

Master of Business Administration
In
Innovation, Entrepreneurship and Venture Development (IEV)
With Effect from 2021-22



Visvesvaraya Technological University

“Jnana Sangam”

Belagavi-590018, Karnataka State

Program Overview

Management education in recent years has moved beyond the basic streams in line with changing trends. Management aspirants are also venturing to explore upcoming streams over and above the essential fundamental ones. In modern day economy, people are more enthusiastic to become entrepreneurs as they are driven by various factors such as independence to work, challenge seekers, desires to fulfill their dreams, support from family background, lucrative market opportunity, higher earning potential and an idea driven mind.

MBA in Innovation and Entrepreneurship would help students to learn skills that will prepare them from initial development of a business plan, to financing a start-up and managing a growing business as well as shape factors such as innovative ideas, identifying market opportunity, understanding strengths and weaknesses and risk-taking behavior more professionally in an aspiring entrepreneur.

Program Objectives

1. The ability to identify entrepreneurial opportunities that exist, those that represent untapped markets and underserved markets, and those that can be created by applying existing technologies to new fields and new markets
2. The ability to create entrepreneurial opportunities through the invention, development and exploitation of entirely new ideas, products and services, and/or the creation of new industries, infrastructures, and ways of doing business.
3. Inculcate among students, entrepreneurial competencies including self-confidence, goal setting, planning, information seeking, problem solving and planned risk taking.
4. Provide intensive personal counselling to develop a competent entrepreneur and a successful business executive of tomorrow.

Program Highlights

The Pedagogy will include but will not be limited to current topics only. It includes case studies which have impacted the market and start-ups along with practical teaching to provide students hands-on experience with specific visits to industry, clubs and events. The

focus of the program is to educate students on the resilience required to succeed in any start-up businesses.

- The Entrepreneur's Boot Camp is an intensive program designed to give you the tools you need to capitalize on opportunity and turn your idea into a thriving business.
- Live Projects -Students are encouraged to undertake live projects under this program
- Business Simulations: To create an environment to help people to make decisions; deal with risk consequences as well as solve problem
- B-Plan preparation guidance
 - To offers a variety of independent study opportunities. Students may initiate, design, and execute independent study projects with the help of faculty advisors.
 - Eminent entrepreneurs from various industries are invited regularly to share their experiences with the students.
 - The programme comprises of an International visit to places of importance for budding entrepreneurs such as Silicon Valley.
- A Detailed Project Report (DPR) needs to be prepared by the participants with regard to their ventures after conducting a thorough market research and collating secondary data.
- Experiential learning is emphasized through Summer Internship and Projects. During the first year, students are trained in the functional areas of business. At the end of the first year, they are exposed to a real time business environment, and take up responsibilities and goals which aim at being mutually beneficial for both the students and the organization.

Credit Distribution across Four Semesters

Year	Semester	Credit Core (Class Room)	Credit Elective (Class Room)	Credit - Out Side Classroom Learning /Certification /Competitions	Capstone	Action Learning Segment	Total
1 st Year	1 st Sem	8	8	4	4	4	28
	2 nd Sem	8	4	4	8	4	28
2 nd Year	3 rd Sem	8	12	4	-	4	28
	4 th Sem	-	-	4	-	12	16
Total		24	24	16	12	24	100

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI
Scheme of Teaching and Examinations – 2021-22
MASTER OF BUSINESS ADMINISTRATION
Innovation, Entrepreneurship and Venture Development (IEV)
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

1 SEMESTER

Sl. No	Course	Course Code	Course Title	Teaching Hours /Week			Examination			Credits	
				Theory (L)	Tutorial (T)	Practical component(p)	Duration in hours	CIE Marks	SEE Marks		Total Marks
1	PCC	20IVD11	Innovation Development and Managing Customer Value	03		02	03	40	60	100	4
2	PCC	20IVD12	Entrepreneurial Finance: Concept of Management	03		02	03	40	60	100	4
3	PCC	20IVD13	Managerial Economics and Environment in India for Entrepreneurs	03		02	03	40	60	100	4
4	PEC	20IVD14	Professional Elective – 1	03		02	03	40	60	100	4
5	CEP	20IVD15	Skill Certification Programs	-		-	-	40	60	100	4
6	CAP	20IVD16	Idea Formulation	-				40	60	100	4
7	EXL	20IVD17	Marketing Business Plan	-				40	60	100	4
Total Credits											28

(PCC : Professional Core Courses; PEC: Professional elective courses; CEP: Certification Program; CAP: Capstone Project ; EXL: Experiential Learning)

Note:

Professional Elective-I	
Code	Title
20IVD141-	Startup law, Company Act and Sector Regulatory Environment
20IVD142-	Human Resource Management

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI											
Scheme of Teaching and Examinations – 2021-22											
MASTER OF BUSINESS ADMINISTRATION											
Innovation, Entrepreneurship and Venture Development (IEV)											
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)											
2 SEMESTER											
Sl. No	Course	Course Code	Course Title	Teaching Hours /Week			Examination			Credits	
				Theory (L)	Tutorial (T)	Practical component(p)	Duration in hours	CIE Marks	SEE Marks		Total Marks
1	PCC	20IVD21	Entrepreneurial Leadership	03		02	03	40	60	100	4
2	PCC	20IVD22	New Venture Establishment and Management	03		02	03	40	60	100	4
3	PEC	20IVD23	Professional Elective -2	03		02	03	40	60	100	4
6	CEP	20IVD24	Skill Certification Programs	-		-	-	40	60	100	4
7	CAP	20IVD25	Prototype Development	-		-	-	40	60	100	4
8	CAP	20IVD26	Project on Human Resource Management for Startups	-		-	-	40	60	100	4
8	EXL	20IVD27	Action Based Learning	-		-	-	40	60	100	4
Total Credits										28	
(PCC : Professional Core Courses; PEC: Professional elective courses; CEP: Certification Program; CAP: Capstone Project ; EXL: Experiential Learning)											

Professional Elective-III	
Code	Title
20IVD231-	Measuring and managing strategic performance of existing and new ventures
20IVD232-	Corporate and Social Entrepreneurship
20IVD233-	International Business Environment

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI												
Scheme of Teaching and Examinations – 2021-22												
MASTER OF BUSINESS ADMINISTRATION												
Innovation, Entrepreneurship and Venture Development (IEV)												
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)												
3 SEMESTER												
Sl. No	Course	Course Code	Course Title	Teaching Hours /Week			Examination				Credits	
				Theory	Tutorial	Practical component	Duration in hours	CIE Marks	SEE Marks	Total Marks		
1	PCC	20IVD31	Venture financing: Funding, M&A, Valuation Techniques	03		02	03	40	60	100	4	
2	PCC	20IVD32	Venture Growth Strategies	03		02	03	40	60	100	4	
3	PCC	20IVD33	Digital Marketing	03		02	03	40	60	100	4	
4	PCC	20IVD34	People Management and Leadership	03		02	03	40	60	100	4	
5	PEC	20IVD35	Professional Elective - 3	03		02	03	40	60	100	4	
4	CEP	20IVD36	Skill Certification Programs	-		-	-	40	60	100	4	
5	EXL	20IVD37	Pitching Funding support for startups	-		-	-	40	60	100	4	
Total Credits											28	

PCC : Professional Core Courses; PEC: Professional elective courses; CEP: Certification Program; CAP: Capstone Project ; EXL: Experiential Learning

Professional Elective -3	
Code	Title
20IVD351-	Performance Management System
20IVD352-	Organizational Behavior

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI
Scheme of Teaching and Examinations – 2021-22
MASTER OF BUSINESS ADMINISTRATION
Innovation, Entrepreneurship and Venture Development (IEV)
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

4 SEMESTER

Sl. No	Course	Course Code	Course Title	Teaching Hours /Week			Examination				Credits
				Theory	Tutorial	Practical component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	CEP	21MBAIEV41	Skill Certification	-		-	-	40	60	100	4
2	EXL	21MBAIEV42	Internship in startups	-		-	-	40	60	100	12
Total Credits											16

CC : Professional Core Courses; PEC: Professional elective courses; CEP: Certification Program; CAP: Capstone Project ; EXL: Experiential Learning)

Innovation Development and Managing Customer Value			
Course Code	20IVD11	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. Develop a strategic framework for assessing market opportunities 2. Anticipate and take advantage of the customer decision process with consumer insight 3. Leverage innovation and design thinking to capture value for customers 4. Choose marketing channels best suited for their product and market 5. Communicate more effectively with the marketing team 			
Module-1 Innovation as Key Source of Business			9 hours
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			
Module -2 How to Succeed in Marketing			9 hours
Marketing Remix- Introducing 4A's, Think like a customer, Managing Acceptability, Managing Affordability, Managing Accessibility, Managing Awareness			
Module -3 Understanding Consumer Behaviour			9 hours
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			
Module -4 Setting New Product Development Goals			7 hours
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, Building, Capabilities for Execution, Applying design thinking to drive innovation, Improving product development and innovation strategy, Examining the best practices in prototyping and experimentation			
Module -5 Managing Innovation and Product Adoption			9 hours
Why do most innovations fail?, How to Develop Affordable innovations?, Disruptive Innovation Model, 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			
Module - 6 Linking Innovation to Product Launch			7 hours
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			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> 1. Develop an ability to assess the impact of the environment on marketing function. 2. To formulate marketing strategies that incorporate psychological and sociological factors which influence buying . 3. Understand concept of Branding, development of product and significance of market segmentation , targeting and positioning. 4. Identifying marketing channels and the concept of product distribution. 5. Identifying techniques of sales promotion , significance of marketing research. 6. Synthesize ideas into a viable marketing plan for various modes of marketing 			
Practical Components:			
<ul style="list-style-type: none"> • Understanding Contemporary Indian Marketing Environment. • Understanding and demonstrating their exposure on consumer behaviour • Effectively using their skill in creating and enacting a commercial on brand communication. 			

