University of Mumbai

No.AAMS_UGS / ICC / 2023-24 / 35
Mumbai – 400 032.
18th July, 2023.

To
The Principal,
Shree Dnyanraj Mauli Shikshan Seva Mandal's,
Achievers College of Commerce & Management,
Kalyan – 421 302.

Sub :- M.Voc (Management & Entrepreneurship Development).

Ref :- RB/MU-2023/CR-490/Edn-3/950, dated 12th July, 2023.

Sir / Madam,

I am to invite your attention to the Ordinances, Regulations and Syllabus relating to the M.Voc (Management & Entrepreneurship Development) and to inform you that the resolution passed by the Board of Deans at its meeting held on **8th December, 2022** **vide** item No. **7.2 (N)** have been accepted by the Academic Council at its online meeting held on **6th April, 2023** **vide** item No.**7.2 (N)** and subsequently approved by the Management Council at its meeting held on **27th April, 2023** **vide** item No. **11** 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 **6859 & 6860** Regulations **9671 to 9674** and the syllabus of **M.Voc. (Management & Entrepreneurship Development) (Sem I to IV) (CBCS)** has been introduced as the said course has been sanctioned by the U.G.C., New Delhi, under NSQF and the same have been brought into force with effect from the academic year **2020-21**, accordingly. (The said circular is available on the University's website www.mu.ac.in).

(Prof. Sunil Bhirud)
I/c. REGISTRAR

MUMBAI – 400 032
18th July, 2023

A.C/7.2 (N)/06/04/2023.
M.C/11/27/04/2023.

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Copy forwarded with Compliments for information to:-

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

Copy to :-

1. The Deputy Registrar, Academic Authorities Meetings and Services (AAMS),
2. The Deputy Registrar, College Affiliations & Development Department (CAD),
3. The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Department (AEM),
4. The Deputy Registrar, Research Administration & Promotion Cell (RAPC),
5. The Deputy Registrar, Executive Authorities Section (EA),
6. The Deputy Registrar, PRO, Fort, (Publications Section),
7. The Deputy Registrar (Special Cell),
8. The Deputy Registrar, Fort/Vidyanagari Administration Department (FAD) (VAD), Record Section,
10. The Professor-cum- Director, Institute of Distance and Open Learning (IDOL Admin), Vidyanagari,

They are requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to in the above circular and that on separate Action Taken Report will be sent in this connection.

1. P.A. to Hon'ble Vice-Chancellor,
2. P.A. to Pro-Vice-Chancellor,
3. P.A. to Registrar,
4. All Deans of all Faculties,
5. P.A. to Finance & Account Officer, (F. &. A.O.),
6. P.A. to Director, Board of Examination & Evaluation,
7. P.A. to Director, Innovation, Incubation and Linkages,
8. P.A. to Director, Board of Lifelong Learning and Extension (BLLE),
9. The Director, Dept. Of Information and Communication Technology (DICT) (CCF & UCC), Vidyanagari,
10. The Director of Board of Student Development,
11. The Director, Department of Students Welfare (DSD),
12. All Deputy Registrar, Examination House,
13. The Deputy Registrars, Finance & Accounts Section,
14. The Assistant Registrar, Administrative sub-campus Thane,
15. The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan,
16. The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri,
17. The Assistant Registrar, Constituent Colleges Unit,
18. BUCTU,
19. The Receptionist,
20. The Telephone Operator,
21. The Secretary MUASA,

for information.

AC - 06/04/2023
Item No.7.2 (N)

UNIVERSITY OF MUMBAI

Syllabus for

M. Voc. (Management & Entrepreneurship Development)
(Sem. I to IV)

(Choice Base and Credit System)

(Introduced from the academic year 2020-21)

UNIVERSITY OF MUMBAI

Syllabus for Approval

Sr. No.	Heading	Particulars
1	O: 6859 Title of Course	M.Voc (Management & Entrepreneurship Development)
2	O: 6860 Eligibility	Graduation
3	R: 9671 Duration of Course	2 Years
4	R: 9672 Intake Capacity	20
5	R: 9673 Scheme of Examination	CBCS
6	R: 9674 Standards of Passing	40 %
7	No. of years / Semesters:	2 Years / 4 Semesters
8	Level:	P.G. / ~~U.G.~~/ ~~Diploma~~ / ~~Certificate~~ **(Strike out which is not applicable)**
9	Pattern:	~~Yearly~~ / Semester **(Strike out which is not applicable)**
10	Status:	~~Revised~~ / New **(Strike out which is not applicable)**
11	To be implemented from Academic Year :	From Academic Year: 2020-21

DPatil

Dr. Dattajirao Y. Patil
Chairman,
Board of Studies in
Management

KLaghate

Prof. Kavita Laghate,
I/c Associate Dean,
Faculty of Commerce
and Management

Dr. Ajay Bhamre
I/c Dean,
Faculty of Commerce
and Management

M. Voc. (Management & Entrepreneurship Development) Programme

Course Structure

First Year – Business Plan Formulation & Development

(To be implemented from Academic Year- 2020-2021)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
	Core Courses			***Core Courses***	
1.	Business Management and Entrepreneurship Development	**03**	1.	Business Law and Legal framework for Entrepreneurs	**03**
2.	Financial Accounting of Company and LLP	**03**	2.	Corporate Accounting and Auditing	**03**
3.	Operations Research & Production Management	**03**	3.	Business Marketing and Brand Management	**03**
	Skill based Component*			***Skill based Component*****	
4.	Select any one from Skill component options	**06**	4.	Select any one from Skill component options	**06**
	Practical course			***Practical course***	
5.	Opportunity Recognition, Market Survey & Feasibility Analysis	**06**	5.	Business Idea generation & Business Plan Canvas	**06**
6.	Entrepreneurial Capacity Building and Competencies Development	**06**	6.	Project Report Formulation & Business Plan Presentation	**06**
	Total Credits	**30**		**Total Credits**	**30**
	Cumulative Credits	**30**		**Cumulative Credits (PG Diploma)**	**60**

***Skill Component (Select Any One)**		****Skill Component (Select Any One)**	
1	Corporate Communications	1	Digital Marketing & E-Commerce
2	Quantitative Techniques for Business Management	2	MSME framework and business support
3	Intellectual Property Procedures	3	Advanced Excel & IT tools for Entrepreneurs

M. Voc. (Management & Entrepreneurship Development) Programme

Course Structure

Second Year – Enterprise Creation, Development & Sustainability

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
	Core Courses			***Core Courses***	
1.	Strategic Human Resource Management	**03**	1.	Institutional Support and Govt. Policies	**03**
2.	Direct and Indirect Taxation	**03**	2.	International Business Management	**03**
3.	Project Management	**03**	3.	Technology Innovation and Sustainable Enterprise	**03**
	Elective/ specialization*			***Elective/ specialization*****	
4.	Select any one of the electives	**06**	4.	Select any one of the electives	**06**
	Practical course			***Practical course***	
5.	Business Finance and Venture Funding sources and avenues	**06**	5.	Post implementation review & project health check	**06**
6.	Pilot study & Project implementation	**06**	6.	Business Sustainability & Scalability Model formulation	**06**
	Total Credits	**30**		**Total Credits**	**30**
Cumulative Credits (M. Voc.) = 120					

***Elective/ Specialization (Select Any One)**		**** Elective/ Specialization (Select Any One)**	
1	Women Entrepreneurship	1	Rural Entrepreneurship Development
2	Green & Social Entrepreneurship	2	Retail Entrepreneurship
3	Services Management	3	Event Management

P. G. Diploma

(NSQF Level - 8)

- 01 Year
- 60 credits

M. Voc Degree

(NSQF Level - 9)

- 02 Years
- 120 Credits

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester I

with Effect from the Academic Year 2020-2021

Core Courses

Business Management and Entrepreneurship Development Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Foundation of Entrepreneurship Development	14
2	Classification of Entrepreneurs	16
3	Entrepreneur Project Development &Business Plan	15
4	Venture Development	15
	Total	**60**

Objectives

SN	Objectives
1	Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
2	To develop entrepreneurs &to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector

Sr. No.	Modules / Units
1	**Foundation of Entrepreneurship Development**
	• Foundation of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur • Theories of Entrepreneurship: Innovation Theory by Schumpeter &Imitating Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen • External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development.
2	**Classification of Entrepreneurs**
	• Intrapreneur –Concept and Development of Intrapreneurship • Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group • Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's. • Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)
3	**Entrepreneur Project Development &Business Plan**
	• Innovation, Invention, Creativity, Business Idea, Opportunities through change. • Idea generation– Sources-Development of product /idea, • Environmental scanning and SWOT analysis • Creating Entrepreneurial Venture-Entrepreneurship Development Cycle • Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan. • Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &Management, Ownership, • Critical Risk Contingencies of the proposal, Scheduling and milestones.
4	**Venture Development**
	• Steps involved in starting of Venture • Institutional support to an Entrepreneur • Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects • Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance. • New trends in entrepreneurship

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester I
with Effect from the Academic Year 2020-2021

Core Courses

Financial Accounting of Company and LLP

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Analysis and Interpretation of Financial statements	12
2	Ratio analysis and Interpretation	13
3	Cash flow statement	17
4	Working capital	18
	Total	**60**

Objectives

SN	Objectives
1	To acquaint management learners with basic accounting fundamentals
2	To develop financial analysis skills among learners.
3	The course aims at explaining the core concepts of business finance and its importance in managing a business

Sr. No.	Modules / Units
1	**Analysis and Interpretation of Financial statements**
	• Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies • Vertical Form of Balance Sheet and Profit & Loss A/c-Trend Analysis, Comparative Statement &Common Size.
2	**Ratio analysis and Interpretation**
	• Ratio analysis and Interpretation(based on vertical form of financial statements)including conventional and functional classification restricted to: • Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietory ratio, Debt Equity Ratio, Capital Gearing Ratio. • Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio • Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio, • Different modes of expressing ratios:-Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.
3	**Cash flow statement**
	Preparation of cash flow statement(AccountingStandard-3(revised) Cash Flow Analysis: Uses and Limitations. Budgets: cash budget, purchase budget, sales budget, fixed and flexible budget. Break-Even Analysis - Cost Volume Profit
4	**Working capital**
	• Working capital-Concept, Estimation of requirements in case of Trading & Manufacturing Organizations. • Receivables management-Meaning &Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester I

with Effect from the Academic Year 2020-2021

Core Courses

Operations& Production Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Introduction to Production Management & Operations Strategy**	15
2	**Production and Process Design, Production Planning & Control**	15
3	**Materials management & Supply Chain Management**	15
4	**Operations Technology & Project Analysis**	15
	Total	**60**

Objectives

SN	Objectives
1	To help students to understand operations, which are at the heart of any business entity.
2	To help students to solve various production related problems practically

