

<b>Course Title</b>	<b>SOCIAL ENTREPRENEURSHIP AND INNOVATION</b>
<b>Term / Semester</b>	<b>III</b>
<b>Course ID</b>	<b>21MBA233</b>
<b>Credits</b>	<b>3</b>

**Introduction:**

Social entrepreneurs use their business model to make a social impact on the world and to ignite social change. Startups, for example, can pursue solutions to pain points caused by environmental change or to social problems across the globe. Successful social entrepreneurs blend the idea of profit and business success with adding to the health and wellbeing of societies that host their organizations.

The degree to which social entrepreneurs pursue social impact as opposed to profitability vary, but in all cases financial sustainability is fundamental. One approach is to create business models revolving around low-cost products and services to resolve social problems.

This Course is to create societal impact through Social Entrepreneurship. It will introduce the students to examples of Social Entrepreneurship and guide them through the process of establishing a venture to address a social or environment problem. It will equip one with frameworks identifying opportunities, support their team, and outlining their idea.

**Course Outcomes:**

After the successful completion of this course, the students should be able to

**CO1:** Examine the concepts underpinning social entrepreneurship to gain a comprehensive understanding of the opportunities

**CO 2:** Investigate the best practices, successes and failures, of social entrepreneurship.

**CO 3:** Critically assess the range of strategic and operational issues faced by those who create and manage social enterprises.

**CO 4:** Investigate and evaluate the role, requirements and challenges facing a “Social Entrepreneur”.

**CO 5:** Create a sustainable business model for a social enterprise.

**Course Content and Structure: (36 hrs)**

**Module 1: Introduction to Social Entrepreneurship (06 Hours)**

- Introduction to Social Enterprise and basic framework, Definition of Social Entrepreneurship
- Four distinctions of Social Entrepreneurship, Social Entrepreneurship from Indian Perspective
- Social Problem, Identifying the Social Problem, Describing the Social problem.

**Module 2: Forms of Social Entrepreneurship (04 Hours)**

- Segmentation of Social Entrepreneurship, Understanding the Beneficiary, Screen In and Screen Out Criteria, Profit and non-profit Proprietorships: Partnership Company, Non-Governmental organisation, Society, Trust and Company (Sec. 25), Factors determining selection of forms of registration.

**Module 3: Social Entrepreneurship Tools and Approaches (12 Hours)**

- Recognising and Assessing New Opportunities, Root Cause Analysis, Opportunity Recognition and Study, Discovery of Social Opportunities, Financial Opportunity Attributes, Modelling the Social Venturing Process-, Idea Articulation, Idea Ownership, Stakeholder Mobilization.



- Introduction to Social Innovation Approaches, New business models; Global Impact and Innovation; Challenges in Innovation.
- Sustainability- Definition and Concept of Sustainable Development, Silent Spring, Kyoto Protocol, Dimensions of Sustainable development, Rationale of MDGs, Concept of Frugal Innovation.
- Institutions supporting Social Entrepreneurship
- Social Incubators; Deshpande Foundation, Khosla Labs, Marico Innovation Foundation, Villigro Foundation, Unlimited India, Upaya Social Ventures.

#### **Module 4: Impact Measurement (08 Hours)**

- Social Impact Assessment, Concept of SIA and PPP, Need and relevance
- SIA Tools- Survey, Impact Rating; impact Scored card, SROI, Stakeholder/beneficiary outcome assessment, IRIS (Impact Reporting and investment standards).

#### **Module 5: Fund Raising for Social Initiatives (06 Hours)**

- Understanding Fundraising, Need and Importance, Factors impacting the success of Fundraising, Approaches and Sources of Fundraising, For Profit, Not for profit, personal and community networks, grants, venture capital, commercial streams, Philanthropy, foundations.
- Fundraising Process- Fundraising strategy, Fundraising Plan, budgeting.
- Managing the Fundraising- Conceptualising, Planning; Prospecting, Cultivating, Soliciting, Promoting and Retaining, Proposal writing for grants, donations and sponsorships.

#### **Pedagogy**

1. Social Innovation Challenge
2. Classroom Discussion
3. Experiential Learning
4. Project Based Learning
5. Activity Based Learning
6. Interaction with the Social Entrepreneurs
7. Case Study (Success and Failure Stories)

#### **CO PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
<b>C01</b>	2	1	1	1	1	3	1	3	2	1	2
<b>C02</b>	2	3	1	1	1	3	1	3	2	1	2
<b>C03</b>	2	3	3	1	3	3	3	3	3	3	2
<b>C04</b>	3	3	3	1	1	3	1	3	2	3	3
<b>C05</b>	3	1	3	1	1	3	1	3	3	3	3

LEVEL            3-Substantial            2-Moderate            1-Slight            - No Co-relation

#### **RECOMMENDED BOOKS (Latest Editions)**

1. Social Entrepreneurship and Social Business, Volkmann, Christine K., Tokarski, Kim Oliver, Ernst, Kati (Eds.), Springer 2012
2. How Social Enterprises Deal with Antagonistic Assets | Hockerts 2014
3. Social Entrepreneurship in Rural India: A Small Step Towards Institutional Change | Ganly & Mair 2009

4. How opportunities develop in social entrepreneurship. Entrepreneurship theory and practice | Corner & Ho 2010
5. Building Social Business Models: Lessons from the Grameen Experience | Yunus, Moingeon & Lehmann-Ortega 2010
6. Business Models as Models | Baden-Fuller & Morgan 2010

#### REFERENCE BOOKS

1. Social Entrepreneurship: A Modern Approach to Social Value Creation, Arthur C. Brooks, 2009, Pearson Publications.
2. Introduction to Social Entrepreneurship, Teresa Chahine, CRC Press
3. Social Entrepreneurship and Social Business, An Introduction and Discussion with Case Studies, **Volkman**, Christine K., **Tokarski**, Kim Oliver, **Ernst**, Kati (Eds.), Springer Publications.

#### Supplementary Resources:

1. **Social Enterprise (Program), created by Middlesex University Business School, platform: Future Learn;**  
<https://www.futurelearn.com/programs/social-enterprise>
2. Social Entrepreneurship-Wharton, University of Pennsylvania <https://www.coursera.org/learn/wharton-social-entrepreneurship>.
3. Journal on Entrepreneurship, Management and Innovation; <https://www.jemi.edu.pl/> .
4. Journal of Social Entrepreneurship; <https://www.tandfonline.com/toc/rjse20/current>
5. <https://elibrary.in.pearson.com/login>
6. <https://jgateplus.com/home/>
7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

#### Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

<b>Course Title</b>	<b>ENTREPRENEURIAL LEADERSHIP</b>
<b>Term / Semester</b>	<b>III</b>
<b>Course ID</b>	<b>21MBA234</b>
<b>Credits</b>	<b>3</b>

### **Introduction:**

Entrepreneurship is a challenging, rewarding endeavour rooted in creativity and realized through practical decisions and strategies. This Course will provide advanced knowledge in the wide-ranging aspects of entrepreneurial success: organizational behaviour, large-scale entrepreneurship, marketing, accounting, corporate finance, and more. The students will learn from accomplished business experts how to expand or transform your organization and manage your entrepreneurial ideas. Course concepts will be applied to real-world situations through teamwork and hands-on projects.

