934E905: Specialization Courses in Entrepreneurship and Family Business

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905A	Introduction to Entrepreneurship	Elective	3	-	-	1	3	3	25	75	100
934E905B	Family Business	Elective	3	-	-	1	3	3	25	75	100
934E905C	Entrepreneurial Marketing & Sales Strategy	Elective	3	-	-	1	3	3	25	75	100
934E905D	Financial Institutions and Funding for Entrepreneurs	Elective	2	-	1	-	3	3	25	75	100
934E905E	Effective Business Plan Preparation	Elective	3	-	-	1	3	3	25	75	100
934E905F	Entrepreneurial Innovation Management and Design Thinking	Elective	2	-	1	-	3	3	25	75	100
934E905G	Managing start-ups	Elective	3	-	-	1	3	3	25	75	100
934E905H	Designing and Configuring Business Models	Elective	3	-	-	1	3	3	25	75	100
934E905I	International Business Venture Environment	Elective	3	-	-	1	3	3	25	75	100

(Campus incubation centre, Non-technical business start-ups can be created in few campuses in every region for giving practical exposure)

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905A	**Introduction to Entrepreneurship**	Elective	3	-	-	1	3	45	25	75	100

Course Objectives	
C1	To explore the concepts, trends, and challenges of entrepreneurial marketing
C2	To analyze the opportunities, requirements, and competition.
C3	To adopt and diffuse innovation strategies
C4	To ascertain demand forecasting
C5	To determine strategies to overcome challenges encountered in the planning process for new products and businesses.

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Entrepreneurial Marketing, Characteristics of entrepreneurial marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery	9	C1
II	**Opportunities and Competition:** Identifying new opportunities, Analysing customer requirements, Analysing competition, Developing a business model. Innovation within Product and Services. Climate for sustained innovation**,** Ecosystem and stakeholder engagement.	9	C2
III	**Innovation:** Adoption and diffusion of innovation, Costing and pricing strategies, Sales strategies, Communication strategies, Marketing challenges in scaling up, building marketing capabilities Designing business processes, Assessing marketing performance	9	C3
IV	**Demand Forecasting:** Demand Forecasting, Distribution Strategies and Channel Mix, Managing Sales, Marketing Strategy and Public Policy Management in 21st century, Sales activities, tasks and planning, Call Planning,	9	C4

	Presentations and handling objections, follow up, Salesmanship and management of sales force, Relationship marketing		
V	**Business Development Strategies:** Formulating Business Development Strategies**,** Evaluating Opportunities for Business Development – SWOT Analysis**,** Selecting Opportunities to Pursue.	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Synthesize and use information and knowledge effectively for marketing in the entrepreneurial sector.	PO4, PO6, PO8
CO2	Design and build an operational marketing strategy for a start-up business or new product, making best use of limited resources to ensure that the firm can establish a viable presence in the market.	PO1, PO2
CO3	Describe the role innovation can play in developing a market strategy, and how marketing can guide the development of new products and services.	PO5, PO6, PO7
CO4	Understand entrepreneurship and different market needs of big firms and SMEs and challenges of creating a new business.	PO4, PO5
CO5	Construct strategies to overcome challenges encountered in the planning process for new products and businesses.	PO3, PO8

Reading List

1.	The Entrepreneur by Sophie Boutillier, Dimitri Uzunidis, O'Reily
2.	"Innovation in large and small firms: An empirical analysis", *American Economic Review*, vol. 78, no. 4, pp. 678–690, 1988.
3.	Entrepreneurship PA Lambing, CR Kuehl - 2003 - baskent.edu.tr
4.	Entrepreneurship research, D Audretsch - Management decision, 2012 - emerald.com

References Books

1.	Mathew J Manimala, Enterprenuership theory at cross roads: paradigms and praxis" 2nd, Edition Dream tech, 2005.
2.	Khanka. S.S., "Entrepreneurial Development" S. Chand & Co. Ltd., Ram Nagar
3.	EDII "Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development", Institute of India, Ahmadabad, 1986.
4.	Hisrich R D, Peters M P, "Entrepreneurship" 8th Edition, Tata McGraw-Hill, 2013.
5.	Donald F Kuratko, "Entrepreneurship – Theory, Process and Practice", 9 th

	Edition, Cengage Learning, 2014
6.	Rajeev Roy, Entrepreneurship; 2 Edition, Oxford University Press, 2011.

