

UNIVERSITY OF KERALA

(Abstract)

Master of Business Administration (MBA) in INNOVATION, ENTREPRENEURSHIP & VENTURE DEVELOPMENT (IEV) programme – Regulation, Scheme and Syllabus w.e.f. 2021 – Approved – Orders issued.

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4954/2021/UOK

Dated: 22.09.2021

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- Read:-* 1. Item No. 2 of the Minutes of the Combined meeting of the Board of Studies in Business Management (PG) and the Faculty of Management Studies held on 09.07.2021.
2. Item No. 19 of the minutes of the meeting of the Standing Committee of the Academic Council on 30.07.2021.

ORDER

The Standing Committee of the Academic Council, vide paper read as (2) above, subject to reporting the Academic Council, approved the Regulation, Scheme and Syllabus of Master of Business Administration (MBA) in INNOVATION, ENTREPRENEURSHIP & VENTURE DEVELOPMENT (IEV) Programme with effect from 2021 admission onwards which was recommended by the Board of Studies in Business Management (PG) and the Faculty of Management Studies vide paper read as (1) above.

Orders are issued accordingly.

SINDHU GEORGE
DEPUTY REGISTRAR
For REGISTRAR

- To
1. The Dean, Faculty of Management Studies
 2. The Chairman, Board of Studies in Business Management (PG)
 3. PS to VC/PVC
 4. PA to Registrar/Controller of Examinations.
 5. Principal/Director, colleges offering MBA Programme.
 6. The Director, Computer Centre
 7. The Director, School of Distance Education
 8. IT Cell (Exams)
 9. JR/DR/AR PG Examinations
 10. AR-EB/ EB V/EE II C sections
 11. AcL/ AcBII/Ac H
 12. PRO/RO/Enquiry
 13. The Librarian, University Library, Palaym
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 15. Stock file/File Copy

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Section Officer

SCHEME AND SYLLABUS (OUTCOME BASED EDUCATION)

For

Master of Business Administration (MBA)

in

INNOVATION, ENTREPRENEURSHIP & VENTURE DEVELOPMENT (IEV)

2021 onwards

UNIVERSITY OF KERALA

MBA in INNOVATION, ENTREPRENEURSHIP & VENTURE DEVELOPMENT

Introduction

The Syllabus of this two-year Master of Business Administration (MBA) Programme in “Innovation, Entrepreneurship and Venture Development” (IEV) programme is structured to comprise of core and elective courses, skill certification components, capstone projects and Action Learning Segments.

This outcome-oriented program is designed to be delivered through four semesters in a blended manner; in distinct practice focused tracks / phases and through modules which support to build up to successful entrepreneurial learning. The Programme is outcome oriented and designed to be delivered in phases and modules.

This Programme is designed to be linking the theories of innovation and entrepreneurship to the practice of a new venture creation and development and to enable participants to acquire such skills as are required to start new ventures.

Programme Objectives

- 1. To facilitate learning in the theories and practice of the management of innovation, entrepreneurship and venture development from a basic foundation level to advanced levels *albeit* in stages.**
- 2. To enable students to apply entrepreneurial skills in real life situations, to validate ideas, to think, plan and build on innovations, to test market conditions and to build successful ventures.**
- 3. To connect the theories of innovation and entrepreneurship to the practices of founding and developing new ventures.**
- 4. To empower participants to the Programme to acquire entrepreneurial and a network of supportive skills.**

Program Regulations - For those joining from 2021– 22 onwards

1. **PROGRAM:** Master of Business Administration in Innovation, Entrepreneurship and Venture Development (MBA in IEV)

2. **PROGRAMME OFFERED:** MBA in Innovation, Entrepreneurship and Venture Development (FULL TIME)

3. **DURATION:** Two years Full Time (each year having Two Semesters)

4. **MEDIUM OF INSTRUCTION AND EXAMINATIONS:** English only.

5. ELIGIBILITY FOR ADMISSION:

A. The candidate should have passed the degree from any Indian University, under the regular stream, recognized by the University of Kerala and shall be in the 10+2+3 pattern (or in 10+2+4 pattern). In all these cases the student should have passed the degree examination with not less than 50% marks/equivalent grade (no rounding off allowed) in Part III /core plus complimentary in BA, B.Sc., B.Com. etc., or 50% marks/equivalent grade (no rounding off allowed) in aggregate in case of B.E/ B.Tech, B.Sc. (Agri.) and other 4/5 year degree courses. The candidates, who have passed MA/M.Sc./M. Com or any other PG Degree recognized by the University of Kerala with 50% of marks/equivalent grade in aggregate, are also eligible for admission. SC/ST, SEBC and differently abled candidates shall be given relaxation as per University rules.

B. The candidates should possess a valid score from any one of the entrance examinations conducted by K-MAT, C-MAT. The scores obtained during the previous academic year alone be considered.

C. The provisional rank list for admission to the MBA in IEV programme will be prepared based on the score obtained by the candidate in the Entrance Test (80% weightage), Interview (20% weightage).

D. There will be a representative of the University in the Group discussion and Interview held at the Colleges. Dean, Faculty of Management Studies will forward the list of representatives to the University and upon approval, the University will intimate colleges.

E. Candidates who have passed their Degree or Master's Degree from other Universities should produce the Eligibility Certificate issued by the University of Kerala (Course Equivalency Certificate) at the time of admission. Only those candidates who produce eligibility certificate and mark lists of Degree or Master's Degree from other universities at the time of counseling, will be considered for admission.

F. Reservation of seats is as per the Government of Kerala and University of Kerala norms from time to time

6. TRANSITORY REGULATIONS: Wherever there has been a change of syllabi, examinations based on the existing syllabus will be conducted for two consecutive years after implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the Chairman, BOS in Business Management (PG) endorsed by the Dean, Faculty of Management studies concerned. Any other regulations not found in this, the University's broad regulations will come into force. Notwithstanding anything contained in the above pages as Rules and Regulations governing the Two Year Master's Programme, the Syndicate is vested with the powers to revise them from time to time on the recommendations of the Academic Council

Course framework

Tracks/Phase	Year	Semester	Modules, Capstone Projects and Action Learning Segments
Foundation of Management and Entrepreneurship Track	1st Year	1 st Semester	<ul style="list-style-type: none"> • Module-I: Introduction to Innovation and Entrepreneurial Idea Generation and Identifying Business Opportunities <ul style="list-style-type: none"> o Capstone Project-I: Development of a Innovative Business Idea into a Proof-of-Concept • Module-II: Management Skills for Entrepreneurs and Managing for Value Creation <ul style="list-style-type: none"> o Capstone Project-II: Development of Business Idea into working Prototype
		2 nd Semester	<ul style="list-style-type: none"> • Module-III: Creating and Sustaining Enterprising Model & Organizational Effectiveness <ul style="list-style-type: none"> o Capstone Project-III: Development of Minimum Viable Business Model of Innovation