### **Course Outcomes:**

After the successful completion of this course, the students should be able to

CO1: Develop their own approach to entrepreneurial leadership and industrial management.

CO2: Critically examine different entrepreneurial leadership approaches and practices, focusing on ventures with technological and business model innovations

CO3: Develop judgment for when and how to use hard versus soft leadership approaches

CO 4: Understand how to build a culture of empowered leaders in the venture

CO5: Relate to the role of entrepreneurial leadership and scientific innovation in today's economy

### **Course Content and Structure: (36 hrs)**

#### **Module 1: The Start-up Leadership a new way of thinking (06 hours)**

- Introduction to Entrepreneurial Leadership
- Cognitive Ambidexterity
- Creation Logic in the Model; from active learning to expertise
- Predictive Logic; Analytics for entrepreneurial thinking

#### **Module 2: New worldview for an Entrepreneur (08 Hours)**

- Defining SEERS; Social – Environmental – Economic Responsibility and Sustainability
- Sustainability Matrix
- Financial Challenge; Reconciling Social value & environmental value with stakeholder value

#### **Module 3: Self and Social Awareness (08 Hours)**

- Learning and leveraging self-awareness;
- Building and engaging social networks using Social Media
- Working with Emotional Intelligence; Develop and use the 4 key emotional skills of leadership
- Levels of Leadership ( Jim Collins Model)

#### **Module 4: Entrepreneurial Leader (08 Hours)**

- Setting the Foundations of the Startup Venture
- Leadership Versatility in Startups
- Leading People in Startups (and Choosing Business Partners)
- Developing Organizational Culture in Startups
- Profiles of Entrepreneurial Leaders

## Module 5: Failure Management (06 Hours)

- Why Startups Break Down
- Early Stage Failure; Good Idea, Bad Bedfellows; False Starts; False Positives
- Late-Stage Failure; Speed Trap; Cascading Miracles.

### Pedagogy

1. Shadowing of Entrepreneurial Leaders
2. Classroom Discussion
3. Project Based Learning
4. Experiential Learning
5. Practice Based teaching
6. Activity Based Teaching
7. Inquiry based Teaching

### CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C01	2	1	1	1	1	3	1	3	2	1	2
C02	2	3	1	1	1	3	1	3	2	1	2
C03	2	3	3	1	3	3	3	3	3	3	2
C04	3	3	3	1	1	3	1	3	2	3	3
C05	3	1	3	1	1	3	1	3	3	3	3

LEVEL            3-Substantial                    2-Moderate                    1-Slight                    - No Co-relation

### RECOMMENDED BOOKS (Latest Editions)

1. The New Entrepreneurial Leader, Developing Leaders Who Shape Social and Economic Opportunity, Danna Greenberg Kate McKone-Sweet H. James Wilson, First Edition, Berrett-Koehler Publications
2. Disrupt: Think the Unthinkable to Spark Transformation in Your Business, 2nd Edition, Luke Williams, Pearson Publications.
3. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd.
4. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall .
5. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffrey.A.timmous, Stephen spinelli, Tata mcrgaw hill, edition2018 - 19 Page 32
6. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
7. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA.
8. '8 steps to innovation' – Rishiksha T Krishnan and Vinay Dabholkar; Collins Publications

### REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt , "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger , "The Culture of Entrepreneurship", ICS Press



5. Vasant Desai, “Entrepreneurial Development and Management”, Himalaya Publication

### Supplementary Resources:

1. Entrepreneurial Strategic Management, by University of New Mexico, platform: Coursera. <https://www.coursera.org/learn/entrepreneurial-strategic-management/>.
2. <https://www.udemy.com/course/think-like-a-leader-with-brian-tracy/>.
3. Entrepreneur Research (Journal of Small Business) [https://www.tandfonline.com/toc/ujbm20/59/5?nav=tocList&utm\\_source=google&utm\\_medium=sem&utm\\_campaign=JQI23394&gclid=CjwKCAjw2P-KBhByEiwADBYWCmIMbWOPo5kAhYj5NzK1b-jiNTgG6tZOGO8UBaj\\_tJOMeOupF09RUhoC8J4QAvD\\_BwE&](https://www.tandfonline.com/toc/ujbm20/59/5?nav=tocList&utm_source=google&utm_medium=sem&utm_campaign=JQI23394&gclid=CjwKCAjw2P-KBhByEiwADBYWCmIMbWOPo5kAhYj5NzK1b-jiNTgG6tZOGO8UBaj_tJOMeOupF09RUhoC8J4QAvD_BwE&).
4. The Journal of entrepreneurship: <https://journals.sagepub.com/home/joe>.
5. <https://elibrary.in.pearson.com/login>.
6. <https://jgateplus.com/home/>.
7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

### Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

*Course Title*

**BUSINESS MODEL CANVAS & BUSINESS PLAN DEVELOPMENT**

<i>Term / Semester</i>	<b>III</b>
<i>Course ID</i>	<b>21MBA235</b>
<i>Credits</i>	<b>3</b>

**Introduction:**

In this project centered course, the students will use the Business Model Canvas innovation tool to approach either a personal or corporate challenge or opportunity. They will learn to identify and communicate the nine key elements of a business model: Customer Segments, Value Proposition, Channels, Customer Relationships, Key Resources, Key Activities, Key Partners, Revenue Streams, and Cost Structure. Their completed project will be a polished Business Model Canvas that outlines the business case for a new product or service to address the selected challenge or opportunity. They will present their case in both a one-page document and a 10-minute video presentation.

In this course, students will also learn how to create a business plan, including what material to include and how to develop a compelling presentation that will engage readers and win their approval. They will have the opportunity to learn strategies and best practices.

**Course Outcomes:**

After the successful completion of this course, the students should be able to

**CO1:** Understand and appreciate the basics of business model and apply BMC in creating a Business Model.

**CO2:** Understand and deploy the business planning process and its scope and pitfalls.

**CO3:** Create a comprehensive business plan

**CO4:** Relate to different business plans and ideas.

**CO5:** Identify the changing trends and processes in contemporary Business planning.

**Course Content and Structure: (36 hrs)**

**Module 1: Business Model (06 hours)**

- Introduction and Overview of BMC; the structure and format; Sample BMCs
- Different types of BMC; Disruptive BM, Subscription BM, Freemium BM, Brick and Click, Razor Blade, Product to Service, Crowd Sourcing, One for One, Franchise, Ecommerce BMCs
- The Cost side; Key partners; Key activities; Key resources
- Setting up the unique value propositions
- The Revenue side; Customer Relationships; Channels; Customer Segments
- Cost structure and Revenues streams
- Discussion of Sample BMCs

