



Proposal

Bachelor of Business Administration (Entrepreneurship) (BBA-Entrepreneurship)

University of Delhi





Write-up for UG Course in Entrepreneurship

Committee Members:

Chairperson:

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Faculty Members:

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Key Thoughts:

The committee has been tasked with developing course curriculum for the introduction of a UG level course in the domain of Entrepreneurship in the University of Delhi. The said course would be Bachelors of Business Administration in Entrepreneurship (**BBA-Entrepreneurship**).

In order to do so, external experts from academic, corporate, entrepreneurial and Venture Capitalists (VC) domains have been on board for developing the curriculum and setting directional policies.

1. Introduction

Entrepreneurship Development is intended to provide students with a solid foundation in terms of the vital role played by entrepreneurs and entrepreneurship in the 21st century global economy. This is the cornerstone course, which is complemented at the end of the program with the capstone of entrepreneurial venture. This course is designed to help students evaluate the business skills and commitment necessary to successfully operate an entrepreneurial venture and review the challenges and rewards of entrepreneurship. Students will learn about themselves, their decisions, and their goals to determine how entrepreneurship can play a role in their lives. Students will also be introduced to entrepreneurship from an economic perspective and the concepts of environmentally sustainable practices and social entrepreneurship. In this course, we will assess, explore, critique, and celebrate the phenomenon of entrepreneurship.

Entrepreneurship is approached as a way of thinking and acting, as an attitude and a behaviour. Our emphasis is on entrepreneurship as a manageable process that can be applied in virtually any organizational setting. Moreover, our interest is in sustainable entrepreneurship, in entrepreneurship over the life cycles of people's careers, of organizations as they evolve from start-up enterprises to sizeable corporations, and of societies as they move from undeveloped to post-industrial. However, our major focus will be on the creation of new ventures, the ways that they come into being, and factors associated with their success.

This is a course of many ideas and questions, and will encourage to develop and defend own set of conclusions regarding each of these issues. It is also a course that integrates a number of different disciplines, ranging from sociology and legal to economics, finance, marketing, and human resource management. Further, it is a course that mixes theory with practice, and students will be challenged to apply principles, concepts and frameworks to real world situations.



2. Objectives

The course is built around a number of core objectives. By the end of the course, students should be able to:

- a. Recognize the entrepreneurial potential within yourself and others in your environment;
- b. Appreciate the role of entrepreneurship within society, at the level of the organization, and in your own personal life;
- c. Understand the process nature of entrepreneurship, and ways to manage the process;
- d. Identify the many ways in which entrepreneurship manifests itself, including start-up contexts, corporate contexts, social contexts, public sector contexts, and others;
- e. Develop an appreciation for opportunity, recognize it, and evaluate it;
- f. Appraise the nature of creative new business concepts that can be turned into sustainable business ventures;
- g. Research and evaluate the personal attributes and skills that characterize the “successful” entrepreneur.
- h. Identify the financial, marketing, legal, human resource, operations, and general management skills that are necessary to successfully launch and operate a successful new venture.
- i. Appreciate the ethical issues that are intimately intertwined with entrepreneurial activities, and develop a personal framework for managing ethical dilemmas.

3. Needs

The traditional school of thought had been thinking that “entrepreneurs are born and not made”. The modern observation has been that some entrepreneurs may be born but a large number of them can be educated, trained and made. Learning by trial and error method is altogether ruled out. It is necessary to encourage more people to take up this field, to help them to equip themselves with formal education in this field.

Attending a business college has traditionally been a way to advance in the ranks of an established company, but recently more students are electing to work for themselves soon after getting their degree. Remarkable number of alumni and students from the college started businesses at graduation, or after graduation is a big sign of change in mind set of generation.

The entrepreneurs play an important role in the economic development of any country. Entrepreneurs make use of the factors of production to the fullest advantage of the society, generate employment, create innovation, improve standard of living, develop backward areas, etc.; thereby contributing directly to higher economic growth.

The most alarming form of unemployment today is educated unemployment. India is facing a chronic problem of unemployment. Instead of going after a government job, people should make an effort to get employed by themselves by starting their own business. Under these circumstances entrepreneurship development programme assumes much importance.

The Government of India (GoI) is also working towards promoting entrepreneurship as a tool for providing employment (to the educated workforce of the country), generating employment, contributing to revenue growth and increasing the innovation pool of the country. Using policies such as Atal Innovation Mission, Skill Development (via the National Skill Development Corporation-NSDC), Innovation Activities under the Department of Science and Technology (DST), and Innovation Activities under the Ministry of Electronics and Information Technology (MeitY), the



Gol is encouraging various academic institutions across the country to inculcate a spirit of and encourage entrepreneurship amongst their students. The Government of the National Capital Territory of Delhi (GNCTD) is also supporting entrepreneurship development in Delhi by providing monetary and policy support to academic institutions of the GNCTD. Institutions viz. Netaji Subhash Institute of Technology (NSIT), Delhi Technological University (DTU), Ambedkar University (AUD), Indira Gandhi Delhi Technical University for Women (IGDTUW), Indraprastha Institute of Information Technology (IIITD) and Shaheed Sukhdev College of Business Studies (SSCBS) (the only UG college) have been granted funding for promoting entrepreneurship amongst their students. Another 5 institutions have been lined up for Round 2 of Funding.

An academic course is required to knit all this together and provide a platform for students to become budding entrepreneurs and give form to their ideas. Academic grounding is important for the success of these initiatives by various government agencies.

Institutes offering Entrepreneurship course at Graduation Level / Post Graduate / Diploma

- Entrepreneurship Development Institute of India (Ahmedabad) – Post Graduate Diploma in Management – Business Entrepreneurship (PGDM-BE)
- Indian School of Management of Entrepreneurship, Mumbai – Graduation
- IIPM (Delhi) – B.B.A in Planning and Entrepreneurship
- Enterprise Development Institute (Kolkata) – Diploma in Entrepreneurship
- ISB (Goldman Sachs – Hyderabad) – Certificate course in Women Entrepreneurs
- XLRI (Jamshedpur) – Certificate in Entrepreneurship Management
- Entrepreneurship Development Institute of India (Ahmedabad) – Diploma

Why in SSCBS?

Shaheed Sukhdev College of Business Studies, University of Delhi (SSCBS) has a long history of student entrepreneurs. The college had produced not one but many entrepreneurs who are successfully running their own start-ups. Some of the notable alumni are Nakul Khanna and Anmol Ahlawat founder of Instago Pvt. Ltd., Himanshu Bhalla founder of Creativa India, Aanchal Punihani and Bala Sarda founder of Biomedica, Maninder Singh founder of Cogitans Designs, Nidhisha Varshney founder of Fitmein, Nischay Pradhan founder of Adwiser, Harshit Joshi founder of Favcy and Discountkar.de.

The Government of the National Capital Territory of Delhi (GNCTD) has supported our college SSCBS the only UG college by granting funds of Rs. **1.5 Cr.** for promoting entrepreneurship amongst their students. College has registered a section 8 company (SSCBS Innovation and Incubation Foundation – SIIF) under the Companies Act 2013 to facilitate the Incubation Centre of the college for development and growth of the entrepreneur.

The high standards of excellence give SSCBS the phenomenal and undeniable edge we are recognized for and these standards are endlessly pushed beyond the horizon. This lays down the foundation of our biggest asset: Unrest. At SSCBS, we are never content. This is the SSCBS difference. We are one of a kind business institution and pioneer in offering unique courses in the field of management in the past as well. Taking the legacy further we are proposing BBA-Entrepreneurship.

Entrepreneurship is the heart & soul of the rise of start-ups in India. With an ambitious Start-up India Action Plan, PM Narendra Modi has introduced initiatives and policies that make setting up start-ups for founders and investors much easier. Entrepreneurial Minds are passionate, inquisitive & innovative. SSCBS is a dais for promising entrepreneurs and start-up managers, offering them an



opportunity to not just learn and enhance their knowledge of the professional world, but also embolden them to come out as outstanding leaders bringing remarkable change in the fast-acting competitive world.

SSCBS actuates an Entrepreneurial Ecosystem with campus as a fulcrum for ideas, collaboration and individuals who have an ambition to create value for business and society. It's an amalgamation of campus fun life and corporate experiences, providing the students stimulating exposure to creative thinking and analytical mindsets. It is a modern, sprawling campus with CBCS leading to inter-disciplinary learning and more inspiration.

4. Promotion and Internal Assessment as per the prevailing university rules and guidelines

5. Target Audience

The general target audience of this course would be students desirous of becoming entrepreneurs, be it on their own, as part of an organization or as part of their family businesses. This course would help these categories of students acquire practical knowledge about entrepreneurship, the mentality required to be an entrepreneur and the tasks that an entrepreneur confronts on a regular basis.

6. Eligibility

Students passing class 12th with Mathematics will be eligible to apply to this course. Admission will be through an Entrance Test followed by Group Discussion & Personal Interview. The Entrance Test will be designed to test the reasoning and quantitative aptitude of the students.

7. Teaching Pedagogy

The course would be conducted using a mix of academic and practical modules. Classroom teaching would be conducted using a mix of **interaction, teaching, presentations, group activities and case studies**. External inputs would be in the form of **two summer internships** (at the end of the first and second years), **live projects, visiting incubators, guest lectures and interactions with industry experts** and **Dissertation project as part of Semester 6**.

