Scheme and Syllabus

MBA (INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT)

[MBA -IEV]

(Effective from Academic Year 2025 - 26)

ST JOSEPH ENGINEERING COLLEGE

AN AUTONOMOUS INSTITUTION

Vamanjoor, Mangaluru - 575028

MOTTO

Service and Excellence

VISION

To be a global premier Institution of professional education and research

MISSION

- Provide opportunities to deserving students of all communities, the Christian students in particular, for quality professional education
- Design and deliver curricula to meet the national and global changing needs through student-centric learning methodologies
- Attract, nurture and retain the best faculty and technical manpower
- Consolidate the state-of-art infrastructure and equipment for teaching and research activities
- Promote all-round personality development of the students through interaction with alumni, academia and industry
- Strengthen the Educational Social Responsibilities (ESR) of the Institution

St Joseph Engineering College

Vamanjoor, Mangaluru

An Autonomous Institution

Affiliated to Visvesvaraya Technological University-Belagavi

& Recognized by AICTE

NBA-Accredited: B.E. (ECE, EEE, ME & CE), MBA & MCA

NAAC – Accredited with grade A+

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AUTONOMY AND ACCREDITATION

St Joseph Engineering College (SJEC) is an Autonomous Institute under Visvesvaraya Technological University (VTU), Belagavi, Karnataka State, and is recognized by the All-India Council for Technical Education (AICTE), New Delhi. SJEC is registered under the trust "Diocese of Mangalore, Social Action Department".

The SJEC has been conferred Fresh Autonomous Status from the Academic Year 2021-22. The college was granted autonomy by the University Grants Commission (UGC) under the UGC Scheme for Autonomous Colleges 2018 and conferred by VTU. The UGC Expert Team had visited the college on 28-29 November 2021 and rigorously assessed the college on multiple parameters. The fact that only a handful of engineering colleges in the state have attained Autonomous Status adds to the college's credibility that has been on a constant upswing. Autonomy will make it convenient for the college to design curricula by recognizing the needs of the industry, offering elective courses of choice and conducting the continuous assessment of its students.

At SJEC, the Outcome-Based Education (OBE) system has been implemented since 2011. Owing to OBE practiced at the college, SJEC has already been accredited by the National Board of Accreditation (NBA). Four of the UG programs, namely Mechanical Engineering, Electronics and Communication Engineering, Electrical & Electronics Engineering and Civil Engineering and two PG programs, MBA & MCA have accreditation from the NBA.

Also, SJEC has been awarded the prestigious A+ grade by the National Assessment and Accreditation Council (NAAC) for five years. With a Cumulative Grade Point Average (CGPA) of 3.39 on a 4-point scale, SJEC has joined the elite list of colleges accredited with an A+ grade by NAAC in its first cycle. The fact that only 5 per cent of the Higher Education Institutions in India have bagged A+ or higher grades by NAAC adds to the college's credibility that has been on a constant upswing.

The college is committed to offering quality education to all its students, and the accreditation by NAAC and NBA reassures this fact. True to its motto of "Service and Excellence", the college's hard work has resulted in getting this recognition, which has endorsed the academic framework and policies that the college has been practicing since its inception. The college has been leveraging a flexible choice-based academic model that gives students the freedom to undergo learning in respective disciplines and a transparent and continuous evaluation process that helps in their holistic development.

CONTENTS

SJEC MBA

The Department of Business Administration was started in the year 2007 with an objective of producing competent industry professionals with sound ethical values and service attitude. It was approved as a research centre in the year 2011 to offer Ph D programmes by VTU, Belagavi. The Department has been accredited by National Board of Accreditation (NBA) in 2020. The Department regularly organises Management Development Programmes, Faculty Development Programmes, Capacity Building Programmes and Student Development Programmes. With its total focus on Outcome Based Education, the Department has adopted active learning strategies in delivering the curriculum.

Department Vision

To impart quality management education to bring out competent, socially responsible and conscientious professionals.

Department Mission

- Imparting contemporary curriculum and its application to business situations
- Developing proficiency through continuous industry-academia interface and research
- Encouraging entrepreneurship and venture development
- Sensitizing the students towards the needs of society
- Inculcating diligence through extra-curricular activities

Programme Educational Objectives (PEOs)

PEO 1**:** Graduates will be able to apply the theoretical concepts in real life situations.

PEO 2**:** Graduates will be able to communicate effectively think critically and be able to manage interpersonal relationships.

PEO 3**:** Graduates will be capable of sustaining entrepreneurial ventures.

PEO 4**:** Graduates will be able to exhibit effective decision making skills.

PEO 5**:** Graduates will be able to adapt to constantly changing environment.

Programme Outcomes (POs)

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Ability to create entrepreneurial ventures.

Scheme of Teaching and Examination
MASTER OF BUSINESS ADMINISTRATION (INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

I Semester

SL. No.	Course	Course code	Course Title	Teaching Hours/ Week			Examination				Credits
				Lecture	Tutorial	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	IEV101	Ideation and Design Thinking for Entrepreneurs	4	0	0	3	50	50	100	4
2	PCC	IEV102	Techno-Entrepreneurship – Theories and Models	4	0	0	3	50	50	100	4
3	PCC	IEV103	Financial Accounting and Reporting	4	0	0	3	50	50	100	4
4	PCC	IEV104	Entrepreneurial Leadership and Organisational Behaviour	4	0	0	3	50	50	100	4
5	PCC	IEV105	Managerial Economics for Entrepreneurs	4	0	0	3	50	50	100	4
6	SDC	IEP106	Capstone Project -I: Problem Solution Fit - Proof of concept	0	0	8	-	50	50	100	4
Total				**20**	**0**	**8**	**15**	**300**	**300**	**600**	**24**

Note: PCC: Professional Core Course; PEC: Professional Elective Course; SDC = Skill Development Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 50 hours Teaching – Learning process

Scheme of Teaching and Examination
MASTER OF BUSINESS ADMINISTRATION (INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

II Semester

SL. No.	Course	Course code	Course Title	Teaching Hours/ Week			Examination				Credits
				Lecture	Tutorial	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	IEV201	Innovation Development and Management	4	0	0	3	50	50	100	4
2	PCC	IEV202	Intellectual Property Rights and Management Strategies	4	0	0	3	50	50	100	4
3	PCC	IEV203	Financial Management	4	0	0	3	50	50	100	4
4	PCC	IEV204	Cost and Management Accounting	4	0	0	3	50	50	100	4
5	SDC	IEP205	Capstone Project-II: Market-Product Fit-Innovation and Business Model	0	0	8	-	50	50	100	4
6	SDC	IEP206	Capstone Project-III: Business Model Fit-Enterprise Planning	0	0	8	-	50	50	100	4
Total				**16**	**0**	**16**	**6**	**300**	**300**	**600**	**24**

Note: PCC: Professional Core Course; PEC: Professional Elective Course; SDC = Skill Development Course
Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.
Four credit courses are designed for 50 hours Teaching – Learning process

Scheme of Teaching and Examination
MASTER OF BUSINESS ADMINISTRATION (INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

III Semester

SL. No.	Course	Course code	Course Title	Teaching Hours/ Week			Examination				Credits
				Lecture	Tutorial	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	**IEV301**	New Venture Establishment and Management	4	0	0	3	50	50	100	4
2	PCC	**IEVEL302X**	Elective I	4	0	0	3	50	50	100	4
3	PEC	**IEVEL303X**	Elective II	4	0	0	3	50	50	100	4
4	PEC	**IEVEL304X**	Elective III	4	0	0	3	50	50	100	4
5	PEC	**IEVEL305X**	Elective IV	4	0	0	3	50	50	100	4
6	SDC	**IEP306**	Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre	0	0	16	-	50	50	100	8
Total				**20**	**0**	**16**	**15**	**300**	**400**	**700**	**28**

Note: PCC: Professional Core Course; PEC: Professional Elective Course; SDC = Skill Development Course
Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.
Four credit courses are designed for 50 hours Teaching – Learning process

Elective -I IEVEL302X	IEVEL302A	Digital Marketing of Innovations	Elective -II IEVEL303X	IEVEL303A	People Management and Team Building
	IEVEL302B	Marketing Communications and Advertising Strategy for Start-up		IEVEL303B	Buying/Selling a Small Business
Elective -III IEVEL304X	IEVEL304A	Production Planning, Resource and Quality Management	Elective -IV IEVEL305X	IEVEL305A	Science, Education, Technology, Innovation, Start-up Policies in India
	IEVEL304B	Investment Portfolio Management in Angel & VC Firms		IEVEL305B	Technology & Global Business Linkage Opportunities

Scheme of Teaching and Examination
MASTER OF BUSINESS ADMINISTRATION (INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT)
Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

IV Semester

SL. No.	Course	Course code	Course Title	Teaching Hours/ Week			Examination				Credits
				Lecture	Tutorial	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PEC	IEVEL401X	Elective V	4	0	0	3	50	50	100	4
2	PEC	IEVEL402X	Elective VI	4	0	0	3	50	50	100	4
3	SDC	IEVMC403	MOOC						100	100	2
4	SDC	IEP404	Real Time Venture Establishment and Management in Incubation/ Acceleration Unit	0	0	28	-	50	50	100	14
Total				**8**	**0**	**28**	**6**	**150**	**250**	**400**	**24**

Note: PCC: Professional Core Course; PEC: Professional Elective Course; SDC = Skill Development Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.
Four credit courses are designed for 50 hours Teaching – Learning process

Elective V IEVEL401X	IEVEL401A	Sustainability and CSR	Elective VI IEVEL402X	IEVEL402A	Social Innovation and Social Enterprise Development
	IEVEL401B	Project Management		IEVEL402B	Entrepreneurship in Family Business
IEVMC403 Skill Certification [Outside classroom learning]	MOOCs/SWAYAM Courses of total 8 weeks duration				

Definition of Credit:	One-hour Lecture (L) per week per semester = 1 Credit Two-hour Tutorial (T) per week per semester = 1 Credit Two-hour Practical/Laboratory (P) per week per semester = 1 Credit

FIRST SEMESTER SYLLABUS

IDEATION AND DESIGN THINKING FOR ENTREPRENEURS

Course Code	**IEV101**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To examine the process of idea generation.
2. To apply the steps of the design process to new venture.
3. To develop ability to think more like a designer (open to opportunities) rather than as a manager focused on constraints.

Module 1: Idea Generation and Opportunity Recognition **10 Hours**

Idea generation-Sources of business ideas-Environmental scanning of business idea-screening of business idea-selection of workable business idea-opportunity recognition-opportunities in various sectors-steps for idea generation-techniques for idea generation.

Module 2: Design Thinking and Opportunity Assessment **10 Hours**

Design Thinking- Design thinking for competitive advantage- Power of Design Thinking in Entrepreneurship- Design Thinking in Entrepreneurship - Mental Models of Creativity - Phases of design thinking- Design thinking tools-Role of research in design thinking-Opportunity Assessment - Dimensions of Opportunity Assessment - Product-Market fit, Product-Company fit, and Product-Business fit- Framework to define key unmet needs and hence the opportunities for a new product.

Module 3: Strategic Innovation through Design Thinking **10 Hours**

Design Thinking Paradigm for Strategic Innovation- Strategies for creating value - Increment Value or True value creation, Design Thinking as a paradigm for innovation strategy, Design Research for understanding the needs of the users and clients, Technology Forecasting, Conducting analysis - Economic justification, First Mover and late mover advantage, Organizations and Innovation Process, Diffusion of Innovation.

Module 4: Business Model Design and Lean Startup Strategies **10 Hours**

Product / Service Business Model Design- Lean start-up techniques for the design and refinement of business models. Customer Experience Strategy. From the Design of Services to Business Design. Customer Discovery & Validation. -How to create a winning Business Model Design & Lean Startup. Canvas Value Proposition. Hambrick and Fredrickson Strategy and Prototyping- Design thinking process in new product development, Three Box Model solution: strategy for innovation, Reverse Innovation.

Module 5: Designing Customer Experience and Growth Strategy **10 Hours**

Designing Customer Experiences- Designing Digital Customer Experiences-online experience, mobile experience and social media experience-Designing Services and Service Delivery- Services as Solutions-Service Delivery Pathways- Risk of Abandonment-Designing Marketing-Rapid Branding-Designing a marketing plan-Designing for Change-Facing Change Head-On- The Need for Speed- Designing for Growth- Why Growth Is Important? - Growing Gracefully- Designing New Hires.

Course Outcomes: At the end of the course the student will be able to:	
IEV101.1	To apply idea generation frameworks to identify entrepreneurial opportunities
IEV101.2	To examine design thinking tools to generate user-centred business solutions
IEV101.3	To evaluate strategic innovation using design thinking paradigms
IEV101.4	To analyse lean startup and business model design principles
IEV101.5	To evaluate customer-centric strategies for product, service, and brand design
IEV101.6	To develop innovative growth strategies for entrepreneurial ventures

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Design Thinking for Entrepreneurs and Small Businesses: Putting the Power of Design to Work	Beverly Rudkin Ingle	Apress	2013
2	Design the Future: Simplifying Design Thinking to Help You	Shrutin N Shetty	Notion Press	2018
Reference Books				
1	The Three-Box Solution: A Strategy for Leading Innovation	Vijay Govindarajan	Harvard Business School Publishing	2016
2	Solving Problems with Design Thinking: Ten Stories of What Works	Jeanne Liedtka, Andre King, and Kevin Bennett	Columbia University Press	2013
3	Design Thinking for Startups: A Handbook for Readers and Workbook for Practitioners	Jimmy Jain	Notion Press	2018

Web links/Video Lectures etc

1. https://voltagecontrol.com/blog/8-great-design-thinking-examples/
2. https://online.hbs.edu/blog/post/design-thinking-examples
3. https://aim.gov.in/pdf/Introduction_to_Design_Thinking.pdf

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEV101.1	**2**	**2**	**-**	**-**	**-**	**2**
IEV101.2	**-**	**2**	**2**	**-**	**2**	**-**
IEV101.3	**1**	**1**	**-**	**-**	**1**	**1**
IEV101.4	**-**	**-**	**-**	**1**	**-**	**1**
IEV101.5	**3**	**3**	**-**	**-**	**-**	**3**
IEV101.6	**-**	**3**	**-**	**-**	**3**	**3**

1: Low 2: Medium 3: High

TECHNO-ENTREPRENEURSHIP – THEORIES AND MODELS			
Course Code	**IEV102**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 Hours	Credits	04

Course Learning Objectives:

1. To examine the trends and opportunities in technology entrepreneurship
2. To discuss the aspects of technology venture idea generation
3. To discuss developing and implementing the technology business plan

Module 1: Foundations of Technology Entrepreneurship **10 Hours**

Technology Entrepreneurship: Trends and opportunities- Five Pillars of Technology Entrepreneurship: Value Creation, The Lean Startup, Customer Discovery and Validation, The Business Model Canvas, The Entrepreneurial Method-Principles of entrepreneurial method.

Module 2: Growth Approaches for New Technology Ventures **10 Hours**

Approaches to New Technology Venture Growth - Life-Cycle Models and Stage-Based Views- Resource-Based Views- Bootstrapping a Technology Startup- Cybernetic Principles and Concepts for Technology Entrepreneurship- A Bracket Model of New Technology Venture Development- Expectations of Growth of Technology Ventures.