**Module 2: Introduction to Business Planning (06 Hours)**

- Business Plan; Objectives; Business Planning Process; Benefits of Business Planning; Types of Business Plans; Failures in Business planning
- Segments in a Business Plan, Part A; Introduction, Marketing and Operational Plan, Part B; HR Plan, Financial Plan and Annexures.
- Dos and Don'ts in Business Planning

**Module 3: Preparing a Business Plan Part A (Introduction, Marketing and Operational Plan) (10 Hours)**

- Executive Summary; About the Business; About the Ownership; Funding requirements.
- Marketing Plan; Market Research; Demography; Marketing Mix

- Operational Plan; Plant and location; Plant Layout; Material Requirement; Inventory management; Quality Control;

**Module 4: Preparing a Business Plan Part B (HR Plan, Financial Plan and Annexures) (10 Hours)**

- HR Plan; Organisation Plan; Manpower Planning; Management; Legal aspects of labour
- Financial Plan; Projected Sales; Projected Income and Expenditure; Projected BEP; Projected P& L statement and Balance Sheet, Projected cash flows; Important Financial Ratios.
- Critical Risks
- Exit Strategies
- Registration, Licences and declarations

**Module 5: Emerging trends and Support process for Business Planning (04 Hours)**

- Networking
- Trade Processes.
- Decision Support processes
- Integration Processes
- Usage of IT and data analytics and data visualisation tools and techniques in Business Planning

**Pedagogy**

1. Classroom Discussion
2. Interaction with the experts
3. Experiential Learning
4. Practice Based teaching
5. Activity based teaching
6. Case study based teaching
7. Inquiry based teaching

**CO PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
<b>C01</b>	2	1	1	1	1	3	1	3	2	1	2
<b>C02</b>	2	3	1	1	1	3	1	3	2	1	2
<b>C03</b>	2	3	3	1	3	3	3	3	3	3	2
<b>C04</b>	3	3	3	1	1	3	1	3	2	3	3
<b>C05</b>	3	1	3	1	1	3	1	3	3	3	3

LEVEL            3-Substantial            2-Moderate            1-Slight            - No Co-relation

**RECOMMENDED BOOKS (Latest Editions)**

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffrey.A.timmous, Stephen spinelli, Tata mcrgaw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)



- Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
- '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

**REFERENCE BOOKS (Latest Editions)**

- Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
- David H. Holt , "Entrepreneurship: New Venture Creation", Prentice-Hall of India
- K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
- Brigitte Berger, "The Culture of Entrepreneurship", ICS Press
- Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

**Supplementary Resources:**

- Entrepreneurship (Specialization), created by Wharton School of the University of Pennsylvania, platform: Coursera <https://www.coursera.org/specializations/whartonentrepreneurship#creators>.
- Journal of Innovation and Entrepreneurship; <https://innovation-entrepreneurship.springeropen.com/>.
- <https://elibrary.in.pearson.com/login>
- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

**Course Evaluation Plan**

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

<b>Course Title</b>	<b>ENTREPRENEURSHIP IN ACTION PART I</b>
<b>Term / Semester</b>	<b>III</b>
<b>Course ID</b>	<b>21MBA236</b>
<b>Credits</b>	<b>3</b>

### **Introduction:**

Growing a small business takes work and vision. It takes innovation, brainstorming, iteration, and advice. In this course we introduce the concept of design thinking and a tool called the Business Model Canvas to help aspiring student entrepreneurs to accelerate their business. Students will learn the nine components of the Business Model Canvas as well as how to identify the most relevant components to iterate through brainstorming with a variety of stakeholders in your business—current customers, potential customers, and advisors of your choosing. Working through their own Business Model Canvas and presenting their acceleration plan at the end of this course.

This course is introduced by a venture capital investor with decades of experience working with entrepreneurs and is taught by someone who has written business plans and taught entrepreneurs business planning at several universities.

### **Course Outcomes:**

After the successful completion of this course, the students should be able to

**CO1:** Identify and assess their personal Interests, attitude and aptitude towards Entrepreneurship, and Business Ideas.

**CO 2:** Develop and implement a market research plan to consolidate their business idea.

**CO3:** Understand and utilize the Business Model Canvas to develop their realtime business.

**CO 4:** Test and evaluate their business model with the potential customers.

**CO 5:** Measure the desirability and demand for their business outputs through comprehensive feasibility analysis.

### **Course Content and Structure: (36 hrs)**

#### **Module 1: Entrepreneurial aptitude and skill (06 Hours)**

- Assess Entrepreneurial Skills, attitude Aptitude (TAT, HSGL, Psychometric tests), EDII Tool to map the traits of the Entrepreneur.
- Set personal goals; (Achievement Motivational Training), Creation of Motivational Profile.
- Allocate advisory group and Mentor
- Develop a Customer Persona
- Networking and associations
- Identification and Evaluation of Business Ideas
- Introduction to the Business Model Canvas

#### **Module 2: Building the Business Model (08 Hours)**

- Understand and utilize the Business Model Canvas; Build their Business Model
- State the business idea grounded in the categories of their business regarding how best to grow; test the business idea/opportunity with advisors, peers, and potential and existing customers.
- Reiterate and present the Business model among the network in different forums.

### Module 3: Market Sizing (08 Hours)

- Create an initial market research plan; Competitor Analysis and Competitors Matrix
- Brainstorm the market research Plan with the Advisory and mentor
- Conduct the research; discuss the results with the Advisory and Mentor
- Refine and size of market based on the BMC; identify and deliberate on the Competitive Advantage of the Business.
- Customer Validation & Market Validation

### Module 4: Feasibility Analysis (8 Hours)

- Product/ Service Feasibility
- Industry/Market Feasibility
- Organisational Feasibility
- Financial Feasibility

### Module 5: Acceleration Plan (06 Hours)

- Presentation and Review of Final Business Model, Market Size Plan, Feasibility Analysis Report.
- Brainstorm with advisory group and in the network.
- Preparation of final Acceleration Plan and presentation to the experts.

### Pedagogy

1. Classroom Discussion
2. Interaction with the Advisory
3. Experiential Learning
4. Research Based Learning
5. Practice Based teaching
6. Interaction with customers and other stakeholders
7. Activity based learning

### CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C01	2	1	1	1	1	3	1	3	2	1	2
C02	2	3	1	1	1	3	1	3	2	1	2
C03	2	3	3	1	3	3	3	3	3	3	2
C04	3	3	3	1	1	3	1	3	2	3	3
C05	3	1	3	1	1	3	1	3	3	3	3

LEVEL:      3-Substantial      2-Moderate      1-Slight      - No Co-relation

### RECOMMENDED BOOKS (Latest Editions)

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffrey.A.timmous, Stephen spinelli, Tata mcrgaw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)

6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

**REFERENCE BOOKS (Latest Editions)**

1. Reddy, “Entrepreneurship: Text & Cases”, Cengage Learning
2. David H. Holt , “Entrepreneurship: New Venture Creation”, Prentice-Hall of India
3. K Ram Chandran, “Entrepreneurship Development: Indian cases on Change Agents” Tata McGraw Hill
4. Brigitte Berger , “The Culture of Entrepreneurship”, ICS Press
5. Vasant Desai, “Entrepreneurial Development and Management”, Himalaya Publication