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	SAGE	6 th Edition
2	Marketing Management: A South Asian Perspective.	Kotler, Keller, Koshy & Jha	Pearson Education	Latest edition
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill	Latest Editon
4	Innovators Dilemma	Clay Christensen		

Reference Books

1	Marketing in India: Text and Cases	Neelamegham S	Vikas	Latest edition
2	Marketing	Lamb, Hair, Mc Dannel	Cengage Learning	Latest edition
3	Fundamentals of Marketing Management,	Etzel M J BJ Walker & William J Stanton	Tata Macgraw Hill	Latest edition

Entrepreneurial Finance: Concept of Management			
Course Code	20IVD12	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> Principles and managerial considerations of financial planning, standard financial statements – consolidated and consolidating, Financial planning and budgeting, working capital management, liquidity management, financial control, measuring venture's financial performance Free cash flow and managerial implications, financing options, cost of capital, optimal capital structure, Valuation, exit strategies, mezzanine financing, analyzing exit options, Risk analysis, scenario and sensitivity analysis. 			
Module-1 Overview of Entrepreneurial finance			9 hours
The Entrepreneurial Environment, Entrepreneurial Process, Business/Financial Planning, Financial Accounting, Financial planning and budgeting, Initial Considerations, Standard Financial Statements and Key Relations			
Module -2 Managerial Considerations			9 hours
Business Assessment, Liquidity management, Treasury, Working capital management, breakeven analyses, Analyzing financial performance, financing alternative and managerial considerations, Types and costs of financial capital, Determination of financing need, venture capital and other financing alternatives			
Module -3 Financing the Venture			9 hours
financing alternative and managerial considerations, Types and costs of financial capital, Determination of financing need, venture capital and other financing alternatives			
Module -4 Valuation			7 hours
Valuation methods, valuing early stage ventures, value creation, enterprise value and equity value			
Module -5 Exit Risk analysis			9 hours
Analysis of alternative exit scenarios, sensitivity analysis and Risk analysis through theory and models of risk management in the venture			
Module - 6 Application of Entrepreneurial finance			7 hours
Problems of ratio analysis and its relations on firms performance Balance sheet comparison and understanding cost of capital			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Develop an ability to assess the impact of the environment on financial management. To formulate financial strategies that incorporate factors which influence financial health of the firm. Identifying methods of financial management. Identifying techniques of financial management. Synthesize financial management as per the needs of the firms 			
Practical Components:			
<ul style="list-style-type: none"> Understanding financial management. Understanding and demonstrating risk management Effectively managing the funds in the organizations 			
Question paper pattern:			
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.			
<ul style="list-style-type: none"> The question paper will have 8 full questions carrying equal marks. Each full question is for 20 marks. Each full question will have sub question covering all the topics under a Module. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. 100 percent theory in the SEE. 			

Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Entrepreneurial finance	J Chris Leach Ronald Melicher	Cengage learning	2020
2	Entrepreneurial fiancé and Business Strategies for the serious	Steven Rogers Roza Makkonen	McGraw Hill	2014
3	Entrepreneurial Finance	Gary Gibbons – Robert D. Hisrich – Carlos M. DaSilva	Sage Publications	2015
4	Building Financial Models	John F. Tjia	McGraw Hill	2009
Reference Books				
1	Modeling Structured Finance Cash Flows	Keith A. Allaman	John Wiley & Sons	2007
2	Financial Modeling & Valuation	Paul Pignataro	John Wiley & Sons	2013
3	Equity Asset Valuation,	Jerald E. Pinto – Elaine Henry – Thomas R. Robinson – John D. Stowe	John Wiley & Sons	2010

Managerial Economics and Environment in India for Entrepreneurs			
Course Code	20IVD13	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives:			
<ol style="list-style-type: none"> To introduce the fundamentals, tools and theories of managerial economics. To provide an understanding of the application of Economics in Business To learn the basic Micro and Macroeconomic concepts. To have an understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry. 			
Module -1 Introduction			7 hours
Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.			
Module -2 Demand Analysis			9 hours
Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems).			
Module -3 Cost Analysis & Production analysis			9 hours
Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).			
Module -4 Market structure and Pricing Practices			9 hours
Perfect Competition , Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.			
Module -5 Indian Business environment			9 hours
Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment Basic Macro Economic Concepts: Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP.			
Module-6 Indian Industrial Policy			7 hours
Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects. Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> The student will understand the application of Economic Principles in Management decision making. The student will learn the micro economic concepts and apply them for effective functioning of a Firm and Industry. The Student will be able to understand, assess and forecast Demand. The student will apply the concepts of production and cost for optimization of production. The student will design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure. The student will be able to understand macroeconomic concepts. 			
Practical Component:			
<ul style="list-style-type: none"> Assessment of Demand Elasticity – Price, Income, Cross, Advertising. 			

- Demand Forecasting;
- Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
- Preparing a Project proposal for a Business Venture.(Compulsory)

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

1. The question paper will have 8 full questions carrying equal marks.
2. Each full question is for 20 marks.
3. Each full question will have sub question covering all the topics under a Module.
4. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
5. 80 percent theory and 20 percent problems in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill	2/e, 2011
2	Managerial Economics	Dominick Salvatore,	Oxford Publishers	2e, 2016
3	Business Environment	Francis Cherunilam	Himalaya Publishing House	2e, 2017

Reference Books

1	Managerial Economics	R. Panneerselvam, P. Sivasankaran, P. Senthilkumar	Cengage	2015
2	Managerial Economics	Samuelson & Marks	Wiley	5/e, 2015
3	Managerial Economics	D.M Mithani	HPH	2016
4	Managerial Economics	H.L. Ahuja Samuelson & Marks	S.Chanda	2014

Start-up law, Company Act and Sector Regulatory Environment			
Course Code	20IVD141	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives:			
<ol style="list-style-type: none"> To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs. To make students understand the ways of starting a company of their own. 			
Module -1 Introduction to Entrepreneur & Entrepreneurship			7 hours
Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity – The innovation Process – Sources of New Ideas – Methods of Generating Ideas – Creative Problem Solving – Entrepreneurial Process.			
Module -2 Developing Business Model			9 hours
Importance of Business Model – Starting a small scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Lab Component and assignment: Designing a Business Model Canvas			
Module -3 Marketing function and forms of organisation			9 hours
Industry Analysis – Competitor Analysis – Marketing Research for the New Venture – Defining the Purpose or Objectives – Gathering Data from Secondary Sources – Gathering Information from Primary Sources – Analyzing and Interpreting the Results – The Marketing Process Forms of business organization: Sole Proprietorship – Partnership – Limited liability partnership - Joint Stock Companies and Cooperatives.			
Module -4 Entrepreneurial finance			7 hours
Entrepreneurial finance- Estimating the financial needs of a new venture, internal sources of finance, external sources of finance, components of financial plan. Institutions supporting Entrepreneurs: Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India.			
Module -5Rules And Legislation			9 hours
Applicability of Legislation; Industries Development (Regulations) Act, 1951;Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947.			
Module-6 Company Incorporation			9 hours
Process of Company Incorporation; process of registration; Importance of Marketing; Funding, Four stages of Start Up. Meaning of LLP and forms of LLP organizations Intellectual property protection and Ethics: Patents – Copyright - Trademark- Geographical indications – Ethical and social responsibility and challenges.			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules’ in order to setup a business and to think creatively. To know about the various business models and B-Plans across Business sectors. Able to understand the importance of marketing and different forms of businesses. Become aware about various sources of funding and institutions supporting entrepreneurs. Awareness about legal aspects and ways to protect the ideas. To understand the ways of starting a company and to know how to protect their ideas. 			

Practical Component:

1. Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.
2. Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
3. Design a Business Model Canvas
4. Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
 - a. -Examine how he/she started a business, funding opted, protection of ideas etc.
5. Study a local for-profit business and try to list out the positive social impacts of the business.
6. Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show.

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

1. The question paper will have 8 full questions carrying equal marks.
2. Each full question is for 20 marks.
3. Each full question will have sub question covering all the topics under a Module.
4. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
5. 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House	2010
2	Entrepreneurship	Donald F. Kuratko and Richard M. Hodgetts	South-Western	2012
3	Business Law	P. Mohana Rao	Prentice Hall India Learning Private Limited	2013

Reference Books

1	Gupta S.L., Arun Mittal	Entrepreneurship Development	International Book House	2012
2	Sudha G. S	Management and Entrepreneurship Development	Indus Valley Publication	2009

Human Resources Management			
Course Code	20IVD142	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. The student will be able to recite the theories and various functions of Human Resources Management 2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace 3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention 4. The student will be able to classify and categorize in differentiating between the best method to solve the problem 5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace 6. The student will be able to design and develop an original framework and model in dealing with the problems in the organization. 			
Module-1 Introduction			7 hours
Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management , Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.			
Module -2 Human Resource Planning			9 hours
Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training			
Module -3 Performance Management and Appraisal			9 hours
Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Compensation and Benefits Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits. Industrial Relations Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management. Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.			
Module -4 Human Resource Management in Small and Medium Enterprises			9 hours
Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs. Human Resource Management in the Service Sector Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on “Training Program at ABC Cement”.			

Module -5 Human Resource Management Innovations				9 hours
Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organizations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.				
Module - 6 HR Leadership and Organisation Transformation				7 hours
Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeable workplace, HR and Technology.				
Course Outcomes:				
At the end of the course the student will be able to:				
<ol style="list-style-type: none"> 1. Gain practical experience in the field of Human Resource Concepts, functions and theories. 2. Acquire the conceptual insight of Human Resource and various functions of HR. 3. Apply personnel, managerial and welfare aspects of HR. 4. Develop a greater understanding about HR practices, analyse the trends in the field of HR. 				
Practical Component:				
<ol style="list-style-type: none"> 1. An visit to Organisation and interact with HR Manager and list out the roles played by HR manager. 2. Meet Recruitment Manager and ask- 10 questions one asks during Interview. 3. Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis. 4. Visit any Service Organization and observe HR functions; List them. 				
Question paper pattern:				
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.				
<ol style="list-style-type: none"> 1. The question paper will have 8 full questions carrying equal marks. 2. Each full question is for 20 marks. 3. Each full question will have sub question covering all the topics under a Module. 4. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. 5. 100 percent theory in the SEE 				
Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd., 2019	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019
3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	Human Resources Management	T.P RenukaMurthy	HPH.	2015
Reference Books				
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		First Edition, 2004