**8. Course Structure**

Semester	Paper No.	Paper Title	Credits
Sem 1	E 101 E 102 E 103	Advanced Communicative English (AEC 1)	2
		Generic Elective 1 (GE1)	6
		Entrepreneurship Theory and Practice	6
		Creativity and Innovation	6
Sem 2	E 201 E 202 E 203	Scanning Business Opportunity	6
		Environmental Studies (AEC 2)	2
		Generic Elective 2 (GE 2)	6
		Accounting for Entrepreneurs	6
Sem 3	E 301 E 302 E 303	Entrepreneurial Economics	6
		Organizational Behaviour and Human Resources Management	6
		Summer Internship – I	-
		Personality Development and Soft Skills (SEC-1)	2
Sem 4	E 401 E 402 E 403	Generic Elective 3 (GE 3)	6
		Entrepreneurial Management	6
		Law for Entrepreneurs	6
		Entrepreneurial Finance	6
Sem 5	E 501 E 502 E 503 E 504 E 505	IT for Business (SEC-2)	2
		Generic Elective 4 (GE 4)	6
		Business Statistics	6
		Business Research Methods	6
Sem 6	E 601 E 602 E 603 E 604	Marketing for Entrepreneurs	6
		Summer Internship – II	-
		Industrial, Infrastructure and Sustainable Project Preparation & Appraisal	6
		Business Strategy	6
Sem 7	E 601 E 602 E 603 E 604	Managing Business Performance (BPIP)	6
		DSE-1	6
		DSE-2	6
		DSE-3	6
Sem 8	E 601 E 602 E 603 E 604	DSE-4	6
		Dissertation Project (Detailed Research Proposal)	6

Total credits: **158**



Outline of Choice Based Credit System:

1. Core Course: A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.
2. Elective Course: Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.
3. Discipline Specific Elective (DSE) Course: Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of interdisciplinary nature (to be offered by main discipline/subject of study).
4. Project Dissertation: A course designed to acquire special/advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member is called dissertation/project.
5. Generic Elective (GE) Course: An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.
P.S.: A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as Generic Elective.
6. Ability Enhancement Courses (AEC)/Competency Improvement Courses/Skill Development Courses/Foundation Course: The Ability Enhancement (AE) Courses may be of two kinds:
 - AE Compulsory Course (AECC): AECC courses are the courses based upon the content that leads to Knowledge enhancement i.e., (i) Environmental Science, (ii) English/MIL Communication are mandatory for all disciplines. AE Compulsory Course (AECC) are Environmental Science, English Communication/MIL Communication.
 - AE Elective Course (AEEC): AEEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based instruction.
7. Project work/Dissertation is considered as a special course involving application of knowledge in solving / analyzing /exploring a real-life situation / difficult problem.

**Proposed Scheme for Choice Based Credit System in BBA in Entrepreneurship**

Sem-ester	Core Course	Ability Enhancement Compulsory Course (AEC)	Skill Enhancement Course (SEC)	Elective Discipline Specific (DSE)	Elective Generic (GE)
I	E 101: Entrepreneurship Theory and Practice	AEC 1 Advanced Communicative English			GE 1
	E 102: Creativity and Innovation				
	E 103: Scanning Business Opportunity				
II	E 201: Accounting for Entrepreneurs	AEC 2 Environmental Studies			GE 2
	E 202: Entrepreneurial Economics				
	E 203: Organisational Behaviour and Human Resource Management				
	Summer Internship – I				
III	E 301: Entrepreneurial Management		SEC 1		GE 3
	E 302: Law for Entrepreneurs				
	E 303: Entrepreneurial Finance				
IV	E 401: Statistics for Business Decisions		SEC 2		GE 4
	E 402: Business Research Methods				
	E 403: Marketing for Entrepreneurs				
	Summer Internship II				
V	E 501: Industrial, Infrastructure and Sustainable Project Preparation & Appraisal			DSE 1	
	E 502: Business Strategy			DSE 2	
	E 503: Business Performance Improvement Program				
VI	E 601: Enterprise Resource Planning			DSE 3	
	E 602: Dissertation Project (Detailed Research Proposal)			DSE 4	

**Ability Enhancement Courses (AEC)**

1. Advanced Communicative English
2. Environmental Studies

Skill Enhancement Course (SEC)

1. Personality Development and Soft Skills
2. IT for Business

Discipline Specific Elective (DSE) (Choose any four)

1. SME Entrepreneurship
2. Family Business
3. Social and Rural Entrepreneurship
4. Agri and Bio Tech Entrepreneurship
5. Women Entrepreneurship
6. Science and Technology Entrepreneurship

Generic Electives (GE) (Choose any four)

1. Introduction to Entrepreneurship
2. Corporate Entrepreneurship Management
3. Indian Family Business
4. Society and Entrepreneurship
5. Launching and Sustaining Businesses
6. Business plan (Project formulation and Preparation)
7. Indirect Tax Laws
8. Business Tax Procedure and Management

Important Note: It is to be noted that the syllabus of each course herein is designed primarily to give an overview of all the topics (relevant for budding entrepreneurs) with a view to equip the entrepreneur. The entrepreneur may need to refer to relevant resources in his/her field of entrepreneurial activity to have an in-depth knowledge of the required topics.

9. Syllabi



E 101: Entrepreneurship Theory and Practice

Course Objectives:

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.

Course Contents:

Unit 1

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process; Factors impacting emergence of entrepreneurship; Theories of entrepreneurship; Role of Socio-economic environment.

Unit 2

Managerial versus entrepreneurial Decision Making; Entrepreneurial attributes and characteristics; Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors; Entrepreneurial Culture, Entrepreneur as a leader.

Unit 3

Classification and Types of Entrepreneurs; Women Entrepreneurs; Social Entrepreneurship; Corporate Entrepreneurs, characteristics of entrepreneur: Leadership; Risk taking; Decision-making and business planning.

Role of Entrepreneur: Role of an entrepreneur in economic growth as an innovator; generation of employment opportunities; complimenting and supplementing economic growth; bringing about social stability and balanced regional development of industries.

Unit 4

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Entrepreneurial strategy, Business planning process; Drawing business plan; Business plan failures.

Promotion of a Venture: External environmental analysis- economic, social and technological, Competitive factors: Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required.

Textbook:

Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill

References:

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill

**E 102: Creativity and Innovation****Course Objectives:**

To let students understand the nuances involved in creativity & innovation and to get hands-on experience in applying creative and innovative ideas and solutions towards problem solving.

Course Contents:**Unit 1**

Introduction: Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, methodologies and approaches, individual and group creativity, organizational role in creativity.

Unit 2

Mechanism of Thinking and Visualization: Definitions and theory of mechanisms of mind heuristics and models: attitudes, approaches and actions that support creative thinking - Advanced study of visual elements and principles - line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific visualization – unifying principle of data management for scientific visualization – visualization benchmarking.

Unit 3

Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions: - processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity.

Creativity in Problem Solving: Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

Unit 4

Innovation: types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditization.

Course Pedagogy:

It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. Lab-based simulations should also be used.

Textbook:

Andriopoulos, C. and Dawson, P.: Managing Change, Creativity and Innovation, Sage

References:

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley
2. Davila, T., Epstein, M.L. and Shelton, R. (ed.), The Creative Enterprise, Praeger
3. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.
4. Petty, G., How to be better at Creativity, The Industrial Society
5. Christensen, C.M. and Raynor, M.E., The Innovator's Solution, HBS Press
6. Savransky, S.D., Engineering of Creativity, CRC Press

**E 103: Scanning Business Opportunity****Course Objectives:**

Identifying the right business opportunity is important for the success of any new entrepreneurial venture. Budding entrepreneurs should be able to identify suitable business opportunities at the right time and in the right way. This course aims to help students identify business opportunities effectively and get hands on experience in applying creativity and understanding in problem identification and solving.

Course Contents:**Unit 1**

Understanding the market: identifying ideas and areas with business potential, analysing the needs and wants of the market, identifying resource needs. Identifying where business opportunities can lie and in what form. Identifying potential customer / user benefits and benefits to society as a whole.

Unit 2

Identifying the Opportunity: Convergent and divergent approach of opportunity sensing. Transforming ideas into reality, realities of setting up new ventures, screening opportunities, devising the business plan, the family as a source of entrepreneurial support. Deciding the scope of the opportunity and gains from it.

Unit 3

Analysing Business Opportunities: Market Analysis; demand-supply. Technical Analysis; assets analysis, Financial Analysis; sources of capital and its cost.

Viable and feasible business Opportunity: Testing feasibility of business idea by applying sensitivity analysis.

Course Pedagogy:

It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to study and identify innovative products or services.

Textbook:

Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century.
McGraw Hill

References:

1. Holt, D.H., Entrepreneurship – New Value Creation, Pearson
2. Roy, R., Entrepreneurship, Oxford

**E 201: Accounting for Entrepreneurs****Course Objectives:**

To familiarize students with accounting, mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Contents:**Unit 1**

Accounting: meaning, nature, functions, types of accounting; accounting equations; basics of financial statements, generally accepted accounting concepts, principles and conventions; double entry system.

Unit 2

Balance sheet: concepts of entity, going concern, cost, dual-aspect. Balance sheet: assets, liabilities. Current ratio. Making the balance sheet.

Income statement: concept of income, concept of expenses, concept of gain and losses. Components of the income statement. Other concepts of income. Accounting and pricing.

Unit 3

Accounting Records: Fundamentals of record keeping, the accounting process, transactional analysis, the Adjusting and Closing process. Accounting systems. Computer-based accounting systems. Accounting cycle.

Unit 4

Cash flow statements: purpose, components, categories. Depreciation. Preparation of cash flow statements: concept, activities. Analysis of cash flow statements: concept, ratios.

Unit 5

Financial Statement Analysis: Business objectives, measures. Ratios: Price/Earnings, Profit margin, investment, capital asset intensity, working capital measures, liquidity and solvency. Dividends. Making Comparisons.

Unit 6

Behaviour of costs: Relation of costs to volume; concept, types, estimating the costs-volume relationship, measures of volume. Profit graphs; break-even analysis, target profit, operating leverage, cash versus accrual, using profitgraphs.

Full Cost: cost concepts, direct and indirect costs, product costing systems, non-manufacturing costs. Uses of full cost; reporting, analysis, product pricing.

Textbook:

Anthony, R.N., Hawkins, D.F. and Merchant, K.A.: Accounting – Text and Cases. McGraw Hill

References:

1. Maheshwari, S.N. and Maheshwari, S.K., Financial Accounting, Vikas Publishing House
2. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services
3. Balwani, N., Accounting and Finance for Managers, Excel Books
4. Gupta, A., Financial Accounting for Management, Prentice Hall
5. Bhattacharyya, A.K., Financial Accounting for Business Managers, PHI Publishing
6. Jain, S.P. and Narang, K.L., Advanced Accountancy, Kalyani Publishers.

**E 202: Entrepreneurial Economics****Course Objectives:**

The objective of the course is to acquaint students with the basic principles of micro and macro economics for developing an understanding of the firm, markets and the macro environment, which would help them in managerial decision making.

Course Contents:**Unit 1**

Demand and supply: Law of demand, determinants of demand, shifts of demand versus movements along a demand curve, market demand, supply, determinants of supply, shifts of supply versus movements along a supply curve, market supply, market equilibrium.

Elasticity: Price elasticity of demand, determinants of price elasticity, income elasticity, cross price elasticity, elasticity of supply.