Sr. No.	Modules / Units
1	**Introduction to Production Management & Operations Strategy**
	Definitions of Production Management; Production Process; Production: The Heart of an Organization; Objectives of Production Management; Scope of Production Management; Importance of Technology in Production An Outline of Operations Strategy; Factors Affecting Operations Management; Objectives of Operations Management; Functions and Scope of Operations Management: Planning, Organizing, Controlling, Manufacturing and Non-Manufacturing Operations and their Classifications, Productivity Figure , Operations Planning and Control
2	**Production and Process Design, Production Planning & Control**
	Product Selection; Definitions of Product Design and Development: Need for Product Design and Development, Origin of the Product Idea and Selection from Various Alternatives, Choosing among Alternative Products, Modifying the Existing Products, Sources of Product Innovation, Characteristics of a Good Design, Reverse Engineering, Concurrent Engineering; Process Design—Meaning, Need, Factors and Types: Framework for Process Design, Process Planning Procedure, Relationship between Process Planning and other POM Activities, Type of Process Designs. Nature of Production Planning and Control (PPC): Types of Plans, Elements of Production Planning, Strategy of Production Planning, Aggregate Planning; Main Functions of Production Planning and Control (PPC): Master Production Schedule (MPS); Types of Production Planning and Control Systems: Production Control; Product Scheduling: Factors Affecting Scheduling; Scheduling Procedure and Techniques
3	**Materials management & Supply Chain Management**
	Materials Management: Overview of Materials Management: Definition of Materials Management, Functions of Materials Management, Importance of Materials Management; Concept of Purchase Management: The Objectives of Purchasing, The Functions of a Purchase Department, The Methods of Purchasing, Types of Contracts and tenders, Seasonal Purchasing, Subcontract Purchasing, Central Purchase Organization, Purchasing Procedure; Concept of Stores Management: The Functions of Stores Management, Types of Stores; Inventory Management and Coding Supply Chain Management: Definitions of Supply Chain Management (SCM): Evolution, Nature, Concept and Relevance of SCM, Functions and Contributions of Supply Chain Management, Objectives of SCM; Value Chain: Supply Alliances, Purchasing, Logistics, Warehousing; Information Technology in Supply Chain: E-Commerce, Electronic Data Interchange (EDI), Data Warehousing (DW), Radio Frequency Identification (RFID)
4	**Operations Technology & Project Analysis**
	Operations Technology*:* Importance of Operations Technology: Types of Operations Technology; Manufacturing Systems or Production Systems: Continuous Production System (CPS), Characteristics of Continuous Production System, Intermittent Production System; Automation: Meaning, Importance and Elements: Computer-Aided Design (CAD), Computer-Aided Manufacturing (CAM), Flexible Manufacturing System (FMS), Computer-Integrated Manufacturing System (CIMS), Automatic Identification Systems (AIS); Enterprise Resource Planning (ERP): Need for Enterprise Resource Planning: Why ERP? **Project Analysis: PERT/CPM:** Definition of Project and Project Management: Characteristics of a Project, Life Cycle of a Project, Types of Projects, Scope of Project Management, Project Planning Process; Programme Evaluation Research Task (PERT) and Critical Path Method (CPM): Principles of Network Construction, Time Aspect of Projects, Crashing of a Project, Limitations of CPM and PERT

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester I
with Effect from the Academic Year 2020-2021

Skill based component
Professional Communication and Soft Skills

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Business Communication Fundamentals	12
2	Soft Skills for Entrepreneurs	11
3	Professional Skills	11
4	Essentials of Written Communication	11
	Total	**45**

Objectives

SN	Objectives
1	To enrich the individual's personality and ensuring personal, social and professional productivity.
2	To enable students to communicate effectively and conduct themselves confidently

Sr. No.	Modules / Units
1	**Business Communication Fundamentals**
	Interpersonal Communication Interpersonal relations; communication models, process and barriers; team communication; developing interpersonal relationships through effective communication; listening skills; essential formal writing skills; corporate communication styles – assertion, persuasion, negotiation. Public Speaking Skills, Methods, Strategies and Essential tips for effective public speaking. 3. Group Discussion Importance, Planning, Elements, Skills assessed; Effectively disagreeing, Initiating, Summarizing and Attaining the Objective. Non-Verbal Communication Importance and Elements; Body Language. Teamwork and Leadership Skills Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skil ls.
2	**Soft Skills for Entrepreneurs**
	Soft Skills Definition and Significance of Soft Skills; Process, Importance and Measurement of Soft Skill Development. Etiquette and Manners Social and Business, manners during professional meetings over lunch/dinner, Basics of the table manner. Telephone Etiquettes & Netiquettes Grooming Essentials Time Management Concept, Importance of time & punctuality, Essentials, Tips. Personality Development Meaning, Nature, Features, Stages, Models; Learning Skills; Adaptability Skills
3	Professional Skills
	Meetings Organizing meetings, designing the agenda and prepare minutes of the meeting Interview Skills Interviewer and Interviewee – in-depth perspectives. Before, During and After the Interview. Tips for Success. Presentation Skills Types, Content, Audience Analysis, Essential Tips – Before, During and After, Overcoming Nervousness, Video conferencing– Do's and Don'ts Art of Negotiation& Conflict Management Ways of negotiating Conflict Resolution techniques

4	**Essentials of Written Communication**
	Written communication Differences between spoken and written communication – features of effective writing such as clarity brevity, appropriate tone clarity, balance etc. Letter writing Business letters – format – style – effectiveness, promptness – Analysis of sample letters collected from industry – email, fax. Business and Technical report writing Types of reports – progress reports, routine reports – Annual reports – format – Analysis of sample reports from industry – Synopsis and thesis writing

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester I
with Effect from the Academic Year 2020-2021

Skill based component
Quantitative Techniques for Business Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Descriptive Statistics	12
2	**Time Series & Index Number**	11
3	**Correlation & Regression Analysis**	11
4	**Probability Theory & Hypothesis Testing**	11
	Total	**45**

Objectives

SN	Objectives
1	**To familiarize students towards perceiving and analyzing modern business & economic numerical and apply statistical techniques for arriving at sound management decisions**

Sr. No.	Modules / Units
1	**Descriptive Statistics**
	Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location; Skewness and Kurtosis; Chebyshev's Theorem
2	**Time Series & Index Number**
	Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.
3	**Correlation & Regression Analysis**
	Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.
4	**Probability Theory &Hypothesis Testing**
	Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorm Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. Estimation Theory: Theory of Estimation, Point Estimation, Interval Estimation. Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test) Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester I

with Effect from the Academic Year 2020-2021

Skill based component

Intellectual Property Procedures

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction of IPR and Trade Secrets	12
2	**Patents and Copyrights**	11
3	**Industrial Designs Registrations & Geographical Indications**	11
4	**International Conventions in IPR and Key business concerns**	11
	Total	**45**

Objectives

SN	Objectives
1	**To create consciousness on IPR in the students at an early stage of their education so that they develop an appreciation for ethical and rightful use of existing knowledge.**
2	**To enable application of IPR based knowledge to protect their innovation and intellectual property through their Entrepreneurial journey.**

Sr. No.	Modules / Units
1	**Introduction of IPR and Trade Secrets**
	Intellectual Property Rights Origin and evolution of IPR to its present form and use Meaning, Relevance, Business Impact, Protection of Intellectual Property Different Tools of IPR and what is the nature of these rights Determining Financial Value of Intellectual Property Rights Negotiating Payments Terms in Intellectual Property Transaction Trade Secrets What are trade secrets; How trade secrets are to be maintained; Protection of Trade Secrets
2	**Patents and Copyrights**
	Patents Concept of Patent; Product / Process Patents & Terminology Patentable Subject Matter Patentability Criteria Procedure for Filing of Patent Application and types of Applications Patent Offices in India Steps to granting of a patent; Opposing grant of a patent; Term of a Patent; Rights of a patent holder; Challenging validity of a patent Licensing of patent rights; using patent rights in the market place; Compulsory licensing. Copyrights Introduction to copyright and related rights; Implications of copyright in everyday life Copyrightable works; ownership of copyright; Licensing of copyright Registration of copyrights Infringement of copyrights; civil remedies. Copyright societies; Fair Use in Copyright; Digital copyright issues
3	**Industrial Designs Registrations& Geographical Indications**
	Industrial Designs Registrations Need for Protection of Industrial Designs benchmarks for granting of industrial designs registrations; Importance and classification of Industrial Designs; procedure for registering industrial designs; Enforcement of rights. Remedies against infringement Geographical Indications Concept of Geographical Indications (GI): Examples of GI registered in India Importance of GI in promoting and preserving traditional knowledge and practices for enhancing economic benefits: Enforcement of GI Documentation needed for GI registration Infringement, Penalties and Remedies

4	**International Conventions in IPR and Key business concerns**
	Brief introduction to WTO and TRIPS Agreement; WIPO and its role in setting up and administration of a few international agreements such as PCT and Madrid Protocol; Setting up systems in organisations to management of IPR Key Business Concerns in Commercializing Intellectual Property Rights Competition and Confidentiality Issues, Antitrust Laws Technology Transfer Agreements Intellectual Property Issues in the Sale of Business Due Diligence of Intellectual Property Rights in a Corporate Transaction Management and Valuation of Intellectual Property

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester I

with Effect from the Academic Year 2020-2021

Practical Course

Entrepreneurial Capacity Building and Competencies Development

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Core Skills**	12
2	**Entrepreneurial Competencies**	11
3	**Entrepreneurial Competencies development**	11
4	**Sensitizing and preparing self for the Entrepreneurial Journey**	11
	Total	**45**

Objectives

SN	Objectives
1	**To help students imbibe specific Core skills and Entrepreneurial competencies to cope with the demands of being a successful entrepreneur.**

Sr. No.	Modules / Units
1	**Core Skills**
	Communication Skills Time Management Skills Problem Solving Creative Thinking Developing healthy Interpersonal relationship Team Work Abilities Leadership Abilities
2	**Entrepreneurial Competencies**
	Entrepreneurial competencies – importance, explanation with examples, case study for identification of different competencies Defining Competencies – Combination of knowledge, skill, motive and trait Competencies at different stages of enterprise launching and management Facilitating internalizing the entrepreneurial competencies by way of stories, viewing videos etc. Identifying entrepreneurial competencies through a case study How success is related to Entrepreneurial Competencies
3	**Entrepreneurial Competencies development**
	Development all the 15 Competencies such as: Initiative, Identifying and acting on opportunities, Persistence, Information management Quality orientation, Relevance of entrepreneurial, Honoring Commitments, Systematic Planning, Efficiency Orientation, Problem solving abilities, Developing self-confidence, Assertiveness, Persuasion Ability to influence others, Ability to monitor self and others, Concern and respect for others, especially employees.
4	**Sensitizing and preparing self for the Entrepreneurial Journey**
	Ability to develop understanding of self and do SWOT Analysis Abilities relating to self motivation and developing positive Psychology Business Planning Process, understanding business life cycleand product life cycle. Environmental Analysis: Search and scanning- strength andweaknesses. Identifying problems and opportunities - Opportunities andThreats Defining Business Idea, Product, location and ownership. Understanding stages in starting the new venture.

Learning Methods:

Videos and quizzes through the on-line Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects; and Practical Experiences including challenges, internships and apprenticeships.

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester I
with Effect from the Academic Year 2020-2021

Practical Courses
Opportunity Recognition, Market Survey & Feasibility Analysis

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Self-Discovery**	12
2	**Idea Generation& Opportunity Recognition**	11
3	**Idea Evaluation**	11
4	**Feasibility Analysis**	11
	Total	**45**

Objectives

SN	Objectives
1	**To provide a space and platform for discovery, both self discovery and opportunity discovery.**
2	**To learn how to source ideas and test the feasibility of a business idea.**

Sr. No.	Modules / Units
1	**Self-Discovery**
	Natural born entrepreneur, the reluctant entrepreneur, the hidden traits, discovers your own strengths Commitment towards Entrepreneurship
2	**Idea Generation**
	Sources of business ideas, how to find & assess ideas? Where to find data for ideation? What is a good problem? Opportunity recognition.
3	**Idea Evaluation**
	Design thinking for finding solutions, prototyping, idea evaluation, entrepreneurial Outlook, value proposition design, customer insight, ideas development, capstone project presentation.
4	**Feasibility Analysis**
	Product/Service Feasibility Analysis, Industry & competition analysis, environment analysis, financial feasibility analysis.

Learning Methods:

Videos and quizzes through the on-line Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects; and Practical Experiences including challenges, internships and apprenticeships.

Projects / Assignments (for Internal Assessment)

i. Projects/Assignments should be drawn for the component on Internal Assessment from the topics in **Module 1 to Module4**.

ii. Students should be given a list of possible topics - at least 3 from each Module at the beginning of thesemester.

iii. The Project/Assignment can take the form of Street-Plays / Power-Point Presentations / Poster Exhibitions and similar other modes of presentation appropriate to thetopic.

iv. Students can work in groups of not more than 8 pertopic.

v. Students must submit a hard / soft copy of the Project / Assignment before appearing for the semester endexamination.