4	Human Resource Management	Appasaba L.V and KadakolA M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014

Skill Certification Program			
Course Code	20IVD15	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	60
Credits	4	Exam Hours	
Course Objectives			
<ol style="list-style-type: none"> To make the students aware of the start-up eco-system To understand the application of start-ups concepts in real life situations To conceptually evaluate the impact of start-up policies and procedures in business eco-system 			
Process			
<p>Workshops / Certificate awards in the areas like start-up ecosystem management: Concept and Best Practices of Pre-incubation Services facilities – Mandatory Enterprise Development Management, Negotiation, Marketing Research, Lean Start-up models etc. , As guided by Faculty Coordinator</p> <ol style="list-style-type: none"> Students are required to enrol for certification program from reputed organizations such as NTPL, IIM online Courses, Online Courses from Harvard University or any other course suggested by mentor. Students to need to take a written consent from the mentor and program coordinator before starting the certification program. Certification program selected must be a minimum of 4 week duration, higher duration is also encouraged but not more than 16 weeks Completion of the certification program is essential and a certificate of completion to appear for SEE examination. Participation certification to the program is not eligible for calming appearance for SEE examination. Students have to present completion certificate for the program. Students have present to the concerned mentor on the progress of learning and same the recorded for CIE marks. Mentors are required to certify and recommend program completion by the student. 			
Course Outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Gain practical experience in the field of startups. Acquire the conceptual insight of venture development for startups. Apply managerial skills for working in a startup. Develop a greater understanding about process, procedures and system in a startup 			
CIE Evaluation			
The CIE Marks would be evaluated based on the following aspects and the marks are allocated at the end of course completion. Students CIE marks are allocated based on the details as below and report for each students needs to be submitted to the program coordinator.			
Sr.No	Details of CIE Marks Allocation	Marks	
1	Involvement of the student in the Certification Program	10 Marks	
2	Timely completion of the assignment suggested in the course	10 Marks	
3	Module marks secured by student in each section are satisfactory	10 Marks	
4	Students has gained sufficient information from the program	10Marks	
		Total	40 Marks

SEE Evaluation

The SEE Marks would be evaluated based on the following aspects and the marks are allocated at the end of course completion. Students have to present for 15 minutes through PowerPoint presentation on the certification program completed. The students would be evaluated based on the presentation and understanding of the subject through certification program.

Sr.No	Details of Marks Allocation	Marks
1	Communication Skills	10 Marks
2	Clarity with the subject selected through skill certification	10 Marks
3	Professional subject knowledge	10 Marks
4	Analytical skill enhanced through certification program	10Marks
5	Promptness in comprehension and clarity in expression	10 Marks
6	Presentation Skill	10Marks
	Total	60 Marks

Idea Formulation			
Course Code	20IVD16	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	60
Credits	04	Exam Hours	00

OBJECTIVE

To expose the students for formulation of idea for business through application of theoretical concepts in real life situation at the work place for various functions of the organization.

STRUCTURE

The study shall consist of 4 credits for 4 weeks. Students have to work with mentors allocated and have to work on idea formulation for business. Each student has to work with mentors for latest 16 hours in a week for 4 weeks.

GENERAL GUIDELINES

- The idea formulation shall be for a period of 4 weeks immediately during the first semester and it has CIE and SEE marks
- The course shall be compulsory for all the students.
- Each student has work independently on a idea formulation.
- The student shall seek the mentorship of the mentor on a continuous basis, and the mentor shall give a certificate to the effect that the candidate has worked satisfactorily under his/her mentorship.
- Students would be provided with the list of mentors approved by the Course Coordinator and the students have approach them for mentorship for idea formulation.

Submission of Idea formulation Report: Students shall submit one hard copy of the idea formulation to the college with hard bound colour of royal blue and a soft copy in PDF file.

Evaluation:

Internal evaluation will be done by the mentors.

Viva-Voce / Presentation: A viva-voce examination shall be conducted where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the Course Coordinator, Senior Professor, Industry Expert and Mentor of the department.

Each Idea submission report needs to undergo plagiarism report with less than 20 percentage.

Idea formulation carries 100 marks consisting of 40 marks for report (evaluated by mentor) and 60 marks for viva-voce examination.

Contents of the Idea Formulation Report

- Cover page
- Certificate from the mentor
- Declaration by the student
- Acknowledgement
- Table of contents
- List of tables and graphs
- **Introduction** (Describe the introduction information about the Idea/ Innovation)
- **Problem Statement** (Describe your problem statement and address to only one problem at once. Try to answer the 5 Ws & 1H (Why, What, When, Who, Where & How). Be precise on selecting the problem you want to work upon. Do not haphazardly mention many problems)
- **Need for this Innovation** (Explain the prevalence and the severity of your problem statement. Give statistical data wherever possible. Give reasons for why your innovation is important, how will it help solve your mentioned problem, how will it bring about a change if brought into existence)
- **Name of Innovation/ Idea** (Name your idea/innovation so it is easier for us to identify it. It will also give uniqueness to your innovation)
- **Describe your idea in detail** (Explain the idea and innovation, provide technical details and other information for detailed information about the idea)
- **Support your idea through Internet research and facts** (Provide Recent Evidence to support your idea explaining the need & purpose of your problem statement as well as your innovation. Research from reliable & trusted sources. Make sure that you know in and out about the status of your idea and the problem elsewhere in the world. Please note- Your idea may or may not be completely novel or a breakthrough. The idea may be addressing to a small problem. What is important is that the idea should be supported with reliable facts and not just random thoughts.)
- **References** (links) Provide us with links/ web addresses of the website/ journals you are stating your facts from

- **Additional Details** if any If you feel any other information should be reaching us for understating your idea better, you can provide the details here. We do not need all the details; we will approach you if our panel likes your idea.
- **Attachments** In the form of pictures, documents, etc if needed to explain your idea better. Not more than 1 image / document to be submitted.

Mark sheet for Viva voce Examination (SEE)
Visvesvaraya Technological University

Course Code and Course Title:

SL. No	Aspects	Marks
1	Introduction	5
2	Idea Name	5
3	Need for the Innovation	10
4	Problem Statement	10
5	Detailed information about the Idea	10
6	Support information for the idea	10
7	Learning experience	10
	Total	60

Marks Sheet for Viva Voce examination

SL No	USN	1	2	3	4	5	6	7	Total
1									
2									
3									
4									
5									
	Total								

Signature of Mentor
Name and Designation

Signature of Examiners
Name and Designation

Marketing Business Plan			
Course Code	20IVD17	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:8	SEE Marks	60
Credits	04	Exam Hours	00
Objectives			
1. To make the students aware of the start-up marketing strategy			
2. To understand the application of marketing of start-ups product in real business scenario			
3. To develop idea for the product and design the prototype for the product			

Objective

To expose the students for formulation of marketing business plan by understanding the marketing strategy for startup products and services.

Structure

The study shall consist of 4 credits for 4 weeks. Students have to work with mentors allocated and have to work on developing marketing plan for startups. Each student has to work with mentors for latest 16 hours in a week for 4 weeks.

General Guidelines

- The marketing plan shall be for a period of 4 weeks during the first semester and it has CIE and SEE marks
- The course shall be compulsory for all the students.
- Each student has work independently on a marketing plan for startup.
- The student shall seek the mentorship of the mentor on a continuous basis, and the mentor shall give a certificate to the effect that the candidate has worked satisfactorily under his/her mentorship.
- Students would be provided with the list of mentors approved by the Course Coordinator and the students have approach them for mentorship for idea formulation.

Submission of Idea formulation Report: Students shall submit one hard copy of the marketing plan to the college with hard bound color of royal blue and a soft copy in PDF file.

Evaluation:

Internal evaluation will be done by the mentors.

Viva-Voce / Presentation: A viva-voce examination shall be conducted where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the Course Coordinator, Senior Professor, Industry Expert and Mentor of the department.

Each marketing plan report needs to undergo plagiarism report with less than 20 percentage.

Marketing Plan carries 100 marks consisting of 40 marks for report (evaluated by mentor) and 60 marks for viva-voce examination.

Contents of the Marketing Plan Report

- Cover page
- Certificate from the mentor
- Declaration by the student
- Acknowledgement
- Table of contents
- List of tables and graphs

Executive Summary The executive summary is a small, summarized version of your marketing plan. The main objective is it to briefly list and describe all relevant components. Keep in mind that most executives who'll read your marketing plan won't have the time to read the full document. Therefore, you need to make sure that they're immediately getting the full picture.

Mission Statement Your mission statement should describe your marketing activities on a meta level. Hence, you need to answer these basic business questions: What do you want to do?, Why do you want to do it?, Who do you do it for?

Situation Analysis This analysis covers these elements:

(1) Product/Service: What are you selling (2) Unique Selling Proposition: What is your Unique selling proposition? And what separates you from your competitors (3) Best Practices: What are best practices at your company? They could be well-performing marketing channels, buyer personas with a large amount of purchase intent, or campaigns that have generated a lot of leads. (4) Marketing Objectives and Performance: What are your current marketing objectives? Did you manage to achieve them? If not, why (5) Challenges: What are the current challenges that your company (especially your marketing team) is facing. (6) Competitor Analysis: Who are your competitors? How are your competitors performing (7) SWOT Analysis: What are the strengths, weaknesses, opportunities, and threats that your company (especially your marketing team) is facing.

Target Market

What market is your product or service trying to target? Is it a B2B market or a consumer market? The target market includes the industries that you sell your product or service to. It should be as detailed as possible, and it's the foundation for any marketing activities. Without properly targeting, you won't be able to successfully run a marketing campaign. So what do you need to know about your target market? Get started by answering these questions: (1) Which companies are in your target market (2) How can you reach them (3) Why would companies in these industries buy your product/service (4) Why would companies from these industries refuse to buy your product or service (5) What are these companies' current needs

Buyer Personas

You've defined your target market. That's great, but now we need to dive deeper into this market, to find out who will actually buy your product or service. So now is the time to create your buyer personas. This process involves pinpointing which people work in your target markets, and which ones represent segments of your customer base.

You'll need to define these customer archetypes in a very detailed way. That way, you'll be able to make informed marketing decisions. In general, a buyer persona should cover these points: (1) Background Information: Define general information, such as age, gender, location, income, education, job, and family situation. (2) Statement: Create one quote that contains the values, objectives, and challenges of your buyer persona. (3) Goals: What does your buyer want to achieve (4) Challenges and Problems: List the most important challenges that your buyer persona faces. (5) Values: What are your buyer persona's most relevant values and beliefs. (6) Buying Decisions: Why and when does your buyer persona buy. (7) Solution: How can your product or service help your buyer persona overcome his or her challenges?