	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

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SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905B	**Family Business**	Elective	3	-	-	1	3	45	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Family Business, Models & Dimensions
C2	To provide insights on Family Enterprises Evolution and Growth
C3	To throw light on Family Business Leadership, Responsibilities, Characteristics
C4	To elucidate on Religion in Family Business family values & Succession Planning
C5	To create awareness and importance of Building Team among family Members

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	Introduction of Family Business – Conceptual Models of Family firms. Three-dimension development Model. Ownership Development Dimension. Family Developmental Dimensions. Business Developmental Dimensions. Modelling for Family Business	9	C1
II	Family Business types and traditional forms of family business. Founders and the Entrepreneurial experiences. Growth and Evolution of Family Business. Complexity of family enterprise. Diversity of successions.	9	C2
III	Introduction, Leadership Challenges in Family Business, Evolving Strategies and leadership Role, Leader Legacy, Approaches to Family Leadership, Structure of Family Leadership, Responsibilities of Leadership Job, Difference between Family and Corporate Leadership, Family Democracy vs Meritocracy, Obtaining Honest Feedback, Defining and Measuring Success, Leadership Skills for 21st Century, Case Studies	9	C3
IV	Leadership and Religion in Family Business, Succession in Family Business through Authentic Leadership, Family Entrepreneurial Leadership Transition to the Second	9	C4

	Generation, Challenges of Family Leadership, Familial Values & Professionalization, Structure and next generation Leader's preparation		
V	Introduction, Strategies for Building Team, Starting Points. The growing trend toward teams and partnership, Steps to creating a team atmosphere, Sibling Partnerships-Tasks and pitfalls in a sibling partnership, Pros and cons of sibling partnerships, Cousin Consortiums-Building a working relationship among cousins, Husbands and Wives-Common threads of successful spouse teams, Beating the stresses of mom-and-pop partnerships, Case Studies.	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will	**Program Outcomes**
CO1	To familiarize the students to the basic concepts of Family Business, Models & Dimensions	PO4, PO6, PO8
CO2	To provide insights on Family Enterprises. Evolution and Growth	PO1, PO2
CO3	To throw light on Family Enterprises. Evolution and Growth	PO5, PO6, PO7
CO4	To elucidate on Religion in Family Business family values & Succession Planning	PO4, PO5
CO5	To create awareness on Building Team among family Members	PO3, PO8

Reading List

1.	Family business EJ Poza - 2013 - books.google.com
2.	The family business: Its governance for sustainability F Neubauer, AG Lank - 2016 - books.google.com
3.	An overview of the field of family business studies: Current status and directions for the future P Sharma - Family business review, 2004 - Wiley Online Library
4.	The impact of the family and the business on family business sustainability, PD Olson, VS Zuiker, SM Danes, K Stafford… - Journal of business …, 2003 - Elsevier

References Books

1.	Rajiv S Agarwal Family Business Management Sagec Publications Pvt Ltd, 2022
2.	Smita Goswamy., Family Run Family Led ,Wings Publication,2022
3.	Priyanka Gupta Zielinski, The Ultimate Family Business Survival Guide, Pan Publications,2021
4.	Mark Daniell, Sara Hamilton; Family Legacy and Leadership: Preserving True Family Wealth in Challenging Times; John Wiley and Sons,2010
5.	R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer,2017

6.	Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent (2007); Family Business on the Couch – A psychological perspective; Wiley Publisher,2007

	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3 – Strong 2 – Median 1 - Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905C	**Entrepreneurial Marketing & Sales Strategy**	Elective	3	-	-	1	3	45	25	75	100

Course Objectives	
C1	To familiarize students with fundamentals of Entrepreneurship
C2	To enable students, identify entrepreneurial opportunities
C3	To train students on preparing a feasibility study
C4	To throw light on venture capital and various sources of financing
C5	To enable student, understand the challenges in entrepreneurship

