

DEPARTMENT OF MANAGEMENT
RATHINAM COLLEGE OF ARTS AND SCIENCE (AUTONOMOUS)

Rathinam Techzone, Pollachi Road, Eachanari, Coimbatore – 641021



Syllabus for

MASTER OF BUSINESS ADMINISTRATION
in
INNOVATION, ENTREPRENEURSHIP & VENTURE DEVELOPMENT (IEV)

(I, II, III & IV Semester)

2020-21 Batch on-wards

Vision and Mission statement of the Institution:

VISION

To emerge as a world renowned institution that is integrated with industry to impart knowledge, skills, research culture and values in youth who can accelerate the overall development of India.

MISSION

To impart superior quality education at affordable cost, nurture academic and research excellence, maintain eco-friendly and future-ready infrastructure, and create a team of well qualified teaching professionals who can build global competency and employability.

CORE PURPOSE

Transform the youth into National Asset.

Vision and Mission statement of the Department:

VISION

To create innovative leaders of tomorrow who are professionally nurtured on excellent management skills, with ethics and socially responsible too.

MISSION

- Nurturing creativity is our culture actionable through renowned faculty
- Providing a centre of excellence which imbibes excellent management thinking
- Creating leaders and entrepreneurs for the regional prosperity with global competency.

Program Educational Objectives (PEO)

PEO1	:	To create entrepreneurial ventures by equipping with the necessary entrepreneurial skills.
PEO2	:	Students will independently conduct theoretical as well as applied research.
PEO3	:	Industry ready graduates having highest regard for Personal & Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning.
PEO4	:	Graduates are engaged in the planned and systematic activity throughout the course which enhances their suitability to face any leadership challenges of all levels including Research and Development arena.
PEO5	:	Graduates are nurtured with the organic entrepreneurial ability to stand firm against any circumstances arise around the corner.

Mapping of Institute Mission to PEO

Institute Mission	PEOs
Imparting superior quality of education.	PEO1, PEO4.
Affordability with state of the art infrastructure	PEO3, PEO4.
Nurturing academic & research excellence in Teaching - Learning Curve	PEO1, PEO2, PEO 3.
Building global competency.	PEO2, PEO4, PEO 5.

Mapping of Department Mission to PEO

Department Mission	PEOs
Nurturing creativity is our culture actionable through renowned faculty	PEO1, PEO2
Providing a centre of excellence which imbibes excellent management thinking	PEO2, PEO 3.
Creating leaders and entrepreneurs for the regional prosperity with global competency.	PEO3, PEO4, PEO5.

Program Outcomes (PO):

PO1	:	Apply knowledge of management theories and practices to solve business problems..
PO2	:	Foster analytical and critical thinking abilities for data-based decision making.
PO3	:	Ability to develop value based leadership.
PO4	:	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects..
PO5	:	Ability to lead themselves and others in the achievement of organizational goals.
PO6	:	Conceptualize, organize, and resolve complex business problems or issues by using the resources available under their discretion.
PO7	:	Recognize the need, prepare and ability to engage independently and also life-long learning in the broadest context of global change.
PO8	:	Perform as a Leader to meet the every requirement and bear the accountability of the business
PO9	:	Apply his entrepreneurial skills and develop in all his endeavour

Program Specific Outcomes (PSO):

PSO1	:	Key concepts of entrepreneurship, innovation and new venture development
PSO2	:	How to take an idea, build a prototype and launch to early customers in the market
PSO3	:	Demonstrate how to Market and Idea/Prototype to early customers
PSO4	:	Knowledge of venture growth strategies
PSO5	:	Knowledge of Business Models, Fund Raising and Start-up Ecosystem

Program Specific Outcomes (PSO):

Program Outcomes		PEO1	PEO2	PEO3	PEO4	PEO5
PSO1	:	S	B	B	B	B
PSO2	:	B	S	S	S	S
PSO3	:	B	M	B	M	M
PSO4	:	M	M	B	S	M
PSO5	:	B	S	S	M	S

Correlation between the POs and the PEOs

S- Strong Correlation M – Medium Correlation B – Blank

Program Outcomes		PEO1	PEO2	PEO3	PEO4	PEO5
PO1	:	S	B	B	B	B
PO2	:	B	S	S	S	S
PO3	:	B	M	B	M	M
PO4	:	M	M	B	S	M
PO5	:	B	S	S	M	S
PO6	:	S	B	B	B	B
PO7	:	M	B	M	M	B
PO8	:	M	B	S	M	M
PO9	:	M	M	B	S	M

Components considered for Course Delivery is listed below:

1. Class room Lecture
2. Laboratory class and demo
3. Assignments
4. Mini Project
5. Project
6. Online Course
7. External Participation
8. Seminar
9. Internship

Mapping of POs with Course Delivery:

Program Outcomes	Course Delivery								
	1	2	3	4	5	6	7	8	9
PO1	H	H	H	M	M	H	L	M	L
PO2	L	H	M	L	H	M	M	M	H
PO3	L	M	M	M	M	L	H	H	H
PO4	H	L	H	H	M	L	H	H	H
PO5	L	M	M	H	H	L	M	L	H
PO6	M	M	L	L	M	L	M		M
PO7	M	L	M	M	M	M	L		M
PO8	H	L	H	H	H	H	L		H
PO9	M	L	H	H	M	H	L		M

RATHINAM COLLEGE OF ARTS AND SCIENCE (AUTONOMOUS)

Scheme of curriculum for M.B.A

Batch admitted during the academic year 2019 - 2020
Board of Studies Master of Business Administration (PG)

Year	Semester	Core Credit	Elective Credit	Credit through Acquiring Relevant Skill Programs Outside Classroom learning	Capstone Credit	Action Learning Credit	Total
Ist year	1st Semester	8	8	4	8	–	28
	2nd Semester	4	4	2	4	14	28
2nd year	3rd Semester	8	12	4	–	–	24
	4th Semester	–	–	4	–	20	24
	Total	20	24	14	12	34	104

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Se m	Pa rt	Course Type	Course Name	Credit	Hour	Int	Ext	Total
M-I: Innovation, Entrepreneurial Skill and Opportunity Identification								
1	1	Core Course- I	Principles of Technology-Innovation-Mangement	4	4	40	60	100
	2	Elective 1	Sector and Competitive Analysis of start-up	2	2	40	60	100
	3	Elective 2	Research Methods	2	2	40	60	100
	4	Skill Development	Skill Certification – Business Models	2	2	40	60	100
	5	Capstone Project-1	Ideation to Proof-of-Concept and submission	4	4	40	60	100