Unit 2

Consumer Theory: Concept of utility, diminishing marginal utility, budget constraint, indifference curve, income and substitution effects; consumer choice: derivation of demand curve from indifference curve and budget constraint.

Production and Costs: Production functions, law of variable proportions, isoquant and isocost lines, cost minimizing equilibrium condition, costs in the short run, costs in the long run, economies and diseconomies of scale, profit maximization in the short run and long run.

Unit 3

Market Structures: Perfect Competition: Features, Short Run and Long Run Equilibrium of a firm and Industries, Monopoly: short run and long run price and output decisions of a monopoly firm; concept of a supply curve under monopoly; social cost of monopoly, price discrimination (brief overview); Monopolistic Competition: Short Run & Long Run price and output determinations under monopolistic competition, economic efficiency and resource allocation; Oligopoly: Kinked Demand Curve Model.

Unit 4

Overview of Macroeconomics: Macroeconomic issues in an economy, GDP and National Income, nominal and real income, Actual GDP and potential GDP.

Classical Theory: Income & Employment, Quantity Theory of Money- Cambridge version, Classical Aggregate Demand Curve, Classical Theory of Interest Rate.

Keynesian Theory - Income & Employment Simple Keynesian Model, Components of Aggregate Demand, Determining Equilibrium Income Change in Equilibrium Income, (Multiplier: - Investment, Govt. Expenditure, Lump sum Tax and Export-import), IS -LM Model, Equilibrium income, Fiscal Monetary Policy Effects in the IS-LM Model.

Unit 4

Introduction to the BoP account, Exchange Rate and the market for foreign exchange; Monetary and Fiscal Policy in the open economy. Concept of inflation; Concept of Phillips Curve, Demand and Supply side factors affecting prices, consequences of inflation, anti-inflationary policies of Government.

Textbook:

Gupta, G.S.: Managerial Economics, Tata McGraw Hill

References:

1. Case, K.E. and Fair, R.C., Principles of Economics, Pearson
2. Salvatore, D., Principles of Microeconomics, Pearson
3. Froyen, R.T., Macroeconomics: Theories and policies, Pearson
4. Dornbusch, F., Macroeconomics, McGraw Hill

**E 203: Organizational Behaviour and Human Resource Management****Course Objectives:**

This course aims to familiarise the students with and develop an understanding of the various dimensions of organizational behaviour and human resource policies and practices as prevalent in today's corporate world. Case studies and discussions would be utilised.

Course Contents:**Unit 1**

Importance of organizational Behaviour. Perception and Attribution: Personality: Learning: Concept and Theories of Learning, reinforcement. Communication. Motivation: Concepts and their application, Need, Content & Process theories, Emotional Intelligence.

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis. Contemporary Leadership issues: Charismatic, Transformational Leadership.

Unit 2

Organisational Power and Politics: Nature, Conflict: Concept, Sources, Types, Stages of conflict, Managing conflict. Negotiation. Organization Culture.

Organisational Change: Concept, Resistance to change, Implementing Change, Kurt Lewin Theory of Change. Stress management.

Unit 3

HRM: Concept, functions, roles, skills and competencies. The changing environment of HRM: Globalization, cultural environment, workforce diversity, downsizing, changing skill requirement, technological changes, gender roles. Integrating HRM with business strategy. HRM support: re-engineering processes, decentralised work sites. HR activities: HR as a strategic partner, Work life balance, Quality of Work Life, HR Audit and e-HRM. Human Resource Planning: Process, factors affecting and barriers to HRP, forecasting demand and supply, skill inventories, succession planning.

Unit 4

Job Analysis: Uses, Job description and Job specification, competency based job analysis. Factors affecting Job Analysis and Job Design. Recruitment: Internal & external sources of recruitment, advantages & problems. Selection: process, selection testing. Training, Career Development, Career Management and Organizational Development: Concept, Need, Methods.

Unit 5

Compensation and Incentives: Factors influencing employee compensation, components of pay structure, factors influencing compensation, wage differentials, compensating CXO's. Incentives: concept of time rate and piece rate, profit sharing, gain sharing, employees stock option plans. Benefits: social security, health, retirement, non-monetary and others. Appraisal and Performance Management System: Uses, appraisal methods, factors that distort appraisal.

International HRM: Cultural issues, Compensation issues, Ethnocentric, Geocentric, Polycentric Approaches, Expatriation and Repatriation.

Textbooks:

For OB = Robbins, S.P., Judge, T.A. and Vohra, N.: Organisational Behaviour, Pearson

For HRM = Dessler, G. and Varkkey, B.: Human Resource Management, Pearson

References:

1. Decenzo, D.A. and Robbins, S.P., Human Resource Management, John Wiley & Sons
2. Mc Shane, S.L., von Glinow M.A. and Sharma R.R. Organisational Behaviour; Tata McGraw Hill.
3. Aswathappa, K., Human Resource Management, Tata McGraw Hill

**E 301: Entrepreneurial Management****Course Objective:**

To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Course contents:**Unit 1**

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit 2

Planning: Objective, Nature and process of planning, SWOT Analysis, formulation of plans, Decision making process. Organising: Objectives, nature and process of organizing formal and informal organization, authority and responsibility, delegation and empowerment, centralisation and decentralisation, concept of departmentation, Organisation Chart, Line, Divisional, Staff and functional relationships, Top Management, process and principles of delegation.

Unit 3

Staffing: Concept, Manpower Planning, recruitment, selection, training and development, performance appraisal. Directing: Concept and techniques of Motivation and Leadership. Process and barriers to communication.

Controlling: Concept, Need and Techniques. Controlling: concept, process and techniques and control, Management by Objectives (MBO) Management by Exception (MBE), Essentials of effective control, Managerial effectiveness.

Unit 4

Management Culture: Beliefs and Perceptions. Corporate Philosophies: Bigger is better, Small is beautiful, creating new businesses within existing corporates. Strategic Business Units.

Managing Entrepreneurship: Creativity, Innovations, IPR (example of 3M) and entrepreneurial ventures. Entrepreneurial effectiveness and efficiency, Entrepreneurial leadership including Hersey & Blanchard's theory, contemporary leadership roles and Use of control techniques in small business.

Textbooks:

1. Weihrich, H., Cannice, M.V. and Koontz, H.; Management – A Global and Entrepreneurial Perspective, McGraw Hill
2. Sathe, V.: Corporate Entrepreneurship, Cambridge University Press

References:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg, J. and Baron, R.A., Behaviour in Organisations, Prentice Hall
3. Mc Shane S.L., von Glinow M.A. & Sharma, R.R., Organisational Behaviour; Tata McGraw Hill.
4. Robbins, S.P. & Coulter, M.: Management, Pearson.
5. Stoner & Wankel: Management, Prentice Hall of India.

**E 302: Law for Entrepreneurs****Course Objectives:**

The purpose of this paper is to acquaint the students with the legal environment of India which dictates the conditions of doing business. The content aims at giving sufficient knowledge to the students, helpful in averting the potential legal problems.

Course Contents:**Unit 1**

The Indian Contract Act, 1872: Meaning and Essentials of contract; law relating to offer, acceptance, consideration, competency to contract, free consent, agreements declared to be void, performance of contracts, discharge of contracts, breach of contracts and quasi contract. Special contracts: contract of indemnity and guarantee, and agency.

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Unit 2

Negotiable Instruments Act, 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque & bouncing of cheques.

The Indian Companies Act, 2013: Meaning and types of companies, incorporation, memorandum & articles of association, prospectus, issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.

The Limited Liability Partnership Act, 2008: meaning of LLP, formation, partners & their relations, extent and limitation of liability.

Unit 3

Information Technology Act, 2000: definitions, digital signature, electronic governance. Competition Act, 2002: objectives, definitions, competition policy, prohibition of certain agreements and abuse of dominant position.

Consumer Protection Act 1986: Objectives, defects and deficiency removal, rights of consumers, redressal machinery.

Intellectual Property Rights: The Patents Act, 1970, The Copyright Act, 1957, The Trade Mark Act, 1999, & The Right to Information Act, 2005: Salient features of the act and its redressal mechanism.

Unit 4

Labour Legislation in India: Trade Union Act 1926, The Industrial Employment (Standing Orders) Act, 1946, Industrial Dispute Act, 1947, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Factories Act, 1948, The Shops and Commercial Establishment Act, 1961, The Maternity Benefit Act 1961, The Workmen Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Employees' Provident Fund and Miscellaneous Provisions Act, 1952, The Payment of Gratuity Act, 1972, The Plantation Labour Act, 1951, The Contract Labour (Regulation and Abolition) Act, 1970, Guidelines for Handling Sexual Harassment Complaints, SEZ and Labour Laws.

Laws Affecting Start-ups Ventures: law of torts, laws of bankruptcy.

Textbooks:

1. Pathak, A.: Legal Aspects of Business, McGraw Hill
2. For Labour Laws = Dessler, G and Varkkey, B.: Human Resource Management, Pearson

References:

1. Singh, Avtar, Principles of Mercantile Law, Eastern Book Company
2. Aggarwal, R., Mercantile and Commercial Law, Taxmann
3. Kucchal, M.C., Business Law, Vikas Publishing House

**E 303: Entrepreneurial Finance****Course Objectives:**

The objectives of the course are to build the skills, frameworks and knowledge in entrepreneurial finance. Students will study the financing of small and medium sized businesses from the perspective of both the entrepreneur and investors. They will learn how the financing decisions of small and medium sized private companies differ from those of public firms. They will also see how the use of real options and milestones relate to the strategy and the value on an opportunity.

Course Contents:**Unit 1**

The concept of Financial Management – Definition, nature, objectives, functions and scope of financial management, Preparation of financial plan – its objectives, essential features, consideration in formulating financial plan, Capitalization: over, under and fair capitalization. Concept of risk and return, Time value of money.

Unit 2

Investment Decisions: Capital Budgeting techniques.

Financing Decisions: Cost of Capital – Meaning, definition, classification and computation of specific weighted and marginal cost of capital. Capital structure – Definition, factors determining the financial structure, Leverage Analysis – Financial operating and combined leverages, EBIT-EPS Analysis

Unit 3

Working Capital Management: Concept of working capital – Classification, importance, factors determining adequate value of working capital. Estimation of working capital requirements. Financing of working capital – Long- medium-short term. Trends in Financing of working capital by banks, Recommendation of Various committees regarding financing of working capital.