Module 3: Technology Venture Idea Generation **10 Hours**

Technology Venture Idea Generation- Fundamental Venture Types- The Idea Generation Process- The Opportunity Register- Non-traditional Idea Sources- The Idea Development Process- The Concept of Newness- Opportunity Assessment Plan- Disruptive Technology

Module 4: Intellectual Property Rights for Technology Ventures **10 Hours**

IP and Technology Ventures- IP Protection- Recognizing IP- Record Keeping- Trade Secrets- Patents- Copyrights- Considerations with Respect to Software- Copyrights and the Internet- Trademarks- Acquiring Trademark Rights.

Module 5: Developing and Implementing a Technology Business Plan **10 Hours**

Developing and Implementing the Technology Business Plan- Purpose of the Plan- Elements of the Business Plan

Course Outcomes:

At the end of the course the student will be able to:

IEV102.1	To analyse trends, frameworks, and principles related to technology entrepreneurship.
IEV102.2	To evaluate growth approaches and models for new technology ventures.
IEV102.3	To analyse and apply idea generation techniques and opportunity assessment tools.
IEV102.4	To evaluate the role and methods of IP protection in technology entrepreneurship
IEV102.5	To develop and assess a comprehensive technology business plan.
IEV102.6	To apply entrepreneurial methods to validate ideas and convert them into viable business models

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Technology Entrepreneurship-Taking Innovation to the Marketplace	Thomas N. Duening, Robert D. Hisrich, Michael A. Lechter	Elsevier	Second edition 2015
2	Technology Entrepreneurship	Wolfgang Runge	KIT Scientific Publishing	Volume 1,2014
Reference Books				
1	Technology Strategy for Managers and Entrepreneurs	Shane S.	McGraw Hill	2009
2	The entrepreneurial personality	Macmillan. Chell, E., Haworthy, J., & Brearley, S	Routledge	1991
3	Steve Jobs	Isaacson, W.	Simon & Schuster.	2011

Web links/Video Lectures

https://www.coursera.org/lecture/wharton-entrepreneurship-opportunity/1-6-technology-entrepreneurship-kQUP0
https://www.youtube.com/watch?v=iywvlUk2Wfg
https://www.wipo.int/wipo_magazine/en/2005/04/article_0002.html
https://www.score.org/blog/patents-and-copyrights-everything-you-need-know

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEV102.1	2	2	-	-	-	2
IEV102.2	-	2	2	-	2	-
IEV102.3	2	2	-	-	2	2
IEV102.4	-	-	-	3	-	3
IEV102.5	3	3	-	-	-	3
IEV102.6	-	2	-	-	2	2

1: Low 2: Medium 3: High

FINANCIAL ACCOUNTING AND REPORTING			
Course Code	**IEV103**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand principles, systems, and standards of financial accounting.
2. To analyse financial performance using accounting tools.
3. To explore emerging trends and technologies in accounting.

Module 1: Introduction to Financial Accounting **10 Marks**

Objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles (GAAP), Indian Accounting Standards, IFRS, (Theory only). Journal, Ledgers, Trial balance, Accounting equation.

Module 2: Bank Reconciliation Statement **10 Marks**

Rules for recording Receipts and Payments in cash book and bank Pass book, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement. (Theory and Problems).

Module 3: Depreciation Accounting **10 Marks**

Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method).

Module 4: Preparation and Analysis of Financial Statements **10 Marks**

Preparation of Financial Statements- Sole trading/ Company, Purpose of Financial Statement Analysis-, Financial Ratio Analysis (Theory and Problems).

Module 5: Emerging Areas in Accounting **10 Marks**

Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Blockchain, AI in Accounting, Big Data in Accounting (Theory only).

Course Outcomes: At the end of the course the student will be able:

IEV103.1	To analyse core accounting principles and systems for financial reporting.
IEV103.2	To examine financial data using accounting records and reconciliation tools.
IEV103.3	To evaluate the implications of depreciation and accounting standards on financial decisions.
IEV103.4	To examine financial statements using ratio, trend, and comparative analysis.
IEV103.5	To assess the applicability of emerging technologies in accounting practices.
IEV103.6	To develop structured solutions to accounting challenges through real-time case applications

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Financial Accounting	S.N. Maheshwari	Vikas Publishing House	Eighth Edition, 2024
2	Accounting for Managers	J. Made Gowda	Himalaya Publishing House	Third Edition, 2021
Reference Books				
1	Financial Accounting and Reporting	Barry Elliott, Jamie Elliott	Pearson	Thirteenth Edition, 2024
2	Financial Accounting: A Managerial Perspective	R Narayanswamy	PHI Learning	Seventh Edition, 2024
3	Financial Accounting for Management	N. Ramachandran, Ram Kumar Kakani	McGraw Hill Education	Fifth edition, 2020

Additional Resources: Web links/NPTEL Courses

1. https://onlinecourses.swayam2.ac.in/nou25_cm11/preview
2. https://onlinecourses.swayam2.ac.in/cec25_cm03/preview
3. https://onlinecourses.nptel.ac.in/noc25_mg121/preview
4. https://youtu.be/fcjsgiTHl2k?si=rhdgM5KPwa9B3_3f
5. https://youtube.com/playlist?list=PLLhSIFfDZcUUwKluDIB2exPUYc75Va37x&si=Cs8oHtAABIe0fvkB

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PSO1
IEV103.1	2	2	-	-	-	-
IEV103.2	-	1	-	-	1	-
IEV103.3	2	-	-	2	-	2
IEV103.4	-	2	2	-	-	-
IEV103.5	-	3	-	3	-	3
IEV103.6	3	-	-	-	3	-

1: Low 2: Medium 3: High

ENTREPRENEURIAL LEADERSHIP AND ORGANISATIONAL BEHAVIOUR			
Course Code	**IEV104**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. Explain the nature of entrepreneurial leadership
2. Explore the likely importance of work to you and your orientation to work.
3. Detail the nature, types and main features of organisational culture.

Module 1: Principles of Entrepreneurial Leadership **10 Hours**

Entrepreneurial leadership-Introduction-Principles of entrepreneurial leadership- Framing Cognitive Ambidexterity for Entrepreneurial Leaders-Creation logic in innovation- The Logic of Analytics and Entrepreneurial Leadership- Entrepreneurial Leaders and Social Media

Module 2: Developing Leadership Competencies for Innovation **10 Hours**

Leadership competencies development for innovation and entrepreneurship- Key areas in developing leadership competencies for innovation and entrepreneurship- Levers of an innovative corporate culture

Module 3: Leadership in Startups and Innovation Ecosystems **10 Hours**

Leading the Startup Corporation- Leadership Qualities-Culture- Strategy, incentives and management systems- Innovation and the intrapreneur- The changing innovation eco-system-Complementarities in the innovation process- Leading innovation.

Module 4: Organisational Behaviour and the Modern Workplace **10 Hours**

Organisational behaviour -Significance-Realities of organisational behaviour-Orientation to work and the work ethic-Psychological contract: individual and organisational expectations-The nature of human behaviour in organisations-Positive organisational behaviour-The changing world of work organisations

Module 5: Organisational Control, Culture, and Change Management **10 Hours**

Organisational control and power- The essence of control- Elements of an organisational control system- Strategies of control in organisations- Characteristics of an effective control system-Power and management control- Behavioural factors in control systems- The manager–subordinate relationship- Reasons for lack of delegation- Systematic approach to empowerment and delegation

Organisational culture -Levels and types-Influences on the development of culture-Culture and organisational control-National and international culture-Organisational climate-Characteristics of a healthy organisational climate-Organisational change-Resistance to change

Course Outcomes:

At the end of the course the student will be able to:

IEV104.1	To apply principles of entrepreneurial leadership and innovation logic to business problems.
IEV104.2	To analyse leadership competencies and cultural drivers of innovation and entrepreneurship.
IEV104.3	To evaluate leadership strategies in startups focusing on culture, strategy, and systems.
IEV104.4	To analyse organizational behaviour and work ethics influencing employee motivation.
IEV104.5	To evaluate control systems and power structures in achieving organizational objectives.
IEV104.6	To develop strategies for building innovative and adaptable organizational cultures.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Shaping Entrepreneurial Mindsets: Innovation and Entrepreneurship in Leadership Development	Jordi Canals	Palgrave Macmillani	2015
2	Management and organisational Behaviour	Laurie J. Mullins	Pearson	Eleventh Edition,2016
Reference Books				
1	Corporate Entrepreneurship	Morris, M. H. and D. F. Kuratko	Harcourt College Publishers	2002
2	Effectuation: Elements of Entrepreneurial Expertise	Sarasvathy, S. D	Edward Elgar	2008
3	Leadership: Theory and practice	Northouse, P.	Sage	2013

Web links/Video Lectures

1. https://www.noveloffice.in/blog/entrepreneurial-leadership-create-startups-businesses/
2. https://businessmagazinegainesville.com/intrapreneurship-and-internal-innovation/
3. https://www.googlesir.com/elements-of-control-process-in-management/
4. https://www.linkedin.com/pulse/six-characteristics-healthy-organizational-change-dawn-marie-turner/

Course Articulation Matrix

Course Outcomes (Cos)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEV104.1	3	3	-	-	-	
IEV104.2	3	-	-	3	-	
IEV104.3	2	-	-	-	2	
IEV104.4	3	-	-	-	3	
IEV104.5	-	3	-	3	-	
IEV104.6	3	-	3	-		3

1: Low 2: Medium 3: High

<table>
<tr><th colspan="4">MANAGERIAL ECONOMICS FOR ENTREPRENEURS</th></tr>
<tr><td>Course Code</td><td>IEV105</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>4:0:0</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>50 hours</td><td>Credits</td><td>04</td></tr>
</table>

Course Learning Objectives:

1. To discuss the significance of managerial economics
2. To explain demand, cost and production functions
3. To discuss perfect, monopolistic, monopoly and oligopoly markets

Module 1: Introduction to Managerial Economics **10 Hours**

The Salient Features and Significance of Managerial Economics-Scope of Managerial Economics-Basic Assumptions in Economic Models and Analysis-Economic concepts-Distinction Between Micro and Macroeconomics.

Module 2: Demand and Supply Analysis **10 Hours**

Demand Analysis-Determinants of Demand-Demand Function-The Law of Demand-Change in Quantity Demanded Versus Change in Demand-The Concept of Elasticity of Demand-Types of Price Elasticity-Factors Influencing Elasticity of Demand.
Supply and Supply Function-Factors determining supply-Law of supply-Competitive market equilibrium-Changes in market equilibrium

Module 3: Cost and Production Analysis **10 Hours**

Cost and Production Analysis-Cost: Concepts and Cost-Output Relationship-Economies of Scale and Scope-Production Functions-The Law of Diminishing Marginal Returns.

Module 4: Cost Forecasting and Control for Managerial Planning **10 Hours**

Cost and Profit Forecasting: Break-even Analysis-Cost Control-Techniques of Cost Control-Areas of Cost Control

Module 5: Market Structures and Macroeconomic Environment **10 Hours**

Market Analysis-Perfect Competition-Price Determination Under Perfect Competition-Monopoly: Pricing and Output Decision-Sources of Monopoly Power-Monopolistic Competition-Oligopoly.
Macroeconomics and Business-Business Cycle-Phases-Economic Indication and forecasting for Business.

Course Outcomes:
At the end of the course the student will be able to:

IEV105.1	To analyse economic principles to support entrepreneurial decisions.
IEV105.2	To evaluate market dynamics using demand, supply, and elasticity tools.
IEV105.3	To analyse production and cost structures for effective resource planning.
IEV105.4	To evaluate cost control and forecasting techniques for business planning.
IEV105.5	To examine different market structures and their impact on pricing strategies
IEV105.6	To evaluate macroeconomic trends and indicators for strategic business decisions.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Managerial Economics: A Problem Solving Approach,	Luke M. Froeb, Brian T. McCann, Mikhael Shor, Michael R. Ward	South-Western Cengage Learning	Third edition,2014
2	Managerial Economics	D.M.Mithani	Himalaya Publishing House Pvt. Ltd.,	First ed.,2010
Reference Books				
1	Managerial Economics A Problem-Solving Approach	Nick Wilkinson	Cambridge University Press	2005
2	Managerial Economics	Mark Hirschey	South-Western Cengage Learning	12th Edition,2009
3	Managerial Economics	Hudson Rees	Library Press	2017

Web links/Video Lectures/MOOCs

https://www.youtube.com/watch?v=ZXDKdJO3V6Y
https://www.economicsdiscussion.net/law-of-demand/demand-meaning-laws-and-demand-function/19383
https://www.youtube.com/watch?v=VjhMIe__f4g
https://www.indeed.com/career-advice/career-development/cost-control-methods

Course Articulation Matrix

Course Outcomes (Cos)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEV105.1	2	2	-	-	-	2
IEV105.2	2	2	-	-	-	2
IEV105.3	2	2	-	-	-	-
IEV105.4	2	2	-	-	-	2
IEV105.5	3	3	-	3	3	-
IEV105.6	3	3	-	3	-	-

1: Low 2: Medium 3: High

CAPSTONE PROJECT - I: PROBLEM SOLUTION FIT - PROOF OF CONCEPT			
Course Code	**IEP106**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Practical	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	0:0:8	SEE	Practical
Total Hours	-	Credits	04

Course Learning Objectives:

1.To present the proposed product/service

2. To explain the proposed functionality of the product/service

3. To evaluate the feasibility of the proposed product/service

POC Capstone Project:

A Proof of Concept (POC) capstone project is a presentation of the proposed product and its potential viability. POCs describe the idea and proposed functionality of the product, including its general design or specific features, and how achievable they are. This serves as a prerequisite before entrepreneurs/companies produce a sample or the final version and release it for wide scale implementation or sales. A POC typically involves a small-scale visualization exercise to verify the potential real-life application of an idea. It's not yet about delivering that concept but showing its feasibility.

A POC is crucial for aspiring entrepreneurs wanting to propose developing their business ideas into real-life solutions.

Suggested contents:

- Demonstrate the need for the product/service.
- Ideate the right solution.
- Gather and document feedback.
- Present POC

Mode of Evaluation: Periodic reviews, Presentations, Final viva

Course Outcomes:

At the end of the course the student will be able to:

IEP106.1	Explain the need for the product/service.
IEP106.2	Test an idea for real-life application.
IEP106.3	Discuss the functionality and feasibility of a product/ the idea.
IEP106.4	Analyse the feasibility of a product/ the idea.
IEP106.5	Identify, the potential risks and obstacles faced in implementing the proposed product/ idea.
IEP106.6	Compare the competing products/ideas.

