Sessions will be taken by start- up founders, entrepreneurs of different sector, angel investors & psychologists etc. Screening of video case studies, group discussions & management games.

Program Structure for First Year MBA (Innovation Entrepreneurship and Venture Development)

UNIVERSITY OF MUMBAI (With Effect from 2021-2022)
Semester I

Courses, Credits & Contact hours			
Semester 1 - Foundation of Management and Entrepreneurship Track			
Codes	I - Class Room Core	Credits	Contact hours
IEV C101	Entrepreneurship & Design Thinking & Socio-cultural-environment of Business in India	4	40
IEV C102	Commercialization of Innovation	2	20
IEV C103	Entrepreneurial content creation (introduction)	2	20
Codes	II - Class Room Electives (Any two)	Credits	Contact hours
IEV E101	Methods of Market Research OR	4	40
IEV E102	Digital Data Analytics	4	40
IEV E103	Legal -Ethical Environment & IPR Management OR	4	40
IEV E104	Strategic Management OR	4	40
IEV E105	Technology Management	4	40
Sr. No	III - Capstone Projects	Credits	Contact hours
I	Development of a Innovative Business Idea into a Proof-of-Concept	4	40
II	Development of Business Idea into working Prototype	4	40
IV - Skill building activities		Credits	Contact hours
Minimum 2 activities		2 + 2	40

Teaching hours and Examination Structure - Semester I								
Foundation of Management and Entrepreneurship Track								
Code s.	Subject	Teachin g hours		Assessment Pattern (Modern Evaluation Methodology)				
		No. of Sessions of 90 min	No. of Sessio ns of 90 min per week	Continuo us Assessme nt	Semester End Examinati on	Total Mark s	Duratio n of Theory Paper (in hours)	No. of Credit s
Classroom Core								
IEV C101	Entrepreneurshi p & Design Thinking & Socio-cultural Environment of Business	27	2	40	60	100	2	4
IEV C102	Commercializati on of Innovation	14	1	20	30	50	1	2
IEV C103	Entrepreneurial Content Creation (introduction)	14	1	20	30	50	1	2
Classroom Electives								
IEV E101	Methods of Market Research	27	2	40	60	100	2	4
	OR							
IEV E102	Digital Data Analytics	27	2	40	60	100	2	4
IEV E103	Legal -Ethical Environment & IPR Management	27	2	40	60	100	2	4
	OR							
IEV E104	Strategic Management	27	2	40	60	100	2	4
	OR							
IEV E105	Technology Management	27	2	40	60	100	2	4

Capstone Projects								
I	Development of a Innovative Business Idea into a Proof-of-Concept	Mentoring -10 Student work- 17	2	40 (logbook)	60 (project Report & Viva-voca	100	NA	4
II	Development of Business Idea into working Prototype	Mentoring -10 Student work- 17	2	40 (logbook)	60 (project Report & Viva-voca	100	NA	4
Skill Building Activities (Outside Classroom)								
	Minimum two	Self-paced (40 hours)	Graded activity					4
Thought-chain Management Sessions - 60 min per week (Mandatory Activity)								
Note: Internal assessment will be further divided as 30 marks - assignment, 5 marks - class participation, 5 marks - attendance. In case of Semester end examination, each paper will have two sections - Section I - concept testing 20 marks MCQs, Section II - Case studies any two out of three for 40 marks								

**Program Structure for
First Year MBA (Innovation Entrepreneurship and Venture
Development)
UNIVERSITY OF MUMBAI (With Effect from 2021-2022)
Semester II**

Courses, Credits & Contact hours			
Semester 2 - Foundation of Management and Entrepreneurship Track & Start-up Experiential Learning Track: (Co-Learning & Contribution)			
Codes	I - Class Room Core	Credits	Contact hours
IEV C201	Entrepreneurial Finance	2	20
IEV C202	Entrepreneurial Communication	2	20
Codes	II - Class Room Electives	Credits	Contact hours
IEV E201	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries) OR	4	40
IEV E202	Organizational Behaviour (observation skills)	4	40
Sr. No	III - Capstone Projects	Credits	Contact hours
I	Development of Minimum Viable Business Model of Innovation	4	40
IV - Skill building activities		Credits	Contact hours
Minimum 1 activity		2	20
Action Learning Segment I - Internship with Start-ups or Businesses		14	140

Teaching hours and Examination Structure - Semester II								
Foundation of Management and Entrepreneurship Track								
Code s.	Subject	Teachin g hours		Assessment Pattern (Modern Evaluation Methodology)				
		No. of Session s of 90 min	No. of Session s of 90 min per week	Continuou s Assessme nt	Semester End Examinatio n	Total Mark s	Duratio n of Theory Paper (in hours)	No. of Credit s
Classroom Core								
IEV C201	Entrepreneuria l Finance	14	1	20	30	50	1	2
IEV C202	Entrepreneuria l Communicatio n	14	1	20	30	50	1	2
Classroom Electives								
IEV E201	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediarie s) OR	27	2	40	60	100	2	4
IEV E202	Organization al Behaviour (observation skills)	27	2	40	60	100	2	4

Capstone Projects								
III	Development of Minimum Viable Business Model of Innovation	Mentoring -10 Student work- 17	2	40 (logbook)	60 (project Report & Viva-voca	100	NA	4
Skill Building Activities (Outside Classroom)								
	Minimum one	Self-paced (20 hours)	Graded activity				2	
Action Learning Programme I (Internship with Start-ups or Business)		Minimum 140 hours	40 (logbook)	100 (Project Report) + 60 (Viva-Voca)	200	NA	14	
Thought-chain Management Sessions - 60 min per week (Mandatory Activity)								
Note: Internal assessment will be further divided as 30 marks - assignment, 5 marks - class participation, 5 marks - attendance. In case of Semester end examination, each paper will have two sections - Section I - concept testing 20 marks MCQs, Section II - Case studies any two out of three for 40 marks								

**Program Structure for
First Year MBA (Innovation Entrepreneurship and Venture
Development)
UNIVERSITY OF MUMBAI (With Effect from 2022-2023)
Semester III**

Courses, Credits & Contact hours			
Semester 3 - Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)			
Codes	I - Class Room Core	Credits	Contact hours
IEV C301	Financial Management, Funding Opportunities, start-up valuation & Regulatory compliances * U.E.	4	40
IEV C302	Operation Management * U.E.	2	20
IEV C303	Marketing Management * U.E.	2	20
Codes	II - Class Room Electives	Credits	Contact hours
(Choose any 2 out of 3)			
IEV E301	Pricing, Costing & Budgeting	3	30
IEV E302	IT Project Management & Cyber Security	3	30
IEV E303	Family run businesses & Succession Planning	3	30
(Choose any 2 out of 3)			
IEV E304	Mergers & Acquisitions	3	30
IEV E305	Digital Marketing	3	30
IEV E306	Business Beyond Borders (International Business)	3	30
III - Skill building activities		Credits	Contact hours
Minimum 2 activities		2 + 2	40

* U.E.: University Examination

Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)								
Code s.	Subject	Teachi ng hours		Assessment Pattern (Modern Evaluation Methodology)				
		No. of Session s of 90 min	No. of Sessio ns of 90 min per week	Continuo us Assessme nt	Semester End Examinati on	Total Mar ks	Durati on of Theory Paper (in hours)	No. of Credi ts
Classroom Core								
IEV C301	Financial Management, Funding Opportunities, start-up valuation & Regulatory compliances (U.E)	27	2	40	60 *	100	2	4
IEV C302	Operation Management (U.E)	14	1	20	30 *	50	1	2
IEV C303	Marketing Management (U.E)	14	1	20	30 *	50	1	2
* U.E.: University Examination								
Classroom Electives								
	Any two out of three	Any two - Each for 3 Credits (3+3=6 credits)						
IEV E301	Pricing, Costing & Budgeting	20	2	30	45	150	2	3
IEV E302	IT Project Management & Cyber Security	20	2	30	45	150	2	3
IEV E303	Family run businesses & Succession Planning	20	2	30	45	150	2	3
	Any two out of three	Any two - Each for 3 Credits (3+3=6 credits)						
IEV E304	Mergers & Acquisitions	20	2	30	45	150	2	3
IEV E305	Digital Marketing	20	2	30	45	150	2	3
IEV E306	Business Beyond Borders (International Business)	20	2	30	45	150	2	3