**Supplementary Resources:**

1. Business Principles and Entrepreneurial Thought (XSeries), created by Babson College, platform: edX  
<https://www.edx.org/xseries/business-principles-entrepreneurial>
2. IAR Journal of Entrepreneurship, Innovation & Design Thinking;  
<https://www.iarconsortium.org/journal-info/IARJEIDT>.
3. <https://elibrary.in.pearson.com/login>
4. <https://jgateplus.com/home/>
5. <https://capitaline.com/>
6. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

**Course Evaluation Plan**

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

<i>Course Title</i>	<b>TECHNOLOGY FOR STARTUPS AND FAMILY BUSINESSES</b>
<i>Term / Semester</i>	<b>III</b>
<i>Course ID</i>	<b>21MBA237</b>
<i>Credits</i>	<b>3</b>

### **Introduction:**

This subject is introduced keeping in mind the growing role of technology in the present dynamic world. The VUCA world of today is heavily reliant on technology and anything and everything is driven by technology including business. The literacy paradigm has shifted from not just traditional education but has expanded to technical knowhow. Many of the businesses have shifted to virtual platform either partially or completely. Hence it is always wise for the budding entrepreneur to have a full hand understanding of the virtual platforms, business transactions and various related tools and techniques. The subject will dab a little bit of everything as it is the need for the hour in the uncertain environment.

### **Course Outcomes:**

After successful completion of this course, the students should be able to:

**CO 1:** Recognise the importance and role of technology in entrepreneurship.

**CO 2:** Understand and appreciate the various uses, abuses, and opportunities through usage of technology available for entrepreneurs in present scenario.

**CO 3:** Acquire hands on knowledge of different technological tools for starting up their venture.

**CO 4:** Apply strategies for business competition with technological techniques.

**CO 5:** Build a sustainable business venture through the effective usage of technology.

### **Course Content and Structure: (36 hrs)**

#### **Module 1: Technology for Startups & Family Businesses (06 Hours)**

- Importance of technology for an Entrepreneur, Role of Technology in starting a New Venture
- Benefits of using technology for Startups & Family Business
- Technologies that drive Family Businesses, trends and success stories
- Cloud native technologies, CRM tools and techniques, Automation Tools and techniques.

#### **Module 2: Digital Ecosystems for Growth (08 Hours)**

- Digital Ecosystem for Business, Digital Management of Core Business Functions; Evolution of Value Chains and Business Models.
- Digital Platforms, Website Development; SEO, Affiliate Marketing, Social Media Marketing, Email Marketing.
- Digital Promotion and Engagement, Optimizing Content, Social Media Engagement, Usage of various tools for tracking Digital Marketing initiatives.

#### **Module 3: Data Science for Data - Driven Decisions (10 Hours)**

- Enterprise Big Data, Characteristics of Big Data, Four Forms of Pattern Identification,

- Types of Analytics and purpose, Data Types, Raw; Processed and Cooked. Business Intelligence for Decision Making - Data Pipeline, Properties of Data Pipeline; Evolution of Data Pipelines.
- Data Pipeline Process – Setting the Environment, Publishing Events, Storing Events.
- Data Flow through Google Cloud Platform. Data Metrics – tracking the health of start-ups through KPIs. Data Reporting – Google Data Studio, Tableau, Custom Tooling.

#### **Module 4: Leveraging AI, VR, and AR for Business Success (8 Hours)**

- Introduction to AI, VR and AR. How businesses use AI, Cross Referencing Data, Consumer Behaviour Tracking and forecasting, Fraud detection.
- Personalization of marketing Communication, Chatbots, VR/AR applications to Business, Managing Workforce, Customer Experience Management, Online Shopping,
- Scope and opportunities of using VR/AR in different sectors in India.

#### **Module 5: Application of IOT for Successful Automation (04 Hours)**

- Introduction to IOT, Computing Devices; Digital Machines; UIDs.
- Networks and Interactions, Human to Human; Human to Computer.
- Usage of Sensors & Processors,
- Automation Processes – Customer transactions, HR Costs, SCM, Logistics Operations.
- Business decisions using IOT, Contemporary Smart Business Models.

#### **Pedagogical tools**

1. Class Room Discussions
2. Interaction with experts
3. Case Based Teaching
4. Simulations
5. Practice Based teaching using specific IT tools.
6. Mobile App Based Learning
7. Project based learning

#### **CO PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	P11
<b>C01</b>	2	1	1	1	1	3	1	3	2	3	1
<b>C02</b>	2	3	1	1	1	3	1	3	2	3	1
<b>C03</b>	2	3	3	1	3	3	3	3	3	2	1
<b>C04</b>	3	3	3	1	1	3	1	3	2	3	1
<b>C05</b>	3	1	3	1	1	3	1	3	3	3	1

LEVEL            3-Substantial            2-Moderate            1-Slight            - No Co-relation

#### **RECOMMENDED BOOKS (Latest Editions)**

1. Technology Strategy for Managers and Entrepreneurs, Scott A. Shane, Case Western University, Pearson Publications.
2. Ray Rothrock, Richard A. Clarke, Digital Resilience: Is Your Company Ready for the Next Cyber Threat, 2018.
3. Ajay Agrawal, Joshua Gans, Avi Goldfarb, Prediction Machines: The Simple Economics of Artificial Intelligence, Harvard Business Review Press.



- George Gilder, "Life after Google: The Fall of Big Data and Rise of the Blockchain Economy, Financial Times Book, 2018

#### REFERENCE BOOKS (Latest Editions)

- Thomas M Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, RosettaBooks , 2019/2020 - 21 Page 4
- Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication.2013. Dorling Kindersley (India) Pvt.Ltd.
- O'Brien, Management, Info Systems, Tata McGrawhill, Latest
- Giridhar Joshi, Management Information Systems, Oxford University Press, 2013

#### Supplementary Resources:

- Technology Entrepreneurship Lab to Market;  
<https://www.edx.org/course/technology-entrepreneurship-lab-to-market>
- Technology Leadership and Entrepreneurship  
<https://www.coursera.org/learn/technology-entrepreneurship>
- International Journal of Technoentrepreneurship;  
<https://www.inderscience.com/jhome.php?jcode=ijte>
- Ebsco:** [Entrepreneurship & Regional Development](https://elibrary.in.pearson.com/login)
- <https://elibrary.in.pearson.com/login>
- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

#### Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

<b>Course Title</b>	<b>CORPORATE ENTREPRENEURSHIP</b>
<b>Term / Semester</b>	<b>III</b>
<b>Course ID</b>	<b>21MBA238</b>
<b>Credits</b>	<b>3</b>

**Introduction:**

Corporate entrepreneurship and venture creation is the practice of employing entrepreneurial skills and approaches within an organization. To achieve and sustain a true competitive advantage in today's global business environment, companies must be faster, more creative, nimble, flexible and innovative. Resource availability may be limited or non-existent to support new innovations and initiatives. In other words, organizations must be more entrepreneurial in approach. For this reason, entrepreneurial skills are valued in companies and organizations that base their growth and competitive advantage on innovation.