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEP106.1	**3**	**-**	**-**	**-**	**-**	**-**
IEP106.2	**-**	**3**	**-**	**-**	**-**	**-**
IEP106.3	**-**	**-**	**-**	**-**	**-**	**-**
IEP106.4	**-**	**2**	**-**	**3**	**-**	**-**
IEP106.5	**-**	**-**	**-**	**-**	**-**	**3**
IEP106.6	**-**	**3**	**-**	**-**	**-**	**-**

Guidelines for IEP106-Capstone Project-I: Problem Solution Fit - Proof of concept

Contents

- Cover page
- Certificate from the Guide, Dean and Principal
- Declaration by the Student
- Acknowledgements
- Table of contents
- List of tables
- List of figures
- Executive summary

Chapter 1: Introduction: Need for the product/service, nature of the industry, level of competition etc.
Chapter 2: Creative idea/Proof of Concept: POC/idea and its real-life application, Innovativeness of the idea etc.
Chapter 3: Functionality and Feasibility of the product/idea: Feedback documentation and analysis of the feasibility of the product/idea.
Chapter 4: Risks and Obstacles in Implementation: Identification of potential risks and obstacles in implementation of the product/idea.
Chapter 5: Conclusion

Bibliography

Annexures:

- **Questionnaire for feedback**
- **Plagiarism report**

Capstone project – I: Report Evaluation

- Internal assessment (CIE) by the internal guide
- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years of experience/ expert from the industry.
- The Viva-Voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with a minimum of 10 years of experience/expert from the industry.
- Capstone project – I carry 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks of the Capstone project – I is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.
- Capstone 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 capstone project report shall not exceed 100 pages.
- Submission of Report: Students should submit three hard copies of the Capstone Project Report along with an electronic copy in PDF format.
- The report shall be hard bound with facing sheet of **White colour.**
- Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the capstone project report. **The permitted similarity index is <=10%.**

Allotment of marks for Capstone Project-1

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	**50**
2.	Capstone Report Evaluation by the Guide & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the capstone project-I	**25**
3.	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	**25**
Total		**100**

Rubrics for Capstone Project-I Evaluation and Viva voce Examination

A. Internal Assessment by the Guide.

Sl.No	Aspects	Marks Allotted
1	Presentation mechanics	5
2	Presentation content	5
3	Presentation-Supporting materials	5
4	Initiative, independence in problem solving.	5
5	Scope fulfilment	5
6	Need for the product and the level of competition	5
7	Testing the idea for real life application	5
8	Functionality	5
9	Feasibility analysis	5
10	Risk identification and analysis.	5
	Total	**50**

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.

Sl.No	Aspects	Marks Allotted
1	Introduction	5
2	Creative idea/Proof of Concept	5
3	Functionality and Feasibility of the product/idea	5
4	Risks and Obstacles in Implementation	5
5	Conclusion	5
	Total	**25**

C. 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 Skill	5
2	Communication Skill	5
3	Creative idea/Proof of Concept	5
4	Functionality and Feasibility of the product/idea	5
5	Risks and Obstacles in Implementation	5
	Total	**25**

Note: Formats are given below:

Capstone Project -I
Problem Solution Fit - Proof of concept

Submitted by

Student Name

(USN)

Submitted to

St. Joseph Engineering College
(An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION
Innovation, Entrepreneurship and Venture Development

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Capstone Project -I Problem Solution Fit - Proof of concept entitled is prepared by me under the guidance of (Guide Name), (Department) (Institute name). I also declare that this Capstone Project -I Problem Solution Fit - Proof of concept is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration-Innovation, Entrepreneurship and Venture Development by Visvesvaraya Technological University, Belagavi. I further declare that this Capstone Project is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**

Date:

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SECOND SEMESTER SYLLABUS

INNOVATION DEVELOPMENT AND MANAGEMENT			
Course Code	**IEV201**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. Analyse the role marketing plays in innovation.
2. Identify the factors organisations have to manage to achieve success in innovation.
3. Examine the relationship between new products and prosperity.

Module 1: Foundations and Frameworks of Innovation **10 Hours**

Nature and Importance of innovation-need to view innovation in the organisational context-Types of innovation-Models of innovation-Discontinuous Innovation-Innovation as a management process-Framework for management of innovation-Innovation and new product development-The role of the state in innovation-Triple Helix of university industry government relationships that drives innovation.

Module 2: Organisational Dynamics and Innovation Management **10 Hours**

Organisations and innovation-The dilemma of innovation management-Organisational characteristics that facilitate the innovation process-Growth Orientation-Organisational structures and innovation-Role of the individual in the innovation process-IT systems and their impact on innovation-Management tools for innovation.

Module 3: Operations and Process Innovation **10 Hours**

Operations and process innovation-The operations manager's role-Nature of design and innovation in the context of operations-Process Design-Process design and innovation-Innovation in the management of the operations process-Innovation gap analysis-Lean innovation

Module 4: Open Innovation and Technology Transfer **10 Hours**

Open innovation-Technology transfer-Models of technology transfer-Limitations and barriers of technology transfer-Managing the inward transfer of technology-Technology transfer and organisational learning.

Module 5: Innovation, Market Adoption, and New Product Development **10 Hours**

Innovation and the market-Marketing insights to facilitate innovation-Crowdsourcing for new product ideas-adopting new products and embracing change-Market adoption theories.
Innovation management and new product development (NPD)-Considerations when developing new product development strategy-NPD as a strategy for growth-Models of new product development

Course Outcomes:
At the end of the course the student will be able to:

IEV201.1	To apply models and frameworks to understand innovation in organizations
IEV201.2	To analyse the organizational enablers and barriers to innovation
IEV201.3	To evaluate operational and process innovations to improve efficiency
IEV201.4	To assess technology transfer models and open innovation strategies
IEV201.5	To analyse market insights and customer needs for innovation and product strategy
IEV201.6	To evaluate new product development strategies as drivers of innovation

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Innovation Management and New Product Development	Paul Trott	Pearson	Sixth edn,2017
2	Managing Innovation	Tidd, J., Bessant, J. and Pavitt, K.	John Wiley & Sons,	4th edn,2009
Reference Books				
1	Managing New Product Innovations	Souder, W.E.	Lexington Books	1987
2	The Circle of Innovation,	Peters, T	Hodder & Stoughton	1997
3	New Products Management	Crawford, C.M. and Di Benedetto, C.A.	Tata McGraw-Hill Education	11th edn,2014
Web links/Video Lectures/MOOCs https://www.viima.com/blog/types-of-innovation https://manufacturing.endeavorb2b.com/5-ways-to-facilitate-innovation/ https://www.youtube.com/watch?v=oLmSw236UFA				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEV201.1	**1**	**1**	**-**	**-**	**-**	**-**
IEV201.2	**-**	**2**	**-**	**-**	**2**	**-**
IEV201.3	**2**	**2**	**-**	**-**	**2**	**-**
IEV201.4	**-**	**-**	**2**	**2**	**-**	**2**
IEV201.5	**3**	**3**	**-**	**-**	**-**	**3**
IEV201.6	**-**	**3**	**-**	**-**	**3**	**-**

1: Low 2: Medium 3: High

INTELLECTUAL PROPERTY RIGHTS AND MANAGEMENT STRATEGIES			
Course Code	**IEV202**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To discuss the Intellectual Property System in India
2. To explain the patents, copyrights Trademarks, Industrial designs, and GI law in India
3. To examine the IP management strategies and various schemes/initiatives by the GOI to promote IPR in startups and MSME

Module 1: Introduction to IP and Patent Law **10 Hours**

Introduction to Intellectual Property and its importance- Classification of IPRs- IP System in India-Development of TRIPS Complied Regime in India- National IPR Policy of India- Objectives and provisions.

The Patents Act- Product/Process Patents- Patentability Criteria- Inventions Not Patentable- Patent Application and Grant Procedure in India- Milestones in Indian Patent Law- Assignment and Licensing of Patents- Infringement of Patent rights- Remedies- Patent Databases & Patent Information System

Case Study: Novartis in India, Bajaj Auto Ltd vs. TVS Motor Company

Module 2: *Copyright and Digital Media* **10 Hours**

Copyright- Author & Ownership of Copyright- Copyright registration in India- Ownership of Copyright- Assignment, Transmission, Licensing of Copyrights- Infringement of Copyright- Remedies- Copyright (Amendment) Act 2012- The Information Technology Act 2000- Copyright pertaining to Software/Internet and other Digital media- Copyright Societies, Office, Board, Registration of Copyrights & Appeals- Anton Piller Order

Case Study: Google Library Project.

Module 3: *Trademarks, Designs & GIs* **10 Hours**

Trade mark- Different kinds of marks- Non-Registrable Trademarks- Procedure for Registration of Trademarks- Assignment/Transmission/Licensing of Trademarks- Infringement of Trade Mark and Remedies- International Conventions- Madrid Protocol- Domain Names

Industrial Designs- Registration of Designs- Integrated Circuit Layout Design- Trade Secrets- Geographical Indications (GI)

Case Study: L’Oréal Trade Mark Dispute

Module 4: *IP Management & Commercialization* **10 Hours**

IP Management- Need and Importance- 5C Analysis of Strategic Management of IP- IP Management Process- IP Valuation, Methods- Commercialization Aspects of IPR: IPR Licensing and Business Opportunities from Expired Patents- IP Insurance and Coverage- Risk Management of IP, Types and sources of IP Risks- NDA signing with partners, Employees, and prospective licensees- IP Management Best Practices- IP Management Software, Patent pools and standard essential patents (FRAND and RAND)

Module 5: *IP Strategy for Startups & MSMEs* **10 Hours**

IP strategy for Start-ups and MSME- Importance of IP for Start-ups and SMEs (operationally and strategically)- IP Support Program under MeitY- IP Facilitation Centers (IPFCs)- Government Initiatives and Fund-Raising Aspects for IPR- IPR Consultation and Awareness at DPIIT- IPR promotion initiatives for MSME by DCMSME, GOI

Course Outcomes: At the end of the course, the student will be able to:	
IEV202.1	To analyse the types and functions of intellectual property in organizational strategy.
IEV202.2	To evaluate legal provisions, procedures, and remedies related to patents, copyrights, and trademarks.
IEV202.3	To assess international conventions, digital IPR challenges, and relevant amendments.
IEV202.4	To analyse the strategic process of IP management including valuation, risk, and commercialization.
IEV202.5	To evaluate the role of IPR in startup and MSME ecosystems and government facilitation.
IEV202.6	To develop strategic recommendations for IPR use, licensing, and enforcement in business.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Intellectual Property Rights	Neeraj Pandey, and Khushdeep Dharni	PHI Learning	2014
2	Intellectual Property Asset Management	David Bainbridge and Claire Howell	Routledge	2014
3	Law Relating to Intellectual Property Rights	Virendra Kumar Ahuja	LexisNexis Butterworths	2007
Reference Books				
1	Law Relating to Intellectual Property	Sreenivasulu N.S ·	Partridge Publishing India	2013
2	Intellectual Property Rights:Text and Cases	Rajagopalan Radhakrishnan ·	Excel Books	2008
3	Fundamentals of Intellectual Property Rights	B. Ramakrishna and H. S. Anil Kumar	Notion Press	2017
Web links/Video Lectures https://dpiit.gov.in/policies-rules-and-acts/policies/national-ipr-policy https://www.icsi.edu/media/webmodules/FINAL_IPR&LP_BOOK_10022020.pdf https://corpbiz.io/learning/design-infringement-in-india/				

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEV202.1	**1**	**1**	**-**	**1**	**-**	**-**
IEV202.2	**-**	**2**	**-**	**2**	**2**	**-**
IEV202.3	**-**	**2**	**2**	**2**	**-**	**-**
IEV202.4	**2**	**2**	**-**	**-**	**2**	**-**
IEV202.5	**-**	**-**	**-**	**3**	**-**	**3**
IEV202.6	**-**	**3**	**-**	**-**	**3**	**-**

1: Low 2: Medium 3: High

FINANCIAL MANAGEMENT

Course Code	**IEV203**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. Understand core concepts, functions, and scope of financial management.
2. Apply time value of money to business and investment decisions.
3. Evaluate cost of capital, working capital and long-term financing options.

Module 1: Introduction to Financial Management **10 Marks**

Meaning and scope- objectives of Financial Management-role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs). Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering-Derivatives (Theory).

Module 2: Time Value of Money **10 Marks**

Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem).

Module 3: Cost of Capital **10 Marks**

Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit, Lease financing- Hybrid financing- Venture Capital-Angel investing-private equity- Crowd funding (Theory Only). Cost of Capital: Basic Concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) (Theory & Problem). .

Module 4: Investment Decisions **10 Marks**

Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).

Module 5: Working Capital Management **10 Marks**

Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem).

Course Outcomes: At the end of the course the student will be able:	
IEV203.1	To analyse the role, scope, and functions of financial management and its interface with other domains
IEV203.2	To evaluate the structure of the Indian financial system and interpret the role of financial instruments
IEV203.3	To analyse the time value of money in various financial decision scenarios
IEV203.4	To evaluate the cost of different capital components and determine WACC
IEV203.5	To analyse capital budgeting techniques and make investment decisions
IEV203.6	To evaluate working capital needs using estimation methods and operating cycle concepts

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Financial Management: Theory & Practice	Prasanna Chandra	McGraw Hill	Eleventh Edition, 2022
2	Financial Management	I.M. Pandey	Pearson	Twelfth Edition, 2022
Reference Books				
1	Financial Management: Text, Problems and Cases	M. Y. Khan, P. K. Jain	McGraw Hill	Eighth Edition, 2018
2	Financial Management - Theory, Problems, Cases	Ravi M. Kishore, Padma Sai Arora	Taxmann	Ninth Edition, 2023
3	Indian Financial System, Markets, Institutions & Services	Bharti Pathak	Pearson	Sixth Edition, 2023
Additional Resources: Web links/NPTEL Courses				
https://youtube.com/playlist?list=PLaAhQ2ofZZRB3NEmEMkqoBm0QIpQkgJyK&si=uIvX9vYkGFM9ZHxe https://onlinecourses.swayam2.ac.in/nou25_mg11/preview https://onlinecourses.swayam2.ac.in/cec20_mg05/preview				

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**
IEV203.1	**2**	**2**	**-**	**-**	**-**	**2**
IEV203.2	**-**	**-**	**-**	**2**	**-**	**-**
IEV203.3	**-**	**2**	**-**	**-**	**-**	**2**
IEV203.4	**2**	**-**	**-**	**2**	**-**	**-**
IEV203.5	**-**	**3**	**-**	**-**	**3**	**-**
IEV203.6	**3**	**-**	**-**	**-**	**3**	**-**

1: Low 2: Medium 3: High

COST AND MANAGEMENT ACCOUNTING			
Course Code	**IEV204**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To apply costing methods to prepare cost sheets and budgets.
2. To analyse job, marginal, and process costing for various operations.
3. To develop and interpret budgets for planning and resource allocation.