Inventory management. Tools and techniques of investment management. Determination of stock levels, VED analysis, just in time inventory, Cash Management and Receivable Management.

Unit 4

Dividend decisions: Dividend policy, Dividend Theories, Factors affecting dividend decisions. Long term financing, Sources of long term financing.

Course Pedagogy:

The topics will be explored through class discussion of real case situations faced by entrepreneurs and financiers, contributions by outside experts and instructor-led discussion.

Textbook:

Leach, C.J. and Melicher, R.W.: Entrepreneurial Finance, Thomson.

References:

1. Stanton, J.M., Entrepreneurial Finance – For New and Emerging Businesses, Thomson
2. Smith, J.K., Smith, R.L. and Bliss, R.T., Entrepreneurial Finance, Stanford University Press
3. Smith, J.K. and Smith, R.L., Entrepreneurial Finance, Wiley
4. Rogers, S., Entrepreneurial Finance, McGraw Hill
5. Chandra, P., Financial Management, McGraw Hill

**E 401: Business Statistics****Course Objectives:**

To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course Contents:**Unit 1**

Statistical Methods: Definition and Scope of Statistics, Concepts of statistical population and sample. Data: quantitative and qualitative, attributes, variables, scales of measurement nominal, ordinal, interval and ratio. Presentation: tabular and graphical, including histogram and ogives, consistency and independence of data with special reference to attributes.

Unit 2

Measures of Central Tendency: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of variation, Moments, Skewness and Kurtosis,

Unit 3

Probability: Introduction, random experiments, sample space, events and algebra of events. Definitions of Probability – classical and axiomatic. Conditional Probability, laws of addition and multiplication, independent events, theorem of total probability, Bayes' theorem and its applications.

Unit 4

Random variable: definition of discrete and continuous random variable, p.m.f and p.d.f, cumulative distribution function, Expectation and Moments, Moment generating function, Characteristic function, Probability generating function, Discrete distribution (Binomial, Poisson, Geometric, Negative Binomial, Hypergeometric) Continuous distribution (Uniform, Exponential, Normal distribution)

Unit 5

Bivariate data: Definition, scatter diagram, simple, partial and multiple correlation (3 variables only), rank correlation. Simple linear regression, principle of least squares and fitting of polynomials and exponential curves.

Textbook:

1. Anderson, D.R., Sweeney, D.J. and Williams, T.A.: Statistics for Business & Economics, Cengage
2. Gujarati, D.N. and Porter, D.: Basic Econometrics, McGraw Hill

References:

1. Goon, A.M., Gupta, M.K. and Dasgupta, B., Fundamentals of Statistics, Vol. I & II, The World Press
2. Miller, L., Miller M. and Freund, J.E., Mathematical Statistics with Applications, Pearson
3. Ross, S., Introduction to Probability Models, Pearson
4. Hogg R.V., Tanis E.A. and Rao, J.M., Probability and Statistical Inference, Pearson

**E 402: Business Research Methods****Course Objectives:**

To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give an understanding of the basic techniques and tools of business research.

Course Contents:**Unit 1**

Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research. The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Business Research problem.

Unit 2

Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit 3

Primary Data Collection: Survey Vs. Observations. Comparison of self-administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques- paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire - form, design and testing.

Unit 4

Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, One-way ANOVA, f test, Cronbach's Alpha Test.

Unit 5

Qualitative Research: Concept, approaches, contrasting quantitative and qualitative methods. orientations to qualitative approach, techniques used in qualitative research. Exploratory research in Science and Practice.

Textbook:

Zikmund, W.G., Babin, B.J., Carr, J.C., Adhikari, A. and Griffin, M.: Business Research Methods, Cengage.

References:

1. Cooper, D.R. and Schindler, P.S., Business Research Methods, McGraw-Hill Education
2. Boyd, H.W., Westfall, R. and Stasch, S.F., Marketing Research – Text and Cases, Irwin

**E 403: Marketing for Entrepreneurs****Course Objectives:**

To familiarize the students with the marketing function & concept of marketing mix & study the marketing mix of some start-ups, companies operating in India.

Course Contents:**Unit 1**

Introduction (Nature & Scope of Marketing): Evolution; core marketing concepts; company orientation-production concept, product concept, selling concept, marketing concept, Holistic marketing concept; portfolio approach-BCG matrix; Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); environmental scanning to discover marketing opportunities, Segmentation Targeting and Positioning: Levels of market segmentation, basis for segmenting consumer markets, difference between segmentation, targeting and positioning, customer value proposition.

Unit 2

Product Decisions: Concept of PLC, Introduction to International PLC, PLC marketing strategies, product classification, product line decision, product mix decision, new product development, branding decisions, packaging & labelling.

Pricing Decisions: Determinants of price, pricing methods (non-mathematical treatment). Adapting Price (Geographical pricing, promotional pricing and differential pricing), pricing strategies for start-ups.

Unit 3

Promotion Mix: Factors determining promotion mix, promotional tools – basics of advertisement, sales promotion, public relations & publicity and personal selling, integrated marketing communication for new ventures (IMC).

Place (Marketing channels): Channel functions, channel levels, types of intermediaries (types of retailers, types of wholesalers).

Unit 4

Marketing of Services: An introduction to services, Role of Service Sector in the economy, Unique characteristics of the Service Industry, Marketing strategies for service firms – 7Ps.

Marketing for B2B, B2G (tendering, DGCMA guidelines, costing and pricing, procurement rules) and B2C business opportunities: description, specific needs, challenges and opportunities.

Social Media for Start-ups, digital marketing for new ventures, introduction to Return on Marketing Investment (ROMI) / Marketing Matrix.

Textbooks:

1. For B2C = Kotler, P., Keller, K.L., Koshy, A. and Jha, M.: Marketing Management, Pearson
2. For B2B = Sarin, S.: Strategic Brand Management for B2B Markets, Sage

References:

1. Kotler P. & Armstrong, G., Principles of Marketing, Pearson
2. Amico, Z.D., Marketing, Cengage
3. Boone, L.E. and Kurtz, D.L., Principles of Marketing, Thomson South-Western
4. Hoffman, K.D. and Bateson, J.E.G., Marketing of Services, Cengage

**E 501: Industrial, Infrastructure and Sustainable Project Preparation & Appraisal****Course Objectives:**

To improve and update knowledge of officials in the areas of project preparation & appraisal techniques; decision-making process in the sector of industrial, infrastructure & sustainable opportunities that would lead to improved viability, returns and effective investment decisions.

Course Contents:**Unit 1**

Project Development Cycle, Framework to identify Industrial, Infrastructure & Sustainable Opportunities, process of business idea generation; Identifying data requirements and analyzing their suitability for preparation of feasibility studies, project formulation, screening for pre-feasibility studies, stages of feasibility report preparation, Project Analysis including Market Analysis, Technical Analysis & Financial Analysis, applying various techniques and integrating the data gathered into a full-fledged business plan.

Unit 2

Environmental Analysis, Risk Analysis, Infrastructure Development & Financing, Risk Management, Risk identification, Qualitative risk analysis, Quantitative risk analysis, Risk planning, Risk control, Evaluating the rewards & risks for sustainable opportunities.

National Cost-Benefit Analysis, Financing Sustainable Opportunities, Role of Business Management Organization as catalyst for promoting sustainable opportunities.

Unit 3

Assessing a promoter on entrepreneurial competencies, importance of environmental impact study and economic analysis on industrial projects, computer supported comprehensive appraisal, viability and sensitivity analysis through spread sheet, Taking rational investment decisions.

Course Pedagogy:

Class teaching will be supplemented by Use of Entrepreneurial & Management Assessment Exercise & Group Presentation on Cases & Practices. Use of spread sheet for Financial Analysis – Industrial/Institutional Visits & Interactions.

Textbook:

Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House

References:

1. Scarborough, N.M. and Zimmerer, T.W., Effective Small Business Management, Pearson
2. Pickle, H.B. and Abrahamson, R.L., Small Business Management, Wiley
3. Desai, V., Dynamics of Entrepreneurial Development & Management, Himalaya Publishing
4. Kao, J., Creativity & Entrepreneurship, Prentice Hall
5. Singh, Narendra, Project Management & Control, Himalaya Publications

**E 502: Business Strategy****Course Objectives:**

To equip students with the relevant skills related to understanding and analysing the business environment, designing strategies for an organisation (also entrepreneurial / start-up ventures) and linking the organisation's strategies with its environment.

Course Contents:**Unit 1**

Nature & importance of strategy: Introduction to the strategic management process and related concepts; Corporate, business & functional level strategic management decisions. Company's Vision and Mission: Need for a mission statement, criteria for evaluating a mission statement-Goal, Process & Formulation of the mission statement (Drucker's Performance Area).

Unit 2

Environmental Analysis & Diagnosis: Analysis of company's external and internal environment, Impact of the environment on the organisation's policies and strategies, Dependence of the organisation on the environment, Analysis of specific environment – PESTEL, SWOT & Michael E. Porter's 5 Forces model. Internal analysis: Importance of organisation's capabilities, competitive advantage & core competence, Michael E. Porter's Value Chain Analysis and Diamond Model. Industry Analysis: Verticals, Sunshine Industries, Product/Industry Life cycle, Cyclical industries.

Unit 3

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies – offensive & defensive strategies.

Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal. Types of growth strategies – concentrated growth, product development, integration, diversification, Mergers & Acquisitions (Relevance, Problems, Advantages and Disadvantages); Types of renewal strategies – retrenchment and turnaround. International expansion: Importance and Reasons, Types – multi-domestic, franchising, licensing and joint ventures.

Unit 4

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, Experience curve; Portfolio analysis (Matrices) – BCG, GE, product market evolution, directional policy, life cycle portfolio, grand strategy selection. Behavioural considerations affecting choice of strategy: Culture and Strategic Leadership (Implementing & operationalizing strategic choice, Impact of structure, culture & leadership). Functional strategies & their link with business level strategies. Strategic control & Evaluation: Introduction, Strategic surveillance.

Unit 5

Strategies for Entrepreneurs: Exploring and Identifying Business Opportunities, Ideation, Idea Generation and Conceptualization. Managing an entrepreneurial venture. Innovation and Entrepreneurship: Introduction, Innovative mind set and attitude.