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	Nature and Development of Entrepreneurship. Entrepreneurship and Entrepreneurship. Personality Characteristics of Successful Entrepreneurs. Ethics and Social Responsibility of Entrepreneurs. Types of Start-Up Firms. Process of New Venture Creation. Role of Entrepreneurship in Economic Development. Emerging Trends and Issues in Entrepreneurship	9	C1
II	The Entrepreneurial Process: Identify and Evaluate the Opportunity, develop a Business Plan, Determine the Resources Required, Manage the Enterprise. Managerial Versus Entrepreneurial Decision Making: Strategic Orientation, Commitment to Opportunity, Commitment of Resources, Control of Resources, Management Structure, Entrepreneurial Venturing inside a Corporation, Causes for Interest in Entrepreneurship, Climate for Entrepreneurship, Entrepreneurial Leadership Characteristics.	9	C2
III	Identify and Recognizing Opportunities: Observing Trends and Solving Problems. Creativity: Concept, Components and Types of Creativity, Stages of Creative Process. Sources of New Venture Ideas. Techniques for Generating Ideas. Stages of Analyzing and Selecting the Best Ideas. Protecting the	9	C3

	Idea: Intellectual Property Rights and its Components. Linking Creativity, Innovation and Entrepreneurship. Concept of Feasibility Analysis. Four Forms of Feasibility Analysis and its Issues (Product/Service Feasibility Analysis, Industry/Market Feasibility Analysis, Organizational Feasibility Analysis & Financial Feasibility Analysis) Introduction to Business Plan. Guidelines for Writing a Business Plan. Outline of Business Plan.		
IV	Techniques Available to Assess Industry Attractiveness (Study Environment and Business Trends & The Five Competitive Forces Model). Competitor Analysis. Identifying Competitors. Sources of Competitive Intelligence. Recruiting and Selecting Key Employees. Lenders and Investors. Funding Requirements: Sources of Personal Financing. Venture Capital. Commercial Banks. Sources of Debt Financing. Key Marketing Issues for New Ventures.	9	C4
V	Nature of Business Growth, Planning for Growth, Reasons for Growth. Managing Growth: Knowing and Managing the Stages of Growth, Challenges of Growing a Firm. Strategies for Firms Growth: Internal and External Growth Strategies.	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand the fundamentals of Entrepreneurship	PO4, PO6, PO8
CO2	Be able to identify entrepreneurial opportunities	PO1, PO2
CO3	Be able to prepare a feasibility study	PO5, PO6, PO7
CO4	Be able to identify sources of venture capital and other sources of financing	PO4, PO5
CO5	Be able to understand the challenges in entrepreneurship and measures to overcome it.	PO3, PO8

Reading List

1.	Putting entrepreneurship into marketing: the processes of entrepreneurial marketing D Stokes - Journal of research in marketing and entrepreneurship, 2000 - emerald.com
2.	International entrepreneurial marketing strategies of MNCs: Bricolage as practiced by marketing managers, M Yang - International Business Review, 2018 - Elsevier
3.	Entrepreneurial marketing: lessons from Wharton's pioneering MBA course LM Lodish, H Morgan, A Kallianpur - 2002 - books.google.com
4.	Entrepreneurial marketing: Global perspectives Z Sethna, R Jones, P Harrigan - 2013 - books.google.com

References Books

1.	Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wileyand Sons Inc
2.	Nijssen, E.J., Entrepreneurial Marketing – an effectual approach; Routledge
3.	Frederick G Crane, F.G.,Marketing for Entrepreneurs; Sage publications
4.	Afuah, A., Innovation management: strategies, implementation and profits Oxford University Press
5.	Beaver, G., Small business, entrepreneurship and enterprise development. Pearson Education.
6.	Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wileyand Sons Inc

	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905D	**Financial Institutions and Funding For Entrepreneurs**	Elective	2	-	1	-	3	45	25	75	100

Course Objectives	
C1	To enable the students to understand the concept of Financial Planning
C2	To elucidate the meaning, significance and the process of computing Working Capital
C3	To educate the concept of Institutional Finance
C4	To enable the students to understand the Concept of GST
C5	To explain and elucidate the students on Industrial Sickness and how to overcome it.