Module	Marks
Module 1: Introduction to Cost Accounting	**10 Marks**
Cost Accounting: Evolution, Meaning, Objectives and Scope - Concepts of Costs, Classifications and Elements of Cost - Cost Centre and Cost Unit - Methods and Techniques of Costing - Cost Accounting Standards -Role of Cost Accountant in Decision Making - Management Accounting: Evolution, Meaning, Objectives and Scope - Tools and Techniques of Management Accounting - Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management -Preparation of Cast sheet	
Module 2: Job and Marginal Costing	**10 Marks**
Nature, Purpose and procedure of Job Costing -Advantages and limitations-Preparation of Job Cost sheet. Meaning, Advantages, Limitations of Marginal Costing, P/V Ratio, CVP analysis, Margin of Safety, Applications of Marginal Costing.	
Module 3: Process Costing	**10 Marks**
Meaning, nature, advantages and limitations of Process Costing-Treatment of normal loss, abnormal loss and abnormal gain- inter process transfer at profit.	
Module 4: Budgetary Control	**10 Marks**
Budget, Budgeting and Budgetary Control, Objectives-Advantages-Limitations-Classification of Budgets, Preparation of functional budgets –sales budget, production budget, cost of Production budget –Direct Material, Direct Labour and Overhead budget, cash Budget, Flexible budget and Master budget	
Module 5: Service Costing	**10 Marks**
Meaning-Application-Service Cost Unit-Methods-Costing of Transport Services-Hotel & Lodges-Hospitals-Education Institutions	

Course Outcomes: At the end of the course the student will be able:	
IEV204.1	To Analyse the concepts, classifications, and applications of cost and management accounting.
IEV204.2	To Evaluate cost estimation using Job Costing and Marginal Costing techniques for decision-making.
IEV204.3	To analyse process costing techniques for multi-stage manufacturing scenarios.
IEV204.4	To Evaluate the role of budgetary control and prepare various functional and master budgets.
IEV204.5	To analyse service costing methods for non-manufacturing entities across various sectors.
IEV204.6	To Evaluate the interrelationship between cost accounting, financial accounting, and management accounting for strategic planning.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Cost & Management Accounting	Ravi M Kishore	Taxmann Publications Private Limited	Sixth Edition, 2025
2	A Textbook of Cost and Management Accounting	M N Arora	Vikas Publishing House	Twelfth Edition, 2024
Reference Books				
1	Cost Accounting	Jawahar Lal, Seema Srivastav,Manisha Singh	McGraw-Hill	Sixth Edition, 2019
2	Cost Accounting	M L Agarwal, K L Gupta	Sahitya Bhawan Publications	Fourth Edition, 2021
3	Horngren's Cost Accounting	Srikanth M Datar, Madhav V Rajan	Pearson Education	Sixteenth Edition, 2017
Additional Resources: Web links/NPTEL Courses				
https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-estimating-and-cost-control-xXOyj https://www.youtube.com/watch?v=fWPPfUiPdHA https://onlinecourses.swayam2.ac.in/cec24_cm15/preview https://www.youtube.com/watch?v=VXTbSqrS1OQ&list=PLiaygP8qeQGUCZnFPYuxdwlDeS2NY6Goa				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PSO1
IEV204.1	2	2	-	-	-	-
IEV204.2	-	2	-	-	2	2
IEV204.3	2	-	2	-	-	-
IEV204.4	-	2	-	2	-	-
IEV204.5	-	-	-	-	-	-
IEV204.6	2	-	2	-	-	-

1: Low 2: Medium 3: High

CAPSTONE PROJECT-II: MARKET-PRODUCT FIT- INNOVATION AND BUSINESS MODEL			
Course Code	**IEP205**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Practical	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	0:0:8	SEE	Practical
Total Hours	-	Credits	04

Course Learning Objectives:

1. To Analyse the customer requirements
2. To create and refine the prototype
3. To discuss the implementation of the product

Development of Innovation/Prototype Capstone project:

A prototype is a draft of a product that gives the ability to explore the idea and demonstrate features before investing in the product's complete development. Prototype development is a key process to develop and create a successful product. It is a challenging task to create profitable and economically viable manufacturing solutions in a competitive global market environment. Prototype development involves acquiring customer requirements, problem statement, conceptual design, design for assembly, design for manufacturing, and product prototyping to validate the concept.

Suggested contents:

- Gathering and Analysis of Requirements
- Designing and creating the Prototype
- Initial evaluation by the user
- Prototype refinement
- Implementation of the product

Mode of Evaluation: Periodic reviews, Presentations, Final viva

Course Outcomes:

At the end of the course the student will be able to:

IEP205.1	Analyse the customer requirements.
IEP205.2	Design the prototype.
IEP205.3	Discuss the evaluation by the user.
IEP205.4	Explain the prototype refinement.
IEP205.5	Discuss the implementation of the product.
IEP205.6	Analyse the challenges of prototyping.

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEP205.1	**3**	**-**	**-**	**-**	**-**	**-**
IEP205.2	**-**	**3**	**-**	**-**	**-**	**-**
IEP205.3	**-**	**-**	**-**	**3**	**-**	**-**
IEP205.4	**-**	**3**	**-**	**3**	**-**	**-**
IEP205.5	**-**	**-**	**-**	**-**	**-**	**3**
IEP205.6	**-**	**-**	**-**	**-**	**3**	**-**

Guidelines for IEP205-Capstone Project-II: Market-Product Fit- Innovation and Business Model

Contents

- Cover page
- Certificate from the Guide, Dean and Principal
- Declaration by the Student
- Acknowledgements
- Table of contents
- List of Tables
- List of Figures
- Executive summary

Chapter 1: Introduction: Background regarding the innovative product and analysis of customer requirements
Chapter 2: Prototype Design: Description and details of the prototype
Chapter 3: Evaluation by the probable user and refinement
Chapter 4: Plan for Implementation:
Chapter 5: Conclusion
Bibliography
Annexures:

- **Questionnaire/feedback by the potential user**
- **Plagiarism report**

Capstone project -II: Report Evaluation

- Internal assessment (CIE) by the internal guide
- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/expert from the industry.
- The Viva-Voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with a minimum of 10 years of experience/expert from the industry.
- Capstone project-II carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.
- Capstone 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 capstone project report shall not exceed 100 pages.
- Submission of Report: Students should submit three hard copies of the Capstone Project Report along with an electronic copy in PDF format.
- The report shall be hard bound with facing sheet of **White colour.**
- Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the capstone project report. **The permitted similarity index is <=10%.**

Allotment of marks for Capstone Project-II

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	**50**
2.	Capstone Report Evaluation by the Guide & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the capstone project-II	**25**
3.	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	**25**
Total		**100**

Rubrics for Project Evaluation and Viva voce Examination

A. Internal Assessment by the Guide.

Sl.No	Aspects	Marks Allotted
1	Presentation mechanics	5
2	Presentation content	5
3	Presentation-Supporting materials	5
4	Initiative, independence in problem solving.	5
5	Scope fulfilment	5
6	Analysis of customer requirements	5
7	Prototype Design	5
8	Evaluation by the user	5
9	Prototype refinement and challenges	5
10	Implementation and challenges	5
	Total	**50**

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.

Sl.No	Aspects	Marks Allotted
1	Introduction	5
2	Prototype Design	5
3	Evaluation by the probable user and refinement	5
4	Plan for Implementation	5
5	Conclusion	5
	Total	**25**

C. 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	Prototype Design	5
4	Evaluation by the probable user and refinement	5
5	Plan for Implementation	5
	Total	**25**

Note: Formats are given below:

Capstone Project -II
Market-Product Fit- Innovation and Business Model

Submitted by

Student Name

(USN)

Submitted to

St. Joseph Engineering College
(An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION
Innovation, Entrepreneurship and Venture Development

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Capstone Project -II Market-Product Fit- Innovation and Business Model and Submission is prepared by me under the guidance of (Guide Name), (Department) (Institute name). I also declare that this Capstone Project -II Market-Product Fit- Innovation and Business Model and Submission is towards the partial fulfillment of the University/College Regulations for the award of degree of Master of Business Administration-Innovation, Entrepreneurship and Venture Development by Visvesvaraya Technological University, Belagavi. I further declare that this Capstone Project is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**

Date:

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CAPSTONE PROJECT-III: BUSINESS MODEL FIT- ENTERPRISE PLANNING			
Course Code	**IEP206**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Practical	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	0:0:8	SEE	Practical
Total Hours	-	Credits	04

Course Learning Objectives:

1. To describe the customer value proposition
2. To analyse the cost structure, customer segments and key resources
3. To describe the key processes.

Development of Business Model for the Innovation Capstone Project:

A business model describes the value an organization offers to its customers. It illustrates the capabilities and resources required to create, market and deliver this value, and to generate profitable, sustainable revenue streams. The business model determines the external relationships with suppliers, customers and partners. However, it is primarily focused on the company's business processes. business model describes the ability of the company to support a new product idea. The business model focuses on how a start-up/entrepreneurial venture captures some of the value for itself. It determines the viability of the company. The business model focuses on coordinating internal and external processes to determine how the start-up interacts with solution partners, distribution channels and customers.

Suggested contents:

- Customer value proposition
- Cost structure
- Customer segments
- Key resources
- Customer relationships
- Key processes
- Distribution channels
- Key partners
- Revenue streams

Mode of Evaluation: Periodic reviews, Presentations, Final viva

Course Outcomes:

At the end of the course the student will be able to:

IEP206.1	Examine the customer value proposition.
IEP206.2	Analyse the cost structure.
IEP206.3	Analyse the customer segments.
IEP206.4	Discuss the key processes.
IEP206.5	Analyse the distribution channels.
IEP206.6	Analyse the revenue streams.

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEP206.1	3	-	-	-	-	-
IEP206.2	-	3	-	-	-	-
IEP206.3	-	-	-	2	-	-
IEP206.4	-	3	-	2	-	-
IEP206.5	-	3	-	-	-	-
IEP206.6	-	-	-	3	-	-

Guidelines for IEP206-Capstone Project-III: Business Model Fit- Enterprise Planning

Contents

- Cover page
- Certificate from the Guide, Dean and Principal
- Declaration by the Student
- Acknowledgements
- Table of contents
- List of tables
- List of figures
- Executive summary

Chapter 1: Introduction: Customer value proposition, Customer segments and customer relationships.
Chapter 2: Key Resources- Human resource planning- Key resources and processes
Chapter 3: Distribution channels- Type of distribution channel adopted for the business, information of key partners.
Chapter 4: Cost structure and Revenue Streams- Cost elements, costing system and the revenue streams.
Chapter 5: Conclusion
Bibliography
Annexures:

- **Questionnaire for feedback**
- **Plagiarism report**

Capstone project – III: Report Evaluation

- Internal assessment (CIE) by the internal guide
- Internal evaluation will be done by the guide/internal examiner.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/ expert from the industry.
- The Viva-Voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the Guide/Faculty having 10 years' experience (internal examiner) and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
- Capstone project -III carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks of the Capstone Project 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce

examination.

- Capstone 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 capstone project report shall not exceed 100 pages.
- Submission of Report: Students should submit three hard copies of the Capstone Project Report along with an electronic copy in PDF format.
- The report shall be hard bound with facing sheet of **White Colour**
- Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the capstone project report. **The permitted similarity index is <=10%.**

Allotment of marks for Capstone Project-III

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	**50**
2.	Capstone Report Evaluation by the Guide/Internal examiner & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the capstone project-I	**25**
3.	Viva-Voce Examination to be conducted by the Guide/Internal examiner and an External examiner from the Industry/ Institute (Joint Evaluation)	**25**
Total		**100**

Rubrics for Capstone Project-III Evaluation and Viva voce Examination

A. Internal Assessment by the Guide.

Sl.No	Aspects	Marks Allotted	CIE Components
1	Presentation mechanics	5	*CIE Component - I (25 Marks)*
2	Presentation content	5	
3	Presentation-Supporting materials	5	
4	Initiative, independence in problem solving.	5	
5	Scope fulfilment	5	
6	Customer value proposition and customer relationships	5	*CIE Component - II (25 Marks)*
7	Customer segments	5	
8	Key resources and processes	5	
9	Distribution channels	5	
10	Cost structure and revenue streams	5	
	Total	**50**	**50**

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.

Sl.No	Aspects	Marks Allotted
1	Introduction: Customer value proposition and customer relationships	5
2	Customer segments	5
3	Key resources and processes	5
4	Distribution channels, Cost structure and revenue streams	5
5	Conclusion	5
	Total	**25**

C. 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 Skill	5
2	Communication Skill	5
3	Customer value proposition, customer relationships and Customer segments	5
4	Key resources and processes	5
5	Distribution channels, Cost structure and revenue streams	5
	Total	**25**

Note: Formats are given below:

Capstone Project -III

Business Model Fit- Enterprise Planning

Submitted by

Student Name

(USN)

Submitted to

St. Joseph Engineering College
(An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION
Innovation, Entrepreneurship and Venture Development

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Capstone Project -III Business Model Fit- Enterprise Planning is prepared by me under the guidance of (Guide Name), (Department) (Institute name). I also declare that this Capstone Project -III Business Model Fit- Enterprise Planning is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration-Innovation, Entrepreneurship and Venture Development by Visvesvaraya Technological University, Belagavi. I further declare that this Capstone Project is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**

Date:

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THIRD SEMESTER SYLLABUS

NEW VENTURE ESTABLISHMENT AND MANAGEMENT			
Course Code	**IEV301**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1.To examine the identification and recognition of opportunities
2.To analyse the role of feasibility analysis in developing successful business ideas
3.To discuss the importance of business models

Module 1: Opportunity Recognition & Entrepreneurial Mindset **10 Hours**

The decision to Become an Entrepreneur-Passion for the Business-Types of Start-Up Firms-Identifying and Recognizing Opportunities-Finding gaps in the Marketplace-The Opportunity Recognition Process-Techniques for Generating Ideas-Protecting Ideas from Being Lost or Stolen.

Module 2: Feasibility Analysis of Business Ideas **10 Hours**

Feasibility analysis-Role of Feasibility Analysis in Developing Successful Business Ideas-Product/service feasibility analysis-Industry/target market feasibility-Organizational feasibility analysis-Financial feasibility analysis.

Module 3: Business Plan Development & Presentation **10 Hours**

Business Plan-Reasons for Writing a Business Plan-Who Reads the Business Plan—And what are they looking for? - Guidelines for Writing a Business Plan-Outline of The Business Plan-Presenting The Business Plan.

Module 4: Industry & Competitor Analysis **10 Hours**

Industry and competitor analysis-Studying Industry Trends-The Five Forces Model-Industry Types and the Opportunities They Offer-Competitor Analysis –Identifying Competitors-Sources of Competitive Intelligence.

Module 5: Business Models, Venture Teams & Growth Strategies **10 Hours**

Developing an Effective Business Model-Importance of Business Models-Diversity of Business Models-Components of an Effective Business Model.

Creating A New-Venture Team-Recruiting and Selecting Key Employees-The Roles of the Board of Directors-Preparing for and evaluating the challenges of growth-Staying Committed to a Core Strategy-Appropriate Reasons for the Firm Growth-Managing Growth-Knowing and Managing the Stages of Growth-Challenges of Growth –Strategies for Firm Growth.

Course Outcomes:

At the end of the course the student will be able to:

IEV301.1	Apply opportunity recognition techniques to identify entrepreneurial ideas and market gaps.
IEV301.2	Analyse business ideas through product, market, organizational, and financial feasibility studies.
IEV301.3	Examine a structured business plan that meets the expectations of stakeholders and investors.
IEV301.4	Evaluate industry and competitor dynamics using strategic models to assess business viability.