Textbook:

Thompson, A.A., Strickland III, A.J., Gamble, J.E. and Jain, A.K., Crafting and Executing Strategy: Concepts and Cases, Tata McGraw Hill

References:

1. Pearce, J.A. and Robinson, R.B., Strategic Management Formulation, Implementation and Control, McGraw Hill
2. Thompson, A.A. and Strickland III, A.J., Crafting and Executing Strategy, McGraw Hill
3. Johnson, G. and Scholes, K., Exploring Corporate Strategies, Prentice Hall

**E 503: Managing Business Performance (BPIP)****Course Objectives:**

To equip students with the relevant skills for improving business performance.

Course Contents:**Unit 1**

The Lean, Six Sigma, and Theory of Constraints (TOC): Improvement cycles, reviewing the current state of improvement initiatives, reasons of failure of Six Sigma and Lean, drawbacks of TOC.

Introducing the ultimate improvement cycle (UIC): Identify, define, measure, analyse the process, objectives, accomplishing each step of the UIC. Improvement Systems: Porter's Value Chain Analysis, Toyota Production System, Total Quality Management, Employee efficiency, and Performance Improvement tools.

Unit 2

The value stream, value stream mapping, scheduling system and performance, identifying production scheduling system and performance metrics, financial metrics, knowing which metrics to track, metrics for non-constraint operations.

Reducing variation and defects: origin of variability, measuring variation and system variability, cycle time (C/T) and process variability.

Unit 3

Exploiting the current constraints: finding waste in the constraints, waste reduction, drum-buffer-rope (DBR) scheduling, implementing visual controls, designing and implementing work cells, changeover time reduction, variation reduction, defect reduction, standardised work, reducing C/T, overall equipment effectiveness, plan for exploiting the constraint, reducing waste and variation in the current constraints, subordinating non-constraints to the current constraints.

Unit 4

Line balancing and flow optimization, optimizing the constraints buffer and pulling in the non-constraints, Kanban versus constant work in progress (CONWIP), Elevating the constraints and implementing, breaking the current constraints, sustaining the gains with protective controls, system constraints and problems, Current reality tree, conflict resolution diagram, future reality tree, establishing the environment for change.

Textbook:

Sproull, B.: The Ultimate Improvement Cycle, CRC Press.

References:

1. Rao, T.V., HRD Audit, Sage
2. West, J.E. and Cianfrani, C.A., Unlocking the power of your QMS, Pearson
3. Oliver, J.J. and Memmott, C., Growing your own Heroes – The Commonsense Way to Improve Business Performance, Prentice Hall
4. Liker, J.A., The Toyota Way, McGraw Hill

**E 601: Enterprise Resource Planning****Course Objectives:**

To equip students with understanding of resource planning for enterprise and handling change.

Course Contents:**Unit 1**

Definition of ERP, need, benefits, ERP and enterprise applications-emerging trends. ERP Implementation: ERP Life cycle, Methodologies and strategy for implementation, Return on Investment analysis for ERP: Cost of ERP implementation, benefits of ERP implementation

Selecting consulting Partner: things to be considered for partner selection, request for proposal method for selection of consulting partner, In-house implementation team vs. External consultants, ERP consulting companies, doing part of ERP projects from offshore

ERP package selection, ERP project team and project organisation structure, ERP project management, managing requirements

Unit 2

Business process reengineering, Business process modelling and business modelling, gaps identification and strategies to bridge the gap, configuring and testing the solution, managing ERP security, data migration, cutover planning and go Live preparation, training, change management, success and failure of ERP implementation.

Unit 3

ERP functional Modules: Human Capital Management, Financial Management, Procurement and Inventory Management, Supplier relationship management, Production Planning and execution, Supply chain planning, sales and service, Logistics execution, customer relationship management, quality management, maintenance management and enterprise asset management, product life cycle management

Unit 4

Technology Areas of ERP and Enterprise application: Portal, content management and knowledge management, Data warehousing, data mining, business intelligence and analytics, ERP and enterprise application- emerging trends

ERP for industries: ERPs for different manufacturing Industries, ERPs for different service industries.

Textbook:

Ray, R.: Enterprise Resource Planning, McGraw Hill.

References:

1. Singla, A., Enterprise Resource Planning, Cengage
2. Monk, E. and Wagner, B., Concepts in Enterprise Resource Planning, Cengage
3. Ray, R., Enterprise Resource Planning – Text and Cases, Tata McGraw Hill
4. Laudon, K.C. and Laudon, J.P., Management Information Systems, Pearson
5. Muthukumaran, B., Information Technology for Business, Oxford

**E 604: Dissertation Project**

1. The Students shall be assigned to work on the Project in an applied area of management in the beginning of the VI semester and run through the VI semester.
2. The Students will work under the supervision of the faculty. The dissertation report is to be submitted in partial fulfilment of the honours degree of BBA of Entrepreneurship. This has to be evaluated by a group of teachers & external experts. The last date of the submission, presentation and viva voce to be decided by the college.
3. The format of the dissertation should be as follows:

<Title of the Project>
A Dissertation submitted in
Partial Fulfilment of the
Honours degree of Bachelor of Business Administration (Entrepreneurship)

Submitted by:
<Name of the Student>
<Examination Roll No.>
<Name of the College>

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On the letter head of College

Certificate

This is to certify that the dissertation entitled “_____” is the Project work carried out by <Name of the Student> at <Name of the College> for partial fulfilment of BBA(Entrepreneurship). This report has not been submitted to any other College/Institute for the award of any Degree /Diploma.

<Name & Signature of Student>

<Name & Signature of the Supervisor>

<Signature of the Principal>

<Stamp of the College>

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Appendices (if any)

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Textbooks:

1. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century. McGraw Hill
2. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House (Chapter 3) – Refer for Structure of Project

**(DSE 1) SME Entrepreneurship****Course Objectives:**

To provide the basic understanding of the various concepts related to setting up of a small and medium enterprises and management.

Course Contents:**Unit 1**

Setting up a Small Business: Determination of the nature of the business unit: Micro, Small and Medium enterprise, Comparative evaluation of feasibility of buying an existing enterprise, setting up a new venture or starting the business through franchising, Location strategy, Preliminary Registration with State Directorate of Industries.

Unit 2

Government support: MSME Act (2006), government procurement policies.

Institutional Support Mechanism: SIDO, SIDBI, NSIC, SISI, Commodity Boards, State Directorate of Industries, SIDC'S, SFC, District Industries Centre. MUDRA Bank.

Institutional Support Mechanism: Testing Laboratories, Product and Process Development Centres, ED Institutions (National 4 and State14), Institute for Entrepreneurship Development, State consulting organizations (MITCON, RAJCON, etc.), National Service and Technology Entrepreneurship Development Board.

Unit 3

Institutional Support Schemes: Interest Subsidy, Seed/Margin Money, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, Bills Rediscounting Scheme. Factoring of bills. Institutions: Development Research Institute, NSDC, NSDA, NRLM's, SRLM's.

Unit 4

Policy Support Mechanism: Reservation of Items for Small Scale Industries, Rationale, Procedures, Criticism, De-reservation, Removal of Quantity Restrictions, Government's Purchase Preferences Policy for Small Industries Products, Price Preference Policy for SSI products. Policy of Priority Credit, Equity Participation, Equity issues by small enterprises through OCTEI, Policy of Technology Upgradation in small enterprises, Technology Bureau for Small Enterprises.

Textbook:

Katz, J. and Green, R.: Entrepreneurial Small Business, Tata McGraw Hill

References:

1. Shukla, M.B., Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad
2. Kulkarni, P.V. and Kulkarni, S.P., Corporate Finance, Kalyani Publishers
3. Srivastava, R.M., Essentials of Business Finance, Himalaya Publishing
4. Kapoor, J.R., Dlabay, L.R. and Hughes, R.J., Personal Finance, Tata McGraw Hill

**(DSE 2) Family Business****Course Objectives:**

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing your value and opportunities within your Family Business.

Course Contents:**Unit 1**

Understanding Family Business: define family business, strengths & weaknesses, Survival, Success & Growth of Family Business, Family, Business & Ownership Governance, Succession and continuity, Economic impact, Family Business culture and values, Dilemmas and challenges for family businesses- Resistance to change, Emotional issues. Leadership: competitive edge and outperformance?

Unit 2

Theoretical Prospective of Family Business: The agency theory perspective, the stewardship perspective.

Family business dynamics: People, system and growing complexity: Family culture, organizational culture, conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees.

Family business life cycles: a story of growing complexity - Life-cycle stages, A customer-active paradigm, Ownership transitions.

The family's relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, Designing family governance.

Unit 3

The next generation: Human resource management and leadership perspective: To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation

Unit 4

Making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non-executive directors – Selecting the right candidate, Board practices. Professional advisers and consultants - advisers keeping pace with your needs. Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors: the family business consultant.

Textbook:

Leach, P.: Family Business: The Essentials, Profile Books Ltd.

References:

1. Poza, E.J., Family Business, Thomson
2. Gimeno, A., Bualenas, G. and Coma-Cros, J., Family Business Models
3. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
4. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
5. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.
6. Hisrich, R. and Peters, M., Entrepreneurship, Tata McGraw Hill

**(DSE 3) Social and Rural Entrepreneurship****Course Objectives:**

To develop an understanding of the field of Social Entrepreneurship, understanding social innovations, legal issues involved, understanding many opportunities and issues facing by Social Entrepreneurs, understand how Entrepreneurship works in the rural context in India.

Course Contents:**Unit 1**

Introduction to Social Entrepreneurship, Defining Social Entrepreneurship, Characteristics and Boundaries of Social Entrepreneurship, Qualities, Skills and Values of Social Entrepreneurs, how are Social Entrepreneurship and Business Entrepreneurship the Same and Different?

Unit 2

Social Entrepreneurship Models: Timmons Model, PPCDO Framework, CASE Model, Social Entrepreneurship Framework, Social Entrepreneurship Process Model. Social Enterprise Organizational Structures: Pure Non-profits, Pure For-Profits, Hybrids.

Theory of Social Entrepreneurship, A typology of Social Entrepreneurs: Social Bricoleurs, Social Constructionists, Social Engineers, Schools of thought in Social Entrepreneurship Research: Social Innovation, Social Enterprise, EMES Approach, UK Approach, Theory of Social Change.