Skill Building Activities (Outside Classroom)				
	Minimum two	Self-paced (40 hours)	Graded activity	4
Thought-chain Management Sessions - 60 min per week (Mandatory Activity)				
Note: Internal assessment will be further divided as 20 marks - assignment, 5 marks - class participation, 5 marks - attendance. In case of Semester end examination, each paper will have two sections - Section I - concept testing 15 marks MCQs, Section II - Case studies any two out of three for 30 marks				

**Program Structure for
First Year MBA (Innovation Entrepreneurship and Venture
Development)**

UNIVERSITY OF MUMBAI (With Effect from 2022-2023)

Semester IV

Courses, Credits & Contact hours			
Semester 4 - Start-up Establishment Track			
Sr. No	I	Credits	Contact hours
1	Action Learning Segment II - Venture Establishment Phase	20	40
II - Skill building activities		Credits	Contact hours
Minimum 4 activities		4	40

Teaching hours and Examination Structure - Semester IV								
Start-up Establishment Track								
Sr. No.	Subject	Teaching hours		Assessment Pattern (Modern Evaluation Methodology)				
		No. of Sessions of 90 min	No. of Sessions of 90 min per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (in hours)	No. of Credits
Action Learning Programme II - Venture Establishment Phase at Incubators/Accelerators		27 one to one mentoring	2 sessions of one-to-one mentoring	100 (weekly logbook) + 100 (Weekly Presentations)	100 (Final Project Report) + 100 (Pitch deck Presentation) + 100 (Viva-voca)	500	NA	20
		Minimum 160 hours of practical working						
Skill Building Activities (Outside Classroom)								
	Minimum two	Self-paced (40 hours)		Graded activity				4
Thought-chain Management Sessions - 60 mins per week (Mandatory Activity)								

Semester-wise Learning formats, Total Marks & Credits

Semester-wise Learning formats, Total Marks & Credits											
Semester	C.R. Core		C.R Electives		Capstones		Action Learning Segment		Skill Certification	Total	
	Marks	Credits	Marks	Credits	Marks	Credits	Marks	Credits	Credits	Marks	Credits
SEM I	200	8	200	8	200	8	NA	NA	4	600	28
SEM II	100	4	100	4	100	4	200	14	2	500	28
SEM III	300	8	300	12	NA	NA	NA	NA	4	600	24
SEM IV	NA	NA	NA	NA	NA	NA	500	20	4	500	24

Codes	Classroom Core	Codes	Classroom Electives
IEV C101	Entrepreneurship & Design Thinking & Socio-cultural-environment of Business in India	IEV E101	Methods of Market Research
			OR
		IEV E102	Digital Data Analytics
IEV C102	Commercialization of Innovation	IEV E103	Legal -Ethical Environment & IPR Management and/or
IEV C103	Entrepreneurial content creation (introduction)	IEV E104	Strategic Management OR
		IEV E105	Technology Management
IEV C201	Entrepreneurial Finance	IEV E201	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries) OR
IEV C202	Entrepreneurial Communication	IEV E202	Organizational Behaviour (observation skills)
IEV C301	Financial Management, Funding Opportunities, start-up valuation & Regulatory compliances	IEV E301	Pricing, Costing & Budgeting
		IEV E302	IT Project Management & Cyber Security
		IEV E303	Family run businesses & Succession Planning
IEV C302	Operation Management	IEV E304	Mergers & Acquisitions
		IEV E305	Digital Marketing
IEV C303	Marketing Management	IEV E306	Business Beyond Borders (International Business)

Semester I (Applicable for 2021-22 Batch)

Foundation of Management and Entrepreneurship Track	
Codes	Classroom Core
IEV C101	Entrepreneurship & Design Thinking & Socio-cultural Environment of Business in India
IEV C102	Commercialization of Innovation
IEV C103	Entrepreneurial Content Creation (introduction)
Codes	Classroom Electives (Any two)
IEV E101	Methods of Market Research
	OR
IEV E102	Digital Data Analytics
IEV E103	Legal -Ethical Environment & IPR Management
	OR
IEV E104	Strategic Management
	OR
IEV E105	Technology Management

Rationale behind the subject mix – SEM I

Considering the MBA-IEV guidelines, student is expected to do two capstone projects in the first semester – 1) Idea to prototype 2) Prototype to PoC. Thus, it is necessary for student to consider different problem statements, finalize one problem statement (preferably that problem which is the problem of many), locate probable solutions, learn to check commercial feasibility of all the solutions located and select the best one. So ‘the’ best solution is ‘THE IDEA’ which needs to explore further commercially.

In the process of developing the idea – they need to learn design thinking, understand socio-cultural environment of India so that they come out with an idea that is fit for our country or a particular country, understand how to create good content, calculate commercial feasibility. Since they are expected to make prototype, establish PoC, they need to be aware of IPRs, data collection and data analysis.

There will be overlap in some of the topics. Since all subjects are not compulsory, the overlap is retained to ensure that irrespective of any electives chosen, student develops understanding of all areas essential for developing a basic business plan. Some additional knowledge requirements can be completed by students by doing short online-offline courses to earn credits for doing out-of-classroom activities.

Programme: MBA (Innovation Entrepreneurship and Venture Development) Semester: I

Semester 1: Entrepreneurship & Design Thinking

Semester	I		
Title of the Course	Entrepreneurship & Design Thinking		
Type of Course	Classroom Core		
Credits	4	Duration	40hrs.

Learning Objectives	
1	To identify the problem of “many” and locate better solution
2	To learn stakeholder analysis and check financial feasibility of all located solutions
3	To finalize ‘The idea’ from the perspective of commercial feasibility

Pre-requisites if any	Attending Orientation sessions
Connection with subjects in the current or future courses	1) Understanding of socio-cultural environment would help students to locate solution/ idea that is most suitable to Indians. 2) Once they learn design thinking approach, it will be applied to proposed innovations and making basic business plan in future

Sr. No	Content	Activity	Course Outcome (CO)
1	Problem Identification & Exploring the problems	Case Study approach of discussion and market research related assignment	1) Students are expected to identify commercially feasible idea most relevant to the society. 2) Students are able to explore the idea further and develop a basic business plan
2	Identifying existing solutions of the problems and making your own 'Problem Statement Canvas'.	Doing market research around the idea	
3	Identifying the 'better' solution, developing basic prototype and taking customer feedback	Activity of developing prototype- one to one assignment and discussion	
4	Identify the IPR	Lecture on forms of IPR+ assignment	
5	Stakeholder Analysis of the Solution/ product	one to one discussion+ assignment + case study	

6	Understanding Financial Feasibility of the solution/ product - probable costs and revenue streams	One to one discussion + assignment	
7	Finalizing 'The' Solution/ idea/ product	case study + one to one discussion	
Socio-cultural Environment of Business in India			
1	Introduction: meaning and scope of social and cultural factors and their impact on business	lecture method+ discussion+ videos	
2	Facets of socio-cultural environment of India and the rapid change brought in by globalization	lecture method+ discussion+ case study	
3	Macro and Micro social segments and classifying their general psyche	lecture method+ discussion+ case study	
4	How to gain socio-cultural data of consumers during market survey	discussion+ demo questionnaires+ small survey activity	
5	Drawing insights of impact of socio-cultural factors on buying behaviour	discussion+ analysis of survey done	
6	Using socio-cultural factors to effectively impact buying behaviour	Discussion+ case study+ strategy building activity	
7	Impact of globalization and impact on socio-cultural factors	Discussion+ case study	

Reference Books & Articles	
Title	Author/s
It's Logical- Innovating Profitable Business Models	Kaustubh Dhargalkar
Where Good Ideas Come From: The Natural History of Innovation	Steven Johnson
Start-up & New Venture Management	Dr. Jyoti Gogte
Socio-Cultural Stratification of India	Iqtidar Karamat Cheema
Socio-Cultural Perspectives: A New Intelligence Paradigm Report on the conference at The MITRE Corporation McLean, Virginia,	

September 12, 2006	
Narrative Analysis: The Socio-Cultural Approach to Analyzing Short Participant Stories	Carol Grbich
Socio-cultural Impact of Globalization in India	Rajiv Kumar Upadhyay

Semester 1: Commercialization of Innovation

Semester	I		
Title of the Course	Commercialization of Innovation		
Type of Course	Classroom Core		
Credits	2	Duration	20hrs.