IEV301.5	Asses effective and innovative business models suitable for various entrepreneurial ventures.
IEV301.6	Build growth strategies and manage venture teams to ensure sustainable business expansion.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Entrepreneurship: Successfully Launching New Ventures	Bruce R. Barringer and R. Duane Ireland	Pearson Education, Inc	2012
2	Entrepreneurship and New Value Creation	Alain Fayolle	Cambridge University Press	2007
Reference Books				
1	New Venture Management: The Entrepreneur's Roadmap	Donald F. Kuratko and Jeffrey S. Hornsby	Taylor & Francis	2017
2	New Venture Creation: A Framework for Entrepreneurial Start-Ups	Paul Burns	Palgrave-Macmillan Education	2018
3	New Venture Creation: An Innovator's Guide to Entrepreneurship	Marc H. Meyer and Frederick G. Crane	SAGE	2013

Weblinks/Video Lectures/MOOCs

1. Laying the Foundation
2. Why does the lean start-up changes everything
3. Value proposition canvas explained
4. TAM SAM SOM – what it means and why it matters
5. 5 steps for building a great start up team
6. What is customer discovery?
7. What do you ask for Customer discovery!
8. Business Venture Planning and Establishment

Course Articulation Matrix

Course Outcomes (Cos)	Program Outcomes (POs)					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEV301.1	**3**		**3**			
IEV301.2		**3**		**3**		
IEV301.3				**1**	**2**	
IEV301.4		**3**				
IEV301.5				**3**		
IEV301.6			**1**			**1**

1: Low 2: Medium 3: High

DIGITAL MARKETING OF INNOVATIONS			
Course Code	**IEVEL302A**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To discuss the framework for developing a digital marketing strategy.
2. To evaluate the impact of digital media and technology on the marketing mix
3. To analyse marketing communications using digital media channels

Module 1: Innovation Marketing & Digital Strategy Fundamentals	**10 Hours**
Innovation marketing- Introduction-Why Great Innovation Needs Great Marketing-Digital Marketing Fundamentals- Digital marketing and multichannel marketing-Paid, owned and earned media -The intersection of the three key online media types-The growing range of digital marketing platforms-Key features of digital marketing strategy-Benefits of digital marketing-5 Ss of internet marketing-Different forms of online presence-Framework for developing a digital marketing strategy.	
Module 2: Digital Marketing Communications & Media Channels	**10 Hours**
Digital marketing communications -Introduction-Relationship between digital and traditional communications-Using digital media channels to support business objectives- Key types of digital media channels-Different types of social media marketing tools-Benefits of digital media-Key challenges of digital communications-Case study of eBay	
Module 3: Structuring and Formulating Digital Marketing Strategy	**10 Hours**
Digital marketing strategy-Digital marketing strategy as a channel marketing strategy -The scope of digital marketing strategy-How to structure a digital marketing strategy -Situation analysis-Strategy formulation for digital marketing.	
Module 4: Digital Impact on Marketing Mix & e-CRM	**10 Hours**
Impact of digital media and technology on the marketing mix-Using the Internet to vary the marketing mix-Product, Place of purchase Price, Promotion-Service elements: People, process and physical evidence Relationship marketing using digital platforms-From e-CRM to social CRM -The challenge of customer engagement-Benefits of using e-CRM to support customer engagement -Marketing applications of e-CRM –Customer lifecycle management-Using digital media to increase customer loyalty and value	
Module 5: Digital Media Tools: SEO, SEM & Social Campaigns	**10 Hours**
Marketing communications using digital media channels-Search engine marketing-Search engine optimisation-Paid search marketing-Online public relations-Affiliate marketing-email marketing-social media and viral marketing.	

Course Outcomes: At the end of the course the student will be able to:	
IEVEL302A.1	Apply digital marketing fundamentals to innovation-centric business contexts.
IEVEL302A.2	Analyze digital media tools for effective marketing communication strategies.
IEVEL302A.3	Evaluate the integration of digital marketing strategy with innovation goals.
IEVEL302A.4	Assess the impact of digital technologies on the marketing mix and CRM strategies.
IEVEL302A.5	Develop data-driven digital marketing approaches using multi-channel platforms.

IEVEL302A.6	Develop communication campaigns leveraging search, social, and viral marketing tools.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Digital Marketing	Dave Chaffey and Fiona Ellis-Chadwick	Pearson Education Limited	Sixth edition, 2016
2	Digital Marketing Strategy	Simon Kingsnorth	Kogan Page Limited	2016
3	Digital Marketing: A Practical Approach	Alan Charlesworth	Routledge	Third Edition
Reference Books				
1	The Art of Digital Marketing	Ian Dodson	John Wiley & Sons, Inc	2016
2	Understanding Digital Marketing	Damian Ryan	Kogan Page Limited	2014
3	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan	Wiley	2017
Web links/Video Lectures 1. https://www.youtube.com/watch?v=1mTQs86wXz8 2. https://www.youtube.com/watch?v=MmfaZV96x7A 3. https://www.youtube.com/watch?v=dxOGKCODSXI 4. https://www.youtube.com/watch?v=ghFwpoH71NM				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL302A.1	1	1	-	-	-	1
IEVEL302A.2	2	2	-	2	-	-
IEVEL302A.3	2	2	-	-	-	2
IEVEL302A.4	-	2	-	-	2	-
IEVEL302A.5	-	3	-	-	3	3
IEVEL302A.6	3	-	3	-	-	3

1: Low 2: Medium 3: High

MARKETING COMMUNICATIONS AND ADVERTISING STRATEGY FOR STARTUP			
Course Code	**IEVEL302B**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand IMC principles in startups.
2. To craft strategic messages and branding.
3. To apply multi-channel media planning.

Module 1: Foundations of Startup Marketing Communication **10 Hours**

Understanding marketing for startups vs. corporations - Defining marketing communications and the exchange process - Scope and objectives of IMC in a startup context - Environmental and audience influences on communication - Common marketing mistakes in startup ecosystems

Module 2: Crafting a Startup Marketing Strategy **10 Hours**

Positioning and messaging strategy for new ventures - Strategic use of growth hacking and lean marketing - Creating communication objectives and campaign goals - Startup branding principles and brand identity building - Planning and budgeting for startup communication

Module 3: Content and Creative Strategies for Startups **10 Hours**

Role of storytelling and emotional messaging in startups - Using anticipation, scarcity, and virality in message creation - Blogging, video, and user-generated content strategy - Building creative campaigns with resource constraints - Crafting clear CTAs and persuasive value propositions

Module 4: Integrated Media and Channel Planning **10 Hours**

Selecting media tools suitable for startup marketing - Digital-first approaches including social, email, and SEO - Leveraging direct marketing, PR, and brand events - Integrating offline channels with online campaigns - Influencer engagement and network-based marketing

Module 5: Evaluation, Metrics and Campaign Optimization **10 Hours**

Measuring communication effectiveness in startups - Key startup-specific marketing KPIs and ROI tools - A/B testing, feedback loops, and pivot strategies - Using analytics to refine campaigns and messaging - Building scalable and sustainable communication systems

Course Outcomes:

At the end of the course the student will be able to:

IEVEL302B.1	Apply integrated marketing communication principles in startup contexts
IEVEL302B.2	Analyze audience behavior, media mix, and brand strategy for early-stage ventures
IEVEL302B.3	Evaluate content and creative strategies for message design under resource constraints
IEVEL302B.4	Develop effective multichannel communication plans aligned with startup goals
IEVEL302B.5	Interpret marketing performance metrics and refine strategies using analytics
IEVEL302B.6	Develop sustainable and scalable communication systems for entrepreneurial growth

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Marketing Communications	Chris Fill, Sarah Turnbull	Pearson	Seventh Edition, 2016
2	The Art of Marketing: Innovative Strategies for Entrepreneurs, Startups and eCommerce	Michael Chen	CreateSpace Independent Publishing Platform	First Edition, 2016
Reference Books				
1	Start-up Marketing Strategies in India	M. Anil Ramesh|Priya Grover, Sabyasachi Dasgupta	Emerald	First Edition, 2019
2	The Startup Marketing Bible: A Practical Guide To Startup Marketing	Kenny Sahr	Independently Published	First Edition, 2019
Web links/Video Lectures https://www.youtube.com/watch?v=iU721kQ3CaE https://www.youtube.com/watch?v=u6KQ0l8xReg https://www.youtube.com/watch?v=C_aEEM30qEc https://www.youtube.com/watch?v=oNmqSE31BqA				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEVEL302B.1	**1**	**1**	**-**	**-**	**-**	**1**
IEVEL302B.2	**-**	**1**	**-**	**-**	**1**	**-**
IEVEL302B.3	**-**	**2**	**2**	**-**	**-**	**2**
IEVEL302B.4	**3**	**-**	**-**	**3**	**3**	**-**
IEVEL302B.5	**-**	**3**	**-**	**-**	**-**	**3**
IEVEL302B.6	**3**	**-**	**3**	**-**	**-**	**-**

1: Low 2: Medium 3: High

PEOPLE MANAGEMENT AND TEAM BUILDING			
Course Code	**IEVEL303A**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To discuss the role of HR function
2. To explain the development of a talent management strategy
3. To analyse the determinants of high performing teams

Module 1: Foundations of Human Resource Management **10 Hours**

Human Resource Management-Introduction-HR System-Models of HRM-Aims of HRM-Policy goals and Characteristics of HRM-Role of HR function-Organising the HR function-Outsourcing HR work-Evaluating the HR function-HRM Policies-Need for HR policies-HR Policy Areas-Formulating and Implementing HR policies.

Module 2: Human Resource Planning & Strategy **10 Hours**

Human Resource Planning-Role-Aims of Human Resource Planning- The Process of Human Resource Planning-Resourcing strategy- Estimating Future Human Resource Requirements-Action Planning.

Module 3: International HRM & Cross-Cultural Management **10 Hours**

International HRM- Issues in International HRM- International Organizational Models-Cultural diversity and cross-cultural working-International HR Policies and managing expatriates-International perspectives on learning, training, and talent development -International perspectives on diversity and equality.

Module 4: Talent Management Strategies & Systems **10 Hours**

Talent management- The elements of talent management- Developing A Talent Management Strategy-Attraction Strategies-Retention Strategies-Career Management-Talent management for knowledge workers

Creating a Talent Management System for Organization Excellence-Steps to Creating a Talent Management System-Institutional Strategies for Dealing with Talent Management Issues-Developing a Talent Management Information Strategy

Module 5: Team Management & High-Performance Teams **10 Hours**

Team Management - Meaning and Concept- Team Management Skills-Types of teams-Characteristics of a Good/Effective Team--Determinants of High-Performing Teams: The Four Cs-Team Composition and Performance-Developing the Competencies of High-Performing Teams-Measurement of Team Competencies-Common Problems Found in Teams-Managing Conflict in The Team

Course Outcomes:

At the end of the course the student will be able to:

IEVEL303A.1	Analyze HR systems and policies for effective people management.
IEVEL303A.2	Evaluate human resource planning strategies to ensure workforce alignment.
IEVEL303A.3	Examine international HR practices to manage diversity and cross-cultural challenges.
IEVEL303A.4	Evaluate talent management frameworks to attract, retain, and develop human capital.
IEVEL303A.5	Analyze team dynamics and team-building strategies for high-performing organizations.

IEVEL303A.6	Recommend people management practices that foster leadership and organizational success.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	A Handbook of Human Resource Management Practice	Michael Armstrong	Kogan Page Limited	Tenth edition 2006
2	The Talent Management Handbook	Lance A. Berger and Dorothy R. Berger	McGraw-Hill	2004
3	Team Building	W. Gibb Dyer Jr., Jeffrey H. Dyer and William G. Dyer	John Wiley & Sons	Fifth Edition,2013
Reference Books				
1	Strategic Human Resource Management	Michael Armstrong	Kogan Page Limited	Fourth edition 2008
2	Creating High Performance Teams	Ramon J. Aldag and Loren W. Kuzuhara	Routledge	2015
3	Demystifying Talent Management	Kimberly Janson	Maven House Press,	2015

Web links/Video Lectures

1. https://www.youtube.com/watch?v=67qjuWlUCtc
2. https://www.youtube.com/watch?v=3svnlB5ORDc
3. https://www.youtube.com/watch?v=Pk8hN7lw_RA
4. https://www.youtube.com/watch?v=9zQTC8bBEhs
5. https://www.youtube.com/watch?v=GA5iBR8KvDU

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL303A.1	2	2	-	2	-	-
IEVEL303A.2	-	2	-	-	2	-
IEVEL303A.3	2	-	-	2	2	-
IEVEL303A.4	2	2	-	-	2	-
IEVEL303A.5	-	3	3	-	-	-
IEVEL303A.6	-	-	2	-	2	-

1: Low 2: Medium 3: High

BUYING/SELLING A SMALL BUSINESS			
Course Code	**IEVEL303B**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To discuss the entrepreneurship through acquisition
2. To examine the aspects of making an offer
3. To explain the completion of acquisition and post-acquisition transition

Module 1: Acquiring a Small Business: Search & Evaluation	**10 Hours**
Entrepreneurship through acquisition-The acquisition process-Preparing for search, Anticipating the cost of search, Parameters of search, Scope and budgeting for search-Finding the right small business to buy-Managing the search effectively.	
Module 2: Selling a Small Business: Goals & Strategies	**10 Hours**
Deciding why, when and how to sell your business-Driving forces to sell the business-Prioritising the motivation-The routes to successful small business sales-setting the goals and objectives.	
Module 3: Preparing a Business for Sale	**10 Hours**
Preparing the small business for sale-Pre sale to do list-Necessary Documentation-Choosing the sales team-setting the asking price-preparing a selling memo-Marketing aspects.	
Module 4: Deal Structuring, Due Diligence & Acquisition	**10 Hours**
Making an offer-Preliminary due diligence-Deal terms: Deal structure, financing, timing and other fundamental aspects. Completing the acquisition-Confirmatory due diligence-Raising debt- Raising acquisition equity-Negotiating the purchase agreement-Closing and beyond**.**	
Module 5: Post-Acquisition Integration & Growth	**10 Hours**
Managing the transition-post acquisition integration- strategies for post-acquisition success-post acquisition growth strategies-Human aspects	

Course Outcomes:

At the end of the course the student will be able to:

IEVEL303B.1	Analyse HR systems and policies for effective people management.
IEVEL303B.2	Evaluate the financial and operational readiness of businesses for acquisition
IEVEL303B.3	Analyze market conditions and motivations influencing acquisition or sale
IEVEL303B.4	Evaluate legal, ethical, and human aspects of business transfer and integration
IEVEL303B.5	Develop strategic plans for post-acquisition growth and integration
IEVEL303B.6	Apply entrepreneurial decision-making in real-world acquisition/sale scenarios

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	HBR Guide to Buying a Small Business	Richard S. Ruback and Royce Yudkoff	Harvard Business Review Press	2017
2	The BizBuySell Guide to Selling Your Small Business	Barbara Findlay Schenck	Createspace Independent Pub	2012
3	Buying And Selling A Business:An Entrepreneur's Guide	Jo Haigh ·	Little, Brown Book Group	2013
Reference Books				
1	Buying and Selling a Small Business	Verne A. Bunn	Small Business Administration	1979
2	The Complete Guide to Buying a Business	Fred S. Steingold	NOLO	2015
3	How to Buy And/or Sell a Small Business for Maximum Profit	Rene V. Richards, Constance H. Marse	Atlantic Publishing Group	2013
Web links/Video Lectures https://www.youtube.com/watch?v=ccaGmVeLcto https://www.youtube.com/watch?v=sySyAuU5PGw https://www.youtube.com/watch?v=DkQ4p-C87vo https://www.forbes.com/sites/allbusiness/2018/07/15/35-step-guide-entrepreneurs-starting-a-business/?sh=38479b5b184b https://www.youtube.com/watch?v=JiZ6GFC7Lfw				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL303B.1	1	1	-	-	-	1
IEVEL303B.2	2	2	-	2	-	-
IEVEL303B.3	-	2	-	2	-	-
IEVEL303B.4	-	3	3	3	-	-
IEVEL303B.5	3	3	-	-	3	3
IEVEL303B.6	1	1	-	-	-	1

1: Low 2: Medium 3: High

PRODUCTION PLANNING, RESOURCE AND QUALITY MANAGEMENT			
Course Code	**IEVEL304A**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To impart core knowledge of production and operations systems.
2. To enable planning and control of production using modern tools.
3. To foster quality awareness through tools, standards, and techniques.