It is increasingly common for entrepreneurial projects to be deployed within an established organization, which is known as intra-entrepreneurship or corporate entrepreneurship. Expand your knowledge on this topic with this online course.

The purpose of this course is to explain to participants the main concepts of corporate entrepreneurship and introduce topics of "Entrepreneurial Culture" aimed at developing competencies for the organic growth of the company or the development of the organization.

**Course Outcomes:**

After the successful completion of this course, the students should be able to

**CO1:** Understand & appreciate Corporate Entrepreneurship, its origin and growth in modern times

**CO 2:** Apply the entrepreneurial process to the operations of a department or functional area within an established organisation

**CO3:** Formulate corporate objectives and strategies that support entrepreneurial behaviour.

**CO 4:** Evaluate the ethical dimensions of corporate entrepreneurial behaviour.

**CO 5:** Implement and build viable and sustainable business models within an established organisation.

**Course Content and Structure: (36 hrs)**

**Module 1: Introduction to Corporate Entrepreneurship (06 Hours)**

- Introduction to Corporate entrepreneurship; Forms and history of corporate entrepreneurship.
- Entrepreneurial orientation and architecture; building entrepreneurial architecture; corporate entrepreneurship strategy.
- Corporate entrepreneurship Vs. Role of Manager.
- Entrepreneurship V/S Intrapreneurship

**Module 2: Building Organisation (06 Hours)**

- Introduction to Building an organisation
- Types of Entrepreneurship organisational structures
- Robert Michael's Model of Corporate Entrepreneurship; Opportunist, Enabler, Advocate, Producer.
- Building supportive organisational cultures; Vision, Mission, Aligning Vision & Mission with Objectives.

### Module 3: Entrepreneurial Leadership (10 Hours)

- Introduction to Entrepreneurial leadership; Qualities of Entrepreneurial control systems.
- Obstacles to and risk of corporate entrepreneurship
- Eco system plan.
- Traits of Corporate Entrepreneur; Decentralisation, Risk Taking, Innovation, Formal Process, Open Communication.

### Module 4: International Corporate Entrepreneurship (8 Hours)

- International corporate entrepreneurship
- ICE and organisational learning; Setting goals and Strategies
- Selected international entrepreneurial best practices and Case Studies.

### Module 5: Corporate Culture and Organisational Structure (06 Hours)

- Corporate culture- Values, Norms; Expectations
- Ethical & Compliances in Corporate Entrepreneurship; shared resources; Mentoring opportunities.
- Examples of Corporate Entrepreneurship; 3M, Google, Grameen Bank, ITC, HUL, E&Y

### Pedagogy

1. Classroom Discussion
2. Interaction with the corporate Entrepreneurs
3. Industrial Visit
4. Experiential Learning
5. Activity Based teaching
6. Project Based Learning
7. Case Study (Success and Failure Stories)

### CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C01	2	1	1	1	1	3	1	3	2	1	2
C02	2	3	1	1	1	3	1	3	2	1	2
C03	2	3	3	1	3	3	3	3	3	3	2
C04	3	3	3	1	1	3	1	3	2	3	3
C05	3	1	3	1	1	3	1	3	3	3	3

LEVEL      3-Substantial      2-Moderate      1-Slight      - No Co-relation

### RECOMMENDED BOOKS (Latest Editions)

1. Corporate Innovation & Entrepreneurship: Entrepreneurial development with organisations – Kuratko, D F; Morris, M H; & Cavin, J G.
2. Corporate Entrepreneurship: Innovation and Strategy in Large organisations – Burns,P.
3. Corporate Entrepreneurship: How to create a thriving entrepreneurial spirit throughout your company – Hisrich, R D and Kearney C.
4. Corporate Entrepreneurship – Jerome A Katz and Dean A Shepherd
5. Corporate Entrepreneurship & Innovation – Morris M H, Kuratko D. F and Covin J C.
6. The Entrepreneur's guide to hiring a building the team – Ken Tanner

7. Indian Entrepreneurial Culture – A Gupta
8. The Success Story Behind the World’s Most Unusual Workspace – Semler,Ricardo.
9. David H Holt, ‘Entrepreneurship: New Venture Creation’, Pearson Education India
10. Timmons, ‘New Venture Creation’, McGraw Hill

### REFERENCE BOOKS

1. Corporate Entrepreneurship, Vijay Sathe, Cambridge University press,2003.
2. Corporate Innovation & Entrepreneurship, 3E, International Edition, Cengage Learning, 2011.
3. Corporate Entrepreneurship and Growth, Volume 1, Shaker A. Zahra, Publisher Edward Elgar, 2005

### Supplementary Resources:

1. Intrapreneurship – **Make your Business great again, by Biz MOOC project team, platform: mooc.house**  
<https://mooc.house/courses/bizmooc2018>
2. **Developing the Opportunity for Corporate Entrepreneurs, by University of Maryland, platform: Coursera**  
<https://www.class-central.com/course/coursera-developing-the-opportunity-for-corporate-entrepreneurs-7180>
3. **Ebsco: International Journal of Innovation and Applied Studies**
4. <https://elibrary.in.pearson.com/login>
5. <https://jgateplus.com/home/>
6. <https://capitaline.com/>
7. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

### Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

<b>Course Title</b>	<b>ENTREPRENEURSHIP ECOSYSTEM IN INDIA</b>
<b>Term / Semester</b>	<b>IV</b>
<b>Course ID</b>	<b>21MBA243</b>
<b>Credits</b>	<b>3</b>

### **Introduction:**

Fostering entrepreneurship has become a core component of economic development in cities and countries around the world. The predominant metaphor for fostering entrepreneurship as an economic development strategy is the “entrepreneurship ecosystem.”

In recent years, startups have been receiving increased attention in many parts of the world. In India, the number of startups has increased fast and more support has become available in all dimensions. This Course analyses the current state of the Indian startup ecosystem and has three goals: to provide an understanding of the growth drivers and motivations of Indian startup founders; identify challenges facing these startups; and outline the pillars in place that support them. The analysis uses data collated from semi-structured interviews with startup founders, investors, and representatives of support organisations.

### **Course Outcomes:**

After the successful completion of this course, the students should be able to

**CO1:** Understand & appreciate the importance of ecosystem for entrepreneurship growth and support

**CO2:** Identify the Key players in the ecosystem who foster and support the growth of entrepreneurship in a particular country.