Unit 3

Recognizing Social Opportunities, Social Ideas, The Role of Innovation, Opportunities for Social Entrepreneurs, Translate Social Problems into Opportunities, Distinct Features and Design Principles of Business Models for Social Enterprises. Developing a Strategic Plan for a Social Venture, the importance of Social Venture Planning, Developing a Plan for a Social Venture, Identification of Social Problem, Vision and Mission statements, Social Impact Theory and Business models, Social venture Growth Strategies and Financial plans.

Unit 4

Measuring Social Value; Social Return on Investment – Measuring the Vulnerability, Efficiency and Organizational Effectiveness of Social Enterprises. Legal Issues of Social Entrepreneurship: Legal Framework, Charity in India, Registered Society, Section 8 Company, Public Charitable Trust, Government issues and administration of Not-For-Profit entities inside and outside of India, Taxation of Not-For-Profit entities in India.

Unit 5

Rural India: Concept. Existing state of rural development, developing rural infrastructure. Rural welfare schemes, Tribal, environmental and women and child development and conservation programs, role of NGOs in rural development, rural and other co-operatives.

Rural Entrepreneurship: financing needs of rural enterprises and micro enterprises, role of entrepreneurship in rural development, technology and mass media and rural entrepreneurship, obstacles and opportunities of rural entrepreneurship, micro finance and rural entrepreneurship, role of women in rural entrepreneurship, employment generation via rural entrepreneurship.

Textbooks:

For Social = Kickul, J. and Lyons, T.: Understanding Social Entrepreneurship, Routledge

For Rural = Swami, H.R. and Gupta, B.P.: Rural Development and Co-operation in India, Indus Valley Publications

References:

1. Bornstein, D. and Davis, S., Social Entrepreneurship, Oxford University Press
2. London, M. and Morfopoulos, R.G., Social Entrepreneurship
3. Dwivedi, A. and Sukhwai, A., Rural Entrepreneurship Development in Liberalised Era, Bookwell

**(DSE 4) Agri and Bio-tech Entrepreneurship****Course Objectives:**

To develop understanding of Agriculture and Bio-tech entrepreneurship and its importance for providing new avenues.

Course Contents:**Unit 1**

Agricultural entrepreneurship, Need, Institutional support and Interventions and Capacity building for Agri Business Entrepreneurship, Guidelines for starting Farm Enterprises, Agri-entrepreneurship; Agricultural and Allied Sectors; Soil-conservation, Fertilizers, Seeds, case studies involving agricultural bye-products and industrial waste utilization, approaches towards better agriculture. Agricultural Technology Management Agency, Functions of Agri entrepreneurship, Managerial Functions, farming venture, Curbing Rural to Urban Migration, Quality of Agricultural Products, Agri-business financing system in India.

Unit 2

Organic Farming, Growth of Organic Culture. Exporting Organic Materials. Export marketing of dairy products, Agricultural marketing, Definition of Agriculture Marketing, Marketing concept vs. selling concept, Market promotion techniques, Farmer's Market, Rural Marketing, Features of Indian rural markets, Marketing strategies, ICT initiatives in agricultural marketing, Needs of rural Marketing, Importance of procurement, Nature of Agricultural Commodities, Scope of agriculture, Procurement management environment, source of supply, Types of purchasing, Quality, Commodity markets, Forward and backward linkages in markets, Regulation of commodity markets, Classification of markets, Commodity exchanges and futures trading, Commodity exchanges and futures trading, Evolution of futures trading, Commodity exchanges at global and national level, Exchange transactions, Future trading and Agricultural marketing

Unit 3

Land Utilization and Major crops, Irrigation source and method, Animal Husbandry and Dairy, Horticulture, Forest Development and Produce, Fisheries, Agriculture Economics.

Knowledge and skills in project formulation and project appraisal, Evaluation of Agri projects, Managing a Successful Agri-business, Post-harvest Technologies, Production and Consumption Efficacy Marketing channels, Storage, Handling, Hazard Symptoms, Recovery measures, Legislation, FCO Dealers Rules, Quality appraisal, Application principles, Aquaculture.

Unit 4

Biotechnology Dynamics at the Global Scale: Global bio regions, Bio regions and their characteristics, geographic clustering in biotechnology: social networks and firms, social networks and geographic proximity, innovation networks in biotechnology strategy and strategic thinking in biotechnology entrepreneurship, research on strategic alliances, mergers and acquisitions in the biotechnology industry, synergy and strategy: Kirin Brewery's Entry into Biopharmacy, patenting biotechnology, legal framework and public support in biotechnology industry

Institutions providing support for agripreneurship: NIFTEM, CFTRI, NABARD, ICAR, DBT. Roles and responsibilities in developing agripreneurship.

Textbook:

Patzelt, H. and Brenner, T.: Handbook of Bioentrepreneurship, Springer

References:

1. Dev, S.M. and Rao, N.C., Biotechnology in Indian Agriculture, Academic Foundation
2. Rajpara, Y.R., Agri-business Management, ABD Publishers
3. Sengupta, S., Indian Agriculture, ABD Publishers
4. Scoones, I., Science, Agriculture and the Politics of Policy, Orient Longman

**(DSE 5) Women Entrepreneurship****Course Objectives:**

Gender is a critical factor as it shapes our understanding of who and what can be legitimately recognized as an entrepreneur. This course seeks to develop an understanding of a woman entrepreneur and the specific requirements and conditions that affect the same.

Course Contents:**Unit 1**

Woman Entrepreneur. Profile of women-owned businesses. Typology of female entrepreneurs. The Socio-economic context of female entrepreneurship: Labour market structure, occupational segregation, gender pay gap, work-life balance, workplace discrimination, glass ceiling effect, sex-role inventory, gender role expectations of society, stereotyping, perception towards female underperformance.

Unit 2

Feminist approaches: Defining gender, sensitivity and women, role expectations for women, house work versus office/business work, double roles of women, role of women in family businesses, the 5M framework, female networking, gender roles and activities.

Resources: access to entrepreneurial capital, social capital, human capital, financing women owned businesses, accessing finance, challenges faced by women entrepreneurs, venture capital funding for women.

Unit 3

Entrepreneurship as empowerment: high technology entrepreneurship and women entrepreneurs, science and technology enterprises, gender and technology, entrepreneurship, gender and empowerment, entrepreneurial opportunities for women, motivating women entrepreneurs.

Unit 4

Women entrepreneurs in India: rural and urban, roles, education levels, social roles and perception of women, potential projects, social entrepreneurship, role of women in the economy, role of women in the earning potential of a household. Reception of women entrepreneurs, obstacles faced by women entrepreneurs, needs of women entrepreneurs. Efforts to increase women entrepreneurship in India, programs for women entrepreneurs, institutions engaged in promoting women entrepreneurship.

Case studies of Women entrepreneurs.

Textbooks:

1. McAdam, M.: Female Entrepreneurship, Routledge
2. Case Studies = Menon, S., Leading Ladies, Vol. I and II, Fortytwo Books, Mumbai

References:

1. Lavanya, T., Women Empowerment through Entrepreneurship, New Century Publications
2. Kumar, Anil, Women Entrepreneurship in India, Regal Publications
3. Singh, A.K., Suguna, K. and Reedy, R.V.M, Women Entrepreneurship, Vol. I & II, Serials Publications
4. Guillen, M.F. (ed.), Women Entrepreneurship, Routledge
5. Kirpal, A. (ed.), Women Entrepreneurs, Sage
6. Jauhari, V., Griffy-Brown, C., Women, Technology and Entrepreneurship, Reference Press

**(DSE 6) Science and Technology Entrepreneurship****Course Objectives:**

This Course Aims at Instituting Entrepreneurial skill in the students by giving an overview of Science and Technology.

Course Contents:**Unit 1**

Technology Ventures in a Global Context: Globalisation and Technology Ventures, Technology Venture Drivers, Capital Intensity, Knowledge Intensity, Accelerated Pace of Change, The network Effect.

Value Creation in the Global Economy: Creating Market Value, Creating Enterprise Value, Value protection in Technology ventures.

Unit 2

Global market entry strategies: Exporting, Licensing, Joint Ventures, Strategic Alliances, Trading Companies, Countertrading, Direct ownership.

Exit Strategies for Technology Ventures: Acquisition, Due Diligence; The Acquisition Deal, Mergers, Venture Valuation, Going Public.

Unit 3

Intellectual Property Management and Protection: Intellectual Property and Technology Ventures, Intellectual Property Protection, Trade secrets Protection and maintenance, Patents: requirements for novelty and non-obviousness, exclusive rights, Patent application process and examination process, patent pending, patent ownership, International patent protection, Copyrights registration, ownership, notice, term, consideration with respect to software, mask work, trademark: acquiring, registration, principal register, supplemental register, application based on "Intent to use" strength of a mark and choosing a mark, term of registration and maintaining trademark rights,

Unit 4

License Agreements: Patents Licences, Know how licenses, trademark licenses, Franchise, Technical services agreements, Distribution agreements, VAR and OEM agreements, Purchase agreements
Negotiating Fundamentals: approaches, integrative vs distributive bargaining, negotiation outcome types, negotiating gambits, negotiating contracts

Launching the technology venture: The Business plan, Networking, Resource aggregation, new venture operations.

Textbook:

Duening, T.N., Hisrich, R.D. and Lechter, M.A.: Technology Entrepreneurship, Elsevier

References:

1. Pisano, G.P., Science Business, HBS Press
2. Dougherty, D.E., From Technical Professional to Entrepreneur, Wiley
3. Senn, J.A., Information Technology in Business, Prentice Hall

**(GE 1) Introduction to Entrepreneurship****Course Objectives:**

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.

Course Contents:**Unit 1**

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process; Factors impacting emergence of entrepreneurship; Theories of entrepreneurship; Role of Socio-economic environment,

Unit 2

Managerial versus entrepreneurial Decision Making; Entrepreneurial attributes and characteristics; Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors; Entrepreneurial Culture, Entrepreneur as a leader.

Unit 3

Classification and Types of Entrepreneurs; Women Entrepreneurs; Social Entrepreneurship; Corporate Entrepreneurs, characteristics of entrepreneur: Leadership; Risk taking; Decision-making and business planning.

Role of Entrepreneur: Role of an entrepreneur in economic growth as an innovator; generation of employment opportunities; complimenting and supplementing economic growth; bringing about social stability and balanced regional development of industries.

Unit 4

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Entrepreneurial strategy, Business planning process; Drawing business plan; Business plan failures.

Promotion of a Venture: External environmental analysis- economic, social and technological, Competitive factors: Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required.