Start-up Experientia I Learning Track: (Co- Learning & Contributio n)			<ul style="list-style-type: none"> Action Learning Segment-I: Start-up/Incubation Residency Learning Program
Entrepreneu rship Intensity Track (Immersion into Incubation Facility and Resource Access)	2nd Year	3rd Semester	<ul style="list-style-type: none"> Module-IV: Advancing Entrepreneurial Skill and Venture Planning Module-V: Creating and Growing New Venture and National & Global Business Environment
Start-up Establish ment Track		4th Semester	<ul style="list-style-type: none"> Action Learning Segment-II: Venture Establishment Phase at Incubators/Accelerators
Final Exit	Completion of "MBA/PGDM in Innovation, Entrepreneurship and & Venture Development " Degree		

Teaching Resource & Infrastructure Facility: It is desired that institutes having a strong innovation and start-up ecosystem in campus with existence of an incubation centre offer the course. The program will be offered under the direct supervision of Incubation unit of institute and under administrative control of institute. Hard and soft resource of incubation unit and institute will be used to deliver the program. Institute/incubation unit will draw the expertise lies within and outside such as engagement of incubatees start-ups, successful graduate start-ups, mentor-experts, industry-investment practitioners, IP and regulatory expert, design experts to teach and deliver the program. For this purpose, institute may engage competent faculties drawing from interdisciplinary departments available internally and or drawing external experts from industry, market to teach the course in a way similar to the adjunct faculty program of AICTE. Upon non-availability of in-house faculty experts, institutes may engage of experts from startups and industry as faculty to deliver the subjects.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

Upon completing the degree, the participant will be able to:

PEO - 1: Learn the theories and practice of the management of innovation, entrepreneurship and venture development from a basic foundation level to advanced level.

PEO –2: To apply entrepreneurial skills in real life situations, to validate ideas, to think, plan and build on innovations, to test market conditions and to build successful ventures

PEO – 3: Connect the theories of innovation and entrepreneurship to the practices of founding and developing new ventures

PEO - 4: Empower the participant to the Programme to acquire entrepreneurial and a network of supportive skills.

PEO-5: Inculcate the spirit of teamwork, integrity, professional values so that the participant will be able to perform effectively in their own entrepreneurial venture

Programme Outcomes:

By the end of the programme, participants:

POut1-Will have a knowledge and understanding of key concepts of entrepreneurship, innovation and new venture development

POut2- Will have knowledge and understanding of how to take up an idea, build it into a new venture

POut3- Will be able to craft a Prototype and how to implement the plan for the model to become a new venture creation

POut4-Will demonstrate how to market an idea/ prototype to early customers

POut5- Will have knowledge of scale up the venture once launched

POut6- Will have knowledge of venture growth strategies

POut7- Will have knowledge of Business Models and Fund Raising

POut8- Will have knowledge of Hiring and Talent Management

POut9- Will have knowledge of National and International Start-up Ecosystem

Programme Specific Outcomes - Key Entrepreneurial Attributes aimed at														
Leadership	Decision Making	Communication	Problem Solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

Phases of Course

Foundation of Management and Entrepreneurship Track	Start-up Experiential Learning Track: (Co - Learning & Contribution)	Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)	Start-up Establishment Track	Final MBA Degree
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- i. **Orientation Start Programme:** The program begins with a 2-5 days orientation programme on the theme: "Know, Recognize and Manage Entrepreneurial Talent" that aims at measuring entrepreneurial instincts, tendency assessment of students and development of a career development plan through a self-assessment, reflection, feedback mechanism and possible outcomes when starting a venture etc. This programme intends to discover innovative and entrepreneurial talent even at the beginning of course. This component may include field exposure to startups. Students will participate in motivational sessions by successful startup founders. Expectation mapping of students will be obtained and efforts will be made to meet such expectations from students throughout this program. Students will have experiential learning through immersion into real time problem scenario. All these are sought to be achieved through a structured series of ideathons/ hackathons / bootcamps/ working on business canvas etc.
- ii. **The Foundation of Management and Entrepreneurship Track:** This comprises of mix of classroom and experiential learning modules (I, II and III). Teaching component offers in the form of core and elective courses blended with educational activities, capstone projects and Start-up Residency Program in which students while working in teams on real life problems learn and develop creative problem-solving skills, manage innovative ideas, and

validate business opportunity potential. Along the way, student also study and acquire skill on entrepreneurial approaches (concepts, process and scope) and management skills such as marketing of innovations, financial, strategy, business ethics and social responsibility, Entrepreneurial management decision making etc. Three Capstone projects: Three capstone projects are designed as part of first three modules (I, II, and III) as designed to be delivered during 1st and 2nd Semester. These capstone projects are Experiential Learning Segments where students apply their classroom learning throughout the semester into practice of innovation & Entrepreneurship. Each capstone project will be an independent project/assignment to be accomplished under the guidance of mentor experts.

- iii. **Start-up Experiential Learning Track:** This track consists of Action Learning Segment I, which will be delivered during second semester of first year in the form of Startup Residency Program. Startup Residency program is designed to give students to work in a startup as an integral part of start team to learn the lean approached being adopted in startup and delivers the assignments. Students may choose startup within or outside the incubation unit or also can work with incubation unit for the Startup Residency Program. Selection and placement in startups will be made through institution and incubation unit will ensure and make necessary arrangement towards this for quality engagement and learning outcomes.
- iv. **The Entrepreneurship Intensity Track:** This comprises of module-IV and V, mostly designed to deliver during 3rd semester of program. Through these modules, incumbent will acquire specialized skills and build-up risk taking and other competencies towards venture establishment. This advance stage open up of venture planning opportunities for students who are pursuing a venture and expect to launch shortly as part of the Action Learning-II Segment.
- v. **Start-up Establishment Track:** This track comprises of Action Learning Segment –II, which will focus on use of all tools and techniques learned during last one and half year in venture formation, operation and management such as Design Innovation, Business Canvas, Lean Startup, Bootstrapping, Problem Oriented Solution Approach, Customer, Society and Market oriented Startup Strategic Model, Market Research and Marketing Innovation techniques, techniques of “Forming–storming–norming–performing model” of team development etc for the team to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results. The ultimate output of this track is a functional startup with a competent team and securing resources with fund mobilization.