QUESTION PAPER PATTERN (Semester III)

The Question Paper Pattern for Semester End Examination shall be as follows:

TOTALMARKS:75 **DURATION: 150MINUTES**

QUESTION NUMBER	DESCRIPTION	MARKS ASSIGNED
1	**i.** Question 1 A will be asked on the meaning / definition of concepts / terms from all Modules. **ii.** Question 1 B will be asked on the topic of the Project / Assignment done by the student during theSemester **iii.** In all 8 Questions will be asked out of which 5 have to beattempted.	**a)** Total marks:15 **b)** For 1 A, there will be 3 marks for each sub-question. **c)** For 1 B there will be 15 marks without any break-up.
2	Descriptive Question with internal option (A or B) on Module 1	15
3	Descriptive Question with internal option (A or B) on Module 2	15
4	Descriptive Question with internal option (A or B) on Module 3	15
5	Descriptive Question with internal option (A or B) on Module 4	15

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Reference Books

Reference Books
Business Planning & Entrepreneurial Management

1. Dynamics of Entrepreneurial Development Management - Vasant Desai,Himalaya PublishingHouse.
2. Entrepreneurial Development - S.S.Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, HaranandPublication
4. Entrepreneurial Development in India - Sami Uddin, MittalPublication
5. Entrepreneur Vs Entrepreneurship- HumanDiagno

Accounting for Managerial Decisions

1. Srivastava R M, Essentials of Business Finance, Himalaya Publications
2. Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin
3. Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.
4. Hingorani NL and ramanthan AR - Management Accounting , New Delhi
5. Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
6. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
7. Gupta , SP - Management Accounting , Sahitya Bhawan , Agra .

Operations & Production Management

1. P. Sankara Iyer, ”Operations Research”, Tata McGraw-Hill, 2008.
2. A.M. Natarajan, P. Balasubramani, A. Tamilarasi, “Operations Research”, Pearson Education, 2005.
3. J K Sharma., “Operations Research Theory & Applications , 3e”, Macmillan India Ltd, 2007.
4. P. K. Gupta and D. S. Hira, “Operations Research”, S. Chand & co., 2007.
5. J K Sharma., “Operations Research, Problems and Solutions, 3e”, Macmillan India Ltd.
6. N.V.S. Raju, “Operations Research”, HI-TECH, 2002.
7. Production & Operations Management -S. N. Chary
8. Production & Operations Management -James. B. Dilworth
9. Modern Production Management -By E. S. BUFFA
10. Production and Operations Management -By Norman Gaither
11. Theory and problem in Production and operations Management -By S. N. Chary
12. Production and operation Management - By Chunawalla Patel
13. Production & operation Management – Kanishka Bedi – Oxford

Professional Communication and Soft Skills

1. Essentials of Business Communication, Rajendra Pal, JS Korlahhi: Sultan Chand & Sons, New Delhi.
2. Basic Communication Skills for Technology, Andre J. Rutherford: Pearson Education Asia, patparganj, New Delhi 92
3. Advanced Communication Skills, V. Prasad, Atma Ram Publications, New Delhi.
4. Raymond V.Lesikav, John D. Pettit Jr.: Business Communication; Theory and Pppliaction, All India Traveller Bookseller, New Delhi 51
5. Business Communication, RK Madhukar, Vikas Pulishing House Pvt. Ltd.,
6. KR Lakshiminarayana: English for Technical Communication – vols. 1 and 2, SCITECH Publications (India) Pvt. Ltd., T.Nagar, Chenna 600 017
7. Edmund H weiss: Writing Remedies: Practival Exercises for Technical Writing. Universities Press, Hyderabad
8. Cliffs Test Prep for GRE and TOEFL computer Based Test, IDG Books. India (P) Ltd. New Delhi 2.
9. GRE and TOEFL; Kaplan and Baron's
10. English in Mind, Herbert Puchta and Jeff Stranks, Cambridge

Suggested Software for Lab classes:

- Cambridge Advanced learner's Dictionary with exercises
- The Rosetta Stone English Library
- Clarity Pronunciation Power
- Mastering English in Vocabulary, Grammar, Spellings, Composition
- Dorling Kindersley series of Grammar, Punctuation, Composition etc.
- Oxford Advanced learner's Compass 7th Edtion
- Language in Use, Foundation Books Pvt Ltd
- Learning to Speak English – 4 CDs
- Microsoft Encarta
- Murphy's English Grammar Cambridge
- Time Series of IQ Test, Brain-teasers, Aptitude Test etc.
- English in Mind, Herbert Puchta and Jeff Stranks with Meredith Levy, Cambridge

Quantitative Techniques for Business Management

1. Chandrasekaran & Umaparvathi-Statistics for Managers, 1st edition, PHI Learning
2. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill Reference Book
3. Davis , Pecar – Business Statistics using Excel, Oxford
4. Ken Black – Business Statistics, 5th ed., Wiley India
5. Levin and Rubin – statistics for Management, 7th ed., Pearson
6. Lind, Marchal, Wathen – Staistical techniques in business and economics, 13th ed, McGrawHill
7. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
8. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
9. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson
10. Kapoor, V. K, Sancheti, D.C, Business Mathemetics.
11. Levin Richard I. & Rubin, David S, Statistics for Management, Prentice Hall Of India, New Delhi.
12. Gupta S.P Gupta M P, Business Statistics, Sultan Chand.
13. Bhardwaj, R.S, Mathemetics for Economics and Business.
14. Terry, Sineich, Business Statistics by Examples, Collier McMillan Publisher.
15. Gupta S.P, Statistical Methods, Sultan Chand.

Intellectual Property Procedures

1. Ganguli Prabuddha and Jabade Siddharth, “Nanotechnology Intellectual Property Rights…..Research, Design, and Commercialisation”, CRC Press , Taylor and Francis Group, USA (2012)
2. Beyond Intellectual Property: Toward Traditional Resource Rights for Indigenous Peoples and Local Communities [Paperback],Darrell A. Posey and Graham Dutfield , IDRC Books; annotated edition (June 1996)
3. Netanel Neil Weinstock, Copyright's Paradox, Oxford University Press (2010).
4. The Indian Patents Act 1970 (as amended in 2005), The Indian Copyright Act 1950 (as amended in 2012), Indian Trademarks Act 1999, The Indian Industrial Designs Act 2000, The Protection of Plant Varieties and Farmers' Right Act 2001,
5. Inventing the Future: An introduction to Patents for small and medium sized Enterprises; WIPO publication No. 917 www.wipo.int/ebookshop
6. Looking Good : An Introduction to Industrial Designs for Small and Medium-sized Enterprises; WIPO publication No.498 www.wipo.int/ebookshop
7. Creative Expression: An Introduction to Copyright and Related Rights for Small and Medium-sized Enterprises; WIPO publication No. 918.www.wipo.int/ebookshop
8. Making a Mark: An Introduction to Trademarks for Small and Medium-sized Enterprises; WIPO publication No. 900 www.wipo.int/ebookshop
9. Ahuja V K, Law Relating to Intellectual Property Rights, LexisNexis, 201
10. Ang Steven, The Moral Dimensions of Intellectual Property Rights, EE, 2013
11. Copyrights, Patents and Trade Secrets, 2nd Ed., West Legal Studies, Canada, 2000
12. D. P. Mittal, Trade Marks, Passing Off & Geographical Indications of Goods: Law and Procedure,Taxmann Allied Services, New Delhi, 2002
13. David Bainbridge, Intellectual Property, 4th Ed., Pitman Publishing, London, 1999
14. David Bainbridge, Intellectual Property, 5th Ed., Pearson Education Ltd., 2003
15. David Kitchin QC et al, Kerly's Law of Trade Marks and Trade Names, 14th Ed., Sweet & Maxwell, London, 2007

Entrepreneurial Capacity Building and Competencies Development

1. Lisa K. Gundry , Jill R. Kickul **,** Entrepreneurship Strategy**,** Changing Patterns in New Venture Creation, Growth, and Reinvention, Sage Publications , 2007.
2. Jared D. Harris, Michael J. Lenox. The Strategist Toolkit, Darden Business Publishing, 2013
3. Jeanne Liedtka, Andrew King,Kevin Bennett, Solving Problems with Design Thinking – Ten Stories of What Works , Columbia Business School Publishing, 2013
4. Michael E. Dobbs, (2014) "Guidelines for applying Porter's five forces framework: a set of industry analysis templates", Competitiveness Review, Vol. 24 Issue: 1, pp.32-45.

Opportunity Recognition, Market Survey & Feasibility Analysis

1. Ramachandran , Entrepreneurship Development, Mc Graw Hill Katz , Entrepreneurship Small Business, Mc GrawHill
2. Byrd Megginson,,Small Business Management An Entrepreneur's Guidebook 7th ed, McGrawHill
3. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge UniversityPress
4. Hougaard S. (2005) The business idea. Berlin, SpringerLowe R& S Mariott (2006)
5. Enterprise: Entrepreneurship & Innovation. Burlington, ButterworthHeinemann
6. Léo-Paul Dana ,World Encyclopedia of Entrepreneurship, , Edward Elgar

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Scheme of Evaluation

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 25 %

Question Paper Pattern

(Internal Assessment- Courses without Practical Courses)

Sr. No.	Particular	Marks
1	**One class test (20 Marks)**	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions ***(½ Mark each)***	05 Marks
	Answer in One or Two Lines (Concept based Questions) ***(01 Mark each)***	05 Marks
	Answer in Brief (Attempt Any Two of the Three) ***(05 Marks each)***	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern

(Internal Assessment- Courses with Practical Courses)

Sr. No.	Particular	Marks
1	**Semester End Practical Examination (20 Marks)**	
	Journal	05 Marks
	Viva	05 Marks
	Laboratory Work	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

B) Semester End Examination: 75 %

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c… and the allocation of marks depends on the weightage of the topic.

(Detail question paper pattern has been given separately)

Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

Question Paper Pattern
(Practical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.
All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions ***OR*** Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

Note:
Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Question Paper Pattern
(Theoretical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.
All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions ***OR*** Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

Note:
Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

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Core Courses

Business Law and Legal framework for Entrepreneurs

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Introduction to Business Law and Contracts**	14
2	**Law of Partnership, Law of sales of Goods & Law of Negotiable Instruments**	16
3	**The Companies Act 2013, Banking & Insurance Laws, Consumer Protection Act 2019 & The Competition Act 2002.**	15
4	**Foreign Exchange Management Act 1999, Regulation to Information and IPR Laws**	15
	Total	**60**

Objectives

SN	Objectives
1	To acquaint students with the legal and regulatory aspects of operating a business.
2	To enlighten students with the policies governing the business environment

Sr. No.	Modules / Units
1	**Introduction to Business Law and Contracts**
	Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts. Law of contract –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract. Contracts of Guarantee and indemnity – Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety. Contracts of Bailment and Pledge – Introduction, Bailment and its Kinds, Definition of bailment ,Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee Contract of Agency – Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney
2	**Law of Partnership, Law of sales of Goods & Law of Negotiable Instruments**
	Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution Law of sales of Goods – Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract Law of Negotiable Instruments 1881 & amendments thereon– Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, Paying banker
3	**The Companies Act 2013, Banking & Insurance Laws, Consumer Protection Act 2019 & The Competition Act 2002**
	The Companies Act 2013: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up. Banking & Insurance Laws- Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector Consumer Protection Act 2019- Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers The Competition Act 2002- Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise, Miscellaneous Provisions, Finance, Accounts and Audit

4	**Foreign Exchange Management Act 1999, Regulation to Information and IPR Laws**
	The Foreign Exchange Management Act 1999- Introduction, Definitions, Regulation and Management of Foreign Exchange, Authorized Person, Contravention and Penalties [Sections13-15], Adjudication and Appeal [Sections 16-35], Directorate of Enforcement, Miscellaneous Provisions Regulation to Information- Introduction, Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000 Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.

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Core Courses

Corporate Accounting and Auditing

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Introduction to Corporate Accounting & Accounting for share capital**	12
2	**Accounting for Debentures and Related aspects of Company accounts**	13
3	**Interpretation of Financial Statement & Audit Queries**	18
4	**Consolidation of Accounts as per Companies Act, 2013 & Trends in Corporate Financial Reporting**	17
	Total	**60**

Objectives

SN	Objectives
1	To understand the basics of Corporate Accounting.
2	To learn to interpret the financial statements for effective financial decision making.