**CO3:** Understand and appreciate the Indian ecosystem for entrepreneurship growth and development

### **Course Content and Structure: (36 hrs)**

#### **Module 1: Introduction to Ecosystem (06 hours)**

- What is ecosystem; role of ecosystem in fostering entrepreneurship in any country
- Dimensions of Ecosystem; Technical skills; Entrepreneurial Culture; regulatory Environment; Mentoring support; Availability of Capital; Visible success
- World Bank Report, EODB Score, State wise EODB ranking,

#### **Module 2: Players in the Ecosystem (04 Hours)**

- Role of the Government (Central and State)
- Role of Investors, Mentors, Advisors and networks
- Role of other important bodies and associations

#### **Module 3: Entrepreneurship Ecosystem in India (10 Hours)**

- Central government institutions and agencies supporting entrepreneurship: SIDBI, NABARD, NSIC, SISI, EDI, CII, ASSOCHAM, etc.
- State government institutions and agencies: DIC, CEDOK, KIADB, KSFC, KASSIA, FKCCI, etc.
- Other supporting agencies; RUDSETI, TiE, NEN, etc

#### **Module 4: Elements of Startup Support (08 hours)**

- Office space and Infrastructure
- Business Support and Mediation
- Funding and Assistance with Fundraising
- Incubation Centres, VCs, Makers labs, TBIs, etc; National and International Platforms promoting entrepreneurship.
- Atal Incubation Centre.
- Angel Investing

#### **Module 5: The State of the Indian Startup Ecosystem (08 hours)**

- Evolution of the Indian Startup Ecosystem
- Geography of Startup Support
- Core Ecosystem Actors and their Provided Support
- Institutional Missions and Targeted Startups
- Specific initiatives to promote entrepreneurship: Startup India, Stand up India, MUDRA; Make in India; Atmanirbhar Bharath, etc.

#### **Pedagogy**

1. Classroom Discussion
2. Interaction with the experts
3. Activity based learning
4. Case study based teaching
5. Visiting various state and central government agencies, incubation centres, makers labs, etc.
6. Participating in various events and discussions.

#### **CO PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C01	2	1	1	1	1	3	1	3	2	1	2
C02	2	3	1	1	1	3	1	3	2	1	2
C03	2	3	3	1	3	3	3	3	3	3	2
C04	3	3	3	1	1	3	1	3	2	3	3
C05	3	1	3	1	1	3	1	3	3	3	3

LEVEL      3-Substantial      2-Moderate      1-Slight      - No Co-relation

#### **RECOMMENDED BOOKS (Latest Editions)**

1. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
2. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
3. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmons, Stephen spinelli, Tata mcrgaw hill, edition2018 - 19 Page 32
4. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)



5. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
6. 'Effectuation'- Saras Saraswathi
7. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

#### REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt , "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger , "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

#### Supplementary Resources:

1. Ecosystem Services; a method for sustainable development; <https://www.coursera.org/learn/ecosystem-services>.
2. Ecosystems; <https://www.springer.com/journal/10021>.
3. Ebsco: Journal of Entrepreneurship Development.
4. <https://elibrary.in.pearson.com/login>
5. <https://jgateplus.com/home/>
6. <https://capitaline.com/>
7. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

#### Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

<b>Course Title</b>	<b>ENTREPRENEURSHIP IN ACTION PART- II</b>
<b>Term / Semester</b>	<b>IV</b>
<b>Course ID</b>	<b>21MBA244</b>
<b>Credits</b>	<b>3</b>

**Introduction:**

Growing a small business takes work and vision. It takes innovation, brainstorming, iteration, and advice. In this course we introduce the concept of design thinking and a tool called the Business Model Canvas to help aspiring student entrepreneurs to accelerate their business. Students will learn the nine components of the Business Model Canvas as well as how to identify the most relevant components to iterate through brainstorming with a variety of stakeholders in your business—current customers, potential customers, and advisors of your choosing. Working through their own Business Model Canvas and presenting their acceleration plan at the end of this course.

This course is introduced by a venture capital investor with decades of experience working with entrepreneurs and is taught by someone who has written business plans and taught entrepreneurs business planning at several universities.

This course is a follow-on course from Entrepreneurship in Action Part - I. The student entrepreneurs will be diving even deeper into developing a plan to accelerate your business, doing some research to pull together facts and figures to develop a more complete acceleration plan to help you understand the more intricate details of how to iterate certain parts of your business model to grow your business.

**Course Outcomes:**

After the successful completion of this course, the students should be able to

**CO1:** Develop the Business Plan and Business Pitches for their business.

**CO 2:** Build a core team and develop an organisation charter for the organisation. Identify and align the requirement for registration, licensing, IPR process and other incorporation requirements.

**CO3:** Structure and source the Preliminary Funding options and raise the funds.

**CO 4:** Marshalling the required resources and running the business.

**CO 5:** Develop the growth and expansion plan.

**Course Content and Structure: (36 hrs)**

**Module 1: Business Planning, Presentation and Pitching (08 hours)**

- Preparing Business Plan
- Financial Plan: Develop a profit and loss statement with projections; Develop a form of cash flow statement; Define the Cash management tools and techniques to be used; Define the important Financial ratios; Review and refine after discussion with a Chartered Accountant
- Marketing Plan:
- Operations Plan:
- HR Plan
- Crafting Startup Pitches; Competition Pitch, Funding Pitch, Core team pitching, Sales Pitch, Investor Pitch, Elevator Pitch

**Module 2: Core Team Formation (08 Hours)**

- Build an entrepreneurial team; create organisation charter (Objectives, mission, vision and values)
- Chart and Organisation Structure; create designations, assign job roles and compensations
- Conduct preliminary selection for incharge of functional areas

- Consult and create registration and incorporation plan with a Legal Advisor
- Conduct due diligence and initiate IPR process
- Identify and apply for the required licences and schemes.

**Module 3: Raising funds for the Business (06 Hours)**

- Create funding plan based on the Cash Map and Cash Flow Cycle of the Business; Estimate the investment and return on that investment expected to execute on the acceleration plan.
- Identify ways to finance the business.
- Prospecting the investors and funding agencies to raise funds for the business

**Module 4: Acquiring the required resources (08 Hours)**

- Negotiating & Partnering with various potential resource providers
- Acquire resources; Financial; HR; Technological; Physical
- Building Strategic Alliances; Building Crazy Quilt; Building Collaborations R
- Start revenue generation process

**Module 5: Business Growth and Expansion (06 Hours)**

- Developing various strategies to grow and expand
- Implementation of the strategies to grow and expand
- Evaluation of the strategies
- Preparing a road map for future

**Pedagogy**

1. Participation in B-Plan competition and Pitch Desk Competition
2. Classroom Discussion
3. Interaction with the Advisory
4. Experiential Learning
5. Practice Based
6. Interaction with customers and other stakeholders

**CO PO Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
<b>C01</b>	2	1	1	1	1	3	1	3	2	1	2
<b>C02</b>	2	3	1	1	1	3	1	3	2	1	2
<b>C03</b>	2	3	3	1	3	3	3	3	3	3	2
<b>C04</b>	3	3	3	1	1	3	1	3	2	3	3
<b>C05</b>	3	1	3	1	1	3	1	3	3	3	3

LEVEL      3-Substantial      2-Moderate      1-Slight      - No Co-relation

**RECOMMENDED BOOKS (Latest Editions)**

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata mcrgaw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)

6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

#### REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt, "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger, "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

#### Supplementary Resources:

1. **Design Thinking for Business Innovation, by University of Virginia, platform: Coursera**  
<https://www.coursera.org/learn/uva-darden-design-thinking-innovation>
2. SMS Journal of Entrepreneurship & Innovation;  
<http://journals.smsvaranasi.com/index.php/smsjei>
3. Ebsco: Academy of Entrepreneurship Journal
4. <https://elibrary.in.pearson.com/login>
5. <https://jgateplus.com/home/>
6. <https://capitaline.com/>
7. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

#### Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

<b>Course Title</b>	<b>MANAGING AND GROWING FAMILY BUSINESS</b>
<b>Term/Semester</b>	<b>IV</b>
<b>Course ID</b>	<b>21MBA245</b>
<b>Credits</b>	<b>3</b>

**Introduction:** This course as part of the Entrepreneurship and Family Enterprise Management electives provides the students/learner's an understanding into the concepts of Family Enterprise, enable them to apply their family enterprise management ability to in nurturing, decision making and developing the scale and size of family enterprise operations. This course engages the students in contributing to every type of family enterprise's by ensuring performance-oriented growth for the enterprise.