Marketing Objectives and Performance

This part of the marketing plan is about setting ambitious but achievable goals, and defining how you'll track your performance during the described period. You can use our SMART goals template to make sure that you're setting the right objectives.

Pricing Strategy

Set your prices, and align them with your marketing strategies. This strategy is key to generating profits; it will decide the success or failure of your products or services.

Generally, you have five options for defining your pricing strategy (1) Base It on Costs: The foundation for your prices are your cost. Calculate the cost, add the desired profit, and voila: You've set your prices. (2) Base It on Competitors: Analyze the prices of your competitors, and charge as much as they do. Here's the downside: Often, you don't know exactly WHY they're charging that amount. Hence, you should definitely know your cost structure before pursuing this approach. (3) Skim It: The skimming strategy involves entering a new market with a high price. As the market evolves, you reduce your prices to stay competitive. A typical example is the gaming consoles market. (4) Penetrate It: If you want to enter a competitive market, use the penetration strategy: Set a low price, in order to quickly gain a market share. Then after you've established your company, raise your prices step-by-step. (6) Bundle It: If you're offering multiple products or services, you can consider this option as well. It involves bundling different products or services to increase the provided value while setting a higher price.

Distribution Plan

The distribution plan explains how you'll deliver your product or service. If you're offering online software, your product could be distributed through your website. If you're running a local clothes shop, you distribute your products through your shop. So you see, the distribution channel needs to be aligned with your product. Hence, you need to answer the following questions: (1) What is your preferred distribution channel (2) Why are you choosing it over others (3) What are the costs related to distributing your products or services (4) What's the impact of your distribution channel on your delivery times?

Promotional Plan

After defining your distribution channel(s), it's time to make sure that you really need to deliver your product or service. First of all, you need to define the message that should be conveyed to your buyer personas. Afterwards, let's look at suitable promotion channels that can be used to acquire new customers. Obviously, they should be channels you can find your buyer personas in. But the range of possibilities still seems to be endless.

Budgeting

Budgeting your marketing activities can be tough, since it involves a lot of different elements. When creating the budget plan, you should consider all costs of your distribution and promotional plans. List these elements one by one, and assign spending. Don't forget to include the working hours of your coworkers.

**Mark sheet for Viva voce Examination (SEE)
Visvesvaraya Technological University
Course Code and Course Title:**

SL. No	Aspects	Marks
1	Executive Summary and Mission Statement	5
2	Situation Analysis	5
3	Target market analysis	10
4	Buyer Personas	10
5	Marketing Objectives and Performance	10
6	Pricing Strategy, Distribution Plan and Promotional Plan	10
7	Budgeting	10
	Total	60

Marks Sheet for Viva Voce examination

SL No	USN	1	2	3	4	5	6	7	Total
1									
2									
3									
4									
5									
	Total								

**Signature of Mentor
Name and Designation**

**Signature of Examiners
Name and Designation**

Entrepreneurial Leadership			
Course Code	20IVD21	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	3
Course Objectives			
<ol style="list-style-type: none"> 1. The student will be able to describe and Identify the application of Leadership styles and practices followed in the Organization 2. The student will be able to describe and explain in her/his own words, the relevance and importance of various Leadership practices and style followed in the Organization 3. The student will be able to apply and solve the workplace problems through Leadership practices 4. The student will be able to classify and categories different Leadership practices and styles followed in the Organization 5. The student will be able to create and reconstruct Leadership required to manage the Human Resources in the Organization 6. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the Organization 			
Module-1 Introduction			5 hours
Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management.			
Module -2 Model of Leadership			7 hours
<p>Trait Approach Description, Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence, How Does the Trait Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p> <p>Skills Approach Description, Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Summary of the Three-Skill Approach, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences, Summary of the Skills Model, How Does the Skills Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p> <p>Behavioral Approach Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority–Compliance (9,1), Country-Club Management (1,9) Impoverished Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism, How Does the Behavioral Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p> <p>Situational Approach Description, Leadership Styles, Development Levels, How Does the Situational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p>			
Module -3 Model of Leadership			7 hours
<p>Path–Goal Theory Description, Leader Behaviors, Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Task Characteristics How Does Path–Goal Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p> <p>Leader–Member Exchange Theory Description, Early Studies, Later Studies, Leadership Making, How Does LMX Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p> <p>Transformational Leadership Description, Transformational Leadership Defined, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional Leadership Factors, Non-leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner, How Does the Transformational Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p> <p>Authentic Leadership Description, Authentic Leadership Defined, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, How Does Authentic Leadership Theory Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p> <p>Psychodynamic Approach</p>			

<p>Description, The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach, 1. Focus on the Inner Theatre 2. Focus on the Leader-Follower Relationships Social Defense Mechanisms, Mirroring and Idealizing, Identification With the Aggressor 3. Focus on the Shadow Side of Leadership Narcissism How Does the Psychodynamic Approach Work? Strengths, Criticisms, Application, Case Studies, Leadership Instrument</p>	
Module -4 Leadership Instrument	7 hours
<p>Description, Culture Defined, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Clusters of World Cultures, Characteristics of Clusters, Anglo, Confucian Asia, Eastern Europe, Germanic Europe, Latin America, Latin Europe, Middle East, Nordic Europe, Southern Asia, Sub-Saharan Africa, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes, Strengths, Criticisms, Application, Case Studies on Leadership Instrument</p>	
Module -5 Ethical Leadership	7 hours
<p>Description, Ethics Defined ;Level 1. Preconventional Morality ;Level 2. Conventional Morality; Level 3. Postconventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz's Perspective on Ethical Leadership; Burns's Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build CommModuley, Strengths, Criticisms, Application, Case Studies, Leadership Instrument.</p>	
Module – 6 Leadership Practices	7 hours
<p>Select Case of Successful Leadership Practices; TATA Group; Reliance; Infosys; WIPRO; and Organisations which are listed as Fortune Companies. Survey Report analysis of NHRD; NIPM; CII; FICCI; Conference Board; CCL - Centre of Creative Leadership. Leadership Styles in unicorns organizations and its impact on the performance of the organization</p>	
Course Outcomes:	
<ol style="list-style-type: none"> Understand the fundamental concepts and principles, theories of Organizational Leadership. Analyze the organizational leadership style, approaches and traits, its impact on the followers by using leadership theories and instruments. Developing better insight in understanding the leadership traits that influence them to work effectively in group. Demonstrate their ability to apply of their knowledge in organizational leadership. 	
Practical Components:	
<ul style="list-style-type: none"> Meet any Leader- Organisation or Academic and ask 10 questions related to Leadership. Than analysis the type of leadership style adopted. Meet 4-5 Leaders from different roles and compare - contrast the different style son leadership. Meet Gender specific leaders and try analysing who makes the best leader in which type of set-up. 	
Note: Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.	
Question paper pattern:	
<p>The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.</p> <ul style="list-style-type: none"> The question paper will have 8 full questions carrying equal marks. Each full question is for 20 marks. Each full question will have sub question covering all the topics under a Module. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. 100 percent theory in the SEE. 	

Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Leadership: Theory and Practices Leadership for Organisations	Peter G. Northouse	Sage Publication	7/e, 2016
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	Charismatic Leadership in Organisations	Jay A. Conger, Rabindra N. Kanungo	Sage Publications	1998
Reference Books				
1	Leadership: Theory and Practice	Peter G. Northouse	Sage	2010
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001
3	The Leadership Code: Five Rules to Lead	Dave Ulrich, Norm Smallwood, Kate Sweetman	Harvard Business Pres	2008
4	Leadership for Organisations	David A. Waldman, Charles O'Reilly	Sage Publications	2019

New Venture Establishment and Management			
Course Code	20IVD22	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	3
Course Objectives			
<ol style="list-style-type: none"> 1. Analyze the key issues related to new venture creation. (analysis) 2. Analyze the milestones and related challenges in developing a new venture. (analysis) 3. Create a business plan. (synthesis) 4. Demonstrate effective teamwork and presentation skills. (application) 5. The student will be able to appraise and judge the practical applicability of Leadership practices followed in the organization 			
Module-1 Introduction		5 hours	
Preparation to become an entrepreneurs, opportunity creation and recognition, Business Concepts and Models and Feasibility analysis and Business Plan			
Module -2 Environment Analysis		7 hours	
Industry analysis and Market analysis for the product and services and applying models and theories of industry analysis and market analysis			
Module -3 Organizing the Venture		7 hours	
Product development, team formulation, Ethical issues, operational management of the firm, startup costs, source of finance for the firm, marketing of the new venture future growth and planning			
Module -4 Group and Team development		7 hours	
Group and Teams, types of group and team, theories of team development, process of team building and importance of team building for a venture.			
Module -5 HR and Business Plan		7 hours	
Recruitment and selection, performance management , training and development and career management for employees in the venture development			
Module – 6 Source of Funding		7 hours	
Funding types for the startups, sources of funds for the startups, balance sheet and financial analysis of the firm, types of financial analysis			
Course Outcomes:			
<ol style="list-style-type: none"> 1. Understand the fundamental concepts and principles, of new venture development 2. Analyze the organizational leadership and team building . 3. Developing better insight in understanding the financial management . 4. Demonstrate their ability to apply of their knowledge in organizational growth and development. 			
Practical Components:			
<ul style="list-style-type: none"> • Meet any Leader- Organisation or Academic and ask 10 questions related to Leadership. Then analysis the type of leadership style adopted. • Meet 4-5 Leaders from different roles and compare - contrast the different style son leadership. • Meet Gender specific leaders and try analysing who makes the best leader in which type of set-up. 			
Note: Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.			
Question paper pattern:			
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.			
<ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks. • Each full question will have sub question covering all the topics under a Module. • The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. • 100 percent theory in the SEE. 			

Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Launching New Ventures: An Entrepreneurial Approach	Allen. K. R.	Cengage Learning	2012
2	Group Dynamics for Teams	Levi D	Sage Publicaitons	2014
3	Charismatic Leadership in Organisations	Jay A. Conger, Rabindra N. Kanungo	Sage Publications	1998
Reference Books				
1	Leadership: Theory and Practice	Peter G. Northouse	Sage	2010
2	Management: Leading People and Organisations in the 21st Century	Gary Dessler	Prentice Hall	2001

Measuring and Managing Strategic Performance of Existing and New Ventures			
Course Code	20IVD231	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	3
Course objectives:			
1. To provide insights into the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To gain insights into various strategic management models.			
Module-1 Introduction			7 hours
Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. Case Study related to the Module.			
Module -2 External Analysis			9 hours
Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation. Case Study on external analysis. Students Assignment: Industry External Analysis.			
Module -3 Internal Analysis			9 hours
Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking. Case Study on internal analysis. Students Assignment: Industry Internal Analysis.			
Module -4 Strategy Formulation			9 hours
Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed With Caution), Retrenchment Strategies (Turnaround, Divestment and Liquefaction), International Business Level Strategies. Case Study on Strategic Formulation. Students Assignment: Strategies of listed companies.			
Module -5 Strategy Implementation			9 hours
Strategy Implementation -Organisational Structure, Strategic Leadership and Organisational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organisations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation. Case Study on Strategy Implementation.			
Module - 6 Strategic Control			7 hours
Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations). Case Study on Strategic Control.			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage. To give the students an insight on strategy at different levels of an organization to gain competitive advantage. To help students understand the strategic drive in multinational firms and their decisions in different markets. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making. 			
Practical Component:			
<ul style="list-style-type: none"> Analyzing the Mission and Vision statements of selected Indian companies. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)(Industry Note to be submitted) Internal Analysis & Strategies of a listed company in the form of the report to be submitted. Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; 			

analyze the internal and external factors.

- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of companies around your campus.

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

1. The question paper will have 8 full questions carrying equal marks.
2. Each full question is for 20 marks.
3. Each full question will have sub question covering all the topics under a Module.
4. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
5. 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e 2017
2	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9/e 2016

Reference Books

1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e ,2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015

Corporate and Social Entrepreneurship			
Course Code	20IVD232	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	03
Course objectives:			
<ol style="list-style-type: none"> To provide knowledge about The Social Entrepreneurship Help students to develop “a Social entrepreneurial imagination and to bring out the practice of Social Entrepreneurship in India. 			
Module-1 Social Entrepreneur, Social Entrepreneurship and Social Enterprises			7 Hours
Meaning, definition: Social entrepreneur, social entrepreneurship, social enterprises. Characteristics of Social Entrepreneurship - Explicitly formulated mission to create and sustain social value and to benefit the communities, high degree of economic risk and autonomy in activities related to producing goods and/or selling services, pursuit of new opportunities and exploration of hidden resources to serve that missions, quest for sustainable models, based on well elaborated feasibility study, ongoing engagement in innovation, adaption and learning, decision- making power not based on capital ownership, participatory and collaborative nature involving various stake holders, limited distribution of profit and minimum amount of paid, change opportunities lying in the hands of every individual. Characteristics of Social Entrepreneur-social catalysts, socially aware, opportunity seeking, innovative, resourceful, accountable. Differences between Business and Social entrepreneur, Entrepreneurship			
Module -2 Social Entrepreneurship Process			9 Hours
The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity)frame work, The Case Model, The Social Entrepreneurship Frame work. Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector. 7 Qualities and Skills of Social Entrepreneur - Entrepreneurial, innovative, transformatory, leadership, storytelling, people, visionary opportunities, alliance building, questions and doubts, accountability, missing skills, succession, scale.			
Module -3 Social Entrepreneurship in Practice			9 hours
The Grameen Bank (GB), The Self Employment Women’s Association (SEWA), Aravind Eye Hospital, Barefoot College,Bhartia Samruddhi Investment&Consulting Services (BASIX),Narayana Hrudayalaya Institute of Medical Sciences, Technology Informatics Design Endeavour (TIDE).Boundaries of Social Entrepreneurship – Social service provision, Social activism.			
Module -4 Ethical Entrepreneurship and challenges in social entrepreneurship			9 hours
Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government. Challenges in Social Entrepreneurship			
Module -5 Measurement of Impact			9 hours
Measuring and estimating the social value creation, social venture plans			
Course outcomes:			
At the end of the course the student will be able to: <ol style="list-style-type: none"> Students should get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose. Student to acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage. To give the students an insight on strategy at different levels of an organization to gain competitive advantage. To help students understand the strategic drive in multinational firms and their decisions in different markets. To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making. 			
Practical Component:			
<ul style="list-style-type: none"> Analyzing the Mission and Vision statements of selected Indian companies. Applying Michael Porter’s model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc(Industry Note to be submitted) Internal Analysis & Strategies of a listed company in the form of the report to be submitted. Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company’s failure in the market; analyze the internal and external factors. Map out GE 9-cell matrix and BCG matrix for some companies and compare them. Conduct SWOT analysis of companies around your campus. 			

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE.

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Social entrepreneurship, the next big business opportunity	Robert A. Philips Margret Bonefiel Ritesh Sharma	Global Vision Publishing House	2011
2	Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world	Jill Kickul and Thomas S.Lyons	Routledge	2012

Reference Books

1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e ,2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015

International Business Environment			
Course Code	20IVD233	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	3
Course Objectives			
<ol style="list-style-type: none"> 1. Understand the most widely used international business terms and concepts. 2. Identify the role and impact of political, economical, social and cultural variables in international business. 3. Analyze international business from a multi-centric perspective, avoiding ethnocentrism. 			
Module-1 Introduction			7 hours
Globalization and its impact on business			
Module -2 Countries difference on Business			7 hours
National Differences in Political Economy Differences in Culture Ethics in International Business			
Module -3 Global Trade and Investment Environment			7 hours
International Trade Theory The Political Economy of International Trade Foreign Direct Investment Regional Economic Integration			
Module -4 Global Monetary System			5 hours
The Foreign Exchange Market The International Monetary System The Global Capital Market			
Module -5 The Strategy and Structure of International Business			7 hours
The Strategy of International Business The Organization of International Business Entry Strategy and Strategic Alliances			
Module - 6 International Business Operations			7 hours
Exporting, Importing, and Countertrade Global Production, Outsourcing, and Logistics Global Marketing and R & D Global Human Resource Management Accounting in the International Business Financial Management in the International Business			
Course outcomes:			
The student should be able to:			
<ol style="list-style-type: none"> 1. Demonstrate knowledge of the functions of logistics and supply chain management. 2. To relate concepts and activities of the supply chain to actual organizations. 3. Highlight the role of technology in logistics and supply chain management. 4. Evaluate cases for effective supply chain management and its implementation. 			
Practical Components:			
<ul style="list-style-type: none"> • Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report. • Students should visit different logistics companies and understand the services provided by them and submit a report. • Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class. • Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain 			
Question paper pattern:			
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.			
<ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks. • Each full question will have sub question covering all the topics under a Module. • The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. • 100 percent theory in SEE 			

Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	International Business: Competing in the Global Marketplace	Charles, E. Hill	McGrawHill/Irwin	2015
2	Marketing Channels	Anne Coughlan, Anderson, Stern and El-Ansary		2015
Reference Books				
1	The Box	Marc Levinson		
2	Essentials of Supply Chain Management	Michaael H Hugos		
3	Logistics and Supply Chain	Martin Christopher	FT Publishing	5 th Edition
4	Supply chain Logistics Management	Donald J Bowersox, David J Closs, M. Bixby Cooper,	Mc Graw Hill Educagion	4 th Edition

Skill Certification Programs			
Course Code	20IVD24	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	60
Credits	4	Exam Hours	
Course Objectives			
<ol style="list-style-type: none"> To make the students aware of the start-up eco-system To understand the application of start-ups concepts in real life situations To conceptually evaluate the impact of start-up policies and procedures in business eco-system 			
Process			
<p>Workshops / Certificate awards in the areas like start-up ecosystem management: Concept and Best Practices of Pre-incubation Services facilities – Mandatory Enterprise Development Management, Negotiation, Marketing Research, Lean Start-up models etc. , As guided by Faculty Coordinator</p> <ol style="list-style-type: none"> Students are required to enrol for certification program from reputed organizations such as NTPL, IIM online Courses, Online Courses from Harvard University or any other course suggested by mentor. Students to need to take a written consent from the mentor and program coordinator before starting the certification program. Certification program selected must be a minimum of 4 week duration, higher duration is also encouraged but not more than 16 weeks Completion of the certification program is essential and a certificate of completion to appear for SEE examination. Participation certification to the program is not eligible for calming appearance for SEE examination. Students have to present completion certificate for the program. Students have present to the concerned mentor on the progress of learning and same the recorded for CIE marks. Mentors are required to certify and recommend program completion by the student. 			
Course Outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Gain practical experience in the field of startups. Acquire the conceptual insight of venture development for startups. Apply managerial skills for working in a startup. Develop a greater understanding about process, procedures and system in a startup 			
CIE Evaluation			
The CIE Marks would be evaluated based on the following aspects and the marks are allocated at the end of course completion. Students CIE marks are allocated based on the details as below and report for each students needs to be submitted to the program coordinator.			
Sr.No	Details of CIE Marks Allocation	Marks	
1	Involvement of the student in the Certification Program	10 Marks	
2	Timely completion of the assignment suggested in the course	10 Marks	
3	Module marks secured by student in each section are satisfactory	10 Marks	
4	Students has gained sufficient information from the program	10Marks	
		Total	40 Marks

SEE Evaluation

The SEE Marks would be evaluated based on the following aspects and the marks are allocated at the end of course completion. Students have to present for 15 minutes through PowerPoint presentation on the certification program completed. The students would be evaluated based on the presentation and understanding of the subject through certification program.

Sr.No	Details of Marks Allocation	Marks
1	Communication Skills	10 Marks
2	Clarity with the subject selected through skill certification	10 Marks
3	Professional subject knowledge	10 Marks
4	Analytical skill enhanced through certification program	10Marks
5	Promptness in comprehension and clarity in expression	10 Marks
6	Presentation Skill	10Marks
	Total	60 Marks

Prototype Development			
Course Code	20IVD25	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	60
Credits	04	Exam Hours	00

Objective

To expose the students for prototype development for the product and services through application of theoretical concepts in real business situations

Structure

The study shall consist of 4 credits for 4 weeks. Students have to work with mentors allocated and have to work on idea formulation for business. Each student has to work with mentors for latest 16 hours in a week for 4 weeks.

General Guidelines

- The prototype development shall be for a period of 4 weeks during the second semester and it has CIE and SEE marks
- The course shall be compulsory for all the students.
- Each student has work independently on a prototype development.
- The student shall seek the mentorship of the mentor on a continuous basis, and the mentor shall give a certificate to the effect that the candidate has worked satisfactorily under his/her mentorship.
- Students would be provided with the list of mentors approved by the Course Coordinator and the students have to approach them for mentorship for prototype development.