Se m	Pa rt	Course Type	Course Name	Credit	Hour	Int	Ext	Total
M-II: Management Skill for Entrepreneurs and Managing for Value Creation								
1	1	Core Course-II	Innovation Development and Management	4	4	40	60	100
	2	Elective 3	Managerial Economics for Entrepreneurs	2	2	40	60	100
	3	Elective 4	Entrepreneurial Finance: Concept & Management	2	2	40	60	100
	4	Skill Development	Start-up Law, Ethics and Environment in India	2	2	40	60	100
	5	Capstone Project-2	Development of Innovation/Prototype & Submission	4	4	40	60	100
M-III: Creating and Sustaining Enterprise Model & Organizational Effectiveness								
2	1	Core Course - III	Entrepreneurial Leadership - Org Behavior	4	4	40	60	100
	2	Elective 5	Corporate and Social Entrepreneurship	2	2	40	60	100
	3	Elective 6	New Venture Establishment & Management	2	2	40	60	100
	4	Skill Development	Innovation, Technology & Operation Management in Start-ups	2	2	40	60	100
	5	Capstone Project-3	Development of Business Model for the Innovation & Submission	4	4	40	60	100
Se m	Pa rt	Course Type	Course Name	Credit	Hour	Int	Ext	Total
2	6	Action Learning Segment -I	Start-up/Incubation/Acceleration Residency Learning Program:	14	14	40	60	100
Se m	Pa rt	Course Type	Course Name	Credit	Hour	Int	Ext	Total
M-IV: Advanced Start-up Skill Competency Development								
3	1	Core Course - IV	Venture Financing: M&A, Funding Stages, Mechanism, Tools and Techniques etc.	4	4	40	60	100
	2	Elective 7	Digital Marketing of Innovations	3	3	40	60	100

	3	Elective 8	Venture Growth Strategies	3	3	40	60	100
	4	Skill Development	Talent and Team Management, HR Management	2	2	40	60	100
Se m	Pa rt	Course Type	Course Name	Credit	Hour	Int	Ext	Total
M-V: Creating and Growing New Venture and National & Global Business Environment								
3	1	Core Course - V	Government Strategies & Policies and International Economy	4	4	40	60	100
	2	Elective 9	Technology & Global Business Linkage Opportunities	3	3	40	60	100
	3	Elective 10	Global Start-up Exchange Incubation Program	3	3	40	60	100
	4	Skill Development	Training on Advance Competency Development etc	2	2	40	60	100
Se m	Pa rt	Course Type	Course Name	Credit	Hour	Int	Ext	Total
Business Model/ Enterprises Model Evaluation week								
4	1	Action Learning Segment -II	Real Time Venture Establishment and Management in Incubation/Acceleration	20	20	40	60	100
	2	Skill Development	IPR Management	4	4		100	100

Mapping of Courses and POs:

S- Strong Correlation M – Medium Correlation B – Blank

Course Code	Course Name	Programme Outcomes				
		P01	P02	P03	P04	P05
M-I: Innovation, Entrepreneurial Skill and Opportunity Identification						
MBA IEV101 CE1	Principles of Technology-Innovation-Management	S	S	S	M	S
MBA IEV 101 E1	Sector and Competitive Analysis	S	S	S	S	S
MBA IEV 101 E2	Research Methods	S	S	S	S	S
MBA IEV 101 SK1	Skill Certification – Business Models	S	S	S	M	S
MBA IEV 101 C1	Ideation to Proof-of-Concept	S	S	S	S	S
M-II: Management Skill for Entrepreneurs and Managing for Value Creation						
MBA IEV102 CE2	Innovation Development and Management	S	S	S	S	S
MBA IEV 102 E3	Managerial Economics for Entrepreneurs	S	S	S	S	S
MBA IEV 102 E4	Entrepreneurial Finance: Concept & Management	S	S	M	S	S
MBA IEV 102 SK2	Start-up Law, Ethics and Environment in India	S	S	S	S	S
MBA IEV 102 C2	Development of Innovation/Prototype & Submission	S	S	S	S	S
M-III: Creating and Sustaining Enterprise Model & Organizational Effectiveness						
MBA 1EV 201 CE3	Entrepreneurial Leadership - Org Behavior	S	S	S	S	S
MBA IEV 201 E5	Corporate and Social Entrepreneurship	S	S	S	M	M
MBA IEV 201 E6	New Venture Establishment & Management	S	S	S	S	S
MBA IEV 201 SK3	Innovation, Technology & Operation Management in Start-ups	S	S	S	S	S
MBA IEV 201 C3	Development of Business Model for the Innovation & Submission	S	S	S	S	S
MBA IEV201 AC1	Start-up/Incubation/Acceleration Residency Learning Program:	S	M	M	S	M
M-IV: Advanced Start-up Skill Competency Development						
MBA 1EV 301 CE4	Venture Financing: M&A, Funding Stages, Mechanism, Tools and Techniques etc.	S	S	S	S	S
MBA IEV 301 E7	Digital Marketing of Innovations	S	S	M	S	S
MBA IEV 301 E8	Venture Growth Strategies	S	S	S	S	S
MBA IEV 301 SK4	Talent and Team Management, HR Management	S	S	S	S	S
M-V: Creating and Growing New Venture and National & Global Business Environment						
MBA 1EV 302 CE5	Government Strategies & Policies and International Economy					
MBA IEV 302 E9	Technology & Global Business Linkage Opportunities	S	S	S	S	S
MBA IEV 302 E10	Global Start-up Exchange Incubation Program	S	S	S	S	S
MBA IEV 302 SK5	IPR Management, Training on Advance Competency De	S	S	S	S	S
MBA IEV401 AC2	Real Time Venture Establishment and Management in Incubation/Acceleration	S	S	M	S	S
MBA IEV 401 SK6	Skill Certification	S	S	S	S	S

MODULE I: COURSE 1

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Principles of Technology-Innovation-Management	4	4	0	0	Theory

Introduction :

The course aims to also develop understanding and skills in the area of innovation management. It aims to develop practical skills for students to integrate a number of themes including foresight, knowledge management and a cooperation overview enabling them to successfully exploit new ideas. Another important element of the subject design is its emphasis on learning through fieldwork assignments rather than relying on classroom teaching.

Course Outcome:

CO1	: Able to design and implement innovation strategies in organisations, corporate foresight and technology with the aim of detecting sources of competitive advantage for evaluating and selecting R&D proposals..
CO2	: Able to manage innovation activities (new product and process development) for decision making, management and early cancellation.
CO3	: Acquainted with the principles of management multidisciplinary human teams for innovations.
CO4	: Aware of the innovation systems and public programs underpinning technology cooperation agreements with different actors and know how to use external funds.
CO5	: Develop practical insights and problem solving capabilities for effectively applying appropriate technology in innovation.

Unit - I: The Evolution of Technology, Markets, and Industry **12 Periods**
Technology and Industry Evolution, The Evolution of Markets: Innovation Adoption, Diffusion, Market Growth, New Product Entry, and Competitor Responses

Unit – II:– **12 Periods**
Understanding Customer Needs, Product Development as a Problem-solving Process Managing the ‘Unmanageables’ of Sustained Product Innovation.