Credit distribution across semesters

Year	Semester	Core Classroom Credit	Elective Classroom Credit	Outside Classroom Learning/ Certification/ Competitions Credit	Capstone Project Credit	Action Learning Segment Credit	Total Credits
1 st Year	1 st Semester	8	8	4	4+4	-	28
	2 nd Semester	4	4	2	4	14	28
2 nd Year	3 rd Semester	8	12	4		-	24
	4 th Semester	-	-	4	-	20	24
Total Credits		20	24	12	12	34	104

Programme Marks Structure Summary

Name of the Course	Internal Evaluation Marks for each course	External Evaluation Marks for each course	Total Marks for each course	No of core /elective/capstone/ certification/ Internship subjects	Total Marks for core courses
Core Subject Course	25	75	100	9	900
Elective Course	25	75	100	7	700
Capstone Project	25	25	50	3	150
Outside Classroom Learning/ Certification/ Participation in Competitions	25	-	25	7	175
Startup Residency Programme /Internship	75	75	150	1	150
Venture Establishment and Management in Incubation	100	125	225	1	225
Total marks					2300

Semester wise Programme Structure

Semester 1

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 1	MIEV811	Innovation and Business Models	25	75	100	2
Core 2	MIEV812	Creative Innovation	25	75	100	2
Core 3	MIEV813	Mindset Lab/ Entrepreneurial Mindset	25	75	100	2
Core 4	MIEV814	Economics for Business & Strategy	25	75	100	2
Elective 1			25	75	100	3
Elective 2			25	75	100	3
Elective 3			25	75	100	2
Core 5	MIEV815	Capstone Project I - Ideation to Proof-of-Concept	25	25	50	4
Core 6	MIEV816	Capstone Project 2- Development of Innovation/Prototype	25	25	50	4
Core7		Certification/Participation in Competitions	50	-	50	4
		Total for Semester 1	275	575	850	28

Semester -2

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 8	MIEV821	Entrepreneurial Finance	25	75	100	2
Core9	MIEV822	Entrepreneurial Marketing	25	75	100	2
Elective 4			25	75	100	4
Core 10	MIEV822	Start-up/Incubation/Acceleration Program/Residency Learning Program	75	75	150	14
Core11	MIEV823	Capstone Project III – Development of Business Model	25	25	50	4

Core12		Certification/Participation in Competitions	25	-	25	2
		Total for Semester 2	200	325	525	28

Semester -3

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 13	MIEV831	Managing HR Assets	25	75	100	2
Core 14	MIEV832	Strategic Decision Making	25	75	100	3
Core 15	MIEV833	Legal aspects and regulatory requirements for business	25	75	100	3
Elective 5			25	75	100	4
Elective 6			25	75	100	4
Elective 7			25	75	100	4
Core16		Certifications/Participation in Competitions	50	-	50	4
		Total for Semester 3	200	450	650	24

Semester- 4

Part	Course Code	Name of the course	Int	Ext	Tot	Cr
Core 17	MIEV841	Real Time Venture Establishment and Management in Incubation/Acceleration Unit	100	125	225	20
Core 18		Certifications/Participation in Competitions	50	-	50	4
		Total for Semester 4	150	125	275	24
		Total for all semesters	825	1475	2300	104

List of Electives

Semester-1

Course Code	Course Name
MIEVE1	Identifying and evaluating business opportunities
MIEVE2	Market Analysis
MIEVE3	Engaging with customers
MIEVE4	Design Thinking
MIEVE5	Managing and growing enterprises
MIEVE6	International Business
*For the first semester, Participant can choose 3 electives from the above list	

Semester -2

Course Code	Course Name
MIEVE7	Product design & innovation
MIEVE8	Managing Change & transformation
*For the second semester, participant can choose 1 elective from the above list	

Semester-3

Course Code	Course Name
MIEVE9	IPR management
MIEVE10	Using Business Analytics for Entrepreneurship
MIEVE11	Digital marketing For Entrepreneurs
MIEVE12	Banking for Entrepreneurs

MIEVE13	Family business management
MIEVE14	Ecopreneurship
*For the third semester, participant can choose 3 electives from the above list	

INTERNAL EVALUATION: For the Theory Courses, the break-up of marks shall be as follows:

INTERNAL EXAMINATIONS	10 MARKS
SEMINARS	5 MARKS
ASSIGNMENTS	5 MARKS
ATTENDANCE/CLASS PARTICIPATION	5 MARKS
TOTAL	25 MARKS

EXTERNAL EVALUATION:

An external evaluation of 75 marks will be conducted by the University in all four semesters for the courses except for participants doing certification courses/ outside class room learning, capstone projects, Action learning segments.

The pattern of examination

PART A

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE INCLUDED. (5 x 4 = 20 MARKS)

PART B

5 QUESTIONS EACH FROM EACH UNIT TO BE ASKED. 3 QUESTIONS TO BE ANSWERED (3 x 10=30 MARKS)

PART C

1 CASE STUDY/ RESEARCH ORIENTED QUESTION (25 MARKS)

***Instead of comprehensive questions, only application/evaluative/analytic questions will be asked**

Requirement for a Pass:

50% in total for a pass in a course, no internal minimum (Other than for capstone projects, certification courses, action learning segments), and 38 marks required for a pass in external examination out of 75. For capstone projects minimum 50 % required for both internal and external evaluation.

Outside Classroom Learning/ Certification Courses / Competitions

Credit Points Earned from outside classroom Skill Certifications/Up gradations and Recognition/ Award in Events/competitions held at reputed national and international Agencies, will be considered as part of the total credits for the programme. Each participant will have to attend or participate in minimum of seven (7) Skill Certifications/Up gradations and Recognition/ Award in Events/competitions held at reputed national and international Agencies. Certificates of participation/ attendance or certification course completion will have to be submitted by the participant to the University. Concerned institute offering MBA in IEV will have to submit a declaration stating that the participant has passed the certification courses/ attended or has received Recognition/ Award in Events/competitions held at reputed national and international Agencies. Any discrepancy found will make both participant and MBA in IEV offering institute liable.

Capstone Projects

Three capstone projects spread over the first two semesters will be considered as part of the total credits for this MBA in IEV programme. Total of 12 credits is allotted for 3 capstone projects. **Each capstone project will be under a faculty mentor or an expert/practitioner.** The faculty/expert/practitioner mentor under whom participants are doing the capstone project will internally evaluate the project and award marks out of 25. External evaluation for a total of 25 marks will be carried out by a panel **comprising a representative from the University, Incubation Centre Head at the Concerned Institute offering MBA in IEV, Representatives from incubation/entrepreneurship supporting agencies such as Kerala State Industrial Development Corporation (KSIDC), Kerala Startup Mission (KSUM), Kerala Development and Innovation Strategic Council (K-DISC) etc an entrepreneur/startup founder.** The first and second capstone project has to be completed during the first semester, third one during the second semester. This has to be completed without affecting the regular class sessions, and the institute offering MBA in IEV has to explore the possibility of allocating at least a minimum of 15-20 days or a maximum of one month for each capstone project, so that desired results are generated.

Venture Establishment and Management in Incubation/Acceleration Unit: This is designed during the fourth semester with the intention of focusing on making the participant establish a venture either in self or with support of

incubation unit, and business model developed as part of capstone project. It is expected that the major outcome of the programme is to see that the participant come out finishing the MBA programme in IEV with a venture on their own. . It is also desirable that at the end of the 4th semester, candidate will avail a fellowship program/prototyping fund/angel fund to take the enterprise development mission further. Enterprise may be established by one student with members from outside or a group of students from the same batch with complimentary expertise. In any case, it is expected that students should have minimum 20% share in a company. It is expected that IP shall be filed by the candidate and should raise any of the entrepreneurial fellowships (EIR of DST, SIIP of BIRAC, Innovation/startup fellowships of state Govt or corporate or should raise competitive prototyping grants such as PRAYAS of DST, MSME incubate fund, BIG of BIRAC or any innovation grant amounting 5.0 lakhs or above.