Sr. No.	Modules / Units
1	**Introduction to Corporate Accounting & Accounting for share capital**
	Introduction to Corporate Accounting: Records of accounts to be maintained by a company. Accounting for Share Capital : Issue of Shares; Forfeiture and Reissue of Shares, Accounting Treatment of Premium, Buy-back of Shares; Redemption and Conversion; Capital Redemption Reserve, Bonus Shares; Rights Issue, ESOPs, ESPS, Sweat Equity Shares; and Underwriting; Book Building.
2	**Accounting for Debentures and Related aspects of Company accounts**
	Accounting for Debentures: Accounting Treatment, Debenture Redemption Reserve, Redemption of Debentures and Conversion of Debentures into Shares. Deferred Tax. Related Aspects of Company Accounts: Accounting for ESOP, Buy-back, Equity Shares with differential rights, Underwriting and Debentures.
3	**Interpretation of Financial Statement & Audit Queries**
	Financial Statements Interpretation: Preparation and Presentation of Financial Statements; Quarterly, Half-yearly and Annual Financial Statement pursuant to Listing Regulations; Depreciation provisions and Reserves; Determination of Managerial Remuneration, Corporate Social Responsibility spend, various disclosures under the Companies Act, 2013, LODR & applicable accounting standards; Related party and segment reporting, Audit Queries; How to Read and interpret Financial Statements.
4	**Consolidation of Accounts as per Companies Act, 2013 & Trends in Corporate Financial Reporting**
	Consolidation of Accounts as per Companies Act, 2013 : Holding Company, Subsidiary Companies, Associate Companies and Joint Venture; Accounting Treatment and disclosures. Corporate Financial Reporting : Requirements of Corporate Reporting; Recent trends in Financial Reporting.

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Core Courses

Business Marketing and Brand Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Marketing Mix (Part – I) Product Strategy & Pricing Strategy**	15
2	**Marketing Mix (Part – II) Distribution & Promotion Strategy**	15
3	**Marketing Evaluation & Control**	15
4	**Brand Management**	15
	Total	**60**

Objectives

SN	Objectives
1	To provide a comprehensive view of Marketing strategies for the products of an organization
2	To help students evaluate their marketing strategy and build their brand.

Sr. No.	Modules / Units
1	**Marketing Mix (Part – I) Product Strategy & Pricing Strategy**
	Product Strategy Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, The Customer Value Hierarchy. New Product Development Process - Idea Generation to commercialization. Pricing Strategy Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes.
2	**Marketing Mix (Part – II) Distribution & Promotion Strategy**
	Distribution Strategy: Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels. Channel Design Decisions : Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options : Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions : Order processing, Warehousing, Inventory, and Logistics. Promotion Strategy: Meaning, The role of marketing communications in marketing effort. Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process. Steps in Developing effective marketing communication: Identifying target audience, determining communication objectives, designing a message, Choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies.
3	**Marketing Evaluation & Control**
	Product Level Planning: Preparation & evaluation of a product level marketing plan. Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit.
4	**Brand Management**
	Planning and Implementing Brand Marketing Programs: The Four steps of brand building, creating customer value, Identifying and establishing brand positioning, Positioning guidelines, Building brand equity, Brand leveraging, Co- branding, Celebrity Endorsement. Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies. Growing and Sustaining Brand Equity: The brand value chain, Brand audit, Designing brand tracking studies, Capturing customer mind set through quantitative and qualitative research techniques, Brand architecture Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, Reinforcing brands, Revitalizing brands, Rejuvenating failed Brands.

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Skill based component

Digital Marketing & E-Commerce

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Introduction to Digital Marketing**	10
2	**Digital Promotion Techniques**	10
3	**Digital Marketing Budgeting & Marketing Analytics**	12
4	**Digital Business Ecosystem**	13
	Total	**45**

Objectives

SN	Objectives
1	To equip students with the latest Digital Marketing tools.
2	To help students to not just implement the tools but also use Business analytics in measuring the effectiveness of these Digital marketing techniques.

Sr. No.	Modules / Units
1	**Introduction to Digital Marketing**
	Introduction , Digital Marketing meaning, scope and Importance, Web marketing strategy , Web marketing environment, Web Content, Web marketing tools Online Buyer Behavior, Web site Design, Online user experience, Online site design, Integrated Internet Marketing Communications, Interactive Marketing Communication, Search Engine Optimization, Creating and Managing Campaigns (Exercise : Creating website using simple tools such as WordPress & Wix.com)
2	**Digital Promotion Techniques**
	Digital Promotion Techniques: E Mail marketing, Permission Marketing, Viral Marketing, Social Media Marketing, Content Marketing, PPC Advertising, PPC Advertising, Face Book Advertising, Visual Advertising, Display Advertising, LinkedIn. Mobile Advertising, Image Advertising, Video Advertising; YouTube Advertising, Concept of SNS Industry (Social Networking Site Industry) (Exercise : Create a Facebook/ Instagram Ad & measure progress in visibility)
3	**Digital Marketing Budgeting & Marketing Analytics**
	Digital Marketing Budgeting - resource planning - cost estimating - cost budgeting - cost control Google Analytics, Tracking Performance, Tracking Mobile marketing Performance, Web Analytics, Traffic Reports, Behaviour reports, KPIs in analytics, Tracking SMM performance Google AdWords- creating accounts, Google AdWords- types (Exercise: Create Google AdWords account and monitor progress of the campaign)
4	**Digital Business Ecosystem**
	Digital Business Ecosystem: Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces: Types, Components and Participants Customer Shopping Mechanisms: Webstores, Malls, and Portals, Webstores, Electronic Malls , Web (Information) Portals. Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. Changing Supply Chains: Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. Digital Payments: Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues.

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Skill based component

MSME framework and business support

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Introduction of MSME**	12
2	**Major Schemes for MSME**	11
3	**Financing Options & Modes Sources of finance for MSMEs**	11
4	**Government Initiatives for MSME Sector**	11
	Total	**45**

Objectives

SN	Objectives
1	To enable students to explore the funding opportunities and schemes available in the MSME sector.

Sr. No.	Modules / Units
1	**Introduction of MSME**
	Introduction of MSME: Introduction of MSMED Act 2006 Ministry of MSME MSME rules and regulations for Manufacturing Enterprises and service Enterprises (How to Set up new unit, arranging finance, unit development, export promotion) Overview of MSME sector in India Major Challenges faced by MSME in India.
2	**Major Schemes for MSME**
	Major Schemes for MSME: SME Division Schemes Development Commissioner (DC-MSME) Schemes National Small Industries Corporation (NSIC) Schemes SIDBI Schemes NABARD Schemes EXIM Bank initiatives
3	**Financing Options & Modes Sources of finance for MSMEs**
	Financing Options & Modes Sources of finance and methods of financing SMEs, relevance of quasi capital and own money in business - Venture Capital, Hybrid Capital, special financial products for SMEs, Assessment of Term Finance / Working Capital for SMEs - Credit Risk Management of SMEs - Appraisal, assessment, collaterals, documentation, inspection, follow-up and monitoring and review, Credit Scoring models, Standing and liquidity assessment, Credit pricing of SMEs, Micro Enterprise finance, P.S. guidelines related to MSME, Mudra Bank, Factoring.
4	**Government Initiatives for MSME Sector**
	Start-up India Schemes: Introduction of start-up India schemes Action plan of the scheme Rules and regulations / eligibility of the scheme Government Initiatives for Ease of Doing Business: Different schemes by government for EODB Various Initiatives taken by the government Reforms for Ease of doing business Practical: Students should visit MSMEs and understand their challenges and opportunities, their operations and access to sources of funds.

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Skill based component

Advanced Excel & IT tools for Entrepreneurs

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Excel	10
2	Advanced Excel	11
3	Excel Functions	10
4	Data Presentation using Excel, MS-Word & MS-Powerpoint	14
	Total	**45**

Objectives

SN	Objectives
1	To train students to use applications such as Excel, PowerPoint, etc to bring efficiency in working.
2	To guide them to apply these tools in decision making process.

Sr. No.	Modules / Units
1	**Introduction to Excel**
	Introduction to Excel : Excel Introduction Basic formulae: Entering and editing data, Creating and copying formulae, Creating functions easily Formatting: Inserting/deleting rows/columns, Changing fonts, Colors and borders Merging and aligning cells Printing: Page break preview, Using page layout view, Headers and footers, Freezing print titles Charts: Selecting data, Quick ways to create charts, Formatting your chart Basic tables: Table styles, Using calculated columns, Header rows and total rows Case Exercises/ Practical Assignments/Activities
2	**Advanced Excel**
	Advanced Excel : Sorting and filtering lists/tables of data, custom sort Number formatting: Creating custom formats, The four parts of a format, Scaling numbers Dates and times: How dates and times are stored, Useful date/time functions, Formatting dates and times , Conditional formatting: Creating/using cell rules, Data bars and colour sets, Styles and themes, How themes work, Using the default styles, Creating custom styles Validation and protection: Setting cell validation, Protecting cells/worksheets, Grouping and outlining, Cell comments Range names and absolute references: Absolute references ($ symbol), Fixing only the row/column, Creating range names, Labelling ranges automatically, Case Exercises/ Practical Assignments/Activities
3	**Excel Functions**
	Excel Functions: Introduction to Mathematical Functions Introduction to Text Functions, Introduction to Logical & Reference Functions, Introduction to Date & Time Functions, Introduction to Financial Functions, Introduction to Information Functions IF and LOOKUP functions: The conditional (IF) function, Nested Ifs, Lookup functions Case Exercises/ Practical Assignments/Activities
4	**Data Presentation using Excel, MS-Word & MS-Powerpoint**
	Tables and Charts : Advanced Tables, Using calculated columns, Removing duplicates, Advanced filter Pivot tables: Creating pivot tables, Swapping rows, columns and pages, Grouping fields Slicers, Pivot table slicers, Changing slicer properties Advanced charts, Creating chart templates, Combination charts, Picture charts, Custom chart types, Case Exercises/ Practical Assignments/Activities Working with MS- Office: MS-WORD: Word Basics, Commands, Formatting, Text and Documents, Sorting, Mail Merge etc.; MS-EXCEL: Basic, Formatting, Functions, Creating Charts, Working with Graphics, Using worksheet as Databases.; MS-POWER POINT: PowerPoint Basics, Creating Presentations, Slide show, working with Graphics

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Practical Course
Business Idea generation & Business Plan Canvas

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Business Idea Generation**	10
2	**Overview of Business Model Canvas**	10
3	**Formulating Business Model Canvas- I**	12
4	**Formulating Business Model Canvas- II**	13
	Total	**45**

Objectives

SN	Objectives
1	**To guide students with idea exploration phase and drafting of Business Model Canvas required during business proposal presentation.**

Sr. No.	Modules / Units
1	**Business Idea Generation**
	Techniques of Idea Generation: Brainstorming, Mind mapping, First principles design, Collaborative Innovation, Blue sky thinking, Yes and……, The 5Ws and the H, Social Listening, Idea Capture.
2	**Overview of Business Model Canvas**
	Outline of the Business Model Canvas: • The **key activities** that need to be undertaken to start up, operate and grow the business • The network of **key partnerships** required to reduce risk and acquire the right resources for the business • The **financial and physical resources** required • The various **customer segments and the customer relationships** that the business intends to build with these segments • How the **business's products/services** will meet customer needs and wants (the value proposition) • The **distribution channels** that will be used to deliver the products/services to customers • The ways in which the business intends to generate **revenue** – income from the sales of its products/services • The total **costs** to be incurred through the creating and operating of the business model (cost structure).
3	**Formulating Business Model Canvas- I**
	• Customer Segments: Identifying & selecting the customer segments that will benefit the most from your new idea, product, service, or solution. • The Value Propositions: The value proposition is the reason why customers turn to one company over another. Addressing customers pain point or pleasure point. • Channels and Customer Relationships: How a company communicates with and reaches its customer segments. Channels are typically direct or indirect and have five phases: awareness, evaluation, purchase, delivery, and after sales.
4	**Formulating Business Model Canvas- II**
	• Revenue Streams and Key Resources: A business model typically has two different types of revenue streams--transactional and recurring. • Key Activities and Key Partnerships: The key activities are what an entrepreneur or intrapreneur needs in order to create and offer a value proposition, reach markets, build and maintain customer relationships and generate revenues. • The Cost Structure: The final building block focuses on what costs will be incurred as we create and deliver the value propositions to the customer segments. The most common categories of cost are cost-driven and value-driven.