Submission of Prototype Report: Students shall submit one hard copy of the prototype to the college with hard bound color of royal blue and a soft copy in PDF file.

Evaluation:

Internal evaluation will be done by the mentors.

Viva-Voce / Presentation: A viva-voce examination shall be conducted where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the Course Coordinator, Senior Professor, Industry Expert and Mentor of the department.

Each Prototype submission report needs to undergo plagiarism report with less than 20 percentage.

Prototype Development carries 100 marks consisting of 40 marks for report (evaluated by mentor) and 60 marks for viva-voce examination.

Contents of the Prototype Report

- Cover page
- Certificate from the mentor
- Declaration by the student
- Acknowledgement
- Table of contents
- List of tables and graphs
 - Prototype Category
 - Evaluation and Testing results
 - Determination of Production Cost and Issues
 - Market Acceptance of the prototype

Mark sheet for Viva voce Examination (SEE)

Visvesvaraya Technological University

Course Code and Course Title:

SL. No	Aspects	Marks
1	Introduction	5
2	Prototype Category	5
3	Design of the Prototype	10
4	Results analysis method	10
5	Results report with market acceptance	10
6	Cost analysis	10
7	Learning experience	10
	Total	60

Marks Sheet for Viva Voce examination

SL No	USN	1	2	3	4	5	6	7	Total
1									
2									
3									
4									
5									
	Total								

**Signature of mentor
Name and Designation**

**Signature of Examiners
Name and Designation**

Project On Human Resources Management for Start-ups			
Course Code	20IVD26	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	60
Credits	04	Exam Hours	00
Objectives			
1. To make the students aware of the start-up marketing strategy			
2. To understand the application of marketing of start-ups product in real business scenario			
3. To develop idea for the product and design the prototype for the product			

OBJECTIVE

To expose the students for formulation of Human resource management for development HR plans and process for the start-ups.

STRUCTURE

The study shall consist of 4 credits for 4 weeks. Students have to work with mentors allocated and have to work on developing marketing plan for start-ups. Each student has to work with mentors for latest 16 hours in a week for 4 weeks.

GENERAL GUIDELINES

- The Human Resource management plan shall be for a period of 4 weeks during the Second semester and it has CIE and SEE marks
- The course shall be compulsory for all the students.
- Each student has work independently on a Human Resource management plan for startup.
- The student shall seek the mentorship of the mentor on a continuous basis, and the mentor shall give a certificate to the effect that the candidate has worked satisfactorily under his/her mentorship.
- Students would be provided with the list of mentors approved by the Course Coordinator and the students have approach them for mentorship for idea formulation.

Submission of human Resource management Report: Students shall submit one hard copy of the plan to the college with hard bound color of royal blue and a soft copy in PDF file.

Evaluation:

Internal evaluation will be done by the mentors.

Viva-Voce / Presentation: A viva-voce examination shall be conducted where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the Course Coordinator, Senior Professor, Industry Expert and Mentor of the department.

Each marketing plan report needs to undergo plagiarism report with less than 20 percentage.

Human Resources management Plan carries 100 marks consisting of 40 marks for report (evaluated by mentor) and 60 marks for viva-voce examination.

Contents of the Marketing Plan Report

- Cover page
- Certificate from the mentor
- Declaration by the student
- Acknowledgement
- Table of contents
- List of tables and graphs

Executive Summary The executive summary is a small, summarized version of your human resource plan. The main objective is it to briefly list and describe all relevant components. Keep in mind that most executives who'll read your marketing plan won't have the time to read the full document. Therefore, you need to make sure that they're immediately getting the full picture.

Mission Statement Your mission statement should describe your human resources activities on a meta level. Hence, you need to answer these basic business questions: What do you want to do?, Why do you want to do it?, Who do you do it for?

Human Resources Planning Process and Development

Recruitment and Selection plan and process

Training and development plan and process

Performance management Process

Career and Development process in the organization

Compensation management

**Mark sheet for Viva voce Examination (SEE)
Visvesvaraya Technological University
Course Code and Course Title:**

SL. No	Aspects	Marks
1	Executive Summary and Mission Statement	5
2	Human resource planning	5
3	Recruitment and Selection	10
4	Training and development	10
5	Performance management	10
6	Career and development	10
7	Compensation Management	10
	Total	60

Marks Sheet for Viva Voce examination

SL No	USN	1	2	3	4	5	6	7	Total
1									
2									
3									
4									
5									
	Total								

**Signature of Mentor
Name and Designation**

**Signature of Examiners
Name and Designation**

Action Based Learning			
Course Code	20IVD27	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:00:0	SEE Marks	60
Credits	4	Exam Hours	00

Objective

This course is provided to student to expose and understand the financial management for start-ups. This course includes concept and theories of financial management and students have analysis the financial reports through the concept and theories of financial management.

Structure

The study shall consist of 4 credits for 4 weeks. Students have to work with mentors allocated and have to work on developing financial plan for the start-ups. Each student has to work with mentors for latest 16 hours in a week for 4 weeks.

General Guidelines

- The financial management shall be for a period of 4 weeks during the second semester and it has CIE and SEE marks
- The course shall be compulsory for all the students.
- Each student has work independently on a financial management for startups.
- The student shall seek the mentorship of the mentor on a continuous basis, and the mentor shall give a certificate to the effect that the candidate has worked satisfactorily under his/her mentorship.
- Students would be provided with the list of mentors approved by the Course Coordinator and the students have to approach them for mentorship for prototype development.

Submission of Prototype Report: Students shall submit one hard copy of the financial management for startups to the college with hard bound colour of royal blue and a soft copy in PDF file.

Evaluation:

Internal evaluation will be done by the mentors.

Viva-Voce / Presentation: A viva-voce examination shall be conducted where a student is expected to give a presentation of his/ her work. The viva –voce examination will be conducted by the Course Coordinator, Senior Professor, Industry Expert and Mentor of the department.

Each financial management for startups submission report needs to undergo plagiarism report with less than 20 percentage.

Financial management for startups carries 100 marks consisting of 40 marks for report (evaluated by mentor) and 60 marks for viva-voce examination.

Contents of the financial management for start-ups Report

- Cover page
- Certificate from the mentor
- Declaration by the student
- Acknowledgement
- Table of contents
- List of tables and graphs
 - Financial planning
 - Calculating the capital required
 - Formation of capital structure
 - Investing the capital
 - Allocation of profits
 - Effective management of money
 - Financial control

Mark sheet for Viva voce Examination (SEE)
Visvesvaraya Technological University
Course Code and Course Title:

SL. No	Aspects	Marks
1	Introduction	5
2	Capital management	5
3	Capital Structure Development	10
4	Ratios and Investment analysis	10
5	Cost of Capital and Profit analysis	10
6	Financial Control	10
7	Learning experience	10
	Total	60

Marks Sheet for Viva Voce examination

SL No	USN	1	2	3	4	5	6	7	Total
1									
2									
3									
4									
5									
	Total								

Signature of Mentor
Name and Designation

Signature of Examiners
Name and Designation

Venture Financing: Funding, M&A, Valuation Techniques			
Course Code	20IVD31	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	3
Course Objectives:			
1. To understand various concepts and terminologies used in mergers and acquisition. 2. To explain and critically evaluate M&A with its different classifications, strategies, theories, synergy etc. 3. To apply and analyse financial evaluation and accounting aspects of M&A.			
Module-1 Mergers and Acquisitions(M & A)			5 hours
Introduction of M & A: Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A-SWOT analysis-BCG matrix. (Theory).			
Module -2 Merger Process			7 hours
Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration. (Theory).			
Module -3 Financial Evaluation of M & A			7 hours
Merger as a capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems).			
Module -4 Accounting aspects of Amalgamation			7 hours
: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems).			
Module -5 Acquisitions/Takeovers			7 hours
Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory).			
Module -6 Corporate Restructuring			7 hours
Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and joint ventures. (Theory).			
Course outcomes:			
At the end of the course the student will be able to:			
1. Understand M&A with its different classifications, strategies, theories, synergy etc. 2. Conduct financial evaluation of M&A 3. Analyse the results after evaluation 4. Critically evaluate different types of M&A, takeover and antitakeover strategies			
Practical Component:			
1. Choose any two latest M & A deal, announced/completed in the Indian corporate sector in 2019-20; Compile complete details of the deal; 2. Study the deal in the light of the following: <ol style="list-style-type: none"> Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal Synergies/benefits likely to emerge from the deal Challenges/Impact/Problems-associated with the deal. 			
Question paper pattern:			
1. The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60. 2. The question paper will have 8 full questions carrying equal marks. 3. Each full question is for 20 marks. 4. Each full question will have sub question covering all the topics under a Module. 5. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. 6. 60 percent theory and 40 percent problems in the SEE.			

Textbooks				
Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Mergers Acquisitions & Corporate Restructuring -	Rabi Narayan Kar and Minakshi	Taxmann's	3/e, 2017
2	Mergers and Acquisitions	Sheeba Kapil and Kanwal N. Kapil	Wiley	2/e, 2017
3	Mergers, Acquisitions and Corporate Restructuring: Text and Cases	Chandrashekar, Krishnamurti & Vishwanath S	Sage Publications	2/e, 2018
Reference Books				
1	Mergers, Acquisitions and Takeovers	H.R.Machiraju	New Age International Publishers	1/e, 2010
2	Mergers et.al.-Issues, Implications, and Case Law in Corporate Restructuring	Ramanujam S.	Tata McGraw Hill Publishing House	2000
3	Takeovers, Restructuring and Corporate Governance	Weston, Mitchell and Mulherin	Pearson Education	4/e , 2003.