Detailed syllabus of Core & Elective subjects

MBA in Innovation, Entrepreneurship and Venture Development Syllabus

Semester 1

MIEV811- Innovation and Business Models

MIEV812- Creative Innovation

MIEV813- Mindset Lab/ Entrepreneurial Mindset

MIEV814- Economics for Business & Strategy

Elective 1

Elective 2

Elective 3

MIEV815- Capstone Project I - Ideation to Proof-of-Concept

MIEV816- Capstone Project 2- Development of Innovation/Prototype

MIEV811: Innovation and Business Models (Core – Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
	√		√	√	√	√	√	√						√

Course Objectives

1. Evaluating the components of a business model through various conceptual frameworks.
2. To explain the purpose, role and importance of business models, including the key elements of a business model and the interactions and interdependencies among the elements.
3. Learn how innovative business models of companies in different industries operate.

Learning outcomes

1. Making the participants apply conceptual frameworks in the analysis of specific company business model cases.
2. Demonstrating the ability to analyze existing business models, by utilizing various frameworks, tools and techniques, evaluate their strengths and limitations, and make recommendations for improvement.
3. Demonstrate the ability to evaluate, design, and recommend innovative business models for entrepreneurial new ventures or businesses experiencing significant changes in their external environments

Syllabus Contents

Unit -1: Introduction to Business Models- Defining business models- Components of business model- Value proposition-Value architecture- Business Model Innovation as a Strategic Tool

Unit-2: Business Model Analysis – Tools and Techniques, Business Models, Patterns Revenue and Pricing Models

Unit-3: The Profit Formula, The Working Capital Model, Resources & Processes

Unit -4: Business Model Design, Aligning Strategy and Business Models, strategic benchmarking, Sustainable competitive strategy

Unit- 5: Implementing New Business Models, Business model innovation, relevance & its application, Industry specific case studies

References

1. Volberda, H., Bosch, F. A. J. V. D., &Heij, K. (2018). *Reinventing Business Models: How Firms Cope with Disruption*. Oxford University Press.
2. Wirtz, B. W. (2020). *Business Model Management: Design - Process - Instruments* (2nd ed.). Springer International Publishing.
3. Foss, N. J., &Saebi, T. (2015). Business models and business model innovation: Bringing organization into the discussion.

MIEV812: Creative Innovation (Core- Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√	√		√		√		√

Course Objectives

1. To introduce creativity tools and to introduce practical techniques
2. To enhance individual and team creativity
3. To collectively evaluate business ideas by using assessment processes and practical tools
4. To identify viable business ideas

Learning Outcomes

1. To explore the identification, generation, discovery and evaluation of new ideas.
2. To develop skills in creative problem-solving techniques through practical learning activities.

Syllabus Contents

Unit 1 - Schumpeterian Theory of Innovations- Creative Destruction - Conceptualizing disruptions as important for economic growth— Change as a constant- Exploring innovations — the processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market- HRM framework for innovation- design thinking, dynamic capabilities, strategy, adaptive innovation, uncertainty reducing strategies

Unit 2 Executing innovations —Breakthrough Innovation – Reverse Innovation -the structures and incentives which organizations must put into place to effectively allow talented individuals (from different functions) to execute innovation processes- Logistic Improvements.

Unit 3 Exploiting innovations — the strategies that a firm must consider to most effectively exploit the value of their innovation, including innovation platforms that incorporate multiple product options, portfolios and standards.

Unit 4 Renewing innovations — the processes, structures and strategies for exploring, executing and exploiting innovations that established firms can use to renew their innovation foundations in the face of potentially disruptive innovations

Unit 5 Technological Innovation – Digital technology based entrepreneurship – digital innovation ecosystem - commercializing or monetizing an idea-innovation issues from a management or entrepreneurial perspective-Management of innovation from a strategic perspective- innovation networking-idea brokering, open innovation-environmental factors that contribute to innovation- competition, rate of technological change, incentives to change, sources of innovation – innovation processes and structures-applying innovation to real world situations.

References

1. Govindarajan, V., & Trimble, C. (2010). *The other side of innovation: Solving the execution challenge*. Harvard Business Press.
2. DeGraff, J., & DeGraff, S. (2020). *The Creative Mindset: Mastering the Six Skills that Empower Innovation*. Berrett-Koehler Publishers.
3. Soni, P. (2020). *Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem-solving*. Penguin Random House India Private Limited.
4. Singh, A. K. (2021). *Creativity & Innovation* (1st edition). Notion Press.
5. David O' Dell. (2006). *Creative Problem - Solving - A Guide To Creativity & Innovation In Decision - Making*

MIEV813: MINDSET LAB (Core- Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		

Course Objectives

1. To identify individual styles and personality traits and their implications in the entrepreneurial venture backdrop
2. To demonstrate knowledge of resources and ability to be more effectively as an organizer of the venture.
3. To learn to be innovative and creative and begin to develop an innovation mindset through critical thinking and problem-solving exercises

Learning Outcomes

1. To Understand the Entrepreneurial Self through experiential learning.
2. Explore and identify personal entrepreneurial success strategies

Syllabus Contents

Unit 1 :Introduction to Mindset - About what people think and do to make an entrepreneurial behaviour-Exposure to the struggles and successes of early-stage entrepreneurs from local, national and international entrepreneurs – Assessment of the mindsets of model entrepreneurs-How those mindsets were shaped by the environment- How it shaped the behaviour of the entrepreneur- Internal components of a mindset-External components of a mindset

Unit 2: From novice entrepreneurial mindset to an entrepreneurial mindset-Mindset to start a venture- Having a vision- Realizing a vision - “what if” and “why”- Seek new and creative ways of learning and doing- Tapping potential for achievement-the power to stretch your brain- stepping out of the comfort zone(s) to accomplish great things- How people’s beliefs about the nature of various traits, abilities, and conditions impact outcomes related to mental health and well-being

Unit 3: More dimensions of the Entrepreneurial Mindset-Action-orientation/proactiveness - Innovativeness discontinuity- resilience to adversity/optimism -

Persistence at goal-directed behaviours-Domain-specific self-efficacy (possibly general self-efficacy) - Role identity- Entrepreneurial intensity

Unit 4:Tolerance for risk –ambiguity and uncertainty- Types of risk- Trading between risk and reward-Risk-aversion-Future orientation-Entrepreneurial behaviour through the venture- Entrepreneurial intentions- Value creation – Market risk-risk and uncertainty-the negatives or the ‘dark side of entrepreneurship- narcissism, egoism, anger. Resilience to adversity/optimism-Persistence at goal-directed behaviours- Value creation.

Unit-5 :Research-based Unit: Students will be exposed to the struggles and successes of early-stage entrepreneurs from local, national and international entrepreneurs.

References

1. Colvin, G. (2010). *Talent is overrated: What really separates world-class performers from everybody else*. Penguin.
2. Duckworth, A., & Duckworth, A. (2016). *Grit: The power of passion and perseverance* (Vol. 234). New York, NY: Scribner.
3. Dweck, C. S. (2008). *Mindset: The new psychology of success*. Random House Digital, Inc..
4. Heath, Dan & Chip. (2010). *Switch: How to Change Things When Change is Hard*. 265 pages. New York, NY: Broadway Books.
5. Mraz, K., & Hertz, C. (2015). *A mindset for learning: Teaching the traits of joyful, independent growth* (p. 192). Portsmouth, NH: Heinemann.
6. Pink, D. H. (2010). The surprising truth about what motivates us.
7. Larry Bloomberg. (2020). *Millionaire Mindset: How to Program Your Subconscious Mind for Success and Wealth*.