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	Need for financial Planning, Sources of finance- Commercial banks, NBFC, small Business grants, venture capital, angel investor and PE funds.	9	C1
II	Working Capital-Meaning, Significance, assessment of working capital, factors determining the requirement of working capital, sources and management of working capital.	9	C2
III	IDBI, IFCI, ICICI, IRBI, LIC, SFC‘S, SIDC, Small Industrial Bank of India, Export Import Bank of India (EXIM Bank).	9	C3
IV	GST, Need for tax benefits, tax holidays, tax concession for small-scale industry in rural areas and tax concession for small-scale industry in backward areas.	9	C4
V	Industrial Sickness- Concepts, Signal and Symptom of Industrial Sickness, Magnitude and Causes and Consequences of Industrial Sickness.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	**On completion of this course, students will**	**Program Outcomes**
CO1	Understand the concept of Financial Planning	PO4, PO6, PO8
CO2	Understand the process of Working Capital	PO1, PO2
CO3	Understand the concept of Institutional Finance	PO5, PO6, PO7
CO4	Understand the Concept of GST	PO4, PO5
CO5	Understand Industrial Sickness	PO3, PO8

Reading List	
1.	Funding accessibility for minority entrepreneurs: An empirical analysis T Bewaji, Q Yang, Y Han - Journal of Small Business and Enterprise …, 2015 - emerald.com
2.	Entrepreneurial finance: new frontiers of research and practice: Editorial for the special issue *Embracing entrepreneurial funding innovations* C Bellavitis, I Filatotchev, DS Kamuriwo… - Venture Capital, 2017 - Taylor & Francis
3.	Entrepreneurial finance: strategy, valuation, and deal structure J Smith, RL Smith, R Smith, R Bliss - 2011 - books.google.com
4.	Entrepreneurial finance JC Leach, RW Melicher - 2020 - **books**.google.com

References Books	
1.	Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 2005, 3rd Edition
2.	SS. KHANKA, Entrepreneurial Development, Third Edition, S. Chand & company, New Delhi 2001.
3.	Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2007
4.	Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
5.	Jeffry A. Timmons and Stephen Spinelli, ―New venture creation‖, seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009
6.	Jeffry A. Timmons and Stephen Spinelli, ―New venture creation‖, seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009

	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

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SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905E	**Effective Business Plan Preparation**	Elective	3	-	-	1	3	45	25	75	100

	Course Objectives
C1	To learn the basic concepts of team finding, formation, planning and delegation of work
C2	To understand the significance and components of a business plan and feasibility study.
C3	To know about the importance of business models and business strategy.
C4	To have in-depth knowledge about economics, cost and profitability and sources of funding for business venture.
C5	To know about market plan, financial performance and budgeting.

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	Finding your team, art of team formation, teamwork planning, chief mentor/ founder & Co founders, team formation, and delegation of work.	9	C1
II	Meaning and significance of a business plan, components of a business plan, and feasibility study, Iterating the MVP, Digital Presence for Ventures, Clarifying the value proposition, Guidelines for writing BP, pre- requisites from the perspective of investor.	9	C2
III	The importance and diversity of business model, how business model emerge, potential fatal flaws of business models, components of an effective business model, core strategy, strategic resources, partnership network, customer interface.	9	C3
IV	Understanding basics of unit economics cost and profitability, Refining the product/service, Establish the success and operational matrix, Starting Operations. Translate Business Model into a Business Plan, Visioning for venture, Take product or service to market, Deliver an investor pitch to a panel of investors, Identify possible sources of funding for your venture – customers, friends	9	C4

	and family, Angels, VCs, Bank Loans and key elements of raising money for a new venture.		
V	Get to market Plan, Effective ways of marketing for start-ups – Digital and Viral Marketing; Hire and Manage a Team, managing start-up finance: The Concept of Costs, Profits, and Losses, manage your Cash Flow, analyse your Financial Performance, budgeting.	9	C5
	Total	**45**	

Courses Outcomes		
Course Outcomes	**On completion of this course, students will**	**Program Outcomes**
CO1	Learning the basic concepts of team finding, formation, planning and delegation of work	PO4, PO6, PO8
CO2	Understanding the significance and components of a business plan and feasibility study.	PO1, PO2
CO3	Knowledge about the importance of business models and business strategy.	PO5, PO6, PO7
CO4	In-depth knowledge about economics, cost and profitability and sources of funding for business venture.	PO4, PO5
CO5	Knowing about market plan, financial performance and budgeting.	PO3, PO8

Reading List	
1.	The successful business plan: secrets & strategies RM Abrams, E Kleiner - 2003 - books.google.com
2.	Preparing a winning business plan: how to win the attention of investors and stakeholders M Record - 2003 - books.google.com
3.	Achieving the 21st Century Educational Outcomes through Group Work: A Case of Business Plan Preparation, Presentation and Assessment G Caleb, M Mazanai, M Collen - Journal of Educational and Social …, 2014 - mcser.org
4.	Business Planing, And Service-Learning: Preparing Students For Business Plan Composition And Community Engagement A Kenworthy-U'ren, D Mcstay, B U'ren - 2006 - Wacra.Org