Module 1: Introduction to Production and Operation Management **10 Hours**

Concept of Production-Production System-Classification of Production Systems-Production Management-Objectives of Production Management-Operating System-Concept of Operations-Distinction between Manufacturing and Service Operations-Operations Management-Framework for Managing Operations-Objectives of Operations Management-Managing Global Operations-Scope of Production and Operations Management

Module 2: Plant Location and Layout **10 Hours**

Need for Selecting a Suitable Location - Factors Influencing Plant Location / Facility Location - General Locational Factors - Specific Locational Factors for Manufacturing Organisations - Specific Locational Factors for Service Organisations - Location Theories - Location Models - Centre of Gravity Method - Locational Economics - Plant Layout - Classification of Layouts - Design of Process Layout - Service Layout - Organisation of Physical Facilities

Module 3: Production Planning and Control **10 Hours**

Need for Production Planning and Control - Objectives of Production Planning and Control - Phases of Production Planning and Control - Functions of Production Planning and Control - Operations Planning and Scheduling Systems - Aggregate Planning - Master Production Schedule (MPS) - Material Requirement Planning (MRP - Capacity Planning - Routing - Techniques of Routing – Scheduling-Scheduling Methodology

Module 4: Quality Control **10 Hours**

Introduction - Quality - Control - Inspection - Quality Control - Statistical Process Control - Quality Circles - Total Quality Management - ISO 9000 Series - Application of ISO 9000: ISO 14000 Series

Module 5: Time and Motion Study **10 Hours**

Introduction - Productivity - Work Study - Method Study - Motion Study - Work Measurement - Techniques of Work Measurement -Time Study- Computation of Standard Time

Course Outcomes: At the end of the course the student will be able:

IEVEL304A.1	To analyse production and operations strategies across systems and contexts
IEVEL304A.2	To evaluate location and layout decisions for optimized resource utilization
IEVEL304A.3	To analyse planning and control systems for effective production flow
IEVEL304A.4	To evaluate quality control systems and standards for operational excellence
IEVEL304A.5	To apply productivity improvement tools like time and motion study in workplace settings

IEVEL304A.6	To develop integrated operations strategies to support organizational decision making

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Production and Operations Management	S N Chary	McGraw Hill	Sixth Edition, 2019
2	Production and Operations Management	K Aswathappa, K Sridhar Bhat	Himalaya Publishing House	Third Edition, 2022
Reference Books				
1	Production and Operations Management	S Anil Kumar, N. S Suresh	New Age International	Third Edition, 2023
2	Operations Management	Jay Heizer, Barry Render, Chuck Munson, Amit Sachan	Pearson	Twelfth Edition, 2017
3	Production and Operations Management	Pragya Agarwal,Ankit Garg, Ritesh Kumar Singhal, T R Pandey, Rajanish Jain	Bharti Publications	First Edition, 2023
Additional Resources: Web links/NPTEL Courses https://onlinecourses.nptel.ac.in/noc25_mg53/preview https://onlinecourses.nptel.ac.in/noc25_mg126/preview https://onlinecourses.swayam2.ac.in/imb25_mg104/preview https://onlinecourses.swayam2.ac.in/ntr25_ed54/preview				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL304A.1	2	2	-	-	-	2
IEVEL304A.2	2	2	-	-	2	-
IEVEL304A.3	-	2	-	-	2	-
IEVEL304A.4	-	-	-	2	-	-
IEVEL304A.5	-	3	-	-	3	3
IEVEL304A.6	3	-	-	-	3	3

1: Low 2: Medium 3: High

INVESTMENT PORTFOLIO MANAGEMENT IN ANGEL & VC FIRMS			
Course Code	**IEVEL304B**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. Discuss entrepreneurial finance and its role.
2. Examine venture capital and angel investing as sources of venture financing.
3. Analyse investment Management, staged financing and exits

Module 1: Entrepreneurial Finance & Venture Life Cycle **10 Hours**

Entrepreneurial finance-Principles and role-The successful Venture life cycle-Life cycle stages and the entrepreneurial process-Financing through the venture life cycle

Module 2: Venture Capital, Business Angels & Deal Structuring **10 Hours**

Entrepreneurial venturing and financing-Venture capital/Private equity-Business angels-types-Business Angels (BAs) Versus Venture Capital-Investment characteristics of business angels and venture capitalists-Business Angel Investment Process-Deal Negotiation and the Deal Agreement

Module 3: Alternative Financing Sources for Startups **10 Hours**

Alternative sources of financing-Bootstrapping-Credit cards-Business loans-Friends and family- Incubators-crowdfunding-factoring-venture debt- Grants and Subsidies.

Module 4: Investment Rounds, Management & Exit Strategies **10 Hours**

Investment rounds-Friends and family-Micro seed round-Seed round-Series A round-B,C,D investment rounds-Deciding investment amounts and prospects-Needed, realistic and Ideal Investment levels-Identifying prospective investors-Ways to contact investors.
Investment Management, Staged Financing, and Exits-Entrepreneur–Investor Relationship-Post Investment Management-Staged Financing-Venture Growth and Scalability-Investment Exits-Exit Options: Trade sale, Management buyout, Financial Sale, Strategic Sale, Initial Public Offering (IPO)

Module 5: Institutional Finance & Government Schemes for Entrepreneurs **10 Hours**

Institutional Finance to Entrepreneurs in India -Institution & Schemes of Govt. of India – NABARD – IDBI – IFCI – ICICI – EXIM Bank – DIC - DRDA – Local banks – Rules – Schemes and Programmes- Training organizations of schemes for entrepreneurs- Incentives and concessions to Entrepreneurs

Course Outcomes:
At the end of the course the student will be able to:

IEVEL304B.1	To analyse the principles and stages of entrepreneurial finance and venture life cycles.
IEVEL304B.2	To evaluate the roles, processes, and characteristics of angel and VC investors.
IEVEL304B.3	To analyse and compare alternative financing options for startups.
IEVEL304B.4	To evaluate the structuring of investment rounds and post-investment strategies.
IEVEL304B.5	To assess institutional financing schemes and government initiatives for entrepreneurs in India.
IEVEL304B.6	To develop investment decision-making and deal negotiation capabilities in the entrepreneurial context.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Entrepreneurial Finance	J. Chris Leach, Ronald W. Melicher	South Western-Cengage Learning	4^{th} ed,2012
2	Financing New Ventures: An Entrepreneur's Guide to Business Angel Investment	Geoffrey Gregson	Business Expert Press	2014
Reference Books				
1	Venture Capital & The Finance of Innovation	Andrew Metrick, Ayako Yasuda	John Wiley & Sons, Inc.	2^{nd} ed,.2011
2	Raising - Venture Capital For The Serious Entrepreneur	Dermot Berkery	McGraw-Hill,	2007
3	Raising Venture Capital	Rupert Pearce and Simon Barnes	John Wiley & Sons,Ltd	2006

Web links/Video Lectures

https://slideplayer.com/slide/10021519/
https://pt.coursera.org/lecture/entrepreneurship-2/angels-venture-capitalists-pICwe
https://www.youtube.com/watch?v=MHq8pvJOY-M
https://www.youtube.com/watch?v=nqdF09LbX4Y
https://www.youtube.com/watch?v=zFcoDn6Rwfc

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL304B.1	2	2	-	-	-	-
IEVEL304B.2	2	2	-	2	-	-
IEVEL304B.3	2	2	-	-	-	2
IEVEL304B.4	-	3	-	-	3	-
IEVEL304B.5	3	-	-	3	-	3
IEVEL304B.6	-	2	2	-	2	-

1: Low 2: Medium 3: High

Science, Education, Technology, Innovation, Start-up Policies in India			
Course Code	**IEVEL305A**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To discuss the role of science and technology in entrepreneurship.
2. To analyse the role of Technology in Commerce.
3. To examine the support to MSMEs and women entrepreneurs

Module 1: Science, Technology & Innovation Policies in India **10 Hours**

Science Technology and Innovation Policy- Scientific Policy Resolution (SPR 1958), Technology Policy Statement (TPS 1983), Science and Technology Policy (STP 2003), Science, Technology and Innovation Policy (STIP 2013).

National Innovation and Start-up Policy 3012: Features, components, implementation and guidelines. AGNII (Accelerating Growth of New India's Innovations): Mission, Services and benefits.

Module 2: FinTech, BankTech & InsurTech Ecosystems **10 Hours**

Technology and Commerce- Fintech laws and regulation, Areas of Fintech, Impact assessment on Payments FinTech, Key Factors leading to success of FinTech companies. Banktech: Guidelines for Digital Lending, Digital banking.

InsurTech: Guidelines for funding, technology relevant to Insurtech, Insurance intermediation and distribution models: BIMA, Friendsurance, InsPeer and Guevara, Lemonade, The use of blockchains in insurance.

Module 3: Startup India, Make in India & Digital India Initiatives **10 Hours**

Technology and Start-ups- Start-up India-Action Plan, Atal Innovation Mission (AIM): Objectives and Initiatives, Atal Tinkering Labs (ATL): Objectives, Atal Incubation Centres (AICs): Objectives. Make In India-Sectors and Initiatives, Schemes, Objectives and benefits.

Digital India- Background, approach and methodology, programme management structure, pillars and services of digital India.

Module 4: Technology Adoption & Support for MSMEs **10 Hours**

Innovation and technology adoption in MSMEs- Support for MSMEs: Pradhan Mantri Mudra Yojana-Credit Guarantee Trust Fund for Micro & Small Enterprises (CGT SME)- Credit Linked Capital Subsidy for Technology Upgradation (CLCSS)- Design Clinic for Design Expertise to MSMEs.

Module 5: Education & Start-up Support for Women and Farmers **10 Hours**

Education and Start-up opportunities for Women and Farmers- Schemes for agricultural entrepreneurs-Animal Husbandry Infrastructure Development Fund-Dairy Entrepreneurship Development Scheme-Livestock Insurance Scheme-Agriculture Infrastructure Fund-Credit facility for farmers-Crop insurance schemes-KCC for animal husbandry and fisheries-National Scheme of Welfare of Fishermen-Pradhan Mantri Kisan Samman Nidhi-Pradhan Mantri Krishi Sinchai Yojana.

Support for women entrepreneurs: Support to Training and Employment Programme for Women (STEP) - Trade-Related Entrepreneurship Assistance and Development (TREAD)- The Women Entrepreneurship Platform (WEP): Iccha Shakti, Gyaan Shakti, Karma Shakti

Course Outcomes: At the end of the course the student will be able to:	
IEVEL305A.1	To analyse national science, technology, and innovation policies and their evolution.
IEVEL305A.2	To evaluate the role of digital technologies and policies in driving commerce and fintech innovations.
IEVEL305A.3	To analyse government programs and missions fostering start-ups and digital India.
IEVEL305A.4	To evaluate innovation support mechanisms and technology adoption strategies for MSMEs.
IEVEL305A.5	To analyse policy initiatives that support entrepreneurship in agriculture and women.
IEVEL305A.6	To evaluate the impact of innovation ecosystems and institutional frameworks on inclusive growth.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Entrepreneurial Ecosystems for Tech Start-ups in India	M H Bala Subrahmanya	De Gruyter	Volume 1, 3011
2	Technology Business Incubators in India: Structure, Role and Performance	M H Bala Subrahmanya, H S Krishna	De Gruyter	1st Edition, 3011
Reference Books				
1	Entrepreneurial Development	S S Khanka	S. Chand Limited	18th Edition, 3010
2	Entrepreneurship Development in India	Debasish Biswas and Chanchal Dey	Routledge	1st Edition, 3011
3	Skill Development and Entrepreneurship in India	Rameshwari Pandya	New Century Publications	1st Edition, 2016
Web links/Video Lectures/MOOCs https://api.mic.gov.in/uploads/images/announcements/81345_download.pdf https://static.investindia.gov.in/s3fs-public/3012-04/Digital%20Banking%20Guidelines.pdf https://www.oecd.org/pensions/Technology-and-innovation-in-the-insurance-sector.pdf https://www.startupindia.gov.in/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEVEL305A.1	2	2	-	2	-	-
IEVEL305A.2	2	2	-	-	-	2
IEVEL305A.3	-	2	-	-	2	2
IEVEL305A.4	2	-	-	-	2	-
IEVEL305A.5	-	-	3	-	-	3
IEVEL305A.6	-	3	3	-	3	-

1: Low 2: Medium 3: High

TECHNOLOGY & GLOBAL BUSINESS LINKAGE OPPORTUNITIES			
Course Code	**IEVEL305B**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To examine the impact of Information Technology (IT) on globalization and business
2. To discuss the relevance of business networking and creation of new opportunities
3. To examine the business models for e-commerce

Module 1: Technology & Globalization in Entrepreneurship **10 Hours**

The Importance of Technology in Entrepreneurship-Processes of Globalization-Impact of Information Technology (IT) on Globalization and Business-Categories of information technology: Functional IT, Network IT, Enterprise IT-Emerging technology, and business opportunities

Module 2: Business Networking for Entrepreneurs **10 Hours**

Business networking-Benefits of Business Networking-Types of Business Networking-Tips for Networking Success-Goals of Business Networking-Types of Business Networking Organizations-Importance of Business Networking for Start-ups and Entrepreneurs-Significance of international network for business-Business networking and Creation of New Opportunities

Module 3: Social Media & Online Networking **10 Hours**

Technology and Networking-Networking Online and Using social media-Finding Business Networking Forums-Spotting easy referral opportunities-Choosing the Right Platform for Your Business-Networking on Facebook, Twitter and other platforms

Module 4: Digital Business, E-Commerce & Strategy **10 Hours**

Digital business and e-commerce-Difference between digital business and e-commerce-Digital business opportunities-Risks and barriers to digital business adoption-Marketplace analysis for e-commerce-Business models for e-commerce-Online start-up companies Digital business strategy-Strategy process models for digital business-Strategic analysis-Strategic objectives-Strategy implementation-Digital business strategy implementation success factors for SMEs-Focus on Aligning and impacting digital business strategies

Module 5: International Expansion & Global Market Analysis **10 Hours**

International Expansion and Global Market Opportunity Assessment-Global Strategic Choices-Rationale for International Expansion-PESTEL Analysis-PESTEL and Globalization-International-Expansion Entry Modes- Technology and Impact on Global Business.