Learning Objectives	
1	To understand the importance of bringing innovations that are marketable
2	To finalize the product/ service/ solution along with its USP

Pre-requisites if any	Completion of both classroom cores of module 1
Connection with subjects in the current or future courses	It helps student to finalize the idea or USP and thus knowledge gained from forth coming modules can be applied for developing the idea/ product further

Sr. No	Content	Activity	Course Outcome (CO)
1	Basic Concepts of Innovation & forms of innovations (Process Innovation, product innovation, innovative pricing etc.)- Creating your USP	Content+ Case studies + Assignment	Students are expected to locate their innovation based USP and test commercial feasibility of the innovation
2	Innovation- IPR-Return on R &D	Content+ Case studies + Assignment	
3	Diffusion of Innovation - locating the consumers (early adopters, early majority, and laggards) and framing marketing strategy	Content+ Case studies + Assignment	
4	Studying commercial feasibility of the innovation - Revenue, cost & profitability analysis	Content+ Case studies + Assignment	

Reference Books & Articles	
Title	Author/s
The Innovator's guide to Growth: Putting Disruptive Innovation to Work	Scott D. Anthony, Joseph V. Sinfield, Mark W. Johnson & Elizabeth J. Altman

Semester 1: Entrepreneurial Content Creation

Semester	I		
Title of the Course	Entrepreneurial Content Creation		
Type of Course	Classroom Core		
Credits	2	Duration	20hrs.

Learning Objectives	
1	To understand the scope & relevance of content creation
2	To learn to build content for various platforms & different objectives & outcomes

Pre-requisites if any	Innovative project finalization and locating target consumers
Connection with subjects in the current or future courses	Closely connected with commercialization of Innovation course

Sr. No.	Content	Activity	Course Outcome (CO)
1	Introduction to Entrepreneurial content creation its need and significance	Discussion and video method	Students develop required entrepreneurial content based on their proposed business idea.
2	Types of content that needs to be developed by any entrepreneur	Lecture method+ examples and case study	
3	Visualization and manifestation of company's ideology from content	Lecture method+ examples, case study+ activity	
4	Content creation platforms and early stages of content development	Lecture method+ examples, case study+ activity	
5	Traditional platforms for which content is to be created and formats	discussion+ examples + formats	

6	Modern content platforms, their dynamism and effective use	discussion+ case study + formats	
7	Trade letters and formats	Drafting trade letters and emails	
8	Content creation for social media	Discussion+ case study + formats+ content creation activity	
9	Content creation for internal and external consumption	Discussion+ case study + formats+ content creation activity	
10	Integration of content for cohesive messaging	Discussion+ case study	

Reference Books & Articles	
Title	Author/s
Start with Why	Simon Sinek
The Content Code: Six Essential Strategies for Igniting Your Content	Mark Schaefer
Digital Content Creation	Earnshaw and Vince
Professional Business Communication	Aruna Koneru
Crushing It!	Gary Vaynerchuk

Semester 1: Methods of Market Research

Semester	I		
Title of the Course	Methods of Market Research		
Type of Course	Classroom Electives		
Credits	4	Duration	40 hrs.

Learning Objectives	
1	To understand significance of market research, learn and apply methods of market research for doing feasibility study of idea
2	To draw meaningful insights from the data collected for finalization of the idea/product

Pre-requisites if any	Completion of orientation and problem statement analysis
Connection with subjects in the current or future courses	The course will help to finalize the business idea and facilitate creation of basic business plan

Sr. No.	Content	Activity	Course Outcome (CO)
1	Introduction to Business Research. Need & Scope of Research. The Process of Research Research Applications in Business Decisions	Lecture	Students will be able to do feasibility study of their idea.
2	Formulation of Research Problem & Development of Hypotheses	Lecture and Class Activity	
3	Quantitative and Qualitative Analysis Observation, Focus Groups, Depth Interviews	Lecture and Class Activity	

4	Questionnaire Designing Pilot Testing of Questionnaire Administering the Questionnaire	Lecture and Class Activity	
5	Data Processing & Editing Classification & Tabulation of Data Introduction to Data Analysis using MS Excel & SPSS	Lecture and Class Activity	
6	Univariate and Bivariate Analysis of Data Cross-tabulation Frequency Distribution Tables	Lecture and Class Activity	
7	Testing of Hypotheses Test of Significance - Single Population, Two Population using t-test and Z-test.	Lecture and Class Activity	
8	Analysis of Variance Techniques One-way ANOVA Two-way ANOVA	Lecture and Class Activity	
9	Non-Parametric Tests Chi-Square Tests The Kruskal-Wallis Test	Lecture and Class Activity	
10	Correlation & Regression Analysis	Lecture and Class Activity	

11	Research Project	Field Work	
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Reference Books & Articles	
Title	Author/s
Research Methodology - Concepts and Cases	Deepak Chawla & Neena Sondhi
Marketing Research – An Applied Orientation Publications	Naresh K Malhotra – Pearson
Marketing Research (Macmillan)	Rajendra Nargundkar

Semester 1: Digital Data Analytics

Semester	I		
Title of the Course	Digital Data Analytics		
Type of Course	Classroom Electives		
Credits	4	Duration	40 hrs.

Learning Objectives	
1	To understand significance of data analytics for successful business
2	To learn different tools of data analytics, draw insights and frame business strategies

Pre-requisites if any	Orientation and ideation
Connection with subjects in the current or future courses	Data analytics will help student to finalize the business, make the feasible business plan and frame HR, Marketing strategies for the business in future

Sr. No.	Content	Activity	Course Outcome (CO)
1	Introduction	Concepts: Data, Digital Data, Database, Significance of Data; Age old systems of Data Management	Students will be able to draw insights from data and form strategies based on the same.
2	Data Hierarchy	How data matures from Facts to Data to Information to Knowledge to Wisdom. Practical examples of data hierarchy	
3	Types of Data	To study different types of data e.g., Qualitative, Quantitative	
4	Data Analytics: An Overview	Concept, Applications, Benefits, Limitations of Data analytics. Types of Data Analytics: Descriptive, Diagnostic, Predictive, Prescriptive	
5	Softwares for Data Analytics	Introduction to different softwares which are used for Data Analytics	

6	Case Studies of Data Analytics	2 case studies of companies which effectively used data analytics for growth	
		A practical case study to be done in class	
7	AI & ML: An Overview	Concept of Artificial Intelligence;	
		Concept of Machine Learning; How is it related to Data Analytics	
8	Upcoming Trends	To study upcoming trends in Data Analytics and its Applications like Block Chain, IoT	

Reference Books & Articles	
Title	Author/s
A General Introduction to Data Analytics	João Moreira, Andre Carvalho, Tomás Horvath
Spreadsheet Modeling and Decision Analysis	Ragsdale Cliff

Semester 1: Legal -Ethical Environment & IPR Management

Semester	I		
Title of the Course	Legal -Ethical Environment & IPR Management		
Type of Course	Classroom Electives		
Credits	4	Duration	40 hrs.