References Books	
1.	Ramachandran, Entrepreneurship Development, Mc Graw Hill
2.	Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
3.	Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, Butterwort Heinemann
4.	Byrd Megginson,,Small Business Management An Entrepreneur’s Guidebook 7th ed, Mc GrawHill
5.	Hougaard S. (2005) The business idea. Berlin, Springer

6.	**Dr. Rinkesh Chheda, Ms. Falguni Mathews:** Business Planning and Entrepreneurial Management, 1st Edition, (2019), Himalaya publishing house.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905F	**Entrepreneurial Innovation Management & Design Thinking**	Elective	2	-	1	-	3	45	25	75	100

	Course Objectives
C1	Expose students to the design process as a tool for innovation.
C2	Develop students' professional skills in client management and communication.
C3	Demonstrate the value of developing a local network and assist students in making lasting connections with the business community.
C4	Students develop a portfolio of work to set them apart in the job market
C5	Provide an authentic opportunity for students to develop teamwork and leadership skills.

	SYLLABUS		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Entrepreneurial Thinking- Innovation Management- Opportunity Spotting- Opportunity Evaluation- Industry and Market Research.	9	C1
II	Strategy and Business Models- Financial Forecasting- Business Plans- Entrepreneurial Finance- Pitching to Resource Providers- Negotiating Deals- New Venture Creation.	9	C2
III	Business Model Innovation-White Space and Business Innovation, Four Box Framework- Transforming Existing Markets, Creating New Markets- Dealing with Industry Discontinuity ,Digital Transformation- Design of New Business Models, Model Implementation – Overcoming Challenges	9	C3
IV	Design Thinking and The Design Process -The Design Brief, Scope and Establishing, Design Criteria. Visualisation, Ethnography, Concept, Assumptions Testing -Co-Creation-Business model and design thinking.	9	C4
V	Value creation and delivery through innovation- Various types of innovation and firm's strategy-Impact of changing trends and markets -Processes for creating and delivering innovation.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	**On completion of this course, students will**	**Program Outcomes**
CO1	Understand the implications of digital disruption and the role of innovation	PO4, PO6, PO8
CO2	Identify and decide on the innovation opportunity to pursue	PO1, PO2
CO3	Familiarise with the different tools and techniques for design thinking	PO5, PO6, PO7
CO4	Enhance individual and collaborative skills in design-based problem-solving	PO4, PO5
CO5	Develop a system to formally manage and nurture innovation in a corporate setup	PO3, PO8
Reading List		
1.	Design thinking **for** innovation W Brenner, F Uebernickel - Research and Practice, 2016 - Springer	
2.	Entrepreneurial ways of designing and designerly ways of entrepreneuring: Exploring the relationship between design thinking and effectuation theory NF Klenner, G Gemser… - … Innovation Management, 2022 - Wiley Online Library	
3.	The handbook of technology and innovation management S Shane - 2009 - books.google.com	
4.	Values-based innovation management: Innovating by what we care about H Breuer, F Lüdeke-Freund - 2017 - books.google.com	
References Books		
1.	Baron, R. A., & Shane, S. A. (2008). Entrepreneurship: A process perspective (1st ed.). Toronto, ON Nelson.	
2.	Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken, NJ: Wiley.	
3.	Kawasaki, G. (2015). The art of the start 2.0: The time-tested, battle-hardened guide for anyone starting anything. New York, NY: Penguin.	
4.	Brown, Tim, and Barry Katz. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. Harper Business, 2009.	
5.	Jeanne Liedtka and Tim Ogilvie Designing for Growth: A Design Thinking Tool Kit for Managers (Columbia University Press, 2011)	
6.	Design‖: The Design of Business: Why Design Thinking is the Next Competitive Advantage, by Roger L. Martin	

	PO 1	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

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SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905G	**Managing Start-Ups**	Elective	3	-	-	1	3	45	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.
C2	To provide insights on capital Resource requirements and Estimating start-up cash requirements
C3	To throw light on Funding with Equity, bootstrapping and strategic alliances.
C4	To elucidate on Sustaining Enterprising Model & Organizational Effectiveness
C5	To create awareness on successful Exit Strategies and Selling the business