**Course Outcomes (COs):**

**On completion of the course students of the course will be able to :**

- CO1:** Understand and appreciate the concept and dynamics of family enterprises, its importance and contribution.
- CO2:** Analyse and propose a relevant business idea, functional process that can be adopted for a family enterprise idea.
- CO3:** Appraise and suggest implementable business model, functional strategies, that allows scaling up of the family business operations.
- CO4:** Analyze and propose future plans and succession plan
- CO5:** Integrate and implement new advances in the family business.

**Course content and Structure: (36 hours)**

**Module 1: Family Business Concept and theories. (08 Hrs.)**

- Defining Family Business: Distinction between Family and Non-Family Business., Defining Family Types, Family business theory Circle model of Family Influence. Family firm identity. Types of Family Business Models.
- Evolution of Family Business, Family Business models in India.
- Prevalence and Contribution of Family firms.
- Economic Contribution of Family Firms
- Institutional Setting and Prevalence of Family firms

**Module 2: Governance in Family Business (05Hrs)**

- Strength and Weakness of Family Business
- Corporate Governance System in Family Business: The role and involvement of board of directors. The boards involvement of strategy formulation. Family Governance: Family Constitution - Family charter, family assembly and council.
- Governance in Family Business: Typical governance system in Family Business: Untangling corporate, ownership, family and wealth governance.
- Ownership Governance: Family Governance: Family values and goals, family involvement in ownership, family involvement in new entrepreneurial activity.

**Module 3: Strategic management in family business: Trans generational value creation (10 Hrs)**

- Strategic decision making in family business: Socioemotional wealth, Distinctiveness and Impact of Socioemotional wealth -A framework for strategic decision making.

- Conceptualizing the competitive advantage of family firms: The agency perspective  
Family members conflict with managers. The resource-based perspective: Family as resource provider. Turning families into business strategy. Generic strategy.
- Firm identity to corporate reputation. Corporate Responsibility in family firms.  
Branding in family firm: Family firm image drives financial performance.
- Transgenerational value creation: Upholding entrepreneurial change, Creating family firm in changing environment. Focus on overall performance of family wealth.
- Evolution of Investment Management: Integrated business and Business management for large fortunes.

#### **Module 4: Finance in Family Business and Succession Plan in family business (7 Hrs.)**

- Financing for family business: Difference of financing for family business, Family equity as a distinct asset. Performance in family firms. Risk taking in family firms.
- Financing -Debt and Equity financing, Leveraging, Monitoring key financial indicators, Value management.
- Financial management systems: Growth vs Liquidity, Profitability vs Security.  
Responsibility of shareholders in family firm. Role of CFO in family firm
- Succession options: Opportunity and challenges in succession options, Significance of succession options.
- Structuring the succession plan: Source of complexity in family business succession,  
Succession frame work: Clarifying goals and priority, Successor's willingness and ability, review firm's strategy,
- Planning the transition responsibility: Succession road map-entry path of successor.  
Valuing the firm: Combining varied valuation for a fuller perspective, From valuation to price. Defining legal and tax setup. Private equity, re-capitalization, leveraged buyout.

#### **Module 5: Contemporary Developments in Family Business (6 Hrs.).**

- E-commerce strategy adapting to family business.
- Trends in family Business: Professionalizing family business
- Internationalization of Family Business: Means to enter new markets.
- Disruptions in technology: take advantage by adopting digitalization and innovation.
- Career in Family Business.

#### **Pedagogy:**

- 1) Class Discussion
- 2) Expert Workshops and Seminars
- 3) Expert's Video lecture Class
- 4) Case Discussions
- 5) Simulations
- 6) Activity -Based Teaching
- 7) Project -Based Learning.

#### **CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11
CO1	3	3	3	2	2	3	2	3	3	3	2
CO2	3	2	3	3	2	3	2	3	2	2	2
CO3	3	3	3	3	3	3	2	3	2	1	3
CO4	3	3	3	3	3	3	3	3	3	2	3
C05	3	2	3	3	3	3	3	3	3	3	3

LEVEL            3-Substantial            2-Moderate            1-Slight            - No Co-relation



### **Recommended Books:**

1. Managing the Family Business: Theory and Practice by T. Zellweger, EE publishing, 2017, 1<sup>st</sup> Edition.
2. Innovation, Growth, and Succession in Asian Family Enterprises, EE Publishing, 2021, 1<sup>st</sup> Edition.
3. Understanding the Family Business (Entrepreneurship & Small Business Management Collection) by Keanon J. Alderson, March 15, 2011, Business Expert Press. 1<sup>st</sup> Edition.
4. Family Enterprise: Understanding Families in Business and Families of Wealth, + Online Assessment Tool, The Family Firm Institute, Inc, 2013, 1<sup>st</sup> Edition. Wiley Publication.
5. Family business: Methods and Essentials of Building Business Families by Mohana krishnan Raman, 1<sup>st</sup> Edition, 2020, Notion Press.
6. Management, Succession and Internationalization by Léo-Paul Dana Veland Ramadani, Springer International Publishing, 2017, 1<sup>st</sup> Edition.
7. Ten Commandments of Family Business, Kavi Ramachandra, Sage Publishers.
8. The 5'G's of Family Business – Walter Wye and Mitra Dixita, Sage Publishers.

### **Reference Books:**

1. Family Business, By Carole Howorth, Nick Robinson, 2020, 1<sup>st</sup> edition, Published by Routledge.
2. Family Business by Poza, Cengage Learning, 4<sup>th</sup> Edition, 2015.
3. Entrepreneurs in Family Business Dynasties by Laura Hougaz, Springer International Publishing, 2017, 1<sup>st</sup> Edition.
4. Entrepreneurs in Every Generation: How Successful Family Businesses Develop Their Next Leaders by Allan Cohen, Pramodita Sharma, 2016, 1<sup>st</sup> Edition, Berrett-Koehler Publishers.
5. Indian Family Business Mantras by Peter Leach, Tatwamasi Dixit, 2015, 1<sup>st</sup> edition, Rupa Publications India.