Learning Objectives	
1	To understand importance of understanding legal framework of the country from the perspective of their own business
2	To locate various legal formalities students will need to complete in order to do their own business
3	To locate IPs created & understand commercial significance of the IPs

Pre-requisites if any	Orientation and finalizing the idea, USP & sector in which the business will belong
Connection with subjects in the current or future courses	Commercialization of Innovation, useful while making business plan and understanding future compliance requirements

Sr. No	Content	Activity	Course Outcome (CO)
1	Understanding the Legal Scenario in India and alternative dispute redressal system	Moot Court Activities	- Students will be able to determine what kind of company registration is most appropriate for their idea - Students will identify if there is any IP in their idea and start registration procedure if any.
2	Understanding and comparing various types of business organizations in India - Sole Proprietorship, Partnership, LLP, Company	Identifying the business set up most suitable for your prototype	
3	Compliances required to set up each type of business organization	Identifying the legal requirements for setting up your organization	
4	Employment Laws and Labour Codes in India		
5	Ethics in Business Environment - Code of Conduct and Ethics in the Workplace	Discussions about ethics in business	

6	Understanding, Overview, and Identification of IPR -Patents, Trademarks, Copyrights, Geographical Indications, Industrial Designs, Trade Secrets	Identification of IPR in business prototypes / startups Determining the value of IPR Online IPR filing Defending IPR (if need arises) All activities shall be done in assistance with IPR Curating Cell	
7	Infringement of IPR		
8	Future Aspects of IPR		
9	Commercialization and Negotiation of Payment Terms		

Reference Books & Articles

Title	Author/s
Business and Form of Organization	Dr. Shradha Sharma
Legal Aspects of Business	Ravinder Kumar
New Industrial and Labour Codes	Kharbanda and Kharbanda
Values and Ethics for Organizations	Chakraborty
Perspectives in Business Ethics	Hartman, Chatterjee
Fundamentals of IP for Engineers	K. Bansal and P. Bansal
Intellectual Property Rights - Unleashing the Knowledge Economy	Prabuddha Ganguli
Intellectual Property Law	P. Narayanan
Intellectual Property Law	W. Cornish
Commercial Exploitation of Intellectual Property	Hillary Pearson and Clifford Miller

Semester 1: Strategic Management

Semester	I		
Title of the Course	Strategic Management		
Type of Course	Classroom Electives		
Credits	4	Duration	40 hrs.

Learning Objectives	
1	To understand practical applicability of strategic management of the business
2	To develop capacity of self-assessment of business strategies

Pre-requisites if any	Idea/product finalization
Connection with subjects in the current or future courses	Helps in formulating marketing & HR strategies for the business

Sr. No	Content	Activity	Course Outcome (CO)
1)	Goals, Objectives, Mission & Vision Overview of Strategic Management Process, Types of Strategy at – 1. Corporate Level, Business Level Functional Level	Formulation of Goals & Objectives, Mission & Vision statement Discussing the application of Strategy at different stages of a business Pick latest business news and identify the type of Strategy being used.	Students will form and assess their business strategy
2)	Strategy Formulation: Environmental Scanning SWOC/SOAR & PESTLE Analysis 3. Scenario Analysis Strategy Planning for Marketing Mix-4Ps Strategy Planning for Market-Offensive & Defensive Strategies (Competitor Strategies)	Lecture & Discussion Case studies of Businesses Conduct SWOT/SOAR & PESTLE Analysis of two companies each from at least 10 different sectors	

3)	Strategy Implementation: Application of Strategies- VRIO Analysis, BCG Matrix, GE 9 Cell, Porter 5 Forces (adapted to 6/7/8 forces), 7S Framework, Balanced Scorecard Strategy Implementation at Project, Process, Structural, Behavioral & Functional Level.	1. Plot 5 companies from any 5 sectors on a BCG Matrix 2. Prepare a Balanced Score card for 4 companies based on industry data and conduct a comparative analysis 3. Management Games - https://huntsman.usu.edu/learntwice/classroom-exercises for concept strengthening activities.	
4)	Strategy Evaluation and control 1. Strategy Evaluation Techniques- Quantitative techniques of measurement - CLV, PERT, CPM, Ratios, ROI, Market share analysis, Competitor Analysis, etc. 2. Strategic Control mechanisms - Feedforward, Concurrent & Feedback	1. Select a real business scenario and conduct Gap Analysis. You may refer to https://creately.com/blog/examples/gap-analysis-templates-create/ for Gap Analysis templates. 2. Preparation of PERT Chart using Excel 3. Using the same business scenario, prepare a Corrective Action Plan.	
5)	Strategic Business Plan Elements: 1. Where is your business now? 2. Where do you want to take it? 3. What you need to do to get there?	Preparation of a Strategic Business Plan using the inputs from modules 1 to 4. Suggested reference : https://www.spmvv.ac.in/ecell/docs/business-models/1.pdf (To be modified to suit the current business of the learner)	
6)	Strategic Contingency Plan: Risk identification- Mind map & Flowchart Risk Impact Assessment - Risk impact and probability matrix 3. Contingency plan for each event - Contingency Plan Template 4. Review and Revise Contingency Plan -	1. Preparation of Mind map by visualizing all the possible contingencies a business can encounter. (Create a mind map of an existing company in the same sector as the learner's business) 2. Based on the inputs from the Mind Map prepare Contingency Plan. (Suggested templates: https://creately.com/blog/business/business-contingency-plan-templates/) 3. Online business Simulation games to recreate an actual business scenario and analyze predicted results.	

7)	Strategy for Startups: The Four Decisions - The Entrepreneurial Strategy Compass 1. Intellectual Property Strategy 2. Disruption Strategy 3. Value Chain Strategy 4. Architectural Strategy	Case studies and Business examples Role Playing Presentation of Strategic Business Plan prepared with inclusion of all the aspects studied so far (Evaluation of Strategic Business Plan by external reviewers recommended)	
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Reference Books & Articles	
Title	Author/s
Competitive Strategy: Techniques for Analyzing Industries and Competitors	Michael E Porter
Strategic Management-an Indian Perspective: Best Strategic Planning & Implementation by Indian Firms	Dr. Sudhanshu Joshi, Ms. Manu Sharma, Dr. V.k. Singh
Business Strategy Formulation	Anthony Ulwick
Business Policy and Strategic Management	G.V. Satyasekhar
Business Strategy: Managing Uncertainty, Opportunity, and Enterprise	J.C. Spender
The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment	Robert Kaplan and David Norton
Kazmi Azhar, Business Policy & Strategic Management	Tata McGraw Hill
Business Policy, Strategy, Planning and Management	P.K. Ghosh
A Strategic Blended Model for Indian Management Education	Mukhopadhyay, Debarshi
Business Strategy: A Guide to Effective Decision-Making	Jeremy Kourdi
Strategic Risk Taking: A Framework for Risk Management	Aswath Damodaran
Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant	W. Chan Kim
Strategic Management	N. Chandrasekaran & Ananthanarayanan
Strategy for Start-ups, Harvard Business Review Case study - https://hbr.org/2018/05/strategy-for-start-ups	
Strategic Management - The Indian Context	Srinivasan R.

Semester 1: Technology Management

Semester	I		
Title of the Course	Technology Management		
Type of Course	Classroom Electives		
Credits	4	Duration	40 hrs.

Learning Objectives	
1	To sensitize students to various technology types, their uses, and implementations.
2	To understand techno-dependent environment, its importance and relevance in current times.

Pre-requisites if any	Students should have identified problem are/ unmet need they wish to tackle and/or have a business idea in mind.
Connection with subjects in the current or future courses	Commercialization of Innovation, Digital Data analytics & IT Project Management & Cyber Security & Digital Marketing

Sr No	Content	Activity	Course Outcome (CO)
1	Information technology for business.	Case study-based learning to understand technology used in businesses.	Students will understand techno-dependent environment and its relevance to their idea
2	Enterprise Applications.	Think through application used in Organizations.	
3	Software Engineering.	Learning methods and Software related Parameters.	
4	Business Intelligence and Analysis.	Using tools for Business Intelligence – Power BI	
5	Technology Forecasting.	Case study-based Learning.	
6	Technology Competition and Strategy.	Learning to Setting up strong Organization System to Promote Technology.	
7	Strategic Management of Technology.	Learning the methods to strengthen Management Systems.	
8	Technology – Creating and Innovation.	Formulating an Innovation Technology Solution.	

9	Real time Technological approach for decision making	Case study based understanding and live development of real time reporting and Dashboard creation	
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Reference Books & Articles	
Title	Author/s
Technology – Creative and Innovation.	Anabella Mesquista.
Information Technology in Business: Principles, Practices, and Opportunities.	James A. Senn.
Raising Enterprise Applications: A Software Engineering Perspective.	Anubhav Pradhan.
Business Intelligence and Analytics: System for Decision Support.	Ramesh Sharda, Dusun Delen.
Technological Forecasting.	Joseph Martino.