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	**Start-up opportunities:** Introduction to Innovation and Entrepreneurial Idea Generation and Identifying Business Opportunities, The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The start-up Economy - The Six Forces of Change- The Start-up Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.	9	C1
II	**Start-up Capital Requirements and Legal Environment**: Identifying Start-up capital Resource requirements - Estimating start-up cash requirements - Develop financial assumptions, constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Start-up financing metrics - The Legal Environment- Approval for New Ventures, Taxes or duties payable for new ventures.	9	C2
III	**Starting up Financial Issues:** Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding start-ups with bootstrapping- crowd	9	C3

	funding- strategic alliances.		
IV	**Start-up Survival and Growth:** Management Skills for Entrepreneurs and Managing for Value Creation, Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures, Scaling Ventures – preparing for change - Leadership succession. Creating and Sustaining Enterprising Model & Organizational Effectiveness, Support for growth and sustainability of the venture.	9	C4
V	**Planning for Harvest and Exit**: Dealing with Failure: Bankruptcy, Exit Strategies, Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	**On completion of this course, students will**	**Program Outcomes**
CO1	Be Familiar with the basic concepts of The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.	PO4, PO6, PO8
CO2	Understand capital Resource requirements and Estimating start-up cash requirements	PO1, PO2
CO3	Be aware of Funding with Equity, bootstrapping and strategic alliances.	PO5, PO6, PO7
CO4	Use Sustaining Enterprising Model & Organizational Effectiveness	PO4, PO5
CO5	Know option related to Exit Strategies and Selling the business	PO3, PO8

Reading List	
1.	How start-ups successfully organize and manage open innovation with large companies M Usman, W Vanhaverbeke - … Journal of Innovation Management, 2017 - emerald.com
2.	A comparative study of new venture top management team composition, dynamics and performance between university-based and independent start-ups MD Ensley, KM Hmieleski - Research policy, 2005 - Elsevier
3.	Harnessing the hidden enterprise culture: Supporting the formalisation of off- the- books business start- ups CC Williams, S Nadin - Journal of Small Business and Enterprise …, 2013 - emerald.com
4.	Managing high-tech start-ups D MacVicar, D Throne - 2016 - books.google.com

References	
1.	Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2.	Anjan Rai chaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010. S. R. Bhowmik& M. Bhowmik, Entrepreneurship, New Age International, 2007.
3.	S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4.	Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6.	Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

UNIVERSITY OF MADRAS

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME

SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905H	**DESIGNING AND CONFIGURING BUSINESS MODELS**	Elective	3	-	-	1	3	45	25	75	100

Course Objectives	
C1	To ideate the proposed business plan using business model canvas
C2	To understand the significance of segmentation and value proposition
C3	To make informed choice of the distribution channels
C4	To optimize the cost model for maximizing revenue
C5	To understand the resource utilization for enhance efficiency.

	SYLLABUS		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction to business models** The business model canvas (a shared language for describing, visualizing, assessing, and changing business models) – definition of a business model – the 9 building blocks – the business model canvas template.	9	C1
II	**Designing / understanding customer segmentation and value proposition** Types of customer segmentation – mass market – niche market – segmented – diversified – multi–sided platforms (or multi–sided markets). value propositions – newness – performance – customization – “getting the job done” – design – brand/status – price – cost reduction – risk reduction – accessibility – convenience/usability	9	C2
III	**Choosing channels and customer relationships to serve the customer** Channel types – sales force – web sales – own stores – partner stores – wholesaler. Channel phases – awareness – evaluation – purchase – delivery – after sales. Customer relationships – personal assistance – dedicated personal assistance – self–service – automated services –	9	C3

	communities – co–creation.		
IV	**Key partners and key activities for the business model** Key partnership – optimization and economy of sale – reduction of risk and uncertainty – acquisition of particular resources and activities. key activities – production – problem solving – platform/network. choosing revenue streams and cost structures – asset sale – usage fee – subscription fees – leading/renting/leasing – licensing – brokerage fees – advertising.	9	C4
V	**Key resources and key activities to complete the business model** Categories of key resources – physical – intellectual – human – financial. key activities – production – problem solving – platform/network–social business models.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	**On completion of this course, students will**	**Program Outcomes**
CO1	Be Familiar with the basic proposed business plan using business model canvas	PO4, PO6, PO8
CO2	Understand the significance of segmentation and value proposition	PO1, PO2
CO3	Be aware of the distribution channels	PO5, PO6, PO7
CO4	To develop the cost model for maximizing revenue	PO4, PO5
CO5	Transform resource utilization for enhance efficiency.	PO3, PO8