Venture Growth Strategies			
Course Code	20IVD32	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	3
Course Objectives:			
<ol style="list-style-type: none"> 1. To understand various concepts related to successful element of scaling for start-ups 2. To explain and critically evaluate organization policies and regulations for growth of a venture 3. To apply and analyse expansion strategy for the organization 			
Module-1 Acquiring Customers and Forecasting Demand			5 hours
Strategies to acquire customers and understand product demand when a start-up is in growth mode. You'll learn foundational economic concepts in customer acquisition, including customer value over time, customer lifetime value and ROI, and customer equity. You'll also learn about the key theory of "two-sided markets" and explore how entrepreneurs can build these markets through pricing and subsidization.			
Module -2 Management and PR			7 hours
In this module, you'll explore the strategies modern start-ups use to get the word out about new products and services. You'll learn the three primary modes of digital marketing (owned, paid, and earned), and when and how these media options can be utilized by a start-up. You'll also learn how to harness the powers of social media, search engine optimization (SEO), "sponsored" search engine results, display ads and social ads. Finally, you'll understand how to leverage free media and assess the pros and cons of engaging PR firms			
Module -3 Cost Structures, Pricing and tracking			14 hours
This module was designed to give you a strong foundation in the economics around growing a start-up, including how to understand and implement cost targets, pricing strategies, and outcome measurement. You'll learn the math behind creating cost targets and margin requirements (whether your product or service will be sold via retailers or some other channel), the principles that guide pricing of products and services, and how to implement the "four Cs" of pricing while measuring price sensitivity. You'll also explore how to identify key performance indicators (KPIs) to determine whether your business is thriving or failing, how to efficiently grow a customer base through sales partnerships, and how to decide whether to make your own products/components or purchase them from a third party.			
Module -4 Creating and Scaling Company Culture			14 hours
This module explores the best approaches for attracting and retaining talent, creating a company culture that is conducive to growth, and how company founders and early employees can learn to delegate authority and manage the people-based growing pains that many start-ups experience. You'll learn how to scale up strategically, and how to you decide whether to expand to different segments once you establish a foothold in your target segment. You'll also examine the differences between vertical expansion and horizontal expansion, and learn how to decide which path to pursue.			
Course outcomes:			
At the end of the course the student will be able to:			
Students will have a solid grounding in the core concerns of start-ups as they move from launch to growth.			
<ol style="list-style-type: none"> 1. Development of digital marketing and PR strategies 2. Possess information on Cost, sales, price and production strategies 3. Critically evaluate start-up's personnel roster and strategic direction as your business grows 			
Question paper pattern:			
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.			
<ol style="list-style-type: none"> 1. The question paper will have 8 full questions carrying equal marks. 2. Each full question is for 20 marks. 3. Each full question will have sub question covering all the topics under a Module. 4. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. 5. 60 percent theory and 40 percent problems in the SEE. 			

Textbooks				
Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Demand and Supply Integration	Mark Moon	FT Press	1 st edition
2	Marketing management	Philip Kotler	Prentice Hall	4 th edition
3	Organizational Culture and Leadership	Edgar Schein	Wiley	1 st Edition
Reference Books				
1	Mergers, Acquisitions and Takeovers	H.R.Machiraju	New Age International Publishers	1/e, 2010
2	Mergers et.al.-Issues, Implications, and Case Law in Corporate Restructuring	Ramanujam S.	Tata McGraw Hill Publishing House	2000
3	Takeovers, Restructuring and Corporate Governance	Weston, Mitchell and Mulherin	Pearson Education	4/e , 2003.

Digital Marketing			
Course Code	20IVD33	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	4	Exam Hours	3
Course Objectives			
<ol style="list-style-type: none"> To understand the important concepts related to e-marketing To learn the use of different electronic media for designing marketing activities. To acquaint the students with the latest techniques of e-marketing. 			
Module-1 Introduction to Digital Marketing			7 hours
Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The P-O-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan			
Module -2 Display Advertising			7 hours
Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.			
Module -3 Search Engine Advertising			7 hours
Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan			
Module -4 Social Media Marketing			7 hours
Face Book Marketing: Facebook for business & facebook insights LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snapchat: Objectives of Instagram, Hashtags. What is Snapchat. Digital Public Relations			
Module -5 Mobile Marketing			7 hours
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification.Tracking mobile campaigns- Mobile Analytics. Live Project: Create a mobile advertising project..			
Module – 6 Search Engine Optimization			5 hours
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only			
Course outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Recognize appropriate e-marketing objectives. Appreciate the e-commerce framework and technology. Illustrate the use of search engine marketing, online advertising and marketing strategies. Develop social media strategy's to solve business problems. 			
Practical Components:			
<ul style="list-style-type: none"> Students will learn to create a digital marketing plan. Students will learn to create a mobile advertising project 			
Question paper pattern:			
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.			
<ul style="list-style-type: none"> The question paper will have 8 full questions carrying equal marks. Each full question is for 20 marks. Each full question will have sub question covering all the topics under a Module. The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. 100 percent theory in the SEE. 			

Textbooks				
Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Digital Marketing	Seema Gupta	McGraw Hill Education	2017
2	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	2017
3	Fundamentals of Digital Marketing	Puneet Bhatia	Pearson	2/e, 2014
4	Social Media Marketing	Tracy L Tuten, Michael R Solomon	Sage Publications	3/e, 2020
Reference Books				
1	Digital Marketing	Swaminathan T N, Karthik Kumar	Cengage Learning India Pvt. Ltd	2019
2	Digital Marketing	Hanlon	Sage Publications	2/e, 2017
3	Digital Marketing	Ian Dodson	Wiley	2016

People Management and Leadership				
Course Code	20IVD34	CIE Marks	40	
Teaching Hours/Week (L:T:P)	3:0:2	:SEE Marks	60	
Credits	04	Exam Hours	03	
Course Objectives				
<ol style="list-style-type: none"> 1. Understand the concept of leadership and people management. 2. Learn the major theories of leadership and analyze the impact of situations on leadership effectiveness. 3. Understand the Changing role of leadership in the organization. 4. Describe the skills necessary to exert power and influence in a non-authoritative leadership role. 5. Discuss the role of creativity and knowledge management in effective leadership management 				
Module-1 People Management			7 hours	
People Management: Meaning and Concepts. Importance of People Management, Interactive Approach to Managing People; The Role of Human Resources, Individual and Interpersonal Behaviour, Deciding How to Decide; Performance at Work; Work Planning and Organization. Interactive Communication Skills; Responsible Management of People at Work.				
Module -2 People Management and Leadership			10 hours	
Definitions – Leadership vs Management – Personality Traits – Leadership Motives - Leadership Behaviors, Attitude & styles. Leadership Theories: Trait Theory – Behavioral – Situational Leadership – Skill Based – Visionary – Transformational and Charismatic Leadership, Leadership grid.				
Module -3 Organizational Culture and People Management			10 hours	
Changing role of leadership in the organization, learning culture and learning leader, Role of Leadership in Creating a High- Performance Work Culture. Empowerment and Delegation; Interactive Problem-Solving and Leadership.				
Module -4 Conflict Management and Emotional Intelligence			9 hours	
Power – Sources – Forms of Exerting Leadership – Dominance – Conflict Prevention – Empowerment. Politics – Factors – Tactics – Strategies. Influence – Compliance – Identification – Internalization – Minority Influence. Emotional Intelligence – Understanding EI – EI Models – EI and Leadership. Interpersonal Skills – Communication – Assertiveness – Conflict Resolution				
Module -5 Creativity, Innovation and Knowledge Management			14 hours	
Creativity and Innovation; Knowledge Management, Meaning and Concept, Leadership and Knowledge Management, The Human factor of Knowledge Management.				
Question paper pattern:				
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.				
<ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks. • Each full question will have sub question covering all the topics under a Module. • The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. • 40 percent theory and 60 percent problems in the SEE. 				
Textbooks				
Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managing People	Simon Birkenhead	Penguin Business	1e, 2021
2	The Art of Managing Power	R.K Shankar	Notion Press	1e,2019
3	Leaders Guide to Managing People	Mike Brent	Pearson Education	1e,2020

Reference Books				
1	Managing People and Organizations in Changing Context	Graeme Martin	Butterworth-Heinemann	1e, 2006
2	People and Performance: The Best of Peter Drucker on Management	Peter Drucker	Harvard Press	2e, 2007
3	The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People	Lance A. Berger and Dorothy R. Berger	McGraw Hill Education	3e, 2018

Performance Management System				
Course Code	20IVD351	CIE Marks	40	
Teaching Hours/Week (L:T:P)	3:0:2	:SEE Marks	60	
Credits	04	Exam Hours	03	
Course Objectives				
<ol style="list-style-type: none"> 1. Understand the concept of leadership and people management. 2. Learn the major theories of leadership and analyze the impact of situations on leadership effectiveness. 3. Understand the Changing role of leadership in the organization. 4. Describe the skills necessary to exert power and influence in a non-authoritative leadership role. 5. Discuss the role of creativity and knowledge management in effective leadership management 				
Module-1 Performance Management System			7 hours	
Definition of Performance Management (PM) The Performance Management Contribution Disadvantages/Dangers of Poorly Implemented PM Systems Definition of Reward Systems Aims and Role of PM Systems Characteristics of an Ideal PM System Integration with Other Personnel and Development Activities .				
Module -2 Performance Management Process			10 hours	
Performance Planning Performance Execution Performance Assessment Performance Review Performance Renewal and Reconstructing. Definition and Purposes of Strategic Planning Process of Linking Performance Management to the Strategic Plan Building Support.				
Module -3 Performance Management Methods			10 hours	
Defining Performance Determinants of Performance Dimensions Measuring Performance Measuring Results Measuring Behaviors, Appraisal Characteristics of Appraisal Forms Determining Overall Rating Appraisal Period and Number of Meetings Who Should Provide Performance Information, A Model of Rater Motivation Preventing Rating Distortion through, Rater Training Programmes				
Module -4 Communication and Performance Management			9 hours	
Communication, Appeals Process, Training Programs, and Pilot Testing Communication Plan Appeals Process Training Programmers for the Acquisition of Required Skills Pilot Testing Ongoing Monitoring and Evaluation.				
Module -5 Coaching and Performance Management System			14 hours	
Coaching, Coaching Styles, and Coaching Process Performance Review Meetings, Coaching Style, Preventing Defensiveness				
Question paper pattern:				
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.				
<ul style="list-style-type: none"> • The question paper will have 8 full questions carrying equal marks. • Each full question is for 20 marks. • Each full question will have sub question covering all the topics under a Module. • The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory. • 40 percent theory and 60 percent problems in the SEE. 				
Textbooks				
Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Performance management towards Organizational Excellence	T.V Rao	Sage Publication	1e,2015
2	HBR Guide to Performance Management	Harvard Publication	Harvard Publication	1e,2017
3	Performance Management	Aquinis	Pearson Education	3e,2013