Learning Methods:

Classroom learning through an experienced Facilitator/Faculty on campus

Projects; and Practical Experiences including challenges, internships and apprenticeships

Business Canvas Evaluation by industry panel

Template: https://corporatefinanceinstitute.com/resources/knowledge/strategy/business-model-canvas-template/

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Practical Courses

Project Report Formulation & Business Plan Presentation

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Business Plan Formulation – Introduction	12
2	Components of Business Project Report – I : Project Financing avenues	11
3	Components of Business Project Report – II : Project Analysis	11
4	Components of Business Project Report – III: Means/ Sources of Finance	11
	Total	**45**

Objectives

SN	Objectives
1	To help evaluate and refine the Business model canvas formulated by students.
2	To apply the components of the Business Project and formulate a Business Project as a foundation before starting a business.

Sr. No.	Modules / Units
1	**Business Plan Formulation – Introduction**
	Business Model Canvas Evaluation (based on Business Model Canvas formulated – refer subject - Project Report Formulation & Business Plan Presentation) Business Plan Formulation What is the Business? Drafting preliminary project report : Steps in preparing preliminary project report
2	**Components of Business Project Report – I : Project Financing avenues**
	Project Financing avenues: Capital Investment – importance & types, Cost of Sales, Cost of Production and profitability estimates, Working capital assessment, Debt service coverage ratio, Break Even Point, Projected Cash Flow, Projected Balance Sheet.
3	**Components of Business Project Report – II : Project Analysis**
	Project Analysis: Market Analysis, Technical Analysis, Organizational Analysis, Infrastructure arrangements, Technology arrangements, Inputs & utilities, Product Mix, capacity, machinery & equipment selection, Location, site selection, estimates of Cost of Project.
4	**Components of Business Project Report – III: Means/ Sources of Finance**
	Means/ Sources of Finance – Equity Capital, Debt Capital, Term loans, Working Capital, Capital Structure. Overview – Venture Capital, Angel Investors, Crowd Funding, Technology Business Incubators and Accelerators. Formulation of Detailed Project Report by including the aspects in the above modules. Project Presentation & Evaluation by Industry Panel

Learning Methods:

Videos and quizzes through the on-line Learning Management System (LMS); Classroom learning through an experienced Facilitator/Faculty on campus (Videos, In-class Activities, Outbound Activities); Assignments and Projects; and Practical Experiences including challenges, internships and apprenticeships.

Projects / Assignments (for Internal Assessment)

i. Projects/Assignments should be drawn for the component on Internal Assessment from the topics in **Module 1 to Module 4**.

ii. Students should be given a list of possible topics - at least 3 from each Module at the beginning of the semester.

iii. The Project/Assignment can take the form of Street-Plays / Power-Point Presentations / Poster Exhibitions and similar other modes of presentation appropriate to the topic.

iv. Students can work in groups of not more than 8 per topic.

v. Students must submit a hard / soft copy of the Project / Assignment before appearing for the semester end examination.

QUESTION PAPER PATTERN

The Question Paper Pattern for Semester End Examination shall be as follows:

TOTAL MARKS: 75 **DURATION: 150 MINUTES**

QUESTION NUMBER	DESCRIPTION	MARKS ASSIGNED
1	**i.** Question 1 A will be asked on the meaning / definition of concepts / terms from all Modules. **ii.** Question 1 B will be asked on the topic of the Project / Assignment done by the student during the Semester **iii.** In all 8 Questions will be asked out of which 5 have to be attempted.	**a)** Total marks: 15 **b)** For 1 A, there will be 3 marks for each sub-question. **c)** For 1 B there will be 15 marks without any break-up.
2	Descriptive Question with internal option (A or B) on Module 1	15
3	Descriptive Question with internal option (A or B) on Module 2	15
4	Descriptive Question with internal option (A or B) on Module 3	15
5	Descriptive Question with internal option (A or B) on Module 4	15

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Reference Books

Reference Books
Business Law and Legal framework for Entrepreneurs

- Elements of mercantile Law – N.D.Kapoor
- Business Law – P.C. Tulsian
- Business Law – SS Gulshan
- Company Law – Dr.Avtar Singh
- Indian contract Act – Dr.Avtar Singh
- Law of Intellectual Property-V.K-Taraporevala
- Business Law By M. C. Kuchhal and Vivek Kuchhal

Corporate Accounting and Auditing

- Auditing & Corporate Accounting (English, Hardcover, Shah C. K.)
- Accounting Tools For Business Decision Making, Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso
- Corporate Accounting: Reference Book for B.Com, B.B.A, M.B.A, Company Secretary, C.A and Professional courses .by B.S Raman
- Introduction to Corporate Accounting: P C Tulsian: S Chand
- Corporate Accounting: Rajsekaran V : Pearson
- Corporate Accounting : S N Maheshwari: Vikas Publishing House
- Corporate Accounting M C Shukla, T S Grewal and S C Gupta: S Chand
- Advanced Accountancy: R L Gupta : S Chand

Business Marketing and Brand Management

- Marketing Management, Philip Kotler & Kevin Keller
- Marketing Management, Greg Marshall
- Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
- Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
- McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
- Pillai R S, Bagavathi, Modern Marketing

Digital Marketing & E-Commerce

- Ryan Damian, Understanding Digital Marketing, Kogan Page.
- ParkinGodfrey, **Digital Marketing: Strategies for Online Success,**New Holland Publishers.
- Hanson, W. and Kalyanam, E-Commerce and Web Marketing, Cengage.
- E-Commerce, 4th Edition, Business,Technology, Society, By Kenneth C. Laudon, Carol G. Traver, SPD
- E-Commerce, K.K. Bajaj, Debjani Nag, TMH India
- e-Business & e-Commerce for Managers, By Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, SPD
- E-Commerce : An Indian Perspective, S. J. Joseph, P. T., PHI
- Digital Business and E-Commerce Management: Strategy, Implementation and Practice by Dave Chaffey

MSME framework and business support

- IIBF, Micro, Small and Medium Enterprises in India, Taxmann Publishers, 2017.
- R. Srinivasan, C.P. Lodha, Strategic Marketing and Innovation for Indian MSMEs, Springer, 2017
- MSME Business - A Journal of Small Business and Enterprise
- Links:
  https://msme.gov.in/
  https://msme.gov.in/Media-and-press-release/e-book
  https://www.startupindia.gov.in/
  https://www.eximbankindia.in/

Advanced Excel & IT tools for Entrepreneurs

- John Walkenbach, Excel 2013 Bible, Wiley, PAP/CDR edition, 2013
- John Walkenbach, Excel 2013 Power Programming with VBA (Mr. Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2013
- Excel 2010 All-in-One for Dummies' By Greg Harvey
- Excel 2010 Made Easy' by Lynn Wright.

Business Idea generation & Business Plan Canvas

- Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers by Alexander Osterwalder
- Links:
  https://www.businessmodelsinc.com/about-bmi/tools/business-model-canvas/
  https://medium.com/seed-digital/how-to-business-model-canvas-explained-ad3676b6fe4a
  https://www.alexandercowan.com/business-model-canvas-templates/
  https://www.alexandercowan.com/business-model-canvas-templates/

Project Report Formulation & Business Plan Presentation

- Chandra, Prasanna, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Mc Graw Hill Education India Pvt. Ltd., New Delhi
- Desai, Vasant, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi
- Gupta, C.B. and Srinivasan, M.P., Entrepreneurship Development in India, Sultan Chand & Sons, New Delhi

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Scheme of Evaluation

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 25 %

Question Paper Pattern

(Internal Assessment- Courses without Practical Courses)

Sr. No.	Particular	Marks
1	**One class test (20 Marks)**	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions ***(½ Mark each)***	05 Marks
	Answer in One or Two Lines (Concept based Questions) ***(01 Mark each)***	05 Marks
	Answer in Brief (Attempt Any Two of the Three) ***(05 Marks each)***	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern

(Internal Assessment- Courses with Practical Courses)

Sr. No.	Particular	Marks
1	**Semester End Practical Examination (20 Marks)**	
	Journal	05 Marks
	Viva	05 Marks
	Laboratory Work	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

B) Semester End Examination: 75 %

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c… and the allocation of marks depends on the weightage of the topic.

(Detail question paper pattern has been given separately)

Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

Question Paper Pattern
(Practical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.
All Questions are Compulsory Carrying 15 Marks each.

Question No	**Particular**	**Marks**
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions ***OR*** Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

Note:
Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Question Paper Pattern
(Theoretical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.
All Questions are Compulsory Carrying 15 Marks each.

Question No	**Particular**	**Marks**
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions ***OR*** Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

Note:
Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

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Core Courses

Strategic Human Resource Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of SHRM	14
2	HR Strategies	16
3	HR Policies	15
4	Recent Trends in SHRM	15
	Total	**60**

Objectives

SN	Objectives
1	To understand human resource management from a strategic perspective
2	To understand the relationship between strategic human resource management and organizational performance

Sr. No.	Modules / Units
1	**Overview of SHRM**
	Strategic Human Resource Management (SHRM) – Meaning, Features, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM - Top Management, Front-line Management, HR, Changing Role of HR Professionals, Environmental trends and HR Challenges, Linking SHRM and Business Performance
2	**HR Strategies**
	Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance
3	**HR Policies**
	Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organisation, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies
4	**Recent Trends in SHRM**
	Strategies for Enhancing Employee Engagement Contemporary Approaches to HR Evaluation – Balance Score Card, HR Score Card, Benchmarking and Business Excellence Model Competency based HRM – Meaning, Types of Competencies, Benefits of Competencies for Effective Execution of HRM Functions. Human Capital Management –Meaning and Role New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e - Recruitment Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.

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Core Courses

Direct and Indirect Taxation

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Tax & Corporate Tax Planning	12
2	Taxation of Companies	13
3	Tax planning with reference to setting up a new business	18
4	Tax planning and corporate financial decisions	17
	Total	**60**

Objectives

SN	Objectives
1	The course aims at providing the students a comprehensive introduction to Income Tax so as to enable them in computing income from different sources and also helps them in understanding the concept and importance of corporate tax planning.

Sr. No.	Modules / Units
1	**Introduction to Tax & Corporate Tax Planning**
	Meaning, Definition and Objectives of Tax –Exempt from TAX Profits and gains of Business and Profession – Assessment of firms and Companies Meaning and objectives – Scope of corporate tax planning –- Types of companies – residential status of a company and tax incidence – Areas for corporate tax planning – Tax management – Assessment of income – Filing of returns.
2	**Taxation of Companies**
	Computation of income under the heads of income applicable to corporate assesses – Set off and carry forward of losses – Deductions available in respect of gross total income – Computation of taxable income – Tax liability of a company
3	**Tax planning with reference to setting up a new business**
	Location of new business – Nature of business – Forms of organization – Tax planning in respect of newly established industrial undertakings in free trade zones – Newly established 100% export oriented undertakings
4	**Tax planning and corporate financial decisions**
	Tax planning vis–a-vis corporate capital structure – Investment decision – Dividend decision – Issue of bonus shares, Formulation of an ideal wage policy, Provision for various perquisites and facilities, Deduction of tax at source . Concept of GST

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Core Courses

Project Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Introduction to Project Management & Methodologies**	15
2	**Project Feasibility & Planning**	15
3	**Resource allocation and Risk Assessment**	15
4	**Project Control & Evaluation**	15
	Total	**60**

Objectives

SN	Objectives
1	To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management
2	To give a comprehensive overview of Project Management as a separate area of Management

Sr. No.	Modules / Units
1	**Introduction to Project Management & Methodologies**
	Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. **The Project Management Systems, Methodologies & Systems Development Cycle:** Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle.
2	**Project Feasibility & Planning**
	Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. **Project Planning:** Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.
3	**Resource allocation and Risk Assessment**
	PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time- cost relationship, and resource leveling multiple project scheduling. **Cost Estimating Budgeting :** Cost estimating process elements of budgeting, project cost accounting &management information systems, cost schedules & forecasts. **Managing Risks in Projects:** Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.
4	**Project Control & Evaluation**
	Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control **Project Management Information System:** Computer based tools, features of PMIS, using project management software, (MS Projects) **Project Evaluation, Reporting & Termination:** Project reviews & reporting, closing the contract.