MIEV814: Economics for Business & Strategy (Core- Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√		√	√		√	√	√						√

Course Objectives

1. To introduce the concept of economics to potential entrepreneurs
2. To introduce the key economic concepts, principles and policy instruments in the context of the business environment from a strategic viewpoint.
3. To enable the participants to become effective entrepreneurs by attaining an understanding of the micro and macro environments of business.

Learning Outcomes

1. Should make potential entrepreneurs understand the significance of economics in entrepreneurial decision making.
2. Should make entrepreneurial decisions be strengthened from a present and future economic scenario.
3. To develop economic understanding of the debates related to macro-economic growth and sustainable economic development.

Syllabus Content

Unit 1 :Entrepreneurial Economics – Decision making – Fundamental Concepts affecting Business Decisions – - The Time Perspective, Discounting principle, Opportunity Cost principle- Utility analysis and the demand curve – Equilibrium of the consumer, indifference curve Analysis, price effect, income effect and substitution effect – Elasticity of Demand – Demand Forecasting.

Unit 2 :Entry and Exit of firms -Strategic Entry Barriers- Structural Entry Barriers- Accommodated Entry-Blockaded Entry-Deterred Entry: exits when incumbents can keep entrants out using entry-detering strategies-Strategies that incumbents employ to deter entry or hasten exit by competitors. Diversification - a theoretical. Larger/diversified firms and monopoly power – Setting the terms of competition for other firms in the industry-Brand proliferation Economies of Scale/Scope Determine Market Structure- Diseconomies- Learning Economies-

Unit 3 :Production function – Production with one variable input – Law of variable proportions – Production with two variable inputs – Production Isoquant – Iso cost lines estimating production Functions – cost concepts and Break-Even Analysis.

Unit 4 :Market Structure – Perfect and Imperfect competition – Monopoly, Duopoly, Monopolistic Competition and Oligopoly Models. Introduction to Game Theory – Contestable Market -Perfectly Contestable Markets Pricing Methods- Price competition as a dynamic concept depending on market structure - tit for tat pricing -the quality dimension to pricing-

Unit 5: Indian Economy Salient Features: National Income – Concepts – Gross Domestic Product, –Business Cycles and Contra cyclical Policies - Factors influencing International Trade and Global Business Environment - Balance of Payments – Disequilibrium, methods to correct disequilibrium.

References

1. David Besanko, David Dranove& Mark Shanley. (2013). *Economics of Strategy*.
2. Jeffrey Perloff, James Brander. (2018). *Managerial Economics and Strategy*. Global Edition.
3. Christopher R. Thomas, S. Charles Maurice. (2020). *Managerial Economics: Foundations of Business Analysis and Strategy*.
4. Richard A. Brealey, Stewart C. Myers, Franklin Allen. (2018). *Principles of Corporate Finance (SIE)*.
5. Reserve Bank of India, Various Publications (www.rbi.org.in)

Semester -1 Electives

MIEVE1: Identifying And Evaluating Business Opportunities (Elective, Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√		√	√		√	√	√			

Course Objectives :

1. To develop fundamental business skills required for identifying, evaluating, developing and exploiting business opportunities
2. To provide framework for analyzing key aspects of various industries, and teach participants how to apply these frameworks in real-life situations.
3. To help participants use various tools that would enable them to critically evaluate, analyze and interpret information about the source, discovery, the evaluation of entrepreneurial and technological opportunities

Learning outcomes:

1. Develop participants Identify, recognize, and evaluate viable business opportunities.
2. Identify market needs and develop business models.
3. Help draw business ideas & develop business ideas into ventures.

Syllabus Content

Unit -1: Opportunity Analysis - discover, develop, and assess opportunities, evaluating potential opportunities using thoughtful processes, determine a market need, develop a solution, evaluate your solution using a variety of methods, and pressure test your idea, methods of evaluating opportunity, Opportunity Search Model, SWOT analysis, Product/Service Evaluation

Unit-2: Markets, Need-Finding and Planning- defining markets- identifying users- market segmentations - determining user needs- competitive landscape - developing a model for the markets - avoiding common mistakes and pitfalls

Unit-3: Pitching, Testing, and Prototyping- Pitching your idea, testing , the key components of a successful pitch, using surveys effectively to test your idea, building a prototype of your own product or service.

Unit-4: Resource Evaluation, Evaluation of the Individual Entrepreneurs, Market Evaluation, Economic Evaluation

Unit-5: New Venture Decision Making Model

References

1. Timmons, J. A., &Spinelli, S. (2004). *New venture creation: Entrepreneurship for the 21st century*. Boston: McGraw-Hill Irwin.
2. Vesper, K. H. (1990). *New venture strategies*. Englewood Cliffs, NJ: Prentice-Hall, Inc.
3. Shane, S. *Technology Strategy for Managers and Entrepreneurs*. Pearson: Prentice Hall

MIEVE2: Market Analysis (Elective- Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem Solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√		√	√		√	√	√			

Course Objectives

1. To foster the ability to critically evaluate business environment in which new ventures are founded and developed and to determine the most appropriate analytical techniques to address problems of the probable market.
2. To acquaint the participants to develop and implement the appropriate marketing strategy by providing a framework from which to identify and evaluate strategic options and programs.
3. To enable participants to solve real-world marketing problems across a wide range of industries, giving them a competitive edge.

Learning Outcomes

1. Help participants analyze the roles, the functions and the processes that surround marketing research, emphasizing the specification, collection and analysis of data.
2. Equip participants with substantial experience in developing critical analysis and quantitative skills.
3. Recognize how companies belonging to various industrial sectors can study the potential markets they are in and interact on the market and assess the impact of innovation and new technologies on competitiveness.

Syllabus Contents

Unit 1 - Introduction to Environmental Scanning: Understanding the marketplace and consumer needs, Designing a Customer Driven Marketing Strategy, Building Customer Relationships, Consumer Behaviour and Business Buyer Behaviour

Unit 2- Marketing Strategy: Adapting to Fast-Changing markets and Technologies- Sensing fast changing markets- Sensing, Seizing , Transforming- Market Segmentation and Product Positioning, Market Segmentation, Market Targeting, Positioning and Differentiation as Strategies

Unit 3- The business plan as a "road map" for the enterprise- in-depth market information prior to start-up- The actual value of in-depth market analysis- predictive

validity of demand forecasts - entrepreneurs' propensity to seek out and use market information- the propensity to conduct market studies- The business and marketing sophistication of entrepreneurs- dealing with Niche marketing

Unit 4- Retail Analytics – I: Customer Analytics Overview; Quantifying Customer Value, Using Stata for Basic Customer Analysis, Predicting Response with RFM Analysis, Statistics Review, Predicting Response with Logistic Regression, Predicting Response with Neural Networks, Predicting Response with Decision Trees.