Unit – III: The Management and Organization of Innovation **12 Periods**

Rival Interpretations of Balancing Exploration and Exploitation: Simultaneous or Sequential?, R&D Project Selection and Portfolio Management: A Review of the Past, a Description of the Present, and a Sketch of the Future, Managing the Innovative Performance of Technical Professionals

Unit – IV: Technology Strategy 12 Periods

The Economics and Strategy of Standards and Standardization, Intellectual Property and Innovation, Orchestrating Appropriability: Towards an Endogenous View of Capturing Value from Innovation Investments, Individual Collaborations, Strategic Alliances and Innovation: Insights from the Biotechnology Industry

Unit – V: 12 Periods

Technology-Based Entrepreneurship, Knowledge Spillover Entrepreneurship and Innovation in Large and Small Firms

Textbook:

1. Scott Shane, Hand book of Technology and Innovation Management, Case Western Reserve University, John Wiley & Sons , 2003.

Reference:

1. Robert S Friedman, Principle Concepts of Technology and Innovation Management, 2009.
2. “The Innovator’s Way : Essential Practices For Successful Innovation”, DENNING, PETER J. ISBN : 9788120344877,
3. “Managing Innovations And New Product Development : Concepts And Cases”, CHATURVEDI, MUKESH, PHI Learning, ISBN : 9788120337275

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	H	L	L	H	L	H	L
CO2	H	L	L	L	H	H	L	H	L
CO3	L	H	L	H	H	L	M	L	L
CO4	L	M	M	M	H	L	M	M	L
CO5	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
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Elective 1 – 2 2 0 0 Theory
Sector and Competitive
Analysis of start-up

Introduction:

The major emphasis of the course will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup.

CO1	: To learn how to plan, launch, and manage a technology start-up venture;
CO2	: To build confidence in students' personal talents, develop an entrepreneurial skill set, and learn how to pair these talents with others who have complementary skills;
CO3	: To develop specific skills, competencies, research and analysis methods, and perspectives of technology start-up success factors;
CO4	: To provide students with the skills for identifying and analyzing entrepreneurial opportunities throughout their career with Operation Strategy
CO5	: To provide students with the skills for identifying and analyzing entrepreneurial opportunities throughout their career using Financial situation

Unit 1

Entrepreneurship And New Ventures:The Early Career Dilemmas of an Entrepreneur-The Entrepreneur's Role, Task and Personality - A Typology of Entrepreneurs: Defining Survival and Success - Entrepreneurship as a Style of Management - The Entrepreneurial Venture and the Entrepreneurial Organisation - Gaining Commitment- the Business Plan as an Entrepreneurial Tool- Developing Entrepreneurial Marketing: Competencies, Networks and Frameworks- Maintaining Competitive Advantage

Unit 2:

Competitive Analysis- Meaning, Objectives, Importance, Advantages and Disadvantages- Business Opportunity & Market Assessment Strategy-Introduction- Types of Entrepreneurial Ventures- Entrepreneurial characteristics – Entrepreneurial Rewards – Draw Backs – Start Up Failures – Market Segmentation – Niche strategy & Competitive Advantage – Macro Environment Assessment – Porter five forces &PESTEL analysis

Unit 3

Marketing Strategy: Introduction- Marketing Research- SWOT Analysis- Competition and Market Description – Consumer Behaviour – positioning & Branding- Marketing Mix and Marketing Control

Unit 4

Operational Strategy: Introduction- Business Philosophy-Organizational Structure- Form of Organization & Structure – Recruitment and Selection process- Business Space and Location – Materials and Equipment –Production Planning- TQM-Supply chain Management –Purchasing Policies- Transportation, Distribution & Logistics – Customer Satisfaction

Unit 5:

Finance Strategy: Introduction – Source of Financing – Payment Terms with Customers and suppliers –Budgeting – Forecasting-Implementation-Growth and Exit Strategies.

TEXT BOOKS:

1. **Shariah The Threat To America: An Exercise In Competitive Analysis- William J Boykin, Harry Edward Soyster, Henry Cooper, Stephen C. Coughlin (2010)**
2. **Business and Competitive Analysis :Effective Application of New and Classic Methods Craig S. Fleisher, Babette E. Bensoussan (2015)**

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes									
	P01	PO2	P03	P04	P05	PO6	P07	P08	P09
CO1	H	H	M	L	L	H	M	L	L
CO2	H	H	H	M	L	H	H	M	L
CO3	H	H	H	H	L	H	H	H	L
CO4	H	H	H	H	M	H	H	H	M
CO5	H	H	H	H	H	H	H	H	H

Subject Code Subject Title Credit Lecture Tutorial Practical Type

Elective 2 – Research Methods 2 2 0 0 **Theory**

Introduction :

This paper focuses on the statistical technique such as Descriptive measures, Correlation & Regression with respect to software application for making better decision in business scenario.

Course Outcome:

CO1 :	To understand on the application of research methods in new areas
CO2 :	To understand the procedures of various methods on data collection and sampling techniques
CO3 :	Analyze the statistical application on the prescribed problem statement
CO4 :	To assess the statistical tools on the specific research objectives.
CO5 :	Students can develop an overall research report based on specific structure.

Unit I: [12 Periods]

Research – Importance and types of qualities of Research – Application of Research in functional areas- Components of Research Problem – Various Steps In Scientific Research – Types of Research – Hypotheses Research Purposes- Formulation of Questionnaire.

Unit II: [12 Periods]

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling Methods – Merits and Demerits – Experiments – Observation Method – Sampling Errors - Type-I Error & Type-II Error.

Unit III: [12 Periods]

Statistical Analysis – Introduction To Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi

Unit IV: [12 Periods]

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two

Unit V: [12 Periods]

Research Reports – Structure and Components of Research Report – Types of Report

Textbook:

1. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice hall of India, New Delhi, 2004.
2. Kothari CR, RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern ltd., Delhi, 2009.