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Elective/ specialization

Women Entrepreneurship

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Contemporary background of Women Entrepreneurship**	10
2	**Scope of Women Entrepreneurship**	10
3	**Women Employment Opportunities**	12
4	**Strategies of Women Entrepreneurship Development**	13
	Total	**45**

Objectives

SN	Objectives
1	To understand the challenges faced by Women entrepreneurs & ways to overcome those.
2	To learn about the Institutions & schemes supporting women entrepreneurs

Sr. No.	Modules / Units
1	**Contemporary background of Women Entrepreneurship**
	Role of women in Society, Women: Historical Context in India , Increasing trends of Women in Business, Emerging Eco-system for Women Entrepreneurship, Benefits of Women Entrepreneurship
2	**Scope of Women Entrepreneurship**
	Significance of women entrepreneurship - Factors contributing to women Entrepreneurship - Characteristics – Challenges faced by Women Entrepreneurs – Growth of women Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, Health care, Transport and allied services - Relationship between Entrepreneurship and empowerment - Achievements of Woman Entrepreneurs - Role Models of Woman Entrepreneur.
3	**Women Employment Opportunities**
	Livelihood support for women Employment opportunities: Various agencies - Income Generating Programme – IRDP - Rural Credit & women’s Self help Groups - Skill Development and Technology Transfer - Technologies for Women - Impact on Women’s Development Programs and policy measures at International, National and State Levels.
4	**Strategies of Women Entrepreneurship Development**
	EDP –Objectives - Evolution of women entrepreneur development programme - Special Women and EDPs - Micro Enterprises and Self employment - Opportunities - Trends and Patterns of Women Entrepreneurship - Non-Stereotyping Women - Institution and Schemes supporting Women Entrepreneurs: SIDO, DIC, EDI, NIESBUD,SEWA, ALEAP - Institutional infrastructure.

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Elective/ specialization

Green & Social Entrepreneurship

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Social Entrepreneurship & Forms of Social Enterprises	12
2	Opportunities for Social Entrepreneurs & Successful models	11
3	Understanding Green Entrepreneurship	11
4	Developing a Green Enterprise	11
	Total	**45**

Objectives

SN	Objectives
1	To imbibe the sense of social responsibility among budding entrepreneurs.
2	To acquaint students with the concept of sustainable enterprises.

Sr. No.	Modules / Units
1	**Social Entrepreneurship & Forms of Social Enterprises**
	Social entrepreneur – factors impacting transformation into social entrepreneur The characteristics of social entrepreneurs• The four distinctions of social entrepreneurship• Forms of Social Enterprises - Profit and non-profit Proprietorships – partnership - company• Non-Governmental organisation - Society – Trust and Company (sec. 25) registration• Factors determining selection of forms of registration
2	**Opportunities for Social Entrepreneurs & Successful models**
	Concept of Sustainable Development and its importance Opportunities for Social Entrepreneurs - Methods of sensing opportunities and fields of opportunities Assessing and prioritising opportunities• Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – PPP Successful Social Entrepreneurship models - Study of successful models like Grameen Bank – Aravind Eye Care System's – LEDeG – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj
3	**Understanding Green Entrepreneurship**
	• Understanding the Green Economy • Green Entrepreneurship- Qualities to be a Green Entrepreneur, Elements such as - Environmental protection, connection to ecology , redesign of existing business processes to transform into Green business •
4	**Developing a Green Enterprise**
	• Identifying and Pitching a New Business Opportunity in the Green Business sector • Raising Awareness of a Green Business- Analysing the impact of the business environment as well as sustainable markets and customer needs. • Managing the Money in a Green Business – Financing avenues available for Green Business • Identifying & managing challenges in the Green Business sector, financial issues and strategic decisions. Case studies about successful Green Enterprises – globally

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Elective/ specialization

Services Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Services Marketing	10
2	Customer Relationship Management & Consumer Behaviour	11
3	Service Innovation and Service Standards	10
4	Service Operations & Overview of different service sectors	14
	Total	45

Objectives

SN	Objectives
1	To explain the importance of services in growth of business
2	To acquaint students with Customer Relationship Management.

Sr. No.	Modules / Units
1	**Introduction to Services Marketing**
	Introduction to Services Marketing: Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.
2	**Customer Relationship Management & Consumer Behaviour**
	Concept of CRM, Relationship management in practice, . Segmenting ,Targeting & Positioning various services. e-CRM – Emerging Trend in CRM Introduction, Importance of e-CRM in Service Marketing, Challenges involved in formulating and implementing e-CRM strategies, e-CRM architecture and its components, Five engines of e-CRM, Evolution of e-customer and e-marketing, e-CRM for personalized services Consumer Behavior in Services Marketing Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight
3	**Service Innovation and Service Standards**
	Innovation and Quality: Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Servicescape – Designing Servicescapes.
4	**Service Operations & Overview of different service sectors**
	Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services – Employees roles in Service Delivery, Customers roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms. Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services

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Practical Course

Business Finance and Venture Funding sources and avenues

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Project planning & Project Appraisal- Finance perspective	10
2	**Sources of Finance**	10
3	**Venture Capital, Hire Purchase And Leasing**	12
4	**Preparing & Presenting the Financing Plan**	13
	Total	**45**

Objectives

SN	Objectives
1	**To provide a detailed view of Sources of Finance available to Entrepreneurs**
2	**To explain the financial aspects to be considered while setting up a business**

Sr. No.	Modules / Units
1	**Project planning & Project Appraisal- Finance perspective**
	Project planning & Project Appraisal: Concepts Capital Expenditures - Importance and difficulties - Phases of Capital budgeting Levels of Capital budgeting - Estimation of Project Cash flows -Expenditures - Time value of money. Pay back period - NPV of inflows - IRR concepts -Cost of acquiring capital - Planning of portfolio. Risk Analysis - Economic Risk - Industry Risk - Company Risk - Financial Risk.
2	**Sources of Finance**
	Various sources of Finance available: Long term sources -Equity Shares, Preference Shares and debentures- Kinds Private Placements- IPO-SEBI- FDI- Institutional Finance - Banks - IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India - Merchant Banks in India - NBFC's in India - their way of financing in India for small and medium business. Short term sources: Short term sources - banks and financial Institutions that give short term finance - Bills Discounting - Factoring - Working Capital - Concepts - Importance -Cash Management - Inventory Management - Receivables Management - Sources of Working Capital.
3	**Venture Capital, Hire Purchase And Leasing**
	Venture capital - Meaning - origin - Importance - Venture capital in India - Benefits. Hire Purchase - Concept - Evaluation of Hire Purchase Proposals - Leasing - Overview -Tax aspects - Lease Accounting - Evaluation of Leasing Proposals.
4	**Preparing & Presenting the Financing Plan**
	Preparing the Financing Plan General considerations-Construction Financing- Long term financing- Withholding Tax Considerations- Estimating the Borrowing capacity of a project-Loan repayment Parameters- Borrowing Capacity-, Assuming full Draw down Immediately prior to project Completion & Periodic Loan Draw downs- applications to Hypothetical High Speed rail Project- Annual Coverage Tests. Financial Plan Pitching – (presentations/viva)

Learning Methods:

Classroom learning through an experienced Facilitator/Faculty on campus
Projects; and Practical Experiences including challenges, internships and apprenticeships
Business Canvas Evaluation by industry panel
Template: https://corporatefinanceinstitute.com/resources/knowledge/strategy/business-model-canvas-template/

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M. Voc. (Management & Entrepreneurship Development) Programme

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Practical Courses

Pilot study & Project implementation

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Business Intelligence & Early implementation	12
2	Pre-implementation –Finance & Marketing aspects	11
3	Pre-implementation – Regulatory & Legal aspects	11
4	Pilot testing & Pre-Launch preparation	11
	Total	**45**

Objectives

SN	Objectives
1	To equip students with steps involved in Pre-implementation phase.
2	To prepare students for business launch phase

Sr. No.	Modules / Units
1	**Business Intelligence & Early implementation**
	Gaining marketing Intelligence Identify the vertical you will operate in and the business opportunity, understand your customers and accurately assess market opportunity, minimum viable product and the lean method. Translate Business Model into a Business Plan, Visioning for venture, Take product or service to market, Deliver an investor pitch to a panel of investors, Identify possible sources of funding for your venture – customers, friends and family, Angels, VCs, Bank Loans and key elements of raising money for a new venture.
2	**Pre-implementation –Finance & Marketing**
	Get to market Plan, Effective ways of marketing for start-ups – Digital and Viral Marketing; Hire and Manage a Team, Managing start-up finance: The Concept of Costs, Profits, and Losses, Manage your Cash Flow, analyse your Financial Performance, budgeting. Thorough understanding of market size, costs, margins, delivery channels, customer acquisition costs, Identify areas to build efficiency (product making, service delivery, and channels - key areas of the Business model Canvas are identified by now), Finalize business model and plan, Have a 1-2 year roadmap and trajectory.
3	**Pre-implementation – Regulatory & Legal aspects**
	Establishing a ethical culture for a firm, Legal and regulatory aspects for starting up specific to your venture, Enhancing the growth process and creating scalability (customers, market share, and/or sales) Business Licenses, business permits, choosing a form of business organization, sole proprietorship, partnership, corporations, Limited Liability company.
4	**Pilot testing & Pre-Launch preparation**
	Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship Entrepreneurial Growth Stories and cases Practical/Implementation Phase tasks: • Pilot study prior to launch • Pre Launch market research to find the correct product-market fit • Name & Logo creation of Startup, Setting Social accounts/ Domain name/ website for startup • Product/ service prototype design • Company registration procedures • Bank account formalities • Competitor analysis

- Student participation in Live projects and development of business models of their own ventures should be encouraged at this stage

Projects / Assignments (for Internal Assessment)

i. Projects/Assignments should be drawn for the component on Internal Assessment from the topics in **Module 1 to Module 4**.

ii. Students should be given a list of possible topics - at least 3 from each Module at the beginning of the semester.

iii. The Project/Assignment can take the form of Street-Plays / Power-Point Presentations / Poster Exhibitions and similar other modes of presentation appropriate to the topic.

iv. Students can work in groups of not more than 8 per topic.

v. Students must submit a hard / soft copy of the Project / Assignment before appearing for the semester end examination.

QUESTION PAPER PATTERN

The Question Paper Pattern for Semester End Examination shall be as follows:

TOTAL MARKS: 75 **DURATION: 150 MINUTES**

QUESTION NUMBER	DESCRIPTION	MARKS ASSIGNED
1	**i.** Question 1 A will be asked on the meaning / definition of concepts / terms from all Modules. **ii.** Question 1 B will be asked on the topic of the Project / Assignment done by the student during the Semester **iii.** In all 8 Questions will be asked out of which 5 have to be attempted.	**a)** Total marks: 15 **b)** For 1 A, there will be 3 marks for each sub-question. **c)** For 1 B there will be 15 marks without any break-up.
2	Descriptive Question with internal option (A or B) on Module 1	15
3	Descriptive Question with internal option (A or B) on Module 2	15
4	Descriptive Question with internal option (A or B) on Module 3	15
5	Descriptive Question with internal option (A or B) on Module 4	15

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Reference Books

Reference Books
Strategic Human Resource Management

1. Michael Armstrong, Angela Baron, Handbook of Strategic HRM, Jaico publishing House
2. Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)
3. Strategic Human Resource Management, Tanuja Agarwal
4. Strategic Human Resource Management, Jeffrey A. Mello
5. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003
6. Rajib Lochan Dhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008

Direct and Indirect Taxation

1. Singhania, V.K., Direct Taxes: Laws and Practices, Taxman Publications, New Delhi
2. Singhania, V. K., Students' Guide to Income Tax, Taxmann Publications, New Delhi 69
3. Singhania , et al, Direct Taxes: Planning and Management, Taxman Publication, New Delhi.
4. Bhagwati Prasad, Direct Taxes, New Age, New Delhi.
5. Mehrotra and Goyal, Direct Taxes – Tax Planning and Management, Sahitya Bhaaavan, Agra.
6. Srinivas, Corporate Tax Planning, TMH, New Delhi. 7. Lakhotia, Corporate Tax Planning, Lakhotia, New Delh

Project Management

1. Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling
2. Jack.R.Meredith & Samuel.J.Mantel, Jr.,Project Management – A Managerial Approach
3. Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control
4. Project Management - Harvey Maylor - Macmillan India Ltd.
5. Project Management - S. Choudhury - Tata McGraw Hill publishing
6. Project Management Principles & Techniques - B.B. Goel- Deep & Deep publications Pvt Ltd.
7. Project Planning, Analysis, Selection, implementation and Review – Prasanna Chandra - Tata McGraw Hill Publishing Company Ltd

Women Entrepreneurship

1. Entrepreneurship - Theory and Practice , Raj Shankar, TMGH
2. Entrepreneurship- Hisrich, Robert D., Michael Peters and Dean Shepherded, Tata McGraw Hill
3. Entrepreneurship - Starting, Developing, and Management a new Enterprise – Hisrich and – Peters-Irwin
4. Innovation and Entrepreneurship – Practice and Principals - Peter F. Drucker
5. Entrepreneurship Development – Principles Policies and Programmes - P. Saravanavel- Ka Ess pee Kay publishing House.