Semester II (Applicable for 2021-22 Batch)

Foundation of Management and Entrepreneurship Track	
Codes	Classroom Core
IEV C201	Entrepreneurial Finance
IEV C202	Entrepreneurial Communication
Codes	Classroom Electives
IEV E201	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries)
	OR
IEV E202	Organizational Behavior

Rationale behind the subject mix – SEM II

After establishing PoC, third capstone project is done by the student and that is preparation of ‘Basic Business Plan’.

Here student is expected to plan the entire business which includes team building, better analysis of consumer behavior, calculation of projected revenue, cost, profitability. Entrepreneurial finance will provide them basic finance knowledge and the advance level they will learn in the third semester. Entrepreneurial communication is going to be extension of entrepreneurial content creation and help them in building elevator pitch, vision, mission statements of the company or venture. Through electives of OB or HR they will get guidance on how to manage relationship between all stakeholders including labor. With well-prepared basic business plan, student will do internship with start-ups or businesses in the related field, which will give them real time experience of ‘how things move in reality’, which can be used further in fine-tuning the business plan in the third semester.

Post semester II, “Start-up Experiential Learning Track” begins where under *Action Learning Segment I* student will do internship with start-ups or businesses.

Semester 2: Entrepreneurial Finance

Semester	II		
Title of the Course	Entrepreneurial Finance		
Type of Course	Classroom Core		
Credits	2	Duration	20 hrs.

Learning Objectives	
1	To understand basic concepts of costing and budgeting
2	To be able to make better feasibility report of their own idea

Pre-requisites if any	Idea finalization
Connection with subjects in the current or future courses	Serves as a base for financial management and pricing, costing, and budgeting

Sr. No	Content	Activity	Course Outcome (CO)
1)	Classification of Cost	Conceptual lecture on Classification of cost, Direct cost, Indirect cost, Material, Labour, Overheads, Relevant & Irrelevant cost	Student will be able to make feasibility report of their idea
2)	Cost Sheet for Manufacturing & Service Industry	Building a cost for a product & service in the structured format.	
3)	Live Costing assignment for a product	Preparation of actual cost sheet for a product (Show the product & ask the learner to compute its estimated cost)	
4)	Concept of Marginal Costing	Concept of Marginal costing, Variable cost, Fixed cost, Contribution Margin, Profit Volume Ratio, Break Even Point & Margin of Safety.	
5)	Meaning of Budgeting & Forecasting	Understanding the concept of budgeting & forecasting in business	
6)	P&L, Balance Sheet, Cash flow, Net Present Value, Internal Rate of Return, Payback period	Understanding the concept of P&L, Balance Sheet, Cash flow, Net Present Value, Internal Rate of Return, Payback period	

7)	Pricing Methodology	How to price the product or service?	
8)	Sources of Funding	Basics on how to raise funds?	

Reference Books & Articles	
Title	Author/s
Cost Accounting	N.K. Prasad, Charles Hongreen
Saxena & Vashisth, N.K. Prasad	
Financial Management	Khan & Jain
ICAI Publications	
Start Up & Fund raising	Prajakta Raut
Funding your start up	Dhruv Nath

Semester 2: Entrepreneurial Communication

Semester	II		
Title of the Course	Entrepreneurial Communication		
Type of Course	Classroom Core		
Credits	2	Duration	20hrs

Learning Objectives	
1	To understand need for and importance of communication for an entrepreneur
2	To strengthen communication capabilities of entrepreneurs & make them effective

Pre-requisites if any	Business idea finalization and creation of basic business plan
Connection with subjects in the current or future courses	Extension of Entrepreneurial Content creation; it will facilitate better content creation and enhance communication required to do business

Sr. No.	Content	Activity	Expected Outcome
1	Introduction- meaning- scope and importance	Lecture method+ discussion	Students will learn verbal and non-verbal communication strategies important for their business building.
2	Visualization and manifestation of company's ideology	Lecture method+ examples, case study+ activity	
3	Types and forms of communication	Lecture method+ discussion+ case study	
4	Verbal communication: importance + types + usage	Lecture method + case study+ activities	
5	How to build effective presentations	Lecture method + videos + activities	

6	Narration and storytelling as communication techniques	Lecture method + videos + activities	
7	Building elevator pitches	Lecture method + case study + activities	
8	Nonverbal communication: importance + types + usage	Lecture method + case study+ activities	
9	Soft skills and grooming for entrepreneurs	Lecture method + case study+ activities + videos	
10	Body language and business etiquettes	Lecture method + case study+ activities + videos	
11	Crisis management through effective communication strategy	Lecture method + case study + activities	

Reference Books & Articles	
Title	Author/s
The Secrets of Successful Communication: A Simple Guide to Effective Encounters in Business (Big Brain vs. Little Brain Communication)	Kevin T. McCarney
Start with Why	Simon Sinek
Professional Communication Skills	Aruna Koneru
Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results	Judith E. Glaser
The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience	Carmine Gallo
Nonverbal Communication: Science and Applications	
The Definitive Book of Body Language	Barbara Pease
Applied Crisis Communication and Crisis Management: Cases and Exercises	W. Coombs

Semester 2: Managing Human Resources of Business

Semester	II		
Title of the Course	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries)		
Type of Course	Classroom Electives		
Credits	4	Duration	40 hrs.

Learning Objectives	
1	To understand significance of managing Human Resource
2	To learn allocation of work according to relative strengths of team members

Pre-requisites if any	Idea finalization
Connection with subjects in the current or future courses	- Closely connected to Organizational Behaviour & communication. - It makes formation & building of teams easier. - It facilitates effective internal & external communication

Sr. No	Content	Activity	Course Outcome (CO)
1	Basic of HRM, HRM Functions & HR Structure, MIS	Evolution of HR functions / structures	Students will be able to identify human resource requirement with reference to their business idea.
2	Process of Recruitment. Techniques to use job portals	Creation of list of job portals with its subscription rate	
3	Competency mapping	Competency and individual goal setting	
4	Training Analysis and Evaluation	Difficulties in conduct of training during economic/ social crisis	
5	Salary processing	Components of salary and its statutory implications	

6	Basics of HR statutory role	Creating an Employee Manual	
7	Provident fund calculation, Professional tax calculation	Practical training on Calculation of PF	
8	Employee State Insurance Scheme, Gratuity Act Income Tax Act	Method of calculation and showcasing related software	
9	Organization Culture	Case study analysis	
10	Workplace behaviour	Case study analysis	
11	Strategic HRM	Case study analysis	

Reference Books & Articles	
Title	Author/s
Human Resource Management	Gary Dessler
Human Resource Management	Ashwathappa
The handbook of competency mapping by Seema Sanghi	
Compensation and Benefit design	Biswas
How to develop essential HR policies & procedures	John H. Mc Connell
Industrial Relations & Labour Laws	Arun Monappa
Labour Laws	A.M. Sarma
Achieving Excellence in Human Resource Management	Boudreau, Lawler
Strategic HRM	Tanuja Agarwala

Semester 2: Organizational Behaviour

Semester	II		
Title of the Course	Organizational Behaviour		
Type of Course	Classroom Electives		
Credits	4	Duration	40 hrs.