Unit 5- Retail Analytics – II: The digital evolution of retail marketing, Digital natives, Constant connectivity Social interaction, Predictive modelling, Keeping track, Data availability, Efficiency optimization.

References

1. Kotler, P., Keller, K. L., Koshy, A., Jha, M. (2013). *Marketing Management: A South Asian Perspective*. New Delhi: Pearson Education
2. Chandrasekar KS (2019). *Marketing Management*. Chennai. Vijay Nicole.
3. Rajan, S. (2005). *Marketing Management*. India: New Delhi: Tata McGraw-Hill Education.
4. Karunakaran, K. (2013). *Marketing Management*. New Delhi: Himalaya Publishing House.
5. Kumar, A., Meenakshi. (2013). *Marketing Management*. New Delhi: Vikas Publishing House Pvt Ltd.
6. Ramaswamy, V. S., Namakumari, S. (2009). *Marketing Management Global Perspective, Indian Context*. New Delhi: Macmillan India Limited.

MIEVE3:Engaging With Customers (Elective- Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓		

Course Objectives

1. To learn how to design business and marketing activities to engage with customers.
2. To understand the basic concepts and factors affecting consumer buying behaviour.
3. To help the participants understand the various motivational techniques and their relation to the consumer behaviour.
4. To understand the different challenges and emerging issues in predicting consumer behaviour.

Learning Outcomes

1. To give participants a strong foundation for critical thinking in the area of consumer behavior
2. To facilitate participants in arriving at viable decisions in marketing with respect to consumer behaviour

Syllabus Contents

Unit 1: **Engaging Customer** Co-creation in New Product Development: **Engaging Customers in** Coproduction Processes- Value-Enhancing Strategies -Consumer behaviour- Models of consumer behaviour- Factors affecting consumer behaviour- The consumer research process, Methods of consumer research, Ethics in Consumer Research, Applications of consumer behaviour knowledge in marketing, Diversity of consumers and their behaviors.

Unit 2: Consumer Motivation- Theories of Motivation and their applications, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Research. Personality and self concept- Theories of personality. Trait theory and measurement, Brand personality and emotions. Perception-Thresholds of perception, Subliminal perception, Perceptual process dynamics.

Unit 3: Consumer Attitudes- Introduction, Functions of Attitude, Attitude Models, Learning Attitudes, Changing Attitudes, Attitude Change Strategies, Consumer Decision making process-introduction, level of consumer decision making, Models of consumer Decision making

Unit 4 :Cultural Influences on Consumer Behaviour- Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences

Unit 5 :Consumerism-Consumer protection Act-Difficulties and challenges in predicting consumer behaviour, Consumer behaviour in Indian context, Online consumer behaviour, Emerging Issues

References

1. Reynolds & Wells. (2010).*ConsumerBehaviour*.Mcgraw Hill..
2. Schiffman, Leon G., and Leslie Lazar Kanuk. *Consumer Behavior*. Pearson Prentice Hall.
3. David L Loudone,AlbertJ.DellaBitta. (2014). *Consumer Behaviour Concept and Applications*. McGraw Hills.

MIEVE4: Design Thinking (Elective- Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem Solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√		√		√	√	√	√		

Course Objectives

1. To familiarize participants with design thinking concepts, principles, processes and tools
2. To make students apply the design thinking approach in real world situations.
3. To harness the power of design thinking in creating value for businesses, organizations, and society.

Learning Outcomes

1. Making participants investigate user needs and desires on the way to developing human centred products and/or services.
2. Helping participants develop practical situations relevant to various academic disciplines and organizational roles.
3. Make participants apply both critical thinking and design thinking in parallel to solve problems

Syllabus Content

Unit-1 : Design thinking ,business uses of design thinking , design thinking mindset, application of empathy ðnography in the context of design thinking , divergent thinking , convergent thinking , visual thinking , assumption testing & prototyping.

Unit-2: Product Life Cycle, Design Ethics, Design Process, Creativity and Innovation in Design Process, Design limitation.

Unit-3: Lateral Thinking, Brainstorming - Mind mapping, National Group Technique, Syntectics, Development of work - Analytical Thinking, Double Diamond , 5-Stage approach Designing for Growth approach

Unit-4: Reverse Engineering & Understanding about Products, Reasons for Reverse Engineering , Reverse Engineering Process - Step by Step

Unit-5 : Basics of drawing to develop ideas, Communication through Drawing, Perspective Drawing , One Point Perspective ,Two Point Perspective , Isometric Drawing , Orthographic Drawing

References

1. Jeanne Liedtka& Tim Ogilvie. (2011). *Designing for growth: A design thinking tool kit for managers*.
2. Michael Lewrick, Patrick Link, Larry Leifer. (2018). *The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems*.
3. John.R.Karsnitz, Stephen O'Brien & John P. Hutchinson. (2013). *Engineering Design*. Cengage learning.

MIEVE5: Managing and Growing Enterprises (Elective- Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√		√		√	√	√	

Course objectives

1. To enable participants to understand various functions entrepreneurs perform to successfully manage and grow a new or small business.
2. To make participants aware of Resource constraints that ventures face, which makes the job of entrepreneurs challenging.
3. Learn advanced concepts and build sustainability in ventures through ways such as Growth Financing, process refinement, and scalability

Learning Outcomes

1. Learn to Manage and grow their business in terms of jobs and revenue.
2. Make a Growth Plan and pitch it to all stakeholders (investors, partners, key employees etc.
3. Identify key drivers of growth in a venture & Develop a growth mind-set.

Syllabus Contents

Unit-I: Growth Opportunities Characteristics of high growth new ventures, strategies for growth, and building the new venture capital, discovering and assessing opportunities for growth, developing a growth mind-set and visioning for growth, review the robustness and relevance of business model vis-à-vis current market situation, map financing decisions to business models and reiterating business models

Unit-II: Retention & Expansion Strategies Dealing with stagnation of customer base and developing customer base: expansion to new markets – options and strategies, product Life Cycle – Product Road Map; Getting to Plan B, project to Process: Build, adapt, test, and establish key processes and systems that enable efficiency, continuous and sustained innovation

Unit-III: Developing the organizational capabilities for growth Develop strong leadership capabilities, ability to delegate and manage key leadership tasks. Streamline operations and organizational design to accommodate growth, Implement new and effective approaches to marketing and communication for customers, suppliers, and employees, Acquire new resources for strategic growth: executive hires.