Reading List	
1.	Designing business models for cloud platforms A Giessmann, C Legner - Information Systems Journal, 2016 - Wiley Online Library
2.	Configuring new business models for circular economy through product–service systems M PP Pieroni, T C. McAloone, D CA Pigosso - Sustainability, 2019 - mdpi.com
3.	Designing scalable digital business models JJ Zhang, Y Lichtenstein, J Gander - Business models and modelling, 2015 - emerald.com
4.	Configuring new business models for circular economy: From patterns and design options to action MPP Pieroni, TC McAloone, DCA Pigosso - … on New Business Models …, 2019 - orbit.dtu.dk

References	
1.	John Adair.” Strategic Leadership: How to Think and Plan Strategically and Provide Direction”,Kogan Page,2019.
2.	Tim Clark and Bruce Hazen. Business Models for Teams. Penguin Publishing Group, 2017

3.	Osterwalder, Alexander, and Yves Pigneur. Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. Wiley, 2010.
4.	Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, Trish Papadakos, Value Proposition Design: How to Create Products and Services Customers Want. Wiley, 2010.
5.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6.	Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

UNIVERSITY OF MADRAS

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME

SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E905I	**INTERNATIONAL BUSINESS VENTURE ENVIRONMENT**	Elective	3	-	-	1	3	45	25	75	100

	Course Objectives
C1	To understand contemporary issues in Global Business environment affecting new ventures
C2	To enable the basic insights of managing ventures in the global business environment
C3	To know the concept of balance of payment
C4	To have an idea about transactions of foreign exchange markets
C5	To get familiarize about the structure and functioning of world trade organization

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	**Globalization** Introduction to the field of Global Business, Significance, Nature and Scope of Global Business, Modes of Global business – Global Business Environment- Social, Cultural, Economic, Political and Ecological factors	9	C1
II	**Theories of International Trade** Trading Environment of International Trade - Free Trade Vs ProtectionTariff and Non-tariff Barriers –Trade Blocks	9	C2
III	**Balance of Payment** Concept, Components of BOP, Disequilibrium in BOP – Causes for disequilibrium and Methods to correct the disequilibrium in Balance of Payment	9	C3
IV	**Foreign Exchange Market** Nature of transactions in foreign exchange market and types of players, Exchange rate determination, Convertibility of rupee – Euro currency market	9	C4
V	**World Trade Organization** Objectives, Organization Structure and Functioning, WTO and India, International liquidity: Problems of liquidity;	9	C5

	International Financial institutions - IMF, IBRD, IFC, ADB – Their role in managing international liquidity problems		
	Total	**45**	

	Course Outcomes	
Course Outcomes	**On completion of this course, students will**	**Program Outcomes**
CO1	Demonstrate the contemporary issues in Global Business environment affecting new ventures	PO4, PO6, PO8
CO2	enable the basic insights of managing ventures in the global business environment	PO1, PO2
CO3	know the concept of balance of payment	PO5, PO6, PO7
CO4	Describe about transactions of foreign exchange markets	PO4, PO5
CO5	Familiarize about the structure and functioning of world trade organization	PO3, PO8

Reading List

1.	A theory of cooperation in international business PJ Buckley, M Casson - The multinational enterprise revisited, 2010 - Springer
2.	International entrepreneurship research: what scope for international business theories? S Young, P Dimitratos, LP Dana - Journal of International …, 2003 - Springer
3.	International joint venture partner selection: The role of the host-country legal environment JP Roy, C Oliver - Journal of International Business Studies, 2009 - Springer
4.	Environmental risks and joint venture sharing arrangements W Shan - Journal of International Business Studies, 1991 - Springer

References

1.	Daniel, John D and Rdebangh, Lee H. International Business, 6h ed., New York, Addision Wesley, Ed.2, 201
2.	Michael R. Czinkota, Iikka A. Ronkainen & Michael H. Moffett., International Business, Cengage Learning, Ed.3, 2018.
3.	Bhall, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, Ed.2,2020
4.	Charles W. L. Hill, Irwin , International Business, 3rd Edition, McGraw-Hill, 2020
5.	Roger Benett, International Business, Pearson Education, Nlhi, Ed.5,2020

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CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low