Learning Objectives

1	To understand significance of Organizational Behaviour for an enterprise
2	To learn the effective methods of building teams

Pre-requisites if any	Idea finalization
Connection with subjects in the current or future courses	Closely linked to Strategic management Team building is essential for progress of start-up/business it helps determine success of any venture to a large extent

Sr. No.	Content	Activity	Expected Outcome
1	Introduction to OB including Foundation of OB and Relevance of OB for a successful Entrepreneur	Management Games, Discussions involving industry examples	Students will be able to build a good team with reference to their idea.
2	Assessment of Personality Traits for Increasing Self Awareness.	FIRO-B (Psychometric TOOL)	
3	Effect of Perception on Individual Decision-Making, Attitude and Behavior.	Video, Role Play, Quiz	
4	Difference between a group and a team, formation of team, types of teams, team roles and team norms	Survival at Sea Game and Group Discussion	
5	Conflict Management and Conflict Resolution	Management Game, Discussions involving industry examples	

6	Transactional Analysis and its effective utilization for teamwork	Exercise on TA	
7	Leadership, effective leadership styles and contemporary issues related to leadership	Video, Management Exercise, case Study	
8	Power and Politics	Movie	
9	Organizational Culture Managing Change	Case Study	
10	Defense Mechanism	Video, Group Discussion	
11	Case Studies on OB	Case Study	

Reference Books & Articles	
Title	Author/s
Organizational Behaviour	Steven L McShane, Mary Ann Von Glinow & Radha Sharma
Organizational Behaviour	K. Aswathappa
Organizational Behaviour	Udai Pareek
Organizational Behaviour	P. Subba Rao
CiteHR	

Semester III (Applicable for 2021-22 Batch)

Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)	
Codes	Classroom Core
IEV C301	Financial Management, Funding Opportunities, Start- up Valuation & Regulatory compliances
IEV C302	Operation Management
IEV C303	Marketing Management
Codes	Classroom Electives
	MODULE 4 (Choose any 2 out of 3)
IEV E301	Pricing, Costing & Budgeting
IEV E302	IT Project Management & Cyber Security
IEV E303	Family run businesses & Succession Planning
	MODULE 5 (Choose any 2 out of 3)
IEV E304	Merger and Acquisition
IEV E305	Digital Marketing
IEV E306	Business Beyond Borders (International Business)

Rationale behind the subject mix – SEM III

In this semester fine-tuning of business plan is expected. Student is expected to ‘learn’ practical aspects of business during the internship period. With the experience, student will revisit the business plan and take it to advanced level. Student is expected to get better clarity about pricing, costing, budgeting, funding options available, how to prepare financial document, brand management and marketing. Know more about expansion or diversification of family run business, international business as per choice. In a way student is expected to be “ready” to launch the venture in semester IV.

Post semester III, “Start-up Establishment Track” begins with ‘Action Learning Segment II’, where student is expected to establish venture

Semester 3: Financial Management, Funding Opportunities, Start-up Valuation & Regulatory Compliances

Semester	III		
Title of the Course	Financial Management, Funding Opportunities, start-up valuation & Regulatory compliances		
Type of Course	Classroom Core		
Credits	4	Duration	40 hrs.

Learning Objectives	
1.	To make students aware of financial compliances required to start business and funding opportunities for start-ups
2.	To make students aware of financial models and project report

Pre-requisites if any	Basic business plan should be ready
Connection with subjects in the current or future courses	Closely linked to Entrepreneurial Finance

Sr. No	Content	Activity	Course Outcome (CO)
1	Introduction of Financial Models, Project Report etc. Its use	Case Study + Assignment	Students will be able to make a project report or pitch decks for funding agencies
2	Business Plan: What is a Business Plan. How to prepare a Business Plan for your Startup	Content + Case Study	
3	How to prepare a Financial Model, Assignment to prepare a Financial Model	Content + Case Study + Practical Assignment	
4	Introduction to Valuation, Various Types of Valuation Methods / Techniques	Content + Case Study	
5	How to Value your organization		
6	What are the Fund-raising Opportunities? How to raise	Content + Case Study	

	funds? How to evaluate the various options?		
7	Introduction to Various Law India	Content + Case Study	
8	LLP Act	Content + Case Study	
9	Companies Act	Content + Case Study	
10	Contract Act	Content + Case Study	
11	Income Tax	Content + Case Study	
12	GST	Content + Case Study	
13	How to manage the compliances of your start-up	Content + Case Study+ Practical Assignment	

Reference Books & Articles	
Title	Author/s
Financial Management	Khan & Jain
Cost Accounting	N.K. Prasad, Charles Hongreen
Magic Box Paradigm: A Framework for Startup Acquisitions	
New Approaches to SME and Entrepreneurship Financing: Broadening the Range of Instruments	OECD

Semester 3: Operation Management

Semester	III		
Title of the Course	Operation Management		
Type of Course	Classroom Core		
Credits	2	Duration	20 hrs.

Learning Objectives	
1	To understand significance of effective operation management for successful business venture
2	To create effective system of business operations

Pre-requisites if any	Basic business plan should be ready
Connection with subjects in the current or future courses	Costing & Revenue modelling It will be helpful to venture, to learn & establish The entire process of developing & post establishment status of their startup.

Sr. No	Content	Activity	Course Outcome (CO)
1	Introduction to Operations Management	Classroom session, Case studies	Students will be able to build a business operation model relevant to their idea.
2	Process Analysis	Classroom sessions, Role play	
3	Facility Location	Classroom session, Case studies, Field visit	
4	Facility layout	Classroom session, Case studies, Field visit	
5	Inventory Management	Classroom session, Case studies, Field visit	

6	Capacity planning & Job Sequencing	Classroom session, Case studies	
7	Work study	Classroom session, Case studies	

Reference Books & Articles	
Title	Author/s
Production & Operations Management	S. N. Chary
Operations Management and Control	Dr. Biswajit Banerjee
Industrial Engineering and Production Management	Martand Telsang
Production & Operations Management	S. N. Chary

Semester 3: Marketing Management

Semester	III		
Title of the Course	Marketing Management		
Type of Course	Classroom Core		
Credits	2	Duration	20 hrs.

Learning Objectives	
1.	To sensitize students regarding aspects of marketing and its relevance for entrepreneurs
2.	To sensitize students regarding consumer behaviour, types of marketing and its management and how it can be influenced

Pre-requisites if any	Basic business plan should be ready
Connection with subjects in the current or future courses	Closely connected to consumer behaviour and entrepreneurial content creation

Sr. No	Content	Activity	Course Outcome (CO)
1	Overview- Core concepts, Reasons for Marketing and Entrepreneurial Venture	Interactive Lectures, Group Discussions, Case Study Analysis, Audio-visuals, Research Paper pre-reads, Team Assignments	Students will be able to develop marketing strategies best suited to their business idea.
2	Understanding Consumer Behaviour: Factors affecting Consumer Behaviour, Buying Decision Process, Perception, Learning, Emotion, Memory, Post purchase Behaviour, Behavioral Decision Theory		
3	Marketing Segmentation & Consumer Targeting: Factors affecting segmentation, defining target audience		
4	Consumer Positioning: Drafting Positioning Statement		
5	Marketing Mix- Product: Product Life Cycle, Gap Analysis, Product and Service Quality, its uniqueness from the competitors		
6	Marketing Mix- Price: Consumer Psychology and Pricing Strategies		

7	Marketing Mix- Place: Distribution channels with special focus on E-Commerce		
8	Marketing Mix-Promotion: Promotion Tools, Omnichannel Marketing, Promotion of Entrepreneur in promotion of Business Venture, CSR, Ethics and Promotion		
9	Marketing Mix- People, Process and Physical Evidence: Role in Services Marketing		

Reference Books & Articles	
Title	Author/s
Marketing Management, Indian Cases, Global Perspective	Ramaswami Ramakumary
Principles of Marketing - A South Asian Perspective. (14th ed.).	Pearson
Marketing Management",	Saxena Rajan
Principles of Marketing	Kotler, Philip, and Armstrong, Graw

Semester 3: Pricing, Costing & Budgeting

Semester	III		
Title of the Course	Pricing, Costing & Budgeting		
Type of Course	Classroom Electives		
Credits	3	Duration	30 hrs.

Learning Objectives	
1	To calculate commercial feasibility of the project, make budget and decide pricing strategies
2	To make projected cost, revenue sheets

Pre-requisites if any	Basic business plan should be ready
Connection with subjects in the current or future courses	Closely linked to entrepreneurial finance. It helps build a solid fundable and ready to pitch business proposal.