Unit-4: Building an Innovative Company, International Expansion, Industry Positioning & Competitiveness, Value Chain Strategy, Disruption Strategy, Blue Ocean Strategy, Corporate Scope & Expansion Strategy, Slow Growth Strategies, Entrepreneurial Strategy Wrap-Up

Unit-5: Vision and Core Value Application, Human Resource Issues & Change, Implementation/Core Values

References

1. Logenecker, Petty, Palich & Hoy. *Small Business Management: Launching & Growing Entrepreneurial Ventures*.
2. Peter Thiel. *Zero to One: Notes on Startups, or How to Build the Future Build to Last: Successful Habits of Visionary Companies*.
3. Harvard Business Review, Various Issues
4. Merson, Rupert (2016) *Growing Business Strategies for Businesses and Entrepreneurs*

MIEVE6: International Business (Elective- Semester 1)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√		√			√		√	√	√	

Course Objectives

1. To provide an analysis of the World Economy and encourage an understanding of the relationship between International Business and other actors in the global economy.
2. Provide participants with an active appreciation of the perspective of actors such as culture, national governments and international institutions.
3. Illustrate the impact of external environmental factors such as culture, financial and economic systems, entry barriers and risk assessment which affect firms in their markets, acquisition of material and other cross-border business activity.
4. Appreciate critically the relevant business environmental issues such as business ethics, social responsibility in the global context.

Learning Outcomes

1. Knowledge & Understanding of international political economy and the interaction of sub-actors with transnational companies
2. Subject-Specific Skills On the ability to apply concepts and theories in evaluation of international business environments in the context of changing global economy.
3. Personal Transferable Skills in analysis and reasoning, teamwork and project reporting

Unit 1 : Introduction: Global Business Environment - Globalization – International markets- National Differences in Political, Economic, and Legal Systems- Country Differences in Political Systems, Economic Systems, and Development- National Differences in Economic Development

Unit 2 :Cultural Factors in Global Business -Culture theories- cultural integration- differences in culture- ethics – corporate social responsibility – sustainability from Union Carbide to Enron- Role of Expatriates- Acculturation of expatriates

Unit 3 : Theories of International Trade - Political Economy of International Trade- Theory of Comparative Advantage- Theory Absolute & Relative Comparative Advantage- Leontief Paradox- Heckscher Ohlin Theory- Mercantilism- Neo -mercantilism- Porter's Diamond- New trade theory -Product Life Cycle- Theories of Foreign Direct Investment -Political Economy of Foreign - Direct Investment - International Monetary System

Unit 4: Opportunities in Regionalization - European Union- Gulf Cooperation Council- SAARC- Emerging Economies as suppliers in the chain- Africa as a source and destination

Unit 5 : The Strategy and Structure of International Business - The Strategy of International Business -The Organization of International Business Entry Strategy and Strategic Alliances- the flow of finances- foreign portfolio investment- foreign direct investment

References

1. Charles W. L. Hill, G. Tomas M. Hult, RohitMehtani. (2018). *International Business: Competing in the Global Marketplace (SIE)*.
2. Dominick Salvatore. (2014). *International Economics: Trade and Finance*
3. Sharan. (2010).*International Business: Concept, Environment and Strategy*.

First Semester Capstone Projects

MIEV815, Capstone Project-I: Development of an Innovative Business Idea into a Proof-of Concept (First Semester)

Key Entrepreneurial Attributes aimed at														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

The outcomes expected of this project are as follows

- 1. Excellence in Innovation potential: Project must demonstrate that the proposed Proof of Concept activity would help move towards steps of pre-commercialization or be socially innovative.*
- 2. Impact: The proposed Proof of Concept is expected to generate effects or benefits to the economy, or the society.*
- 3. Quality and efficiency of the implementation of the Proof of Concept plan*

The broad contents are as follows:

- Resources required to be provided.
- The significance of the project to the participant.
- The benefits of the PoC to all stakeholders.
- The internal team and skills that work on tasks and the challenges.
- The marketing element.
- The potential cost, the timeline, and how the project will be handled to the end.
- Scope and viability of the project
- Project metrics
- Feedback from the intended users
- Evaluation of the PoC
- Determining whether the product is scalable
- Production and the systems' architecture, workflow standardization
- An optimally scaled visualization exercise to verify the potential real-life application of an idea - feasibility.
- building the proposed solution, program, product, feature, or methods - exploring the potential of the idea- portrayal of the situational analysis post-

launch of the product.

- o. Organization's strategic goals – mission and vision
- p. Determine solution - document/record management – mitigating the technical risks involved in an agency-wide deployment

In sum, this project will develop the business concept, the current market context, the initial business plan, relevant financial, regulatory, and other elements that affect the concept, the rationale for the concept, any problem or opportunity, the market for the product or service, differentiation from the competition, the mission, vision, and priorities of the new venture implementing. It also must exhibit a sound approach for establishing technical and commercial feasibility of the project., describe the idea and proposed functionality of the product, including its general design or specific features, and how achievable they are.

Evaluation Criteria	Marks
Relevance and Validation of Problem & Solution	5
Feasibility of solution applying Specific, Measurable, attainable, realistic, timeline (SMART) principles	5
Documentation for how the proof of concept will be carried out	5
Applicability of solution whether its usable, scalable, sustainable, patentable	5
Proposal for how to move forward should the POC prove to be successful	5
Total	25

MIEV816, Capstone Project-II: Locating prospective customers, Development of Business Idea into working Prototype (First Semester)

Through this project participants will gain

1. Well thought-out product development
2. Help organise product planning and research
3. Understand customers' views and expectations
4. Accurately plan and resource for the project
5. Anticipate development costs
6. Assess business to risks and threats from competition

Major Contents of the project are as follows

1. Idea and business analysis:

Define or describe your idea - What exactly is the product or service you want to develop? Defining your product in these early stages will help to keep you on track.

Identify your market - What will set this product or service apart from your competition? What is the benefit of your proposed new product? What are your target customers' frustrations with similar products on the market?

2. The prototype:

A working prototype for the new product based on the nature of the product, Testing undertaken - Bringing new product to a group of people, trying it, and the feedback.

3. Write a marketing strategy and plan:

A strategy for marketing to your customers. Differentiation- Segmentation- Targeting – Relevance of niche vs mass- Using a marketing plan.

4. Launching the product:

Deciding when, how and where to launch the product- determining arrival impact on the market. Opportunities and challenges to promote business and product.

5. Protect the idea:

Developing and refining the product, the right intellectual property (IP) Automatic protection required - copyrights, circuit layout rights, confidential information and trade secrets. Exploring the option of Formally registering IP - stopping competitors from copying your most valuable asset.

*** Only if IPR is applicable**

Evaluation Criteria	Marks
Define the problem & solution developed.	5
Describe the product/ process/ service and write how it is innovative / unique.	5
How is your proposed product/ process/service being different/ better from a similar product/ process/ service, if any, in the market	5
Define the potential market size and target customers.	5
Working Prototype model	5
Total	25

MBA in Innovation, Entrepreneurship and Venture Development Syllabus

Semester 2

MIEV821- Entrepreneurial Finance

MIEV822- Entrepreneurial Marketing

Elective 4

MIEV823- Start-up/Incubation/Acceleration Program/Residency Learning Program

MIEV824 -Capstone Project III: Development of Business Model

MIEV821: Entrepreneurial Finance (Core- Semester 2)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√		√		√		√		√	√	√

Course Objectives

1. To develop an understanding of financial and management accounting and its associated concepts and techniques.
2. To enhance participants' understanding of the dynamic challenges faced by entrepreneurial ventures in securing financial backing to support future growth and development

Learning Outcomes

1. To prepare and interpret financial statements and other financial information
2. To recognize, develop, measure, record, validate and communicate financial and other related information.
3. To analyze, synthesize and evaluate financial and other related information for decision making in an entrepreneurial context.