### **SUPPLEMENTARY RESOURCES:**

1. <https://www.coursera.org/learn/leadership-in-the-family-business> (By Tecnológico de Monterrey).
2. EBSCO: Academic Journal 0894-4865, Family Business Review, Sage Publications.
3. Magazine -Family Business Advisor Family Business Institute.
4. Online Cases: [https://www.iidmglobal.com/case\\_studies/case-study-categories/cs-personal-success/family\\_biz/id44463.html](https://www.iidmglobal.com/case_studies/case-study-categories/cs-personal-success/family_biz/id44463.html)
5. <https://elibrary.in.pearson.com/login>
6. <https://jgateplus.com/home/>
7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

**Course Evaluation Plan:**

<b>Sl. No.</b>	<b>Evaluation Item</b>	<b>Unit of Evaluation</b>	<b>Marks Allotted</b>	<b>Timeline</b>
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester

<b>Course Title</b>	<b>FINANCIAL MANAGEMENT FOR ENTREPRENEURS</b>
<b>Term / Semester</b>	<b>IV</b>
<b>Course ID</b>	<b>21MBA246</b>
<b>Credits</b>	<b>3</b>

### **Introduction:**

Owning and operating one's own business can be a dream come true, but every entrepreneur will have to stay firmly grounded in reality if you want to make a success of it.

After all, businesses need to make money, which means entrepreneurs need to know how to manage their finances effectively. No matter what kind of company the entrepreneur runs, control of their finances will help them to avoid losses and grow their business faster.

Thus, the course prepares the students to be competent in entrepreneurship and corporate finance management skills. The course focuses on specific financial planning and financial decision-making needs of entrepreneurial ventures, including start up and development phase financial and management problems.

### **Course Outcomes:**

After the successful completion of this course, the students should be able to

**CO1:** Analyse the financial statements and interpret the Financial ratios.

**CO2:** Decipher the financial health of the business with the help financial Analysis.

**CO3:** Evaluate and describe the financial status of the startups.

**CO4:** Develop proforma statements and predict the future financial status.

**CO5:** Formulate decisions, both as entrepreneurs and venture capitalists.

### **Course Content and Structure: (36 hrs)**

#### **Module 1: Introduction to Entrepreneurial Finance (06 Hours)**

- Introduction- Meaning; Definitions, Concepts, Importance & Applications to the Entrepreneurial Finance.
- Corporate Finance V/S. Entrepreneurship Finance, Sequence of New Venture financing
- Regulatory considerations, financial distress affecting financing choices.

#### **Module 2: Business Evaluation and Valuation (08 Hours)**

- Introduction- Financial Plan Development, Checklist of Finance Information
- Business Plan Development Sources- Government Schemes
- Key factors of Valuation- Methods of Asset Valuation (Simple Problems).

#### **Module 3: Venture Capital Financing of startups (6 Hours)**

- Introduction to Venture Capital Industry
- Venture Capital Partnerships, Types of Funds
- Investment Characteristics, Credible Finance Proposals, Amount and Staging of Investment, Financial Projection, Investment Expectations.

#### Module 4: Financing Start-ups and Small Firms (08 Hours)

- Introduction- Changing Landscape of Small Firm Finance, Time Series Perspective on Credit Availability and Cost; Start -up Financing, On Going Financing of Small Firms, Bank Consolidation and Small Firm Finance.

#### Module 5: Financial Analysis for Start-ups (08 Hours)

- Financial Ratio Analysis- Liquidity Ratio, Leverage Ratio, Efficiency Ratio, Profitability Ratio, Market Value Ratio
- Long term financial planning- Simple Financial Planning Model, Percentage of Sales Approach. Proforma Statements- Free Cash Flow, EFN and growth rate review, Proforma Income statement, proforma balance Sheets.

#### Pedagogical Tools

1. Classroom Discussion
2. Practice based teaching using Excel
3. Interaction with the Experts
4. Experiential Learning
5. Project Based Learning
6. Case Study (Success and Failure Stories)

#### CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C01	2	1	1	1	1	3	1	3	2	1	2
C02	2	3	1	1	1	3	1	3	2	1	2
C03	2	3	3	1	3	3	3	3	3	3	2
C04	3	3	3	1	1	3	1	3	2	3	3
C05	3	1	3	1	1	3	1	3	3	3	3

LEVEL      3-Substantial      2-Moderate      1-Slight      - No Co-relation

#### RECOMMENDED BOOKS (Latest Editions)

1. The FT Essential Guide to Writing a Business Plan: How to win backing to start up or grow your business, 2nd Edition, Vaughan Evans, Pearson Publications
2. Rassoul Yazdipour: Advances in Entrepreneurial Finance, Springer Publication
3. Gary Gibbons: Entrepreneurial Finance: A Global Perspective, Sage Publication
4. Steven Rogers: Entrepreneurial Finance, McGraw Hill Publication

#### REFERENCE BOOKS

1. John B Vinturella & Suzanne Erikson; Raising Entrepreneurship Capital
2. Janet Kiholm Smith, Richard L. Smith, Richard T. Bliss: Entrepreneurial Finance, Stanford University Press
3. Luisa Alemany, Job J. Andreoli: Entrepreneurial Finance: The Art and Science of Growing Ventures, Cambridge University Press.

### Supplementary Resources:

1. Entrepreneurship: Do your venture;  
[https://onlinecourses.swayam2.ac.in/imb19\\_mg03/preview](https://onlinecourses.swayam2.ac.in/imb19_mg03/preview)
2. Identifying entrepreneurial Opportunities; <https://www.classcentral.com/course/edx-identifying-entrepreneurial-opportunities-12828>
3. Start-up: How to build a successful business? <https://www.coursera.org/learn/startup-english>.
4. Journal of Small Business;  
[https://www.tandfonline.com/toc/ujbm20/59/5?nav=tocList&utm\\_source=google&utm\\_medium=sem&utm\\_campaign=JQI23394&gclid=CjwKCAjw2P-KBhByEiwADBYWCv2I5x7mJfPINjBbhRLD4XjkkbAt7YY8\\_jnsRuuLrZuwcDQ0-t8HNhoC6Z0QAvD\\_BwE](https://www.tandfonline.com/toc/ujbm20/59/5?nav=tocList&utm_source=google&utm_medium=sem&utm_campaign=JQI23394&gclid=CjwKCAjw2P-KBhByEiwADBYWCv2I5x7mJfPINjBbhRLD4XjkkbAt7YY8_jnsRuuLrZuwcDQ0-t8HNhoC6Z0QAvD_BwE) .
5. JEB- Journal of Entrepreneurship and Business: <https://jeb.umk.edu.my/>
6. <https://elibrary.in.pearson.com/login>
7. <https://jgateplus.com/home/>
8. <https://capitaline.com/>
9. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

### Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Internal test 1	Individual	5	After completion of 2-3 modules
3	Internal test- 2	Individual	5	After completion of all the modules
4	Attendance and Class participation	Individual	10	At the end of the semester
5	Remaining assignments(Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc)	Individual	30	Full Semester