Course Outcomes:

At the end of the course the student will be able to:

IEVEL305B.1	To analyse the role of technology in shaping modern entrepreneurship and globalization
IEVEL305B.2	To evaluate the impact of business networking on opportunity creation and innovation

IEVEL305B.3	To examine how digital platforms and social media enhance business networking strategies
IEVEL305B.4	To evaluate digital business models and strategies in the context of start-up development
IEVEL305B.5	To analyse global market dynamics and international expansion strategies for start-ups
IEVEL305B.6	To evaluate technological, regulatory, and strategic factors influencing global businesses

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Business Networking For Dummies	Stefan Thomas	John Wiley & Sons, Ltd.	2014
2	Digital Business and E-Commerce Management	Dave Chaffey	Pearson Education Limited	Sixth edition,2015
Reference Books				
1	International Business	John B. Cullen and K. Praveen Parboteeah	Routledge	2010
2	Happy About® Online Networking	Liz Ryan	Happy About®	2006
3	E-Business and E-Commerce Management	Dave Chaffey	Pearson Education Limited	Fourth Edition,2009

Web links/Video Lectures
https://unctad.org/system/files/official-document/diaeed20091_en.pdf
https://www.youtube.com/watch?v=AZsIPn3h6Dw
https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/McKinsey%20Digital/Our%20Insights/Digital%20globalization%20The%20new%20era%20of%20global%20flows/MGI-Digital-globalization-Full-report.ashx
https://www.innovationpolicyplatform.org/www.innovationpolicyplatform.org/content/international-linkages/index.html

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
IEVEL305B.1	**2**	**2**	**-**	**2**	**-**	**-**
IEVEL305B.2	**2**	**-**	**-**	**-**	**2**	**2**
IEVEL305B.3	**-**	**2**	**-**	**2**	**-**	**2**
IEVEL305B.4	**2**	**2**	**-**	**-**	**2**	**2**
IEVEL305B.5	**-**	**3**	**-**	**3**	**-**	**3**
IEVEL305B.6	**-**	**3**	**-**	**-**	**3**	**-**

1: Low 2: Medium 3: High

ENTERPRISE RESIDENCY LEARNING PROGRAM AT INCUBATION UNIT/ACCELERATION CENTRE			
Course Code	**IEP306**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Practical	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	0:0:16	SEE	Practical
Total Hours	-	Credits	08

Course Learning Objectives:

1.To examine the business basics
2. To discuss the networking opportunities
3. To evaluate the marketing, finance, regulatory aspects of start up

Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre
Incubators help entrepreneurs solve some of the problems commonly associated with running a startup by providing workspace, seed funding, mentoring, and training. The purpose of a startup incubator is to help entrepreneurs grow their business.The student will work to develop a proposal to start a new venture/start up. The purpose of this action learning is to work with engineers and entrepreneurs-in-residence in the institute's incubation centre to understand required technical capabilities, translate those capabilities to the language of business, and identify innovative business solutions to incubate.

Suggested contents:

- Business basics
- Networking
- Marketing assistance
- Access to angel investors or venture capital
- Comprehensive business training programs
- Advisory board and mentors
- Management team identification
- Technology commercialization assistance
- Help with regulatory compliance
- Intellectual property management and legal counsel

Mode of Evaluation: Periodic reviews, Presentations, Final viva

Course Outcomes:
At the end of the course the student will be able to:

IEP306.1	Analyse the business basics.
IEP306.2	Discuss the networking opportunities.
IEP306.3	Examine the marketing aspects.
IEP306.4	Evaluate the access to angel investors or venture capital.
IEP306.5	Analyse the legal and IP related issues.
IEP306.6	Choose the management team.

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEP306.1	3	-	-	-	-	-
IEP306.2	-	3	-	-	-	-
IEP306.3	-	-	-	3	-	-
IEP306.4	-	-	-	3	-	3
IEP306.5	-	-	-	-	-	3
IEP306.6	-	-	-	-	3	-

Guidelines for IEP306- Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre

Contents

- Cover page
- Certificate from the Guide, Dean and Principal
- Declaration by the Student
- Acknowledgements
- Table of contents
- List of tables
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- Executive summary

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Chapter 2: Marketing and Financial Planning: Marketing Assistance-Financial planning-Access to angel investors or Venture capital
Chapter 3: Management team: Advisory board and mentors- Identification of management team-Business training programs
Chapter 4: Technology and Regulatory Aspects: Technology commercialization-regulatory compliance and IPR management and legal aspects.
Chapter 5: Conclusion
Bibliography
Annexure:

- **Plagiarism report**

Report Evaluation

- Internal assessment (CIE) by the internal guide.
- Internal evaluation will be done by the guide/internal examiner.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/ expert from the industry.
- Viva-Voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the Guide/Faculty having 10 years' experience (internal examiner) and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
- Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of

25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.

- The report of Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre 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 capstone project report shall not exceed 100 pages.
- Submission of Report: Students should submit three hard copies of the report of Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre along with an electronic copy in PDF format.
- The report shall be hard bound with a facing sheet of **white Colour.**
- Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the capstone project report. **The permitted similarity index is <=10%.**

Allotment of marks for Report

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	**50**
2.	Capstone Report Evaluation by the Guide/Internal examiner & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the capstone project-I	**25**
3.	Viva-Voce Examination to be conducted by the Guide/internal examiner and an External examiner from the Industry/ Institute (Joint Evaluation)	**25**
Total		**100**

Rubrics for Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre

A. Internal Assessment by the Guide [CIE]

Sl.No	Aspects	Marks Allotted	CIE Components
1	Presentation mechanics	5	*CIE Component -I (25 Marks)*
2	Presentation content	5	
3	Presentation-Supporting materials	5	
4	Initiative, independence in problem solving.	5	
5	Scope fulfilment	5	
6	Business basics, networking	5	*CIE Component -II (25 Marks)*
7	Marketing and Financial Planning	5	
8	Management team- Advisory board and mentors	5	
9	Technology commercialisation	5	
10	Regulatory Aspects	5	
Total		**50**	**50**

B. Report Evaluation by the Guide/internal examiner & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.

Sl.No	Aspects	Marks Allotted
1	Business basics, networking	5
2	Marketing and Financial Planning	5
3	Management team- Advisory board and mentors	5
4	Technology commercialisation	5
5	Regulatory Aspects	5
	Total	**25**

C. 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 Skill	5
2	Communication Skill	5
3	Business basics, networking, marketing and financial Planning	5
4	Management team- Advisory board and mentors	5
5	Technology and Regulatory Aspects	5
	Total	**25**

Report of Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre

Submitted by

Student Name

(USN)

Submitted to

St. Joseph Engineering College
(An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION- Innovation, Entrepreneurship and Venture Development

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Report of Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre is prepared by me under the guidance of (Guide Name), (Department) (Institute name). I also declare that this Report of Enterprise Residency Learning Program at Incubation Unit/Acceleration Centre is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration-Innovation, Entrepreneurship and Venture Development by Visvesvaraya Technological University, Belagavi. I further declare that this Report is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**

Date:

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FOURTH SEMESTER SYLLABUS

SUSTAINABILITY AND CSR

Course Code	**IEVEL401A**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand key principles and evolution of CSR and sustainability.
2. To analyse stakeholder roles and corporate responsibility frameworks.
3. To evaluate legal, ethical, and behavioural aspects of CSR.

Module 1: Foundations of CSR — **10 Hours**

Introduction to CSR and its evolution – ethical, moral, rational, and economic perspectives – understanding key drivers such as affluence, sustainability, globalization, communication, and branding

Module 2: Stakeholders and Corporate Responsibility — **10 Hours**

Stakeholder theory and prioritization – corporate stakeholder responsibility – models of stakeholder engagement and transparency – analysis of the capitalism case study

Module 3: Legal and Behavioural Perspectives of CSR — **10 Hours**

Corporate rights and responsibilities – legal structures and ownership debates – behavioural economics and CSR compliance – accountability, CSR measurement, and lifecycle pricing

Module 4: Quality Control — **10 Hours**

Integrating CSR with mission, vision, and strategy – CSR threshold and filters in decision-making – defining strategic CSR beyond philanthropy – case study on ethical and strategic supply chains

Module 5: Time and Motion Study — **10 Hours**

Understanding sustainability and climate response – SDGs and corporate resilience – value-based business models and conscious capitalism – implementing strategic CSR organization-wide

Course Outcomes: At the end of the course the student will be able:

IEVEL401A.1	To Apply CSR frameworks and ethical principles in business contexts
IEVEL401A.2	To analyse stakeholder perspectives and corporate responsibility mechanisms
IEVEL401A.3	To Evaluate legal, behavioural, and compliance aspects of CSR
IEVEL401A.4	To analyse the integration of CSR into business strategy and operations
IEVEL401A.5	To Evaluate sustainable models and climate-responsive CSR initiative
IEVEL401A.6	To Demonstrate value-based leadership through CSR-focused decisions and actions

l. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Strategic Corporate Social Responsibility	David Chandler	SAGE	Fifth Edition, 2020
2	Corporate Social Responsibility	Kamal Garg	Bharat Law House Pvt. Ltd.	Fourth Edition, 2023
Reference Books				
1	Corporate Social Responsibility: Concept, Cases and Trends	Prabhakaran Paleri	Cengage India Private Limited	First Edition, 2019
2	Corporate Social Responsibility in India - Law, Regulations and Politics	Shuchi Bharti	Palgrave Macmillan	First Edition, 2024
3	GKP CSR in India: A Ready Reckoner for Corporate Social Responsibility Compliance & Best Practices	Garima Dadhich, Ravi Raj Atrey	GK Publications Ltd	First Edition, 2025

Additional Resources: Web links/NPTEL Courses

1. https://onlinecourses.nptel.ac.in/noc25_mg139/preview
2. https://youtube.com/playlist?list=PLPjSqITyvDeUv5KIkAmcOhLbNdg1z4q6v&si=QNx8fKj5_k11W9xT
3. https://www.youtube.com/watch?v=BW1l-J0BKM8

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL401A.1	1	1	-	-	-	1
IEVEL401A.2	1	1	-	-	1	-
IEVEL401A.3	-	2	-	-	2	-
IEVEL401A.4	-	-	-	2	-	-
IEVEL401A.5	-	3	-	-	3	3
IEVEL401A.6	3	-	-	-	3	3

1: Low 2: Medium 3: High

PROJECT MANAGEMENT			
Course Code	**IEVEL401B**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. Understand and apply project management principles aligned with organizational strategy.
2. Analyse planning, risk, cost, and resource tools to enhance project outcomes.
3. Evaluate leadership, communication, and team dynamics in project execution.

Module 1: Foundations of Project Management — **10 Hours**

Introduction to project and project management - Characteristics and life cycle of projects - Strategic alignment and importance of project management - Organizational strategy and project selection models - Role and skills of project managers - Stakeholder identification and engagement - Influence of organizational structure and culture on project outcomes

Module 2: Project Planning and Scope Management — **10 Hours**

Developing project charter and defining project scope - Establishing project objectives, constraints, and assumptions - Creating Work Breakdown Structure (WBS) and coding schemes - Planning project schedule using milestones and dependencies - Preparing communication and stakeholder management plans - Gathering requirements and defining deliverables - Responsibility assignment using matrices and scope control mechanisms

Module 3: Risk, Cost and Resource Scheduling — **10 Hours**

Identifying and categorizing project risks - Performing qualitative and quantitative risk assessments - Developing risk response plans and contingency reserves - Estimating costs using top-down and bottom-up techniques - Allocating and levelling resources under constraints - Scheduling with CPM, PERT and critical chain methods - Creating time-phased budgets and cost baselines using EVM

Module 4: Leadership, Execution and Team Management — **10 Hours**

Executing the project plan and managing scope, time and cost - Building and leading effective project teams - Motivating members and managing team performance - Handling conflict, diversity, and virtual team coordination - Conducting effective meetings and stakeholder communication - Managing procurement, outsourcing and negotiation processes - Monitoring vendor performance and managing change requests

Module 5: Monitoring, Closure and Agile Practices — **10 Hours**

Tracking project performance using Earned Value Management - Managing change control, baseline revisions and variance analysis - Conducting project evaluations and performance reporting - Closing projects with documentation, reviews and lessons learned - Performing individual and team performance appraisals - Understanding agile methodologies and Scrum framework - Managing global projects with cultural and legal considerations

Course Outcomes: At the end of the course the student will be able:	
IEVEL401B.1	To analyse project management frameworks and align them with organizational strategies
IEVEL401B.2	To evaluate project planning and scope management tools for achieving project objectives
IEVEL401B.3	To analyse cost, risk, and resource scheduling techniques to ensure project efficiency

IEVEL401B.4	To evaluate leadership and team management practices for successful project execution
IEVEL401B.5	To analyse monitoring, closure, and agile methods for adaptive and sustainable project delivery
IEVEL401B.6	To evaluate real-world project cases to propose improvements and strategic interventions

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Fundamental of Project Management	Joseph Heagney	AMACOM	Fourth Edition 2012
2	Project Management Essentials	Kalpesh Ashar	Vibrant Publishers	Fifth Edition 2022
Reference Books				
1	Project Management	M R Gopalan	WILEY	Second Edition 2014
2	Project Management	Erik W. Larson Clifford F. Gray	MC Graw Hill	Nineth Edition 2025
3	Project Management	BADIRU A.B.	Taylor & Francis Exclusive(Cbs)	Second Edition 2019

Additional Resources: Web links/NPTEL Courses

1. https://onlinecourses.nptel.ac.in/noc24_mg01/preview
2. https://onlinecourses.nptel.ac.in/noc25_mg78/preview
3. https://www.youtube.com/watch?v=rck3MnC7OXA&list=PLTZYG7bZ1u6puLWxUtqAjZkIB4dB_JFzk

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL401B.1	2	2	-	-	-	2
IEVEL401B.2	2	2	-	-	-	-
IEVEL401B.3	-	1	-	1	-	1
IEVEL401B.4	-	-	2	-	2	-
IEVEL401B.5	-	3	-	3	-	-
IEVEL401B.6	3	-	-	3	3	-

1: Low 2: Medium 3: High

SOCIAL INNOVATION AND SOCIAL ENTERPRISE DEVELOPMENT			
Course Code	**IEVEL402A**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand the concepts and evolution of social innovation and entrepreneurship.
2. To analyse models, strategies, and structures of social enterprises.
3. To assess impact measurement tools and financing methods aligned with SDGs.