Syllabus Content

Unit 1 : Introduction to accounting- The need for accounting information- Organisations and objectives-Types of business organization- Stakeholders and their accounting needs. Accounting as an information system- Financial statements Content of financial statements- Measuring and Reporting Financial Position- The Balance Sheet :Components of the balance sheet- Assets and liabilities and their measurement. Statement of changes in equity- Measuring and reporting Financial Performance : The Income Statement Measurement of profit. Fundamental accounting concepts. Exploring the income statement. Analysis of income and expenditure. The importance of matching. Depreciation, the treatment of inventories, accruals and prepayments.

Unit 2 :Recording financial transactions Books of account. The accounting equation and the dual nature of transactions. The mechanism of “double entry”– debits and credits – ledger accounts. Inventory measurement- Recording financial transactions. Further book-keeping entries- Depreciation Accruals and prepayment- Bad debt and other provisions- Adjusting the trial balance. Compilation of the final accounts

Unit 3: Measuring and reporting Cash Flows: The Cash Flow Statement Components of the cash flow statement :Analysing and Interpreting Financial Statements- Profitability & Efficiency ratios The analysts’ objectives. Performance, position and prospects. Profit and profitability. Return on investment Return on Capital Employed, Debt collection and stock turnover. Analysing and Interpreting Financial Statements – Liquidity and Gearing Liquidity and solvency - short term survival. The importance of cash and the working capital cycle. Accounting information & its importance. Reporting cash flows, Gearing ratios and interest cover

Unit 4 : Management Accounting – Cost - Volume - Profit Analysis Solving limiting factor problems. Using marginal costing information to calculate the break-even point for any activity. Constructing break-even charts.

Unit 5 : Financial Management – Making Capital Investment Decisions An examination of the importance of capital investment appraisal for any organisation. Identification of the nature of relevant costs and benefits in the appraisal of capital investment. Consideration of the non-financial factors that may also affect the decision to invest in a new project or new equipment. Accounting Rate of Return, Payback technique

References

1. Aravind M. (2018). *Principles of Financial Management - Practice and Decisions*.
2. *Rich Dad Poor Dad: What the Rich Teach Their Kids About Money That the Poor and Middle Class Do Not!* Mass Market. (2017).
3. Kalpesh Ashar. (2019). *Financial Accounting Essentials You Always Wanted To Know*. Vibrant Publishers.
4. Richard A. Brealey, Stewart C. Myers, Franklin Allen. (2018). *Principles of Corporate Finance (SIE)*.

MIEV822: Entrepreneurial Marketing(Core- Semester 2)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√	√			√	√	√	√

Course Objectives:

1. To familiarize the participants with the key marketing concepts and their real world application, especially from the perspective of a start-up.
2. To introduce the concept of marketing management within an industry , for the growth of an enterprise.

Learning Outcomes:

1. Make participants demonstrate knowledge and understanding of the relationship between the concepts of marketing and entrepreneurship & able to describe the significance of creative sales and marketing for start-ups.

2. Participants of this course will be able to design marketing tactics appropriate to the limited resources of a new venture.
3. By the end of this course students will be able to build an innovative marketing strategy for a new venture

Unit- 1 : Five forces of industry competitiveness. Role of Marketing and its importance- feasibility tests- market feasibility tests and reports, Demand forecasting and its perils, Forecasting sales of innovative product/service, Survey based forecasting & Model-based forecasting, Rural and international market demand forecasting

Unit -2: Product concept development. Product Segmentation, Targeting, Positioning in new venture, Pricing in new ventures- Price determination of new innovative products-cost and value based pricing, behavioural pricing. Application of pricing strategies like bundle, segment, product line, menu pricing and measuring the consumer's willingness to pay, International pricing.

Unit-3: Understanding Channels, Channel Options- Owned, Earned, Paid. Channel Drivers, Choosing a Channel Strategy, Three Channel Design imperatives, Formalized Channel Arrangement, Supply Chain Management.

Unit-4 : Promotional strategies for new ventures using No-Money Marketing techniques, Promotional tools in New venture growth such as Advertisement, Sales promotion, publicity, direct marketing, personal selling, Role of Integrated Marketing Communication in New venture, Importance of networking socially and trade association wise, word of mouth.

Unit-5: Role of Digital Marketing, Guerrilla marketing, Buzz marketing, viral marketing in emerging businesses. Importance of WEB presence for a new venture, International promotions overview, Building Customer Relationship Management- Customer delight, Customer retention strategies & developing customer loyalty programs.

References

1. Morgan, H. L., A. Kallianpur, and L. M. Lodish . (2001). *Entrepreneurial Marketing*, John Wiley & Sons.
2. Frederick G. Crane. *Marketing for Entrepreneurs*. SAGE Publications.
3. Best, R.J. *Market-Based Management: Strategies for Growing Customer Value and Profitability*. Pearson Prentice Hall.

Semester 2 Electives

MIEVE7: Product Design & Innovation (Elective- Semester 2)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√		√	√	√	√	√	

Course Objectives:

1. To integrate the concepts of the marketing, design, and manufacturing functions of the firm in creating a new product.
2. To develop reflective judgment among participants.
3. To make participants aware of tools and methods used for product design and development.

Learning Outcomes:

1. Building participants confidence & competence in integrating multiple functions for product design & development
2. Enhance team working skills in coordinating multiple interdisciplinary tasks for achieving common objective.
3. Develop Ability to understand the process of product design and improve their technical & communication skills with regard to that

Syllabus Contents

Unit- 1 : Curiosity and risk, Reflective judgment, User-centred thinking, Understanding of problem formulation; idea generation; and solution iteration.

Unit-2 : Design development -problem exploration and formulation, ethnographic methods, iteration of ideas, methods for creative thinking, and conversion of ideas into realizable designs

Unit-3 : Product Design Process- Defining the Product, Conducting the User Research, Sketching, Prototyping, Compiling Specifications, Samples, Sample Testing, Starting the Production/Development, Providing Quality Assurance

Unit-4: Types of Prototyping, functional prototype, using digital & physical model in prototyping, Evaluating product design, Design Iteration, Rapid prototyping

Unit-5 : Product Testing, Testing methods , R & D, Importance of Quality Control, Understanding of working and communicating with other stakeholders

References

1. Maddock M. and Uriarte L. (2011). *Brand New: Solving the Innovation Paradox – How Great Brands Invent and Launch New Products, Services and Business Models*. John Wiley & Sons, Inc., Hoboken, New Jersey.
2. Burkus D. (2014). *The Myths of Creativity: The Truth About How Innovative Companies and People Generate Great Ideas*. Jossey-Bass- A Wilery Brand, San Francisco, California.
3. Ulrich, Karl, & Steven Eppinger. (2003). [*Product Design and Development*](#). NY: McGraw-Hill.

MIEVE8: Managing Change & Transformation (Elective- Semester 2)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√		√		√	√	√	

Course Objectives

1. To develop competency in managing change in the organization