Sr . N o.	Content	Activity	Course Outcome (CO)
1	Classification of Cost	Conceptual lecture on Classification of cost, Direct cost, Indirect cost, Material, Labour, Overheads, Relevant & Irrelevant cost	Students will be able to make projected costs and revenue sheets for their business.
2	Cost Sheet for Manufacturing & Service Industry	Building a cost for a product & service in the structured format.	
3	Live Costing assignment for a product and service	Preparation of actual cost sheet for a product and service	

4	Concept of Marginal Costing and its application with specific reference to convert loss making business into profit making	Concept of Marginal costing, Meaning, relevance & application of Variable cost, Fixed cost, Contribution Margin, Profit Volume Ratio, Break Even Point & Margin of Safety.	
5	Cost Reduction techniques	Detailed case study discussion on How to reduce cost? Importance of cost reduction with respect to earning profit	
6	Budgeting & Forecasting including Rolling Forecast- Sales Projection, Production Planning, Procurement planning, Human resource planning	Concept of Budgeting & Forecasting, preparation of Revenue & Capital Budget for the specific business idea, Concept of Rolling forecast and its preparation based on actual market scenario.	
7	Cash flow Model with concepts like NPV, IRR, PayBack period	Preparation of Cash flow model using Net Present Value, Internal Rate of Return, PayBack period & discounting for the business idea	
8	Various Pricing approach: Cost Plus, Market Driven, MRP based, competitor analysis	Conceptual discussion on various pricing models, How to Price your product/service	
9	Income tax impact on Profit	Basic information about income tax and GST laws applicable to various businesses with specific reference to start ups	

10	Transfer pricing concept in case of international transactions	Introduction to Transfer pricing, Meaning of Arm's Length Price (ALP), Various methods of Transfer pricing like cost plus, Comparable Uncontrolled Price (CUP) method, Profit Split method	
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Reference Books & Articles	
Title	Author/s
Cost Accounting	N.K. Prasad, Charles Hongreen
Saxsena & Vashisth, N.K. Prasad	
Financial Management	Khan & Jain
ICAI Publications	

Semester 3: IT Project Management & Cyber Security

Semester	III		
Title of the Course	IT Project Management & Cyber Security		
Type of Course	Classroom Electives		
Credits	3	Duration	30 hrs.

Learning Objectives	
1	To understand significance of project management
2	To understand probable cyber threats and develop defense mechanism

Pre-requisites if any	Business plan should be ready
Connection with subjects in the current or future courses	Closely linked to Operations Management. It's essential for framing business strategies

Sr. No	Content	Activity	Course Outcome (CO)
1	Introduction to IT Project Management	What is a Project?	- Students will learn methods of Project Management - Students understand types of cyber threats and effective cyber security solutions.
		Understanding the phases in the life cycle of projects and their significance	
		Understanding the differentiating characteristics of projects from conventional organizations	
		Understanding the objectives of the project and interdependence of cost on schedules	
		Evaluating the need for the use of project management tools	
2	Project Planning	Disintegrating the project into smaller tasks and work packages and creating the WBS.	
		Developing responsibility matrix based on WBS	
3	Project Work	Developing a network schedule for a project and estimating time for completion	

		Analyzing Project Network and determining project completion time using CPM	
		Estimating the probability of project completion in a specific time	
		Determining the extent by which non-critical activities can be delayed	
		Developing Gantt Charts to graphically depict the sequence of activities for Scheduling, Resource Allocation and Controlling phases of a project	
4	Project (Budgeting, Controlling, and Monitoring)	Planning and allocating resources basis forecast of resources	
		Monitoring both the cost and schedule of a project in financial terms	
5	Project Risk Management	Identifying potential risks in a project, categorizing of project risks, and defining the strategies for managing the project risks	
6	Introduction to Cyber Security	Meaning of Cyber Security, its significance	
7	Types of Cyber Threats	Types of attacks e.g., Hacking, Phishing, IP Masking, Malware, MITM, DoS, DDoS, Zero-day exploit, Business Email Compromise (BEC) and more	
8	Toolbox: Techniques for Cyber Security	Authentication	
		Access Control	
		Cryptography	
9	Management and Incidents	Security Planning	
		Business Continuity Planning	
		Handling Incidents	
		Risk Analysis	
		Dealing with Disaster	

Reference Books & Articles	
Title	Author/s
Project Management: The Managerial Process	Gray and Larson and Desai
Textbook of Project Management	V.E.Ramamoorth P.Gopalakrishnan
Cybersecurity for Beginners	Raef Meeuwisse
Fundamentals Of Cyber Security	Bhushan/Rathore/Jamshed

Semester 3: Family run businesses & Succession Planning

Semester	III		
Title of the Course	Family run businesses & Succession Planning		
Type of Course	Classroom Electives		
Credits	3	Duration	30 hrs.

Learning Objectives	
1	To sensitize students to nature, types and core principles of family run businesses
2	To give them tools and knowledge required to enter established family business or help them develop their own family business.

Pre-requisites if any	Either the student should already have an established family business which he/she wishes to expand, diversify, add to, or run as per status quo OR the student should have an idea which will be executed in partnership with family members as stakeholders in varied forms.
Connection with subjects in the current or future courses	Closely connected to socio-cultural environment of idea, human resource management.

Sr. No	Content	Activity	Course Outcome (CO)
1	The Nature, Importance and Uniqueness of Family Business and Great Family Business.	1) Active participation of students in case studies, group research, lectures, readings, videos, and discussions	Students will get different ideas of how to expand/diversify family business and develop business plan around it
2	Ownership of an Enterprise: Built to Last, Succession and Transfer of Power, Creating the Family Business Strategy, Financing the Family Business, Planning the Estate.	2) Completion of assignments given on the basis of the family business to which the students are attached with	
3	Key Non-Family Management, Governance, Communication & Conflict resolution, Gender and the Family Business, The Family Business and Real Estate, Entering the Family Business, The Future of Family Business		

Reference Books & Articles	
Title	Author/s
Family Business in India: A National Asset that Needs to Professionalize	Raju Swamy
The 5 G's of Family Business	Walter Vieira and Mita Dixit

Semester 3: Mergers & Acquisitions

Semester	III		
Title of the Course	Mergers & Acquisitions		
Type of Course	Classroom Electives		
Credits	3	Duration	30 hrs.

Learning Objectives	
1	To introduce students to the core concept of mergers and acquisitions, its need, scope and relevance in current times.
2	To introduce students to landscape and various stakeholders in M & A process, assessing its timeline correctly, valuation techniques, compliances, process and risks involved.

Pre-requisites if any	Basic business model canvas should be ready
Connection with subjects in the current or future courses	Market research, Project management, strategic management, and entrepreneurial finance.

Sr. No	Content	Activity	Course Outcome (CO)
1	The M&A Landscape:	Case Study, Discussion & Assignment	Students will know various stakeholders in M & A process, assessing its timeline correctly, valuation techniques, compliances, process and risks involved.
a	Introduction and Overview of M&A		
b	Key Reasons for M&A		
c	The Players		
d	The Process		
e	Forms of Acquisition		
f	Common Terms in M&A		
2	The Players in M&A	Case Study, Discussion & Assignment	
a	The Buyers		
b	The Sellers		

c	The Advisors		
3	M&A in SME, Startups	Case Study, Discussion & Assignment	
a	Stages of Financing		
b	Common M&A Strategies used		
4	Valuation Techniques	Case Study, Discussion & Assignment	
a	Valuation Overview		
b	Early-Stage Valuation Methods		
c	Mid and growth stage valuation		
d	Exit Valuation		
e	Types of Instruments		
5	How to Be M&A ready	Case Study, Discussion & Assignment	
a	Buyers Preparation for the Deal		
b	Sellers Preparation for the Deal		
c	Business Plans		
6	The Deal Process	Case Study, Discussion & Assignment	
a	Stages in an M&A deal - Sell side		
b	Stages in an M&A deal - Buy side		

7	Key Risks	Case Study, Discussion & Assignment	
a	Key risks in M&A		
b	Key Mitigants to the risks		

Reference Books & Articles	
Title	Author/s
Mergers and Acquisitions Basics (Wiley)	MICHAEL E. S. FRANKEL LARRYH.FORMAN
How to Stick the Landing: The M&A Handbook for Startups	Rowland Savage
Magic Box Paradigm: A Framework for Startup Acquisitions	
Mergers & Acquisitions	A to Zndrew J. Shermanand Milledge A. Hart American Management Association
New Approaches to SME and Entrepreneurship Financing: Broadening the Range of Instruments	OECD

Semester 3: Digital Marketing

Semester	III		
Title of the Course	Digital Marketing		
Type of Course	Classroom Electives		
Credits	3	Duration	30 hrs.