Reference :

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. David M.Levine, Timothy C. Krehbiel and Mark L. Berenson “Business Statistics: A First Course”, Pearson Education Asia
3. N.D. Vora: "Quantitative Techniques in Management", Tata McGraw Hill, New

- Delhi.
4. S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.
 5. Hooda, R.P.: "Statistics For Business and Economics", Macmillan, New Delhi.
 6. GC Beni, Business Statistics, Tata McGraw Hill Co, New Delhi
- SPSS Manual

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	PO2	P03	P04	P05	PO6	P07	P08	P09
	CO1	H	H	M	L	L	H	M	L
CO2	H	H	H	M	L	H	H	M	L
CO3	H	H	H	H	L	H	H	H	L
CO4	H	H	H	H	M	H	H	H	M
CO5	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Lecture	Tutorial	Practical	Type
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Skill Develop ment	Skill Certification:Business Model	2	0	0	Theory
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Introduction:

This course helps to student to understand the Business Model and Business Plan and after completing this course student can able to prepare the various types Business Model

Course Outcome:

CO1	To Understand the Business Model and its Importances
CO2	To Understand the Customer Segments and Value Propositions in constructing the Business Model
CO3	To understand the Channels, Customer Relationships and Revenue streams in constructing the Business Model
CO4	To understand the Key resources, Key Activities and Key partners in preparing the Business Model
CO5	To Understand the Cost Structure and practicing the preparations of Business Model

UNIT-1

Business Model: Introduction – Importance of Business model canvas – difference between Business Model Canvas and Business Plan – 9 building blocks – Three Lenses concept - Types of Business Model,

UNIT-2

Customer Segments and Value Propositions – Customer segments – Purpose – Advantages – Types of Segmentation – Mass Market, Niche Market, segmented, Diversified and Multi sided Market. Value Proposition – Purpose – advantages – Values – Identifying customer needs - Newness – performance – customization – Design – Brand – Cost and Price – Accessibility and convenience

UNIT-3

Channels, Customer, Relationships and Revenue Streams – **Channels:**Introduction – Types of Channels. **Customer Relationships:** Introduction Various approaches - Personal Assistance, Dedicated Personal Assistance – Self service - Automated services, Communities and Co creation. **Revenue Streams** : Meaning, Purpose – Ways to generate Revenue streams -Pricing Mechanism - Fixed Menu Pricing - Dynamic Pricing

UNIT-4

Key Resources, Key Activities and Key Partners: **Key Resources** – Meaning, categories of resources – Physical Intellectual Human and Financial. **Key Activities:** manufacturing and Production – Problem Solving – Platform and Network. **Key partners:** Meaning and Purpose – Motivations to create the Partnership - Optimization and economy of scale - Reduction of risk and uncertainty - Acquisition of particular resources and activities

UNIT-5

Cost Structure and Business Model Preparations: **Cost Structure:** Meaning - Cost-driven - Value-driven - Fixed costs - Variable costs - Economies of scale - Economies of scope. Various Business models. Practice of Business Model Preparations.

Text Books:

business and design **BusinessModelGeneration.com** isbn: **978-2-8399-0580-0** Alexander Osterwalder & Yves Pigneur co-created by An amazing crowd of 470 practitioners from 45 countries designed by Alan Smith, The Movement

Reference Book:

1. Reinvent Your Business Model by Mark W Johnson
2. The business model navigator by Oliver Gassmann, Karolin Frankenberger, and Michaela Csik.
3. Blitzscaling, by Reid Hoffman and Chris Yen

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	H	H	H	H	H	H	H	H	H
CO1	M	H	H	H	H	H	H	M	M
CO3	M	M	H	H	H	H	H	H	H
CO4	M	M	H	H	H	H	M	M	M
CO5	H	H	H	H	H	H	H	H	H

MODULE 2:

Module II

Subject code	TITLE	Credit	Lecture	Tutorial	Practical	Type
	Innovation Development and Management	4	4	0	0	Theory

Introduction:

This course is designed to make the student to understand how the Creativity and Innovation takes a major roll in development and managing the same for it's sustainability .

Course Outcome:

CO1	To understand the Basics of Innovation and Knowledge management
CO2	To understand the Innovation management and management process
CO3	To understand the Need and Idea Creations
CO4	To make the student to understand the Selection and Development of Ideas
CO5	To develop the business plan and sustainable Innovations

UNIT-1

Basics of Innovation and Knowledge Management - Introduction - Importance of innovation

- Definitions - Types of innovation - Characteristics of innovation - Innovation and R+D Support System. Knowledge Management Introduction – Managing Knowledge
- Importing Knowledge from outside.

UNIT-2-

Innovation Management and Process - Creativity and Innovation - Defining innovation strategy and goals - Building the appropriate organisational environment
- Management of ideas - overcome resistance - Assessing the innovation process - The innovation process - Managing innovation - Managing the context

UNIT-3

Need Analysis and Idea Creation: Need Analysis Introduction – Questionnaires - Online tools - SWOT analysis - Focus groups - Desk research - Technology watch.
Idea Creation Introduction – Brain Storming – Brain writing – Gordon's technique - Fishbone (Ishikawa) diagram - Six thinking hats.

UNIT-4

Idea Selection and Idea Development:: The need for invention assessment - Numerical sensitivity analysis - Effectiveness assessment by introducing questions - Assessment of key success factors - Forecast techniques - Final Decision making. Research and Development activities - External Sources - technology transfer.

UNIT-5

Entrepreneurship, Business Planning and Sustainable Innovation:

Entrepreneurship, Creativity and Innovation - Business Plan Development – Intellectual property rights – Patent, Utility Model, Trade mark – Industrial design and Protection. **Sustainable Innovation** : Sustainability – Innovation and Sustainability - Eco Innovation.

Text Books:

1. Innovation Management Koronaplusd.o.o. - Institute for Innovation and Technology 2013

Reference Books:

1. Making Innovation Work: How to Manage It, Measure It, and Profit from It by Tony Davila, Marc Epstein, and Robert Shelton

2. Innovation to the Core: A Blueprint for Transforming the Way Your Company Innovates by Peter Skarzynski and Rowan Gibson

3. Innovation Management and New Product Development by Paul Trott

4. Managing Innovation: Integrating Technological, Market and Organizational Change by Joe Tidd and John Bessant

5. The Innovator’s Toolkit: 50+ Techniques for Predictable and Sustainable Organic Growth by David Silverstein, Philip Samuel, and Neil DeCarlo

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	M	M	M
C01	H	H	H	H	H	H	M	M	M
C03	M	H	H	H	M	M	H	H	H
C04	M	M	H	H	H	M	M	M	M
C05	M	M	M	M	M	H	H	H	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
			e	l	l	

Managerial Economics 2 2 0 0 Theory
for Entrepreneurs

Introduction :

Students will have a better understanding of managerial economics for entrepreneurs. They will enhance understanding of how basic economic principles and theories are used to enhance the success of any entrepreneurial venture.

Course Outcome:

CO1	: Studentsacquired knowledge aboutto the basic concepts of managerial economics.
CO2	: Students enlarge complete knowledge about the cost concepts and production function
CO3	: To enhance the understanding the demand analysis and consumer behavior acquired knowledge about the concept of Market Structure in detail and role of entrepreneurs.
CO4	: Students had a theoretical knowledge about entrepreneurial process,entrepreneurship&economic development
CO5	: Students acquired knowledge about the concept of emerging Trends in Entrepreneurship Developmentin detail.