Green & Social Entrepreneurship

1. Case studies – Green Enterprises - https://greenbusiness.ie/wp-content/uploads/2016/09/green-business-for-web.pdf
2. Case studies - https://repurpose.global/letstalktrash/3-sustainability-initiatives-and-why-they-worked/
3. metjournal.com/attachment/ametjournal6/6_Sara_Madhumitha_FINAL.pdf
4. Social Entrepreneurship and Sustainable Business Models: The Case of India, Agrawal, Anirudh, Kumar, Payal (Eds.), Palgrave Macmillan
5. S.S.Khanka, Entrepreneurship in India, perspective and practice, Akansha publishing house, New Delhi, 2009
6. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012
7. Vasanth Desai, Entrepreneurial development, Himalaya Publishing House, 2008, web resources

Services Management

1. Sinha : Services marketing
2. Jha : Services marketing
3. John E.G. Bateson, K.Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
4. Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
5. Christoper Lovelock, Jochen wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
6. Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
7. K. Rama Mohana Rao, Services Marketing, Pearson, 2e, 2011.

Business Finance and Venture Funding sources and avenues

1 . Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
2. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
3. Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
4. Financial Markets - Gordon & Natarajan. (BPB Publications).
5. Investment Management - V. K. Blialla. (S. Chand & Company Publishers ltd.,)
6. Project Financing- Asset based Finacial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

Pilot study & Project implementation

1 . Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
2. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
3. Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
4. Financial Markets - Gordon & Natarajan. (BPB Publications).
5. Investment Management - V. K. Blialla. (S. Chand & Company Publishers ltd.,)
6. Project Financing- Asset based Finacial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

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Scheme of Evaluation

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 25 %

Question Paper Pattern

(Internal Assessment- Courses without Practical Courses)

Sr. No.	Particular	Marks
1	**One class test (20 Marks)**	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions ***(½ Mark each)***	05 Marks
	Answer in One or Two Lines (Concept based Questions) ***(01 Mark each)***	05 Marks
	Answer in Brief (Attempt Any Two of the Three) ***(05 Marks each)***	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern

(Internal Assessment- Courses with Practical Courses)

Sr. No.	Particular	Marks
1	**Semester End Practical Examination (20 Marks)**	
	Journal	05 Marks
	Viva	05 Marks
	Laboratory Work	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

B) Semester End Examination: 75 %

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c… and the allocation of marks depends on the weightage of the topic.

(Detail question paper pattern has been given separately)

Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

Question Paper Pattern
(Practical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.
All Questions are Compulsory Carrying 15 Marks each.

Question No	**Particular**	**Marks**
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions ***OR*** Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

Note:
Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

Question Paper Pattern
(Theoretical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.
All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions ***OR*** Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

Note:
Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.

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Second Year – Enterprise Creation, Development & Sustainability

Semester IV

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Core Courses

Institutional Support and Government Policies

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Introduction and Setting up of MSMEs**	14
2	**Institutions supporting MSMEs**	16
3	**Management of MSMEs**	15
4	**Role of Government in promoting Entrepreneurship**	15
	Total	**60**

Objectives

SN	Objectives
1	To understand the setting up and management of MSMEs
2	To acquaint students with the initiatives of Government and other institutions support for growth and development of MSMEs

Sr. No.	Modules / Units
1	**Introduction and Setting up of MSMEs**
	Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs Setting of SMEs': Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies
2	**Institutions supporting MSMEs**
	Institutions supporting MSMEs: –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.
3	**Management of MSME**
	Management of MSME: Management of Product Line; Communication with clients – Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance
4	**Role of Government in promoting Entrepreneurship**
	MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)-objectives. Government Schemes from MSME Subsidies Support on ISO Certification & skills upgradation- Special Benefits of imports and exports-state government support on Industrial Infrastructure-GST and its exemptions Policy Initiatives for MSMEs - ASPIRE- A Scheme for Promotion of Innovation, Rural Industry & Entrepreneurship The MSME Development Act,2006 (Salient Features) The MSME Development Act (Amendment) Bill, 2015 E-Governance Initiatives/ Digital Initiatives

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Core Courses

International Business Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to International Business	12
2	Analysis of Global Environment	13
3	Policies related to International Trade	18
4	Globalization and its impact on Business	17
	Total	**60**

Objectives

SN	Objectives
1	To provide students an exposure to the dynamic environment of International Business.
2	To help understand the dynamics and importance of International Trade

Sr. No.	Modules / Units
1	**Introduction to International Business**
	International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.
2	**International trade and investment**
	Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages
3	**International strategic management**
	Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages – organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.
4	**Production, marketing, financial and human resource management of global business**
	Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development –compensation

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Core Courses

Technology Innovation and Sustainable Enterprise

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Technology Innovation**	15
2	**Sustainability and Entrepreneurship**	15
3	**Management of Innovation**	15
4	**Business Models of Future**	15
	Total	**60**

Objectives

SN	Objectives
1	To integrate sustainability practices into a corporation and enable students to start their own purpose-driven companies
2	To acquaint learners to use technology and innovation for futuristic businesses

Sr. No.	Modules / Units
1	**Technology Innovation**
	Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Proto typing to Incubation. Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting.
2	**Sustainability and Entrepreneurship**
	Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Innovation: Context and Pattern, SME'S strategic involvement in sustainable development, Exploration of business models for material efficiency services
3	**Management of Innovation**
	Management of Innovation, creation of IPR ,Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India
4	**Business Models of Future**
	Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators : Business Vs Technology, Managing Investor for Innovation , Future markets and Innovation needs for India.

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Elective/ specialization

Rural Entrepreneurship Development

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction of Rural Entrepreneurship	10
2	Institutional Eco-Systems for Promotion of Rural Entrepreneurship	10
3	Micro and Small Rural Enterprises	12
4	Rural Enterprise Incubation	13
	Total	**45**

Objectives

SN	Objectives
1	To develop understanding about Entrepreneurship in Rural Context
2	To explore and identify rural potential for a business idea

Sr. No.	Modules / Units
1	**Introduction of Rural Entrepreneurship**
	Introduction: Types of rural entrepreneurs (farm and non-farm), Challenges of rural entrepreneurship development in India, Entrepreneurial training and motivation in the rural perspective, Entrepreneurs selection tools and techniques, Competencies of successful rural managers, Federation and confederation of rural entrepreneurs.
2	**Institutional Eco-Systems for Promotion of Rural Entrepreneurship**
	Rural Eco-System, Natural and Human Resource Base, Panchayati Raj System & Government Schemes, Rural Skill Sets and Enhancing Opportunities, Institutional Support for Finances, Private-Public Partnership and Corporate Social Responsibility Systems Role of various support Institutes and agencies, DIC, Banks and other financial institutions- CRRB, NABARD, SC /ST Corporation, OBC Corporation, Women finance corporation.
3	**Micro and Small Rural Enterprises**
	Understanding Micro and Small Enterprises, Project Identification and Selection, Project Formulation, Project Appraisal Government Policies for Micro and Small Enterprises, Rural Business Environment-Social, Economic, Political and Cultural Issues, Market survey- tools and techniques, Registration and legal formalities.
4	**Rural Enterprise Incubation**
	Scanning Rural Environment- Economic, Technical, Technological & Market, Business Opportunity Identification and Project Selection, Business Plan Preparation, Forward and Backward Linkages, Market Linkages Development, Rural Marketing

Practical

- Study of Rural Entrepreneurs
- Entrepreneurial Opportunities-Potential and Limitations
- Active Interaction with key Stakeholders-Panchayats, NGOs, Schools etc
- Working Together and Finalize Interventions
- List-out and Networking with all Rural Support Systems

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Elective/ specialization

Retail Entrepreneurship

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Retailing	12
2	**Retail Market Strategy**	11
3	**Human Resource Management & Supply Chain Management**	11
4	**Role of CRM & IT in Retailing**	11
	Total	**45**

Objectives

SN	Objectives
1	To acquaint the students with the Retailing business and its scope
2	To identify the Retail Marketing Strategies to maximize opportunities

Sr. No.	Modules / Units
1	**Overview of Retailing**
	History of retail, Retail overview and present scenario, Concept and Functions performed by retailers, Emerging Trends and career opportunities in retailing Types of retailers, Retailer characteristics, Retail Formats - Store based, Non-store based, Web based Various format within store based retailing e.g. specialty store, hyper market, supermarket
2	**Retail Market Strategy**
	The buying process - need recognition, information search, evaluation of alternatives. Social factors influencing the buying process family, reference groups and culture. Retail market strategy : Definition of retail and market strategy, Target market, Building a sustainable competitive advantage like - customers loyalty, location, human resource management, distribution and information system, vendor relations, Growth Strategies - Market penetration, market expansion, retail format development diversification, integration, Global Retail Strategies, Strategic retail planning process Choosing retail locations: Types of locations - Unplanned locations free standing sites, Evaluation of area for location, Evaluating specific area for locations.
3	**Human Resource Management & Supply Chain Management**
	Human resource management: Human resource planning, Recruitment and selection, training and development of retail employees, Motivation of retail employees, team building in retailing, Employee Rewards and Incentives. Supply chain management: Introduction to supply chain management, The distribution across centers, Collaboration between retailer and vendor in SCM, Inventory Management , Warehousing, Transportation, Use of IT in SCM
4	**Role of CRM & IT in Retailing**
	CRM in Retail: Concept, Types of CRM, Application of CRM In Retailing, Strategic Framework For CRM In Retail. Role of Information technology in Logistics, role of ecommerce in retailing, global retailing, legal and ethical issues in retailing, mall introduction and mall management.