Module 1: Foundations of Social Innovation and Entrepreneurship	**10 Hours**
Introduction to social innovation and its evolution - Definitions and characteristics of social innovation - Differences between social, business, and technological innovations - Sources and drivers of social innovation - Role of social innovation in addressing systemic social problems - Historical and theoretical foundations - Strategic importance in contemporary society	
Module 2: Value Creation in Social Innovation	**10 Hours**
Core elements and types of social innovations - Intersectoral collaboration and stakeholder participation - Innovation processes and lifecycle stages - Value creation through social innovations - Designing and validating value propositions - Social, environmental, and economic value outcomes	
Module 3: Social Entrepreneurship and Enterprise Models	**10 Hours**
Introduction to social entrepreneurship and its distinctions from traditional entrepreneurship - Social enterprises and their role in economic and social integration - Models and schools of social entrepreneurship - Organizational structures and legal frameworks - Business models for social enterprises - Scaling and sustainability strategies	
Module 4: Social Innovation in Corporate and Institutional Settings	**10 Hours**
Transition from Corporate Social Responsibility to Corporate Social Innovation - Perspectives and motivations for CSR initiatives - Social purpose business models - Inclusive businesses and base of the pyramid approaches - Intrapreneurship and innovation from within traditional companies - Creating shared and sustainable value	
Module 5: Impact Assessment, Financing, and Alignment with SDGs	**10 Hours**
Definition and frameworks of social impact assessment - Methods for designing, measuring, and evaluating social impact - Metrics and indicators of success - Impact investment ecosystems and financing tools - Social impact bonds and other mechanisms - Alignment with the United Nations Sustainable Development Goals (SDGs)	

Course Outcomes: At the end of the course the student will be able:	
IEVEL402A.1	To analyse the evolution, characteristics, and relevance of social innovations
IEVEL402A.2	To examine models and frameworks of social enterprises and entrepreneurship
IEVEL402A.3	To evaluate stakeholder roles and cross-sector collaboration in value creation
IEVEL402A.4	To critically analyse the transition from csr to social innovation in institutions
IEVEL402A.5	To assess social impact, metrics, financing mechanisms, and alignment with SDGs.
IEVEL402A.6	To develop viable social enterprise strategies and models for systemic change

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Social Innovation and Social Entrepreneurship	Luis Portales	Palgrave Macmillan	First Edition, 2019
2	Social Entrepreneurship and Innovation: International Case Studies and Practice	Ken Banks	Kogan Page	First Edition, 2016
Reference Books				
1	Social Entrepreneurship: A Practice-Based Approach to Social Innovation	J. H. Kucher, Stephanie E. Raible	Edward Elgar	First Edition, 2022
2	Social Innovation, Entrepreneurship, and Sport for Development and Peace	Mitchell McSweeney, Per Svensson, Lyndsay Hayhurst, Parissa Safai	Routledge	First Edition, 2024
3	Sustainable Entrepreneurship and Social Innovation	Bennett, Vincent & Christine Dixon, Jeremy Green	Kruger Brentt	First Edition, 2024

Additional Resources: Web links/NPTEL Courses

1. https://www.coursera.org/learn/social-innovation
2. https://www.youtube.com/watch?v=INPfyZ2M1NA
3. https://www.youtube.com/watch?v=ZsYYv2XadQM&t=3s

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL402A.1	2	2	-	2	-	-
IEVEL402A.2	-	2	-	-	2	2
IEVEL402A.3	-	2	2	-	2	-
IEVEL402A.4	-	2	2	2	-	-
IEVEL402A.5	3	3	-	3	-	-
IEVEL402A.6	-	3	-	-	3	-

1: Low 2: Medium 3: High

ENTREPRENEURSHIP IN FAMILY BUSINESS			
Course Code	**IEVEL402B**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand the fundamentals and dynamics of family-owned businesses.
2. To analyse innovation, conflict, and leadership in multigenerational enterprises.
3. To apply entrepreneurial thinking for continuity and global expansion of family businesses.

Module 1: Foundations of Family Business **10 Hours**

Nature and uniqueness of family business - Definition approaches and models (two-circle, three-circle, F-PEC, SFI) - Participants in family business and stakeholder roles - Family business systems and institutional overlap - Theoretical frameworks: three-circle, developmental, and balance point models - Role of entrepreneurship in family business - Economic contribution of family businesses - Advantages and disadvantages of family businesses - Lifecycle and evolution of family enterprises - Global statistics and examples of family firms

Module 2: Governance and Strategic Management in Family Business **10 Hours**

Importance and types of governance in family firms - Family ownership, management, and succession intentions - Private vs publicly traded family firms - Governance mechanisms: family councils, constitutions, and charters - Strategic management processes and decision-making - Family firm internal organization, resources, and capabilities - Competitive positioning and advantage - Risk appetite and strategic alignment - Challenges in strategy execution in family settings - Governance impact on performance and sustainability

Module 3: Innovation and Entrepreneurial Orientation in Family Firms **10 Hours**

Importance of innovation for family businesses - Types of innovation: product, process, incremental, radical - Role of family in driving innovation - Innovation barriers and enablers in family enterprises - Lifecycle of innovation and product development - Impact of family culture on innovation - Entrepreneurial mindset in multi-generational firms - Succession-related innovation challenges - Implementation strategies and innovation goals - Case illustrations of innovation in family firms

Module 4: Succession, Continuity, and Socioemotional Wealth **10 Hours**

Understanding the succession puzzle in family businesses - Role and importance of succession planning - Models and stages of the succession process - Generational transition dynamics and readiness - Concepts of socioemotional wealth (SEW) in family firms - SEW dimensions: identity, legacy, trust, control - Impact of SEW on decision-making and risk behaviour - Tools to preserve SEW: unity, reputation, governance - Differences in SEW between family and non-family firms - Best practices for successful succession and continuity

Module 5: Conflict, HRM, and Internationalization of Family Businesses **10 Hours**

Sources and types of conflicts in family business - Conflict management styles and family dynamics - Role of organizational culture in mediation and negotiation - HRM practices in family businesses: recruitment, compensation, development - Balancing family and professional management - Motivation and retention of non-family employees - Globalization and internationalization models - Entry strategies: exporting, franchising, alliances, acquisitions - Motivations and challenges for international expansion - Case examples of global family businesses and lessons learned

Course Outcomes: At the end of the course the student will be able:	
IEVEL402B.1	Analyse the unique characteristics and dynamics of family businesses.
IEVEL402B.2	Evaluate governance structures and strategic choices in family enterprises.
IEVEL402B.3	Assess the role of innovation and entrepreneurial orientation in family firms.
IEVEL402B.4	Examine succession planning and socioemotional factors affecting continuity.
IEVEL402B.5	Analyse conflict resolution, HRM practices, and international strategies in family businesses.
IEVEL402B.6	Recommend solutions for sustaining multigenerational family businesses through leadership and strategic alignment.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Entrepreneurial Family Businesses: Innovation, Governance, and Succession	Veland Ramadani, Esra Memili, Ramo Palalić, Erick P. C. Chang	Springer	First Edition, 2020
2	Family Business	Carole Howorth, Nick Robinson	Routledge	First Edition, 2021
Reference Books				
1	Family Business and Management: Objectives, Theory, and Practice	Magdalena Biel, Beata Slusarczyk	Taylor & Francis Ltd	First Edition, 2021
2	Family Business Management: (Generation to Generation) from Family Business to Business Family	Mukesh Bhatia	Regal	First Edition, 2015
3	Family Business Management	Rajiv G Agarwal	SAGE	First Edition, 2022

Additional Resources: Web links/NPTEL Courses

1. https://youtube.com/playlist?list=PLsh2FvSr3n7fe8ZMvk1qy3LIVOd-DyxU0&si=KT0H12j9BTwbhH8V
2. https://onlinecourses.swayam2.ac.in/imb24_mg86/preview
3. https://onlinecourses.swayam2.ac.in/ini25_cm03/preview

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEVEL402B.1	2	2	-	-	-	-
IEVEL402B.2	2	-	-	-	2	2
IEVEL402B.3	-	2	2	-	-	-
IEVEL402B.4	2	2	-	2	-	-
IEVEL402B.5	3	-	-	-	3	3
IEVEL402B.6	-	3	3	-	3	-

1: Low 2: Medium 3: High

<table>
<tr><th colspan="4">REAL TIME VENTURE ESTABLISHMENT AND MANAGEMENT IN INCUBATION/ACCELERATION UNIT</th></tr>
<tr><td>Course Code</td><td>IEP404</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Practical</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>0:0:28</td><td>SEE</td><td>Practical</td></tr>
<tr><td>Total Hours</td><td>-</td><td>Credits</td><td>14</td></tr>
</table>

Course Learning Objectives:
1. To decide the name of the enterprise and the ownership pattern
2. To decide on the product mix and markets to serve
3. To create the venture

Real Time Venture Establishment and Management in Incubation/Acceleration Unit

Real Time Venture Establishment requires operational actions and decisions. It requires managerial skills of coordination with the various agencies. Project management skills are required. There is lead time from planning to implementation stage. Close monitoring has to be made to see that the venture establishment is as per the plan. Delay will increase the cost and have impact on the finances of the firm.

Venture management is a business management practice that focuses on being both innovative and challenging in the realm of introducing what could be a completely new product or entering a promising newly emerging market.

Suggested contents:
- Selection of the Name of the enterprise
- Deciding on the ownership pattern — sole proprietor, partnership, private or public limited company and limited liability partnership
- Registration of the firm
- Preparation of business plan and project report
- Deciding on the product mix and markets to serve
- Raising of finance
- Recruitment of people
- Deciding on the channel of distribution
- Hiring or construction of building
- Ordering and installation of machinery
- Sources of raw materials to be finalized and purchases made.
- Commencement of production

Mode of Evaluation: Periodic reviews, Presentations, Final viva

Course Outcomes:

At the end of the course the student will be able to:

IEP404.1	To decide the name of the enterprise and the ownership pattern
IEP404.2	To originate the registration of the firm
IEP404.3	To decide on the product mix, sources of raw materials and markets to serve
IEP404.4	To choose the channels of distribution.
IEP404.5	To examine the financing the venture and recruitment of people.
IEP404.6	To decide the commencement of business.

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
IEP404.1	3	-	-	-	-	-
IEP404.2	-	3	-	-	-	-
IEP404.3	-	-	-	2	-	-
IEP404.4	-	-	-	2	-	2
IEP404.5	-	-	-	-	3	3
IEP404.6	-	-	-	-	-	3

Guidelines for IEP404-Real Time Venture Establishment and Management in Incubation/ Acceleration Unit

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- Cover page
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- Declaration by the Student
- Acknowledgements
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- List of figures
- Executive summary

Chapter 1: Introduction: Name of the enterprise-Ownership pattern-Type of the enterprise-Registration details and place of business

Chapter 2: Business Plan: The nature of the business and the detailed project report.

Chapter 3: Product/Service and the Market- Product profile/Service details-Details of Market

Chapter 4: Details of Finance, HR and Logistics

Chapter 5: Conclusion

Bibliography

Annexure :

Registration Certificate

Real Time Venture Establishment and Management in Incubation/ Acceleration Unit

Report Evaluation

- Internal assessment (CIE) by the internal guide
- Internal evaluation will be done by the guide/internal examiner.
- External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/ expert from the industry.
- Viva-Voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the Guide/Faculty having 10 years' experience (internal examiner) and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
- Real Time Venture Establishment and Management in Incubation/ Acceleration Unit carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.
- The report of Real Time Venture Establishment and Management in Incubation/ Acceleration Unitshall 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 capstone project report shall not exceed 100 pages.
- Submission of Report: Students should submit three hard copies of the report of Real Time Venture Establishment and Management in Incubation/ Acceleration Unit along with an electronic copy in PDF format.
- The report shall be hard bound with facing sheet of **White Colour**
- Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the report. **The permitted similarity index is <=10%.**

Allotment of marks for Report of Real Time Venture Establishment and Management in Incubation/ Acceleration Unit

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	**50**
2.	Capstone Report Evaluation by the Guide/Internal examiner & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the capstone project-I	**25**
3.	Viva-Voce Examination to be conducted by the Guide/internal examiner and an External examiner from the Industry/ Institute (Joint Evaluation)	**25**
Total		**100**

Rubrics for Real Time Venture Establishment and Management in Incubation/ Acceleration Unit

A. Internal Assessment by the Guide [CIE]

Sl.No	Aspects	Marks Allotted	CIE Components
1	Presentation mechanics	5	*CIE Component -I (25 Marks)*
2	Presentation content	5	
3	Presentation-Supporting materials	5	
4	Initiative/ Innovation in Real Time Venture Establishment	5	
5	Scope fulfilment	5	
6	Details of the Enterprise/ Registration	5	*CIE Component -II (25 Marks)*
7	Business Plan	5	
8	Product/ Service and Market	5	
9	Details of Finance	5	
10	HR and Logistics	5	
	Total	**50**	**50**

B. Report Evaluation by the Guide/internal examiner & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.

Sl.No	Aspects	Marks Allotted
1	Details of the Enterprise/ Registration	5
2	Business Plan	5
3	Product/ Service and Market	5
4	Details of Finance	5
5	HR and Logistics	5
	Total	**25**

C. 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 Skill	5
2	Communication Skill	5
3	Details of the Enterprise/ Registration	5
4	Business Plan-Product/ Service and Market	5
5	Details of Finance, HR and Logistics	5
	Total	**25**

Note: Formats are given below:

Report of Real Time Venture Establishment and Management in Incubation/ Acceleration Unit

Submitted by

Student Name

(USN)

Submitted to

St. Joseph Engineering College
(An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION-
Innovation, Entrepreneurship and Venture Development

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Report of Real Time Venture Establishment and Management in Incubation/ Acceleration Unit is prepared by me under the guidance of (Guide Name), (Department) (Institute name). I also declare that this Report of Real Time Venture Establishment and Management in Incubation/ Acceleration Unit is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration-Innovation, Entrepreneurship and Venture Development by Visvesvaraya Technological University, Belagavi. I further declare that this Report is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**

Date:

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Rubrics for Continuous Internal Assessment for MBA-IEV program

Sl. No.	Components	Max. Marks	CIE	Procedure
Internal Tests				
1	Internal Test I	50	25	Average of 2 tests reduced to 25 marks (50+50 =100/4 = 25)
2	Internal Test II	50		
Assignments				
3	Assignment I	20	10	Average of 2 Assignments (20+20 = 40/4 =10)
4	Assignment II	20		
Other Assessments				
5	Seminar	20	5	Average of 3 Assessments (20+20+20 = 60/4=15)
6	Quiz	20	5	
7	Skill Development Activity	20	5	
			50	

Core Values of the Institution

SERVICE

A Josephite will keep service as the prime goal in everything that is undertaken. Meeting the needs of the stakeholders will be the prime focus of all our endeavors.

EXCELLENCE

A Josephite will not only endeavor to serve, but serve with excellence. Preparing rigorously to excel in whatever we do will be our hallmark.

ACCOUNTABILITY

Every member of the SJEC Family will be guided to deliver on assurances given within the constraints set. A Josephite will always keep budgets and deadlines in mind when delivering a service.

CONTINUOUS ADAPTATION

Every member of the SJEC Family will strive to provide reliable and continuous service by adapting to the changing environment.

COLLABORATION

A Josephite will always seek to collaborate with others and be a team-player in the service of the stakeholders.

Objectives

- Provide Quality Technical Education facilities to every student admitted to the College and facilitate the development of all round personality of the students.
- Provide most competent staff and excellent support facilities like laboratory, library and internet required for good education on a continuous basis.
- Encourage organizing and participation of staff and students in in-house and outside Training programmes, seminars, conferences and workshops on continuous basis.
- Provide incentives and encouragement to motivate staff and students to actively involve in research-innovative projects in collaboration with industry and R &D centres on continuous basis
- Invite more and more number of persons from industry from India and abroad for collaboration and promote Industry-Institute Partnership.
- Encourage consultancy and testing and respond to the needs of the immediate neighbourhood.

St Joseph Engineering College

AN AUTONOMOUS INSTITUTION

Affiliated to VTU, Belagavi | Recognised by AICTE, New Delhi
Accredited by NAAC with A+ Grade
B.E. (ECE, EEE, ME, CIV), MBA & MCA Accredited by NBA, New Delhi

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