Unit - I:

12

Periods

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Fundamental concepts of Managerial Economics- Basic Economic Problems - Market forces in solving economic problems- Objectives of business firms - Profit Maximization - Social responsibilities - Demand analysis - Law of Demand - Types of Demand.

Unit – II:

12 Periods

Supply meaning and determinants - production decisions - production functions –Factors of production - Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

Unit – III:

12 Periods

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing-Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

Unit – IV: 12 Periods

Economic development and Entrepreneurship - role of entrepreneurs - theories and concepts-entrepreneurial competencies, traits, characteristics, motives, attitudes, achievement orientation, self-assessment - barriers to entrepreneurship.

Unit – V:

12 Periods

Development of Entrepreneurial Skills- Emerging Trends in Entrepreneurship Development - Entrepreneurial Potential and Potential Entrepreneur - Evaluation of Social Entrepreneurship in India

Textbook:

1. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004
2. Gupta CB, Srinivasan NP, Entrepreneurship Development in India, Text & Cases, Sultan Chand & Sons, New Delhi.
3. Fundamentals Of Entrepreneurship and Small Business - Renu Arora & S.K. Sood, First Edition 2003, Kalyani Publishers, B-I/1292, RajinderNagar, Ludhiana.

Reference:

1. Athmananad .R Managerial economics, Excel, 2002, New Delhi.
2. Entrepreneurial Development - S.S. Khanka 3rd Edition 2004. S. Chand & Company Ltd. Ram Nagar, New Delhi – 110055. BB 502- Ma
3. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
4. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi,

2002.

5. Charantimath, P.M. Entrepreneurship Development and small business management, Person Education.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	PO2	P03	P04	P05	PO6	P07	P08	P09
CO1	H	L	H	L	L	L	H	L	L
CO2	H	L	H	L	H	L	H	L	H
CO3	L	H	H	H	H	H	H	H	H
CO4	L	M	M	L	H	M	M	L	H
CO5	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type

	Entrepreneurial Finance: Concept & Management	4	4	0	0	The ory
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Course Description: This **Entrepreneurial Finance** course is designed to provide intermediate-level understanding of how to create, finance, manage and evaluate a start-up as well as investing in other companies as a venture capitalist. However, the course is also very applicable for students interested in gaining a broader view of the financing landscape for start-up companies, going far beyond the basics of venture capital and angel financing introduced in TEM.

Course Outcomes: On the successful completion of the course, students will

CO1	: Learn about the overview of the Entrepreneurial Process and gain knowledge about developing the Business Idea.
CO2	: Gain knowledge on organizing and financing a New Venture.
CO3	: Attain experience in preparing Financial Statements which helps in evaluating Operating and Financial Performance
CO4	: Able to manage Cash Flow
CO5	: Discover Venture Capital Valuation Methods and Real Estate Investment Ventures

UNIT – I (12 HOURS)

ENTREPRENEURSHIP: Overview of the Entrepreneurial Process - Developing the Business Idea - Introduction to Finance for Entrepreneurs - Organizing and financing a new venture, considerations and choices - Venture Capital: A Framework for Analysis.

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.

UNIT – II (12 HOURS)

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.

UNIT – III (12 HOURS)

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.

UNIT – IV (12 HOURS)

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.

UNIT – V

(12 HOURS)

Preparing the Financing Plan:General considerations-Construction Financing- Long term financing- Withholding TaxConsiderations- Estimating the Borrowing capacity of a project- Loan repaymentParameters- Borrowing Capacity-, Assuming full Draw down Immediately prior to projectCompletion & Periodic Loan Drawdowns- applications to Hypothetical High-Speed railProject- Annual Coverage Tests.

REFERENCE BOOKS:

- 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 Financial Engineering- John D Finnerty-John Wiley & Sons Inc,New York

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	PO2	P03	P04	P05	PO6	P07	P08	P09
CO1	H	L	H	L	L	L	H	L	L
CO2	H	L	H	L	H	L	H	L	H
CO3	L	H	H	H	H	H	H	H	H
CO4	L	M	M	L	H	M	M	L	H
CO5	H	H	H	H	H	H	H	H	H

MODULE III

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type

	Entrepreneurial Leadership – Organizational Behaviour	4	4	0	0	Theory
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Course Description: Students will study leadership theories, skills and practices necessary for effectiveness in varied entrepreneurial settings, including private businesses, corporations, not-for-profit organizations, and social movements

Course Outcomes: On successful completion of this course, students will be able to:

CO1	:	Examine and critically apply key frameworks, theories and models of “best practice” relating to standard and complex entrepreneurial leadership, including leadership as a form of stakeholder service
CO2	:	Explore and employ leadership skills to identify and facilitate sustainable change in today's uncertain environment and increasingly diverse workplaces
CO3	:	Evaluate leadership situations and devise more effective approaches reflecting the interplay of values, ethics, corporate culture and governance structures
CO4	:	Discover the personal, behavioral and situational factors in a leadership situation that lead to success or failure
CO5	:	Create a leadership product that demonstrates the level of the student's awareness of entrepreneurial leadership principles

UNIT – I

(12 HOURS)

Entrepreneurial Leadership - Leadership Traits, Characteristics and Motives – Entrepreneurial Dreams and Aspirations - Charismatic and Transformational Leaders; Leadership Styles - Types of Entrepreneurs and their Challenges – Entrepreneurship development - its importance - Role of Entrepreneurship.

UNIT – II

(12 HOURS)

Evolution of Entrepreneurs - Entrepreneurial promotion. Training and developing motivation : factors - mobility of Entrepreneurs - Entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organizations in promoting Entrepreneurs - Forms of business for Entrepreneurs.

UNIT – III

(12 HOURS)

The Creative, Innovative Leader – Strategic Leadership - Communicating, negotiating and Resolving Conflict - Leadership in a Diverse World – Developing Leaders and Planning Succession - Leadership Issue for Future Entrepreneurs.

UNIT – IV

(12 HOURS)

Leading People in Start-ups - Setting the Foundations of the Start-up Venture - Leadership Versatility in Start-ups - Developing Organizational Culture in Start-ups - Organizational Culture and Leading Change.

UNIT – V

(12 HOURS)

Situational Leadership and Social Responsibility - Influence, Power, Politics and Ethics for Leadership – Developing Teamwork - Motivation and Coaching Skills of the Entrepreneurial Leader.