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Elective/ specialization

Event Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	**Introduction to Event Management**	10
2	**Functional Areas in Event Management**	11
3	**Event Planning & Management Strategy**	10
4	**Specializations in Event Industry**	14
	Total	**45**

Objectives

SN	Objectives
1	To identify the entrepreneurial opportunities in the event management industry
2	To understand the nuances of managing an Event management firm

Sr. No.	Modules / Units
1	**Introduction to Event Management**
	Event Management Introduction The Dimensions of Event Management Theories and Models in Event Management The Business of Sports and Cultural Events The Business of Conferences and Corporate Events
2	**Functional Areas in Event Management**
	Human Resource Management and The Role of Volunteers Marketing and Destination Branding Finance Events - the Law and Risk Management Event Operations and Project Management
3	**Event Planning & Management Strategy**
	Event Planning and Strategy Sustainable Event Management Events and New Media Technologies The Event Life Cycle and Event Stakeholders Trends in Event Management – A Practitioner´s perspective
4	**Specializations in Event Industry**
	The Role of Sports, Cultural and Business Venues Impact Evaluation of Events Event Management and the Hospitality Industry Creating and Designing Events Events in Public Spaces Events as a Sponsorship Investment

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Practical Course

Post implementation review & project health check

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Growth Opportunities	10
2	Retention & Expansion Strategies	10
3	Developing the organizational capabilities for growth	12
4	Planning and streamlining financial/ Legal processes	13
	Total	**45**

Objectives

SN	Objectives
1	To focus on reviewing and further growing the already existing venture
2	To bring refinement in the existing business processes

Sr. No.	Modules / Units
1	**Growth Opportunities**
	Characteristics of high growth new ventures, strategies for growth, and building the new venture capital, discovering and assessing opportunities for growth, developing a growth mind-set and visioning for growth, review the robustness and relevance of business model vis-à-vis current market situation, map financing decisions to business models and reiterating business models
2	**Retention & Expansion Strategies**
	Dealing with stagnation of customer base and developing customer base: expansion to new markets – options and strategies, product Life Cycle – Product Road Map; Getting to Plan B, p*roject to Process:* Build, adapt, test, and establish key processes and systems that enable efficiency, continuous and sustained innovation
3	**Developing the organizational capabilities for growth**
	Develop strong leadership capabilities, ability to delegate and manage key leadership tasks. o Streamline operations and organizational design to accommodate growth, Implement new and effective approaches to marketing and communication for customers, suppliers, and employees, Acquire new resources for strategic growth: executive hires.
4	**Planning and streamlining financial/ Legal processes**
	Managing cash for growth, Balance between profitability and growth costs, Role of business services – accountant, lawyer, Understanding legal requirements, and compliance issues, Exit options :Evaluating opportunities for acquisition; Growth financing, Scalability & efficiency improvements, IPR.

Learning Methods:

Classroom learning through an experienced Facilitator/Faculty on campus
Projects; and Practical Experiences including challenges, internships and apprenticeships
Make a Growth Plan and pitch it to all stakeholders (investors, partners, key employees etc.)
Present a pitch for funding their growth plan

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Practical Courses
Business Sustainability & Scalability Model formulation

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Expansion model	12
2	Maximizing Profits	11
3	Renewal	11
4	Harvesting Rewards	11
	Total	**45**

Objectives

SN	Objectives
1	**To focus on creating high performance venture and expansion avenues**
2	**To help build a sustainable business or implement alternate strategies.**

Sr. No.	Modules / Units
1	**Expansion model**

	Enterprise growth, expansion & diversification
	• Critical factors contributing to the sustenance of an enterprise
	• Need for growth in the enterprise
	• Various avenues for growth of an enterprise
	    • Geographical Expansion
	    • Franchising
	    • Licensing routes to new market expansion
	• Product addition, product deletion and product substitution
	• Forward & backward linkages

2	**Maximizing Profits**
	• Testing price elasticity • Cost reduction through scaling up • Expanding offerings • Other revenue streams (partnerships)
3	**Renewal**
	• Five Stages of Small Business Growth • Take-off and Resource Maturity of SMEs
4	**Harvesting Rewards**
	• Exit strategies for entrepreneurs • Bankruptcy • Succession • Harvesting strategy

At the end of the course, the students will be able to:

Effectively tackle growth challenges of their venture.

Nurture and apply a growth mind-set.

Continue refining their business model.

Draw an expansion plan for their venture.

Scale up their business.

HR policies to attract and retain key management team

Focus on revenue maximization.

Build key aspects of adaptation and sustainability.

Manage and grow their business in terms of expansion and look for partnerships

Projects / Assignments (for Internal Assessment)

i. Projects/Assignments should be drawn for the component on Internal Assessment from the topics in **Module 1 to Module 4**.

ii. Students should be given a list of possible topics - at least 3 from each Module at the beginning of the semester.

iii. The Project/Assignment can take the form of Street-Plays / Power-Point Presentations / Poster Exhibitions and similar other modes of presentation appropriate to the topic.

iv. Students can work in groups of not more than 8 per topic.

v. Students must submit a hard / soft copy of the Project / Assignment before appearing for the semester end examination.

QUESTION PAPER PATTERN

The Question Paper Pattern for Semester End Examination shall be as follows:

TOTAL MARKS: 75 **DURATION: 150 MINUTES**

QUESTION NUMBER	DESCRIPTION	MARKS ASSIGNED
1	**i.** Question 1 A will be asked on the meaning / definition of concepts / terms from all Modules. **ii.** Question 1 B will be asked on the topic of the Project / Assignment done by the student during the Semester **iii.** In all 8 Questions will be asked out of which 5 have to be attempted.	**a)** Total marks: 15 **b)** For 1 A, there will be 3 marks for each sub-question. **c)** For 1 B there will be 15 marks without any break-up.
2	Descriptive Question with internal option (A or B) on Module 1	15
3	Descriptive Question with internal option (A or B) on Module 2	15
4	Descriptive Question with internal option (A or B) on Module 3	15
5	Descriptive Question with internal option (A or B) on Module 4	15

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester IV

with Effect from the Academic Year 2021-2022

Reference Books

Reference Books
Institutional Support and Government Policies

1. Dynamics of Entrepreneurship Development & Management: Vasant Desai
2. Entrepreneurship Development in India: C B Gupta & N P Srinivasan
3. Entrepreneurship Development: S S Khanka
4. Entrepreneurship and small Business Management: C B Gupta & S S Khanka
5. Small Business Entrepreneurship: Paul Burns & Jim Dewhunt

International Business Management

1. International Business, Charles W L Hill & Arun K.Jain (Tata McGraw-Hill, 6th edition)
2. International Business, Cherunilam, Francis, Text and Cases (PHI, Fourth edition (Revised))
3. International Business, Justin Paul (Prentice Hall)
4. International Business, Dr. P. Subba Rao (Himalaya Publications, 2nd Revised Enlarged edition

Technology Innovation and Sustainable Enterprise

1. 8 Steps To Innovation : Going From Jugaad To Excellence- Book by Rishikesha T. Krishnan and Vinay Dabholkar
2. Innovation and Entrepreneurship Book by Peter Drucker
3. HBS series on Innovation and Entrepreneurship
4. Managing Technology and Innovation for Competitive Advantage by V K Narayanan, Pearson Education Asia
5. Sanjiva Shankar, Technology and innovation management, Dubey publisher: PHI learning, 2017.
6. Margaret A. White , Garry D. Bruton, The Management of Technology and Innovation: A Strategic Approach, 2nd Edition, 2014.
7. Joe Tidd, John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, 2014

Rural Entrepreneurship Development

1. Chandra, P. “Project Preparation, Appraisal and Implementation” Tata Mc Graw Hill, New Delhi.
2. Drucker, P.F. “Innovations and Entrepreneurship, Practice and Principles” Elseviev, Washington.”
3. Burns, P. “Entrepreneurship and Small Business” Palgrave, New Jersey
4. Vasant Desai : Organization and Management of Small Scale Industries
5. Battacharya S.N. : Rural Industrialization in India

Retail Entrepreneurship

1. Retail Business Management by R. Perumalsamy, Anmol Publications, 2010
2. Retail Management by Arif Sheikh and Kaneez Fatima , Himalaya Publishing House , 2008
3. Retail Management by S.C. Bhatia, Atlantic Publishers & Dist., 2008
4. Retail Management by Madhukant Jha, Gen Next Publications, 2009
5. Retail Management: A Global Perspective –Harjit SinghS. Chand Publishing, 2009
6. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, 'Retail Management', Oxford University Press, 2005
7. Retail Management: A Strategic Approach– 9th edition, Berman, B. and Evans, J. R. (2003)

Event Management

1. Beech, J., Kaiser, S., Kaspar, R. (Eds.): The Business of Events Management, Pearson Education, Harlow 2014
2. Bowdin, G. (Ed.): Events Management, Elsevier 2011
3. Beech, J., Chadwick, S.: The Business of Sport Management, Prentice Hall 2013
4. Van der Wagen, L.; Carlos, B.: Event Management for Tourism, Cultural, Business and Sporting Events, Pearson 2005
5. Yeoman, I. et alt.: Festival & Events Management, Butterworth Heinemann 2006

Post implementation review & project health check

1. Ramachandran , Entrepreneurship Development, Mc Graw Hill
2. Katz , Entrepreneurship Small Business, Mc Graw Hill
3. Byrd Megginson,,Small Business Management An Entrepreneur's Guidebook 7th ed, McGraw Hill
4. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
5. Hougaard S. (2005) The business idea. Berlin, Springer
6. Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, ButterworthHeinemann
7. Léo-Paul Dana ,World Encyclopedia of Entrepreneurship, , Edward Elgar

Business Sustainability & Scalability Model formulation

1. Ramachandran , Entrepreneurship Development, Mc Graw Hill
2. Katz , Entrepreneurship Small Business, Mc Graw Hill
3. Byrd Megginson,,Small Business Management An Entrepreneur's Guidebook 7th ed, McGraw Hill
4. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
5. Hougaard S. (2005) The business idea. Berlin, Springer
6. Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, ButterworthHeinemann
7. Léo-Paul Dana ,World Encyclopedia of Entrepreneurship, , Edward Elgar

Syllabus of Courses of

M. Voc. (Management & Entrepreneurship Development) Programme

Semester IV

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Scheme of Evaluation

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: **25 %**

Question Paper Pattern

(Internal Assessment- Courses without Practical Courses)

Sr. No.	Particular	Marks
1	**One class test (20 Marks)**	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions ***(½ Mark each)***	05 Marks
	Answer in One or Two Lines (Concept based Questions) ***(01 Mark each)***	05 Marks
	Answer in Brief (Attempt Any Two of the Three) ***(05 Marks each)***	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

Question Paper Pattern

(Internal Assessment- Courses with Practical Courses)

Sr. No.	Particular	Marks
1	**Semester End Practical Examination (20 Marks)**	
	Journal	05 Marks
	Viva	05 Marks
	Laboratory Work	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

B) Semester End Examination: 75 %

i) Duration: The examination shall be of 2 ½ Hours duration

ii) Theory question paper pattern

- There shall be five questions each of 15 marks.
- All questions shall be compulsory with internal choice within the questions.
- Question may be subdivided into sub-questions a, b, c… and the allocation of marks depends on the weightage of the topic.

(Detail question paper pattern has been given separately)

Passing Standard

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

Question Paper Pattern
(Practical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.
All Questions are Compulsory Carrying 15 Marks each.

Question No	**Particular**	**Marks**
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Practical Question ***OR*** Full Length Practical Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions ***OR*** Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

Note:
Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.

7.2(N)

Question Paper Pattern
(Theoretical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.
All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2 Q-2	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-3 Q-3	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-4 Q-4	Full Length Question ***OR*** Full Length Question	15 Marks 15 Marks
Q-5 Q-5	A) Theory questions B) Theory questions ***OR*** Short Notes To be asked 05 To be answered 03	08 Marks 07 Marks 15 Marks

Note:
Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Mark

Dr. Ajay Bhamre
I/c Dean,
Faculty of Commerce and Management

Ac-
Item No.-7.2 (N)

Justification for
M.Voc. (Management and Entrepreneurship Development)

1.	Necessity for starting the course:	In present scenario, India being known as young country and worldwide known for start-ups, it is necessary to train young generation by imparting entrepreneurship skills through a structured degree program. Further to inculcate spirit of Entrepreneurship and nurturing the business ideas, of the young minds, it is necessary to impart special education related to business and its management.
2.	Whether the UGC has recommended the course:	**YES** **UGC permission dt. 20-10.2020**
3.	Whether all the courses have commenced from the academic year 2019-2020 (2022-23):	**YES** **Commenced from the Academic Year 2020-21**
4.	The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?:	**Self Finance** **Qualified Teaching Faculties are appointed**
5.	To give details regarding the duration of the Course and is it possible to compress the course?:	**Duration of UG Degree Program is 3 years**
6.	The intake capacity of each course and no. of admissions given in the current academic year:	**Intake Capacity :20**
7.	Opportunities of Employability / Employment available after undertaking these courses:	Based on the structured syllabus and incubation centre within the campus itself, the students enrolling for the Program have wider options of : 1. Internship as trainee entrepreneur 2. Employability to managerial positions at various small and medium scale industries. 3. Starting their own venture 4. Collaborate and assist big brands 5. Associate to rural entrepreneurship Social entrepreneurship for social revolution

Signature:

Dr. Dattajirao Y. Patil
Chairman, Ad-hoc Board of Studies in Management