Textbook:

Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill

References:

1. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
2. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin
3. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill

**(GE 2) Corporate Entrepreneurship****Course Objectives:**

To motivate students to develop a tendency of corporate entrepreneurship and discuss with them the spirit of being an entrepreneur.

Course Contents:**Unit 1**

Intrapreneurship: Description, Forms, Levels and Degrees of Corporate Entrepreneurship, Corporate Culture and entrepreneurial climate within the organization: Description, Impact on Intrapreneurship.

Championing Intrapreneurship in Corporate Environments - understanding the roles necessary to make CE happen. Difference between Management and Intrapreneurship

Unit 2

Leadership, Strategy & Intrapreneurship -how does leadership styles effect the ability of a company to promote Intrapreneurship? -what role does the leader him/herself play in this game? Organizational Approaches to Intrapreneurship - Entrepreneurship as a corporate competitive advantage, Building the Intrapreneurial Team and Culture, Concept and Definitions, Entrepreneurship process; Factors impacting emergence of entrepreneurship; Managerial versus entrepreneurial Decision Making; Entrepreneur versus Investors; Entrepreneurial attributes and characteristics

Unit 3

Entrepreneurial Culture; Classification and Types of Entrepreneurs; Women Entrepreneurs; Social Entrepreneurship; Traits/Qualities of Entrepreneurs, Emergence of entrepreneurial class: Theories of entrepreneurship; Role of Socio-economic environment, characteristics of entrepreneur: Leadership; Risk taking; Decision-making and business planning.

Unit 4

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity. Role of Entrepreneur: Role of an entrepreneur in economic growth as an innovator; generation of employment opportunities; complimenting and supplementing economic growth.

Textbook:

Kuratko, D.F. and Covin, J.G.: Corporate Entrepreneurship & Innovation, Cengage

References:

1. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
2. Hishrich, P., Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin
3. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
4. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill
5. Harold Koontz, Heinz Weihrich, Essentials of Management, McGraw Hill

**(GE 3) Indian Family Business****Course Objectives:**

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing your value and opportunities within your Family Business.

Course Contents:**Unit1**

Understanding Family Business: define family business, strengths & weaknesses, Survival, Success & Growth of Family Business, Family, Business & Ownership Governance, Succession and continuity, Economic impact, Family Business culture and values, Dilemmas and challenges for family businesses- Resistance to change, Emotional issues. Leadership: competitive edge and outperformance. Theoretical Prospective of Family Business: The agency theory perspective, the stewardship perspective.

Unit2

Family business dynamics: People, system and growing complexity: Family culture, organizational culture, conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees.

Family business life cycles: a story of growing complexity - Life-cycle stages, A customer-active paradigm, Ownership transitions. The family's relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, Designing family governance.

Unit3

The next generation: Human resource management and leadership perspective: To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion. Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation

Unit4

Making the most of outside resources: The Perspective of nonfamily managers, Career opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery. Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Non-executive directors – Selecting the right candidate, Board practices. Professional advisers and consultants - Are your advisers keeping pace with your needs? Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors: the family business consultant. Case studies on Indian family businesses.

Textbook:

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.
2. Case Studies = Ramachandran, K.: The 10 Commandments for Family Business, Sage

References:

1. Poza, E.J., Family Business, Thomson
2. Gimeno, A., Bualenas, G. and Coma-Cros, J., Family Business Models
3. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
4. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
5. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.
6. Hisrich, R. and Peters, M., Entrepreneurship, Tata McGraw Hill



(GE 4) Society and Entrepreneurship

Course Objectives:

This paper aims to introduce the entrepreneurs of the future to the construct of society (with focus on the Indian context). Understand its operation, needs, requirements and generate awareness of the relevance and impact of entrepreneurial actions on the society as a whole.

Course Contents:

Unit1

Society: Description, constructs. Indian Society: strata, constructs, purchasing power (Bottom of the Pyramid), socio-cultural, economic and political dimensions, scope and relevance for entrepreneurial activity.

Introduction to Social Entrepreneurship, Defining Social Entrepreneurship, Characteristics and Boundaries of Social Entrepreneurship, Qualities, Skills and Values of Social Entrepreneurs, how are Social Entrepreneurship and Business Entrepreneurship the Same and Different?

Unit2

Social Entrepreneurship Models: Timmons Model, PPCDO Framework, CASE Model, Social Entrepreneurship Framework, Social Entrepreneurship Process Model. Social Enterprise Organizational Structures: Pure Non-profits, Pure For-Profits, Hybrids.

Theory of Social Entrepreneurship, A typology of Social Entrepreneurs: Social Bricoleurs, Social Constructionists, Social Engineers, Schools of thought in Social Entrepreneurship Research: Social Innovation, Social Enterprise, EMES Approach, UK Approach, Theory of Social Change.

Unit3

Recognizing Social Opportunities, Social Ideas, The Role of Innovation, Opportunities for Social Entrepreneurs, Translate Social Problems into Opportunities, Distinct Features and Design Principles of Business Models for Social Enterprises. Developing a Strategic Plan for a Social Venture, the importance of Social Venture Planning, Developing a Plan for a Social Venture, Identification of Social Problem, Vision and Mission statements, Social Impact Theory and Business models, Social venture Growth Strategies and Financial plans.

Unit4

Measuring Social Value; Social Return on Investment – Measuring the Vulnerability, Efficiency and Organizational Effectiveness of Social Enterprises. Legal Issues of Social Entrepreneurship: Legal Framework, Charity in India, Registered Society, Section 8 Company, Public Charitable Trust, Administration of Not-For-Profit entities inside and outside of India, Taxation of Not-For-Profit entities in India. Corporates and Society: CSR, Social Face of Business, Social responsiveness.

Linking society and entrepreneurship: Defining their interaction, Social causes and entrepreneurial interventions and support. Identifying social problems in India, social entrepreneurship and meeting the needs of the society. Social entrepreneurship across the world. Social entrepreneurship in India. Promoting social entrepreneurship (in spirit and practice) in India.

Textbook:

1. Bornstein, D.: How to Change the World, Oxford University Press
2. Prahalad, C.K.: The Fortune at the Bottom of the Pyramid, Pearson

References:

1. Haber, J., The Business of Good, Entrepreneur Press
2. Drucker, P.F., Innovation and Entrepreneurship, Harper Business
3. Paramasivan, C., Social Entrepreneurship, New Century Publications
4. Roseland, M., Toward Sustainable Communities, New Society Publishers

**(GE 5) Launching and Sustaining Businesses****Course Objectives:**

To let students understand the nuances involved in creativity & innovation and to get hands-on experience in applying creative and innovative ideas and solutions towards problem solving.

Course Contents:**Unit1**

Introduction: Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, methodologies and approaches, individual and group creativity, organizational role in creativity.

Opportunity sensing, preparing business plan, understanding basics of financing.

Unit2

Mechanism of Thinking and Visualization: Definitions and theory of mechanisms of mind heuristics and models: attitudes, approaches and actions that support creative thinking - Advanced study of visual elements and principles - line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific visualization – unifying principle of data management for scientific visualization – visualization benchmarking.

Unit3

Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions: - processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity.

Creativity in Problem Solving: Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

Unit4

Innovation: types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditization.

Course Pedagogy:

It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to identify and prepare plans for innovative products or services.

Textbook:

Andriopoulos, C. and Dawson, P.: Managing Change, Creativity and Innovation, Sage

References:

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley
2. Davila, T., Epstein, M.L. and Shelton, R. (ed.), The Creative Enterprise, Praeger
3. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.
4. Petty, G., How to be better at Creativity, The Industrial Society
5. Christensen, C.M. and Raynor, M.E., The Innovator's Solution, HBS Press
6. Savransky, S.D., Engineering of Creativity, CRC Press

**(GE 6) Business Plan (Project Formulation and Preparation)****Course Objectives:**

Writing a business plan which can gain interest of the fund providers like venture capitalists and other sources of funding.

Course Contents:**Unit1**

Business Plan: What is business plan, Entrepreneurial opportunities and Business Plan. Preparing business plan. (Practical Exercises on preparation of business plan)

Components of Business Plan: Confidentiality Agreement, Executive summary, other components.

Unit2

Market Analysis and Planning: Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, defining the target market, market segmentation, market positioning, building a marketing plan, marketing mix, critical factors for devising a market strategy.

Unit3

Technical Feasibility and Analysis.

Operation and Production Plan: Types of production systems, Product design and analysis, New product development, location and layout decisions, project layout, plant and technology choices, product specification and customer needs, production planning and control, Commercializing Technologies

Unit4

Financial analysis and feasibility testing: pro forma income statements, cash budget, funds flow and Cash flow statements; balance sheet; Break Even Analysis; Ratio Analysis.

Textbook:

Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House

References:

1. Bangs Jr., D.H., The Business Planning Guide, Dearborn Publishing Co.
2. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
3. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
4. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.

**(GE 7) Indirect Tax Laws****Course Objectives:**

To provide basic knowledge and equip students with application of principles and provisions of Service Tax, VAT, Central Excise, and Customs Laws.

Course Contents:**Unit1 (Service Tax)**

Concepts and general principles; Sources of service tax law; Charge of service tax and taxable services (Meaning of services, Negative List, Mega Exemption Notification); Place of Provision of Services; Point of Taxation; Valuation of taxable services; Exemptions & abatements; Payment of service tax (including Reverse Charge Mechanism); Service tax procedures; Accounting codes of service tax returns; Filing of returns; Demand, Adjudication and offences; Liability & Refunds; Penalties; Interest; CENVAT Credit; E-filing of service tax return.

Unit2 (VAT)

Concepts and general principles; Calculation of VAT Liability including input Tax Credits; Small Dealers and Composition Scheme; VAT Procedures; Treatment of stock & Branch transfer under State VAT Acts; Filing & Return under State VAT Act; E-filing; Practical problems on VAT.

Unit3 (Central Excise)

Levy & Collection of excise duty; Goods & Excisable goods; Manufacture and Manufacturer; Dutiability of intermediate products & captive consumption; Packing, labelling & branding activities; Determination of taxable event for change of duty; Valuation; CENVAT; General procedures; Export procedures; Bonds & types of bonds; Refund & appeals; Remission of duty & destruction of goods; SSI, Job Work.

Unit4 (Customs Laws)

Basic concepts of customs law- Territorial waters, high seas; Types of custom duties – Basic, Countervailing & Anti- Dumping Duty, Protective duty, Safeguard Duty; Classification of goods; Warehousing- special provisions of warehousing; Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions from custom duty.