Reference Books:

1. *Leadership: Research Findings, Practice and Skills* (7th edition) by Andrew J. DuBrin, published by South-Western – Cengage Learning, 2012.
2. *The New Entrepreneurial Leader*– First Edition - Berrett-Koehler Publishers, 2011
3. *Shaping Entrepreneurial Mindsets*- PALGRAVE MACMILLAN

Course Outcomes	Program Outcomes								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	H	H	H	H	H	H	H	H	H
CO1	M	H	H	H	H	H	H	M	M
CO3	M	M	H	H	H	H	H	H	H
CO4	M	M	H	H	H	H	M	M	M
CO5	H	H	H	H	H	H	H	H	H

Subject Code Subject Title Credit Lecture Tutorial Practical Type

Corporate & Social 2 2 0 0 Theory
Entrepreneurship

Introduction :

Students will have a better understanding of Corporate & Social Entrepreneurship. This course also provides a working knowledge of the concepts, opportunities of corporate and social entrepreneurship.

Course Outcome:

CO1	: Students acquired knowledge about to the basic concepts of CSR
CO2	: Students enlarge complete knowledge about the personal values and Corporate social entrepreneurship.
CO3	: To enhance the understanding the moral commitment to CSR
CO4	: Students had a knowledge about how to developing a socially responsible organisational culture
CO5	: Students acquired knowledge about the concept the development of integrity within organizations and their employees

Unit - I: 12 Periods

Introducing Corporate social responsibility (CSR)- Values and Corporate social responsibility: structural drivers of corporate social responsibility- Agential drivers of corporate social responsibility-moral agency and discretion: duty or disengagement?

Unit – II: 12 Periods

Personal values and Corporate social entrepreneurship: the relationship between personal values and behaviour –the corporate social entrepreneur – Integrity and moral character.

Unit – III: 12 Periods

Modes of moral commitment to CSR: investigating corporate social entrepreneurship – The active corporate social entrepreneur- the concealed corporate social entrepreneur – the conformist, disassociated.

Unit – IV: 12 Periods

Developing a socially responsible organisational culture- Structural variation: the ad hoc nature of the

company's CSR-Modes of moral commitment to CSR, reflecting variability in employee perceptions of a supportive culture.

Unit – V:

12 Periods

Leveraging integrity within: some brief, practical steps: practical considerations and recommendations for the development of integrity within organizations and their employees

Textbook:

- Christine A. Hemingway, Corporate Social Entrepreneurship, ISBN 978-1-107-00720-8
Hardback

Reference:

- Keohane, Georgia Levenson (2013). Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors, USA: McGraw Hill Education
- Coleman, Susan, Kariv, Dafna (2015). Creating the Social Venture, New York: Routledge

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	H	L	L	L	H	L	L
CO2	H	L	H	L	H	L	H	L	H
CO3	L	H	H	H	H	H	H	H	H
CO4	L	M	M	L	H	M	M	L	H
CO5	H	H	H	H	H	H	H	H	H

Subject Code Subject Title Credit Lecture Tutorial Practical Type

New Venture Establishment & Management 2 2 0 0 **Theory**

Introduction :

New venture formation and entrepreneurship. Contemporary methods and best practices for the entrepreneur to plan, launch, and operate a new venture. Creation of a business plan

Course Outcome:

CO1	: Analyze the key issues related to new venture creation
CO2	: Analyze the milestones and related challenges in developing a new venture
CO3	: Create a business plan.
CO4	: Demonstrate effective teamwork and presentation skills.
CO5	: To demonstrate an understanding of how the role of a start-up leader evolves over time, and how this is impacted by the management of international operations

Unit - I: The Opportunity **12 Periods**

The Entrepreneurial Revolution, The E-Generation, Dawn of the New Age of Equity Creation, Building an Entrepreneurial Society, Demystifying Entrepreneurship, Classic Entrepreneurship: The Startup, Value Creation: The Three Driving Forces.

Unit – II: –The Opportunity: Creating, Shaping, Recognizing, Seizing

Transforming Caterpillars into Butterflies, The Role of Ideas, Pattern Recognition, When Is an Idea an Opportunity?, Screening Opportunities, Gathering Information, Industry analysis, Market analysis

Unit – III: The Entrepreneur **12 Periods**

Preparation to become an entrepreneur, Business concepts and models, Feasibility analysis and business plan

Unit – IV: Creating and organizing the venture

Product development, The founding team, Organizational, legal and ethical issues, Operations management, Start-up costs, Financing the new venture, New venture marketing, Planning for growth

Unit – V: Team and presentation skills – Venture creation. **12 Periods**

Skill India; Ease of Business; Start Up India; Stand Up India

Textbook:

1. A Blackwell, E. (2011). How to Prepare a Business Plan: Create Your Strategy; Forecast Your Finances; Produce That Persuasive Plan. Kogan Page Publishers.

Reference:

1. Levi, D. (2014). Group Dynamics for Teams. Sage Publications, Inc. Thousand Oaks
2. Osterwalder, A. and Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Hoboken, NJ: John Wiley & Son

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	H	H	H	H	H	H	L
CO2	H	L	H	H	H	H	H	H	L
CO3	L	H	M	H	H	L	H	H	H
CO4	H	H	H	H	M	M	H	H	L
CO5	H	H	H	H	M	H	M	M	M

Module III						
Subject code	TITLE Skill development	Credit	Lecture	Tutorial	Practical	Type
	Operation Management for Start ups	2	2	0	0	Theory

Introduction:

This course will help students to have better understanding about the Production and Operations management for start up Industry which includes Location selection, Plant layouts, selection of process system, materials management and Quality management concepts in modern concepts.

Course Outcome:

CO1	To understand the development of production and Operations management
CO2	To understand the Product Design, New product development selection of Location and Plant layouts
CO3	To understand the functions of PPC, BOM, MRPI and MRP II
CO4	To understand the functions of Materials Management functions in an industry
CO5	To Understand the importance of quality and the latest concepts of Quality

UNIT I

Production and Operations Management - Meaning - Importance-historical contributions-systems view of OM- Functions of OM- Plant location - Factors - Site location - Efficiency and effectiveness- Types of Production Systems

UNIT II

Product design and process selection - New product development – Product Life cycle- Evaluation and selection of appropriate Production and Operations Technology - Types of layout - analysis and selection of layout - Product and / or Process layout, Cellular, Lean and Agile manufacturing Systems - Computer Integrated Manufacturing Systems - Assembly line Balancing.

UNIT III

Production Planning and control - meaning - functions-aggregate planning – Master Production Schedule (MPS) - Material Requirement Planning(MRP) - BOM - Capacity Requirement Planning (CRP)- Techniques - Problems in MRP and CRP -an introduction to MRPII and ERP - Business Process Re-engineering – Total Productive Maintenance

UNIT IV

Materials Management- Functions - material planning and budgeting - Value Analysis-Purchase functions and procedure - inventory control - types of inventory – safety stock- Order point - service level - inventory control systems - perpetual – periodic- JIT - KANBAN

UNIT V

Total quality Management concept - Statistical Quality control for Acceptance Sampling and Process Control - Concept of O.C.C. Curve - Concept of Type 1 and Type II error - Quality movement - Quality circles - ISO Quality certifications and types - Quality Assurance - Six Sigma Concept.