Learning Objectives	
1	To sensitize students to need, importance and types of digital platforms and their relevance in modern day marketing
2	To help students understand various digital marketing strategies and customized requirements of varied types of business.

Pre-requisites if any	Business plan should be ready
Connection with subjects in the current or future courses	Closely connected to Marketing management & entrepreneurial content creation.

Sr.No	Content	Activity	Course Outcome (CO)
1	Introduction to SEO & How do Search Engines work?	Check Online Demo example of Website SERP results and Ranking Factors	Students will develop their own digital marketing plan with reference to their business idea and its needs.
2	Organic Search vs. Paid Search Results	Demonstrate Website example with Organic and Paid Search Result	
3	Keyword Research	Prepare Keyword document, find keywords, collect metrics and map keywords.	
4	On-Page Optimization	Prepare On-Page SEO Meta Tags Sheet for given Website Example	
5	Off-Page Optimization	Prepare Off-Page SEO Sheet for given Website Example	
6	Measurement with Google Analytics	Check given Demo Google Account to Analyze the Traffic Report	
7	Advanced SEO	Prepare Audit report and Tech report	

8	SEO tools	Create Account for following tools and start to explore it with the given website examples: Google toolset, keyword planner, SEM Rush, Ubersuggest, Google search console, etc.
9	Introduction to SEM – Fundamentals & Case Studies	Check online demo example of Adword ranking factors and ad result
10	Creation of Google Display Network	Create & Explore Google ad account for Targeting Options, its ad format, Gallery tools of Ad, Tracking conversions and Remarketing
11	Bidding Strategy	Strategical preparations on How to increase Position on search and its bid for ad position, Quality Score and Bid Management.
12	Mobile Ad Campaigns	Developing universal app campaign, planning mobile-specific and targeting strategies, Measuring performance of Mobile ads & conversions and optimization Strategies
13	Shopping Campaigns – Introduction	Create Google Shopping Ad Campaign, Do Keyword Research, Prepare Campaign Set Up Plan, Budget Optimization Plan for bidding keyword
14	YouTube Marketing – Introduction & Ad Formats	Create YouTube ad campaign, practice formatting YouTube ads, its campaign creation, analytics, and video campaign optimization Tips.
15	Introduction to Websites & WordPress/Wix	Surfing a good website, understanding format & design, create a WordPress account, setting up themes, plugins, widgets, domain name URL and email

16	Creating a new page	Create new page and give a suitable title and write body text, explore WordPress toolbar & more buttons, add content from word file, format it, preview and publish page.
17	Images	Uploading images from the library, Inserting, deleting, customizing, and resizing images, adding Alternative text caption for featured images
18	Introduction to social media	Create Social Media business page, explore ad preference, ad topics, data about your activity from partners and about ads
19	Facebook Marketing	Create a Facebook page, create campaign and explore insights, business manager, ad campaign and ad targeting
20	Influencer Marketing on Instagram	Find good Influencers on Instagram, understand their activity on Instagram
21	LinkedIn as a Marketing Platform	Create a LinkedIn Account, Create and Explore Campaign
22	Twitter	Create a Twitter account, create and explore campaign
23	Pinterest Marketing & Creating a Successful Digital Marketing Strategy	Create a Pinterest account, create and explore campaign
24	Social Media Marketing Tools	Create Account for following tools and start to explore it with the given website examples: Hootsuite, Buffer, TweetDeck, Sprout Social
25	Introduction to Google Analytics & Understanding	Create & Explore Google ad account for Targeting Options, its ad format, Tracking conversions and Remarketing
26	Google Analytics Interface	Explore Google Analytics Dashboard, Shortcuts, interface features and customizing dashboards

27	Analyzing Google Analytics Reports	Preparing different marketing campaigns and understanding the customize reports, monitoring traffic behaviour and taking corrective actions if required.	
28	Introduction to Mobile Marketing	Exploring & discovering how marketers are harnessing mobile marketing today.	
29	Mobile Campaign Planning	Plan a WhatsApp marketing campaign	
30	Introduction To Inbound Marketing	Exploring the methods used by competitors to attract, engage, and delight people to grow a business.	
31	Introduction to Mailchimp for email marketing	Create an account in MailChimp and start creating branded mails	
32	Mailchimp Tools for email marketing	Start exploring the following tools with given website examples: Drag-and-Drop Builder, Content Studio, Real-time Analytics, Transactional email.	
33	What is Content Marketing	Explore tools required to build interactive content	

Reference Books & Articles	
Title	Author/s
Digital marketing for business 2021	Gregory Thorn Hill
Digital Marketing Strategy	Simon Kings North
Digital Marketing from fundamentals to future	Swami Nathan T.N./ Karthik Kumar

Semester 3: Business Beyond Borders (International Business)

Semester	III		
Title of the Course	Business Beyond Borders (International Business)		
Type of Course	Classroom Electives		
Credits	3	Duration	30 hrs.

Learning Objectives	
1	To introduce students to concept and scope of international business and impress upon students the impact of local beliefs, cultures, and ideologies on business and how they are impacted and changed with multi-national engagement and globalization.
2	To impart different strategies of business set up and expansion across borders, management, procurement, disbursement patterns and their optimization with respect to global customers and changing trends and times.

Pre-requisites if any	Basic business model canvas should be ready.
Connection with subjects in the current or future courses	Socio- cultural trends, market research, marketing management, operations management, and strategic management.

Sr. No	Content	Activity	Course Outcome (CO)
1	<u>Introduction to International Business</u> - Objective, Meaning & Scope - Why should we study international business - Domestic Business v/s International Business - Reasons for International Business for the Corporates and Country - Modes of Entry and Operation	1. Lecture & Discussions 2. Case Study on any company and its mode of entry in international business	Students will be aware of different legal and compliance aspects of international business

2	<u>PEST Factors and Impact on International Business</u> - Risk Analysis - Decisions to overcome or managing risks	1. Lecture & Discussions 2. Case Study on two companies, one with favorable PESTEL factors for an international entry while the other having unfavorable factors	
3	<u>Investment Management in International Business</u> - Foreign Direct Investment - Offshore Banking - Foreign Exchange - Resource Mobilization through portfolio/GDR/ADR - Other options of funding in ventures	Lectures & Discussions	
4	<u>Multinational Corporations & Globalization</u> - Structure, system and operation - Stages of building Global companies and competitiveness - Global competitive advantages of India - Sectors and Industries	1. Lectures & Discussions 2. A case-study on the journey of a corporation from a local to a global company detailing the challenges involved and courses of action pursued.	
5	<u>International Organizations and their role in international business</u> - WTO - World Bank - ADB - IMF and others	Lectures & Discussions	
6	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) - NAFTA - EU - ASEAN - COMESA - SAARC	Lectures & Discussions	

7	<u>Trade Theories and relevance in International Business</u> - Theory of Absolute Advantage - Theory of Comparative Advantage - Purchasing Power Parity Theory - Product Life Cycle Theory - Diamond Model of National Competitive Advantage	1. Lectures & Discussions 2. Focus will be discussing the applications of the trade theories in real-life businesses and economic scenarios	
8	<u>International Logistics and Supply Chain</u> - Concepts and Practice - Components of logistics and impact on trade	Lectures & Discussions	
9	<u>International HR Strategies</u> - Unique Characteristics of Global HR - HR – Challenges - Ethical Issues - Regulatory aspects of HR	Lectures & Discussions	
10	Project Work & Presentation	Project Work submission followed by a detailed presentation on the project work	

Reference Books & Articles	
Title	Author/s
International Business	Daniels & Radebough
International Business	Charles Hill
International Business	Dr. R. Chandran
International Business	P Subba Rao

List of Out-of-classroom Activities

LIST OF OUT-SIDE CLASS-ROOM COURSES/ACTIVITIES
Idea-competition
Prototyping workshop/ Use of 3-D printer
Basic website development
Excel workshop
Workshop on Financial Modelling
App Development
Patent filing
Workshop/ Lecture series on IT & IOT in business
Basic Entrepreneurship Development Programme
Business Plan competition
Data Analytics
AI-VR
Advanced Entrepreneurship Development Programme
Digital Marketing
Block-Chain Technology
Branding