Textbook:

Singhania, Vinod K., and Singhania, Monica. Students' Guide to Indirect Taxes, Taxmann Publications Pvt. Ltd., Delhi.

References:

1. Datey, V.S. Indirect Tax Law and practice, Taxmann Publications Pvt. Ltd., Delhi.
2. Kumar, Sanjeev. Systematic Approach to Indirect Taxes.
3. Gupta, S. S. Service Tax-How to meet your obligation Taxmann Publications Pvt. Ltd., Delhi.
4. Ahuja, G. and Gupta, R. Indirect Taxes, Flair Publication Pvt. Ltd.

**(GE 8) Business Tax Procedure and Management****Course Objectives:**

To provide basic knowledge of business tax procedures and management under different provisions of the Income tax.

Course Contents:**Unit1**

Advance payment of tax; Tax deduction/collection at source, documentation, returns; Certificates; Interest payable by Assessee/Government; Collection and recovery of tax.

Unit2

Assessment, re-assessment, rectification of mistakes; Appeals and revisions: Preparation and filing of appeals with appellate authorities, Drafting of appeal; statement of facts and statement of law.

Unit3

Penalties and prosecutions; Settlement Commission; Search, seizure and survey

Unit4

Transactions with persons located in notified jurisdictional area; General anti-avoidance rule; Tax clearance certificate; Securities transaction tax.

Unit5

Information Technology and Tax administration; TAN (Tax Deduction and Collection Account Number), TIN (Tax Information Network), e-TDS/e-TCS; E-filing of ITRS.

Textbook:

Singhania, V. K. and Singhania, M. Corporate Tax Planning and Business Tax Procedures. Taxmann Publications Pvt. Ltd., New Delhi.

References:

1. Ahuja, G. and Gupta, R. Corporate Tax Planning and Management. Bharat Law House, Delhi.
2. Bajpai, O.S. Search, Seizure and Survey. Taxmann Publications Pvt. Ltd., New Delhi.
3. Ahuja, G. and Gupta, R. Systematic Approach to Income Tax. Bharat Law House, Delhi.

Journals:

1. Income Tax Reports, Company Law Institute of India Pvt. Ltd., Chennai.
2. Taxman, Taxmann Allied Services Pvt. Ltd., New Delhi.
3. Current Tax Reporter, Current Tax Reporter, Jodhpur.



(AEC 1) Advanced English: Stream A
(For those who have passed English in Class XII)

Course objectives:

The course enhances the skills of reading, writing, speaking and listening. It encourages recognition and awareness of different genres like the short story, poetry, feature articles, etc.

Topical and social themes form an integral part of the course.

The course teaches the students speaking and listening skills in class and tests these skills for a constant monitoring of their proficiency.

The course broadens the horizons of the text by project work which is flexible, and enhances the creativity of the student.

The course uses activities centred on translation for students, and gives them a composite view of multiculturalism.

Writing skills

Diary entry

Paragraph writing

Summary/Note-making

Formal and informal letter writing

CV/ Resume writing Book/ Film reviews

Internal assessment

Speaking skills Listening / comprehension

Project work

Attendance

Suggested projects

Sports writing, Poetry about women/ men, Poetry in translation, Telling a story, Fantasy writing, Chat shows, The menace of dowry, A success story

References:

1. Fluency in English Part I, Macmillan, Delhi, 2005, Units 1-18
2. Business English, Pearson, Delhi, 2008, Units 1-3
3. Language through Literature (forthcoming) ed. Dr Gauri Mishra, Dr Ranjana Kaul, Dr Brat Biswas, Primus Books, Delhi, 2015, Chapters 1-7
4. Martin Hewing, Advanced English Grammar, Cambridge University Press, New Delhi, 2010, Units 1-60

**(AEC 2) Environmental Studies**

(One-Semester Compulsory Core Module for Undergraduate Programmes)

Unit I: Introduction to environmental studies

- Multidisciplinary nature of environmental studies;
- Scope and importance; Need for public awareness. (2 lectures)

Unit II: Ecosystems

- What is an ecosystem? Structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs and ecological succession. Case studies of the following ecosystems :

- Forest ecosystem
- Grassland ecosystem
- Desert ecosystem
- Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries) (6 lectures)

Unit III: Natural Resources: Renewable and Non-renewable Resources

- Land resources and land use change; Land degradation, soil erosion and desertification.
- Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations.
- Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state).
- Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies. (8 lectures)

Unit IV: Biodiversity and Conservation

- Levels of biological diversity : genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots
- India as a mega-biodiversity nation; Endangered and endemic species of India
- Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.
- Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value. (8 lectures)

Unit V: Environmental Pollution

- Environmental pollution : types, causes, effects and controls; Air, water, soil and noise pollution
- Nuclear hazards and human health risks
- Solid waste management: Control measures of urban and industrial waste.
- Pollution case studies. (8 lectures)

Unit VI: Environmental Policies & Practices

- Sustainability and sustainable development.
- Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture
- Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act.
- Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context. (7 lectures)

Unit VII: Human Communities and the Environment

- Human population growth: Impacts on environment, human health and welfare.



- Resettlement and rehabilitation of project affected persons; case studies.
- Disaster management: floods, earthquake, cyclones and landslides.
- Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan.
- Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.
- Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).
(6 lectures)

Unit VIII: Field work

- Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc.
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural.
- Study of common plants, insects, birds and basic principles of identification.
- Study of simple ecosystems-pond, river, Delhi Ridge, etc. (Equal to 5 lectures)

References:

1. Bharucha, E. 2003, Textbook for Environmental Studies, University Grants Commission, New Delhi and Bharati Vidyapeeth Institute of Environmental Education and Research, Pune. 361.
2. Carson, Rachel. 1962. Silent Spring (Boston: Houghton Mifflin, 1962), Mariner Books, 2002
3. Economy, Elizabeth. 2010. The River Runs Black: The Environmental Challenge to China's Future.
4. Gadgil, M. & Ramachandra, G. 1993. *This fissured land: an ecological history of India*. Univ of California Press.
5. Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.
6. Grumbine, R. Edward, and Pandit, M.K. Threats from India's Himalaya dams. *Science* 339.6115 (2013): 36-37.
7. Heywood V.H. & Watson, R.T. 1995. Global Biodiversity Assessment. Cambridge University Press.
8. McCully, P. 1996. *Silenced rivers: the ecology and politics of large dams*. Zed Books.
9. McNeill, John R. 2000. Something New Under the Sun: An Environmental History of the Twentieth Century.
10. Odum, E.P., Odum, H.T. & Andrews, J. 1971. *Fundamentals of Ecology*. Philadelphia: Saunders.

**(SEC 1) Personality Development and Soft Skills****Course Objectives:**

To develop inter personal skills and be an effective goal oriented team player, develop professionals with idealistic, practical and moral values, develop communication and problem solving skills, re-engineer attitude and understand its influence on behaviour.

Course Contents:**Unit1**

Introduction, need for Communication, Process of Communication, Written and Verbal Communication, Visual communication, Signs, Signals and Symbols, Silence as a Mode of Communication, Inter-cultural, Intra-cultural, Cross-cultural and International communication, Communications skills, Communication through Questionnaires, Business Letter Writing, Electronic Communication.

Unit2

Business Cases and Presentations, Letters within the Organizations, Letters from Top Management, Circulars and Memos, Business Presentations to Customers and other stakeholders, presenting a Positive Image through Verbal and Non-verbal Cues, Preparing and Delivering the Presentations, Use of Audio-visual Aids, Report Writing

Unit3

Barriers to Communication, Improving Communication Skills, Preparation of Promotional Material, Non-verbal communication, Body language, Postures and gestures, Value of time, Organizational body language, Importance of Listening, Emotional Intelligence.

Working individually and in a team, Leadership skills, Leadership Lessons through Literature Team work & Team building, Interpersonal skills – Conversation, Feedback, Feed forward Interpersonal skills – Delegation, Humour, Trust, Expectations, Values, Status, Compatibility and their role in building team – work Conflict Management – Types of conflicts, how to cope with them Small cases including role – plays will be used as teaching methodology.

Unit4

Negotiation Skills, Types of Negotiation, Negotiation Strategies, Selling skills – Selling to customers, Selling to Superiors Selling to peer groups, team mates & subordinates, Conceptual selling, Strategic selling, Selling skills – Body language

Textbook:

Kumar, Sanjay and Pushp Lata, Communication Skills, Oxford University Press

References:

1. Mandal, S.K., Effective Communication and Public Speaking, Jaico Publishing
2. Nirali Prakashan, Communication Skills & Personality Development
3. Mitra, B.K., Personality Development and Soft Skills; OUP
4. Soft Skills, Career Development Centre, Green Pearl Publications.

**(SEC 2) IT for Business****Course Objectives:**

To equip students with knowledge of excel, powerpoint, data base and computer handling.

Course Contents:**Unit1**

Basics of Excel: Concept of worksheets and workbooks, working with multiple worksheets and multiple workbooks, controlling worksheet views.

Tables and Charts: formatting, sorting, filtering, chart types, data points and data series, editing and formatting chart, creating spark line graphics. Charts advanced formatting.

Formulae and functions: Understanding absolute, relative and mixed referencing, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command.

Unit2

Analyzing data: Pivot tables, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) Exchanging data using clipboard, object linking and embedding.

Printing and protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae.

Sharing spreadsheets: Lookup and reference functions, Data validation, Auditing tools, Security and protection options, implementing file level security and protecting data within the worksheet

Unit3

Powerpoint: Creating presentations, working with graphics, tables and charts, Adding multimedia and Smart Art presentations: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips.

Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

Unit4

An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies. Building and hosting your website: choosing an ISP, registering a domain name, web promotion, internet marketing techniques, e-cycle of internet marketing, personalization, mobile agents, tracking customers, customer service, CRM and e-value Web page design using HTML and CSS: Overview of HTML, basic structure of an HTML document, basic text formatting, links, images, tables, frames, form and introduction to CSS.

Textbooks:

1. Senn, J.A.: Information Technology in Business, Prentice Hall
2. Muthukumaran, B.: Information Technology in Management, Oxford

References:

1. Perry, G., Microsoft Office 2007, Pearson.
2. Mansfield, R., Compact Guide to MS - Office, BPB Publications.
3. Manuals for MS-Office, Excel, Word, Access