Text Books:

1. Aswathappa K, Shridhara Bhat K., Production and Operation Management, Himalaya Publishing House, Mumbai.

Reference Book:

1. Paneerselvam: Production and Operation Management, Prentice Hall, 2003.
2. N.J. Aquilano, R.B. Chase & F.R. Jacob: Operation Management for Competitive Advantage, Tata McGraw –Hill, 9th Edition.
3. E.S. Buffa; Modern Production Management, John Wiley Edition. 2002.
4. S.N. Charry; Production and Operation Management, Tata McGraw-Hill, 2000.
5. D.D. Sharma; Total Quality Management, Sultan Chand & Sons, Edition. 2002

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	H	H	H	H	H	H	H	H	H
CO1	H	H	H	M	M	H	H	H	H
CO3	H	H	H	H	M	M	H	H	H
CO4	H	H	H	M	M	H	H	M	M
CO5	H	H	H	H	H	H	M	M	M

Module IV

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Venture Financing	4	4	0	0	Theory

Introduction :

The objective of this course is to develop an understanding of Venture Financing as a significant economic activity taking place in today's economy.

CO1	: Understand the role that venture capital plays in financing innovation..
CO2	: Understand why the need for venture capital arises and the different methods for valuing a start-up and apply these methods to obtain a valuation for a real life start-up firm.
CO3	: Explain how the structure of entrepreneurial financing arrangements alleviates some of the difficulties in funding new firms
CO4	: knowledge of contracting problems in start up financing to predict likely conflicts of interest that arise in a venture capital setting and suggest methods and instruments that can be used to overcome them..
CO5	: Evaluate the business strategy of various entrepreneurial ventures and provide suggestions as to how they can raise financing for expansion.

Unit - I: Overview of Investment Banking

12 Periods

Corporate debt and underwriting procedures securitization and asset backed debt securities, high yield debt investment bankers as traders and market-makers, private placements Methods - Sources of funding/investor decision making – Credit borrowing Vs Issuing Equity - Analysis of funding options: bank borrowing, cross currency, private placements, private equity, public stock/bond market, high yield market, floating rate vs. fixed rate borrowing, equity vs. convertible securities Disinvestments mechanism — Incentives — Future Prospects.

Unit – II:– Mergers & Acquisitions -12 Periods

Introduction to valuation of companies; the law of mergers & acquisitions, markets for takeover stocks and risk arbitrageurs restructuring: theory of adding value, LBOS, practice of adding value .Developing new business, international business, professional standards and management, Structure of banking industry, major developments in India, and in international capital markets 1975-1997: legal basis of corporate finance and investment banking.

Unit – III: Private Equity and Venture Capital (PEVC)12 Periods

Private equity and venture capital in the financial system: • The special role of private equity and venture capital industry: why are they necessary in a modern economy? • Market trends in Europe and in US. • Competitive models of private equity and venture capital: angels and

informal investors; incubators; startup financier; closed-end funds; merchant banks; vulture funds. • Regulatory and legal issues: • Regulations and supervision towards investing in non-financial firms. • The functioning of private equity fund: management fee and carried interest; managers and investors.

Unit – IV: Legal and fiscal Issues

12 Periods

Legal and fiscal issues for venture capital investment schemes: European versus US and UK patterns (closed-end fund, venture capital fund, Sbic, VCT, angel investing). • Management of a private equity and a venture capital fund

Unit – V:

12 Periods

Introduction to different categories of investment: new ventures, start up, young firms, high potential firms, family owned firms and turnaround involved companies. • The value chain of investing in firms: a broad vision. • The valuation of the target company: how to evaluate and how to manage the deal? • Management issues: managing the single investment, funding process, managing the portfolio of investments, exit way process.

Textbook:

1. Stowell, David P., Investment Banks, Hedge Funds and Private Equity, Academic Press, 2013.

Reference:

1. Arzac, Enrique, Valuation for Mergers, Buyouts and Restructuring, Wiley, 2010
2. “Ramanujam, S., Mergers and Acquisitions: Issues, Implications, and Case Laws in Corporate Restructuring, Tata McGraw-Hill, 2004,
Ray, K. G., Merger and Acquisitions: Strategy, Valuation and Integration. PHI Learning Pvt. Ltd., 2010

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	H	L	L	H	L	H	L
CO2	H	L	H	L	H	H	L	H	L
CO3	L	H	H	H	H	L	H	H	H
CO4	L	M	M	L	H	L	M	M	L
CO5	H	H	H	H	H	H	H	H	H

Subject code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Digital Marketing of Innovations	3	3	0	0	Theory

Introduction :

This course will make participants leverage marketing concepts to influence the outcomes of new products and innovations and will help students understand the basics of innovation, types of innovation, diffusion of innovation and barriers to Innovation. They will also learn about how to evaluate market attractiveness, think about the design and management of distribution channels and understand pricing architectures to market innovation and innovative products. This strategic approach is applied to real world examples to help technical executives learn to identify the right product for the right market opportunity.

Course Outcome:

CO1	:	Develop a strategic framework for assessing market opportunities
CO2	:	Anticipate and take advantage of the customer decision process with consumer insight
CO3	:	Leverage innovation and design thinking to capture value for customers
CO4	:	Choose marketing channels best suited for their product and market
CO5	:	Link between Innovation, marketing and meaning of customer value

UNIT 1: Innovation as key source of Business

Why is it hard to innovate? What Makes Innovators Different? Types of Innovation
Innovator's Dilemma – the essence of marketing to resolve the dilemma
- The link between innovative ideas, innovation and Marketing

UNIT 2: How to Succeed in Marketing

Introduction to Digital Marketing and its Significance - Traditional Marketing Vs Digital Marketing - Digital Marketing Process - Marketing Remix- Introducing 4A's - Think like a customer - Managing Acceptability - Managing Affordability - Managing Accessibility - Managing Awareness - Applying 4 A Analysis - **Understanding Consumer Behavior** Do Consumer really have a Hierarchy of Motivations? - Why we buy, what we buy? - Consumer Decisions and Relationships - Climate Consumption and Culture - Online Consumer Behavior

UNIT 3: Setting New Product Development Goals

Introduction to New Product Development - A framework for successful New Product Development -The factors of success for new product development - Product Development Methodologies and Organization -Opportunity Identification and Selection - **Design Thinking Process for Product development** - Building Capabilities for Execution -Applying design thinking to drive innovation - Improving product development and innovation strategy-Examining the best practices in prototyping and experimentation

UNIT 4: Managing Innovation

Why do most innovations fail?- How to Develop Affordable innovations? - Disruptive Innovation Model - **New Product Adoption** - Diffusion of Innovation Theory - Assessing the drivers of new product adoption - Consumer Adoption Patterns - Determining promotional strategy - Considering overall product positioning - Factors of the success of Product innovation