Reference Books				
1	Performance management Systems and Strategies	Bhattacharyya	Pearson Education	1e,2011
2	Performance Management, Concepts, Skills and Exercises	Cardy	Prentice Hall India Learning Private Limited	2e,2011
3	Performance Management	Michael Armstrong	Jaico Publishing House	1e,2006

Management and Organizational Behaviour			
Course Code	20IVD352	CIE Marks	40
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	60
Credits	04	Exam Hours	03
Course Objectives			
<ol style="list-style-type: none"> 1. The student will be able to recite the theories and models of Management and Organizational Behavior. 2. The student will be able to apply and solve the workplace problems. 3. The student will be able to classify in differentiating between the best methods to solve the problem. 4. The student will be able to compare the appropriate framework for solving the problems at the workplace 5. The student will be able to design model in dealing with the problems in the organization. 			
Module-1 Introduction to Management			9 hours
Management -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.			
Module -2 Functions of Management			10 hours
Planning- Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organisation-Definitions, Importance, Principles, Types of Organisation Structures, Span of Control, Centralisation and Decentralisation of Authority. Directing-Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling-Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making- Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organisational Effectiveness, Decision-making Styles.			
Module -3 Organisational Behaviour			10 hours
Organisational Behaviour: Introduction, Definitions, Nature, Goals, Importance, Approaches to Organisational Behaviour, Models. Attitude- Meaning, Definition, Types, Components, Attitudes and Behaviour, Changing Attitudes in the Workplace; Perception-Perception, Perceptual Process, Factors Influencing Perception, Perception and Decision-making; Personality-Definitions, Factors Influencing Personality, Big Five Personality Traits, Myers-Briggs Type Indicator (MBTI), Personality Tools and Tests; Motivation-Definitions, Process of Motivation (Cycle of Motivation), Nature, Importance, Types, Theories.			
Module -4 Managing Human at Work			7 hours
Group Dynamics- Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour. Teamwork- Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.			
Module-5 Organizational Power, Politics and Culture			7 hours
Power and Politics- Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Culture- Definitions of Organisational Culture, Strong Versus Weak Culture, Characteristics, Types, Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture.			
Module - 6 Change and Stress Management			7 hours
Change- Nature, Characteristics, Process, Forces Responsible for Change in Organizations, Resistance to Change, Managing Resistance to Change. Stress Management-Definitions, Understanding Stress, Relation between Stress and Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.			
Course Outcomes:			
<ol style="list-style-type: none"> 1. Gain practical experience in the field of Management and Organization Behaviour 2. Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour. 3. Apply managerial and behaviour knowledge in real world situations. 4. Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behavior, attitude, perception and personality. 5. Understand and demonstrate their exposure on recent trends in management. 			

Practical Component:

- Visit an Organisation and meet HR / Manager and note the Roles played in a Day.
- Conduct an event and try understanding the dynamics that goes on group.
- Develop few questions, interact with people in the organisation and try observing personality and reaction.
- Meet any Leader / HOD / Dean and observe the Management of depts. under the leader.

Note: Faculty can either identify the organizations/ leaders/job profile or students can be allowed to choose the same.

Question paper pattern:

The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.

- The question paper will have 8 full questions carrying equal marks.
- Each full question is for 20 marks.
- Each full question will have sub question covering all the topics under a Module.
- The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
- 100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Management	Koontz	McGraw Hill	8e, 2014
2	Principles and Practices of Management and Organisational Behaviour	Chandrani Singh and Aditi Khatri	Sage Publication	2016
3	Organizational behaviour	Stephen P Robbins, Timothy	Pearson	14e, 2012

Reference Books

1	Organizational Behaviour	Fred Luthans,	McGraw Hill International	12/e, 2011
2	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013
3	Masters of Management Thought	Mahanand Charati& M M Munshi	Swapna Book House	2015

Skill Certification Program			
Course Code	20IVD41	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	60
Credits	4	Exam Hours	
Course Objectives			
<ol style="list-style-type: none"> To make the students aware of the start-up eco-system To understand the application of start-ups concepts in real life situations To conceptually evaluate the impact of start-up policies and procedures in business eco-system 			
Process			
<p>Workshops / Certificate awards in the areas like start-up ecosystem management: Concept and Best Practices of Pre-incubation Services facilities – Mandatory</p> <p>Enterprise Development Management, Negotiation, Marketing Research, Lean Start-up models etc. , As guided by Faculty Coordinator</p> <ol style="list-style-type: none"> Students are required to enrol for certification program from reputed organizations such as NTPL, IIM online Courses, Online Courses from Harvard University or any other course suggested by mentor. Students to need to take a written consent from the mentor and program coordinator before starting the certification program. Certification program selected must be a minimum of 4 week duration, higher duration is also encouraged but not more than 16 weeks Completion of the certification program is essential and a certificate of completion to appear for SEE examination. Participation certification to the program is not eligible for calming appearance for SEE examination. Students have to present completion certificate for the program. Students have present to the concerned mentor on the progress of learning and same the recorded for CIE marks. Mentors are required to certify and recommend program completion by the student. 			
Course Outcomes:			
At the end of the course the student will be able to:			
<ol style="list-style-type: none"> Gain practical experience in the field of startups. Acquire the conceptual insight of venture development for startups. Apply managerial skills for working in a startup. Develop a greater understanding about process, procedures and system in a startup 			
CIE Evaluation			
The CIE Marks would be evaluated based on the following aspects and the marks are allocated at the end of course completion. Students CIE marks are allocated based on the details as below and report for each students needs to be submitted to the program coordinator.			
Sr.No	Details of CIE Marks Allocation	Marks	
1	Involvement of the student in the Certification Program	10 Marks	
2	Timely completion of the assignment suggested in the course	10 Marks	
3	Module marks secured by student in each section are satisfactory	10 Marks	
4	Students has gained sufficient information from the program	10Marks	
		Total	40 Marks

SEE Evaluation

The SEE Marks would be evaluated based on the following aspects and the marks are allocated at the end of course completion. Students have to present for 15 minutes through PowerPoint presentation on the certification program completed. The students would be evaluated based on the presentation and understanding of the subject through certification program.

Sr.No	Details of Marks Allocation	Marks
1	Communication Skills	10 Marks
2	Clarity with the subject selected through skill certification	10 Marks
3	Professional subject knowledge	10 Marks
4	Analytical skill enhanced through certification program	10Marks
5	Promptness in comprehension and clarity in expression	10 Marks
6	Presentation Skill	10Marks
	Total	60 Marks

Internship In Startup			
Course Code	20IVD42	CIE Marks	40
Teaching Hours/Week (L:T:P)	0:0:0	SEE Marks	60
Credits	12	Exam Hours	00

Objective

To expose the students to understand the working of the start-up and take up an in-depth study of an issue / problem in the area of specialization.

General Guidelines

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE.
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem from start-ups
- In case, business problem selected from a start-ups, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the guidance of the mentors on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1” margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- Acknowledgement
- Executive Summary .

Schedule to be followed before commencement of Project

Activity	Timeline	Remarks
Identifying the start-ups Problem identification	First week	Student individually identifies an organization OR identifies problem for his/her study, according to his/her interest.
Problem statement Research Design	Second week	His/ Her interests are discussed with project guides. Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	Third week	Preparation of Synopsis* & formulating the objectives
Presentation of Synopsis	Fourth Week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	Fifth & Sixth week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

Schedule to be followed during Project work

Activity	Time Line	Remarks
Understanding Structure, Culture and functions of the organization /identifying of business problem from the Industry from the literature study	First week of Project	Student should understand products/services and the problems of the organization.
Preparation of Research design and Research instrument for data collection	2nd week of Project	Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation).
Data collection	3rd week of Project	Date collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation).
Analysis and finalization of report	4th & 5th week of project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use of Statistical Package whose result should be shown in the report) (Third Presentation).
Submission of Report	6th week of Project	Final Report should be submitted to the University before one week of the commencement of theory examination.

Project Report Evaluation:

- Internal evaluation will be done by the internal guide.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- Project work carries 100 marks consisting of 40 marks for internal marks by the internal guide, average of 30 marks from both internal and external evaluation and 30 marks for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.
- Format of the project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5 line spacing. The Project report shall not exceed 100 pages.
- Submission of Report: Students should submit the Project Report in electronic data form only, in PDF file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD's of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to Registrar Evaluation) one week before the commencement of the Theory Examinations or as per notification given for this purpose.
- Plagiarism: Plagiarism is considered as academically fraudulent, and an offence against University academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 25% is allowed in the project work and report should consist 75% of original content/work.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

Contents of the Project Report

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Chapter 2: Conceptual background and Literature review

Chapter 3: Research Design

Chapter 4: Analysis and Interpretation

Chapter 5: Findings, Conclusion and Suggestions

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

Annexures: Relevant to the project such as figures, graphs, photographs etc.,

SL No	Aspects	Marks Allotted
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	10
5	Summary of findings, suggestions and conclusion	5
Total		30

Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge	5
4	Objectives of the study and Methodology	5
5	Analysis using statistical tools and statistical packages	5
6	Findings and appropriate suggestions	5
Total		30

Visvesvaraya Technological University
Marks Sheet for MBA Project Work (20MBAPR407)

SL No	Aspects	Marks Allotted
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	10
5	Summary of findings, suggestions and conclusion	5
Total		30

Marks Sheet

Sl. No	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							

Signature of External Examiner with affiliation

Note:

1. Total External Evaluation Marks of the Project report should be uploaded to VTU by the External examiner appointed by VTU after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be sent to VTU along with the remuneration bill.

3. Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

Visvesvaraya Technological University
Marks Sheet for MBA Project Work (20MBAPR407)

Name of the College:

College Code:

Viva voce Marks Allocation for Project Work (20MBAPR407)

(Viva voce conducted by HOD/Internal Guide and an Expert from VTU.)

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge	5
4	Objectives of the study and Methodology	5
5	Analysis using statistical tools and statistical packages	5
6	Findings and appropriate suggestions	5
Total		30

Marks Sheet

Sl. No	USN	1	2	3	4	5	6	Total
1								
2								
3								
4								
5								

Signature of Internal Exam**Signature of External Examiner with affiliation****Note:** Marks may be finalized based on the joint evaluation by internal examiner and External examiner.