UNIT 5 - Linking Innovation strategy to Product Launch

Bringing Innovations to Market - The Innovators License- Network Externalities or Effects-The trajectory of buzz -Go-to Market Campaign - Targeting revenue leaders instead of Influencers

BOOKS AND REFERENCES

- **Four A's of Marketing- Creating Value for customers** by Prof Jagdish N Seth and Rajendra S Sisodia
- **Consumer Behaviour- A Managerial Perspective** by Dheeraj Sharma, Jagdish Sheth and Banwari Mittal
- **Marketing management** by Kotler and Keller.
- **The Innovators Dilemma** by Clay Christensen
 - **Mapping of Course Outcomes with Program Outcomes:**

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	H	L	L	H	L	H	L
CO2	H	L	H	L	H	H	L	H	L
CO3	L	H	H	H	H	L	H	H	H
CO4	L	M	M	L	H	L	M	M	L
CO5	H	H	H	H	H	H	H	H	H

Subject code Type	Subject Title	Credit	Lecture	Tutorial	Practical
	Venture Growth	3	3	0	0
Theory					

Introduction :

The objective is designed to provide a global lens through which to test and validate an emerging business idea or start-up.

Course Outcome:

CO1	: The purpose of this course is to appraise attributes of industry and entrepreneurial leadership exhibited by global leaders in the field.
CO2	: Develop the dynamics that underpin successful, global start-up ecosystems
CO3	: To assess the suitability of global markets and develop an internationalisation strategy for a particular start-up
CO4	: To apply frameworks, tools and techniques that support decision-making and the management of disperse teams
CO5	: To demonstrate an understanding of how the role of a start-up leader evolves over time, and how this is impacted by the management of international operations

Unit - I: Entrepreneurship and Strategy: 12 Periods

Entrepreneurship and Strategy: A Framework for New Venture Development, Contemporary Entrepreneurship: Trends and Patterns, Entrepreneurship That Matters: Social Value Creation, The Role of Innovation in Entrepreneurship Strategy, Beyond Traits: Scripting Our Own Entrepreneurial Strategies, Strategy for the Emerging Venture Using the 7-S Model.

Unit – II:– Strategies for Opportunity Identification: The Creative Process-12 Periods

Creativity and Entrepreneurship: Turning Ideas Into New Venture Opportunities, New Ventures, the Entrepreneurial Culture to Support Creativity and Innovation.

Unit – III: Strategies for Evaluating Opportunities: 12 Periods

Opportunity Evaluation: Will the Idea for the New Venture Work?, Four Primary Areas for Assessment, the Feasibility of the New Venture Idea, the Feasibility Analysis: Beginning the Evaluation Process, From KIC to OOPs: The Opportunity

Organizational Proposal.

Unit – IV: Developing New Venture Strategy: Preparation and Launch **12 Periods**
Strategic Planning and Entrepreneurship, Entrepreneurship and Strategic Management: The Creation of Wealth and Value, Creating the Strategic Vision: Articulating Need and Purpose, Values Creation: Developing Strategy in Good Company

Unit – V: Market Entry: Positioning the Firm for Strategic Advantage
12 Periods

Designing Your Firm's Value Solution(s), the Key Drivers Integral to Buyers' Demands and Expectations Within Your Industry, Matrix Comparisons: Further Examining the Framework, Developing the Go-to-Market Strategy, Strategic Positioning: From SWOT to TOWS, The Benefits and Outcomes of Creating and Sustaining Strategic Alliances, Understand the Value of Investing in the Social Capital That Can Drive Your Business

Textbook:

1. Stowell, David P., Investment Banks, Hedge Funds and Private Equity, Academic Press, 2013.

Reference:

1. Entrepreneurship Strategy Changing Patterns in New Venture Creation, Growth, and Reinvention, Lisa K. Gundry - DePaul University, August 2006, SAGE Publications, Inc.
2. Venture Growth Strategies: A practical guide to engineer high growth into an entrepreneurial business, Tom McKaskill, Kindle Edition, 2010.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes							
	P01	P02	P03	P04	P05	P06	P07	P08
CO1	H	L	H	H	H	H	L	H
CO2	H	L	H	M	H	H	L	H
CO3	L	H	H	H	H	L	H	H
CO4	H	H	H	L	H	L	H	H
CO5	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core – Talent and Team Management , HR Management	2	2	0	0	Theory

Introduction:

Companies often describe the people they employ as their most important asset. The best companies view talent as competitive differentiator and one where the acquisition, engagement, development, and retention of talent is a strategic priority. This course exposes students to methods and practices to acquire, engage, and develop talent; focuses on the development of leaders within an organization; and examines how executive succession is managed.

CO1	: Students will demonstrate an understanding of the practices used by organizations to attract, engage, develop, and retain talent across cultural settings and will learn the impact of culture, gender, and age differences represented in today's workforce as demonstrated by actual examples within companies and real world experiences
CO2	: .Students will be able to analyze mapping business and Talent strategies.
CO3	: Students will demonstrate understanding of ethical leadership practices pertaining to Talent Management as demonstrated by analysis of actual examples within organizations.
CO4	: Students will acquire knowledge in the area of Human Resources leadership as applied to Talent Management and acquisition within organizations
CO5	: Students will be able to synthesize and practically apply the various strands of learning related to talent management within their overall program of study

Unit 1

Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent- Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System

Unit 2

Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management- Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management

Unit 3

Talent and Team Management and Organisational Environment: Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour- Team Planning: Team Planning, Objectives of Team Planning, Steps in Strategic Team Planning, Succession Planning Program, Innovative Team planning, Current Industry Practices for Strategic Talent and Team Planning, Ensuring Leadership for Talent and Team.

Unit 4

Talent Acquisition: Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions- Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention- Role of Information Technology in effective Talent Management Systems: Introduction, Role of Information Technology in Talent Management Systems, Talent Management Information System, Creating Business Value through Information Technology, Five Steps to a Talent Management Information Strategy, HR Analytics for TM Processes, Design Development through Rapid Prototyping and Scaling, Implementation and Maintenance, Audit and Update.

Unit 5

Role of HR in Talent Management: Introduction, Overview of Human Resource

Management, and Role of HR in Talent Management, Role of the HR Manager- Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success- Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India

Text Book

- 1. Navigating the Talent Shift: How to Build On-Demand Teams that Drive Innovation- Lisa Hufford**
- 2. Time, Talent, Energy: Overcome Organizational Drag and Unleash Your Team's Productive Power Hardcover- Michael C. Mankins , Eric Garton**

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	M	L	L	H	M	L	L
CO2	H	H	H	M	L	H	H	M	L
CO3	H	H	H	H	L	H	H	H	L
CO4	H	H	H	H	M	H	H	H	M
CO5	H	H	H	H	H	H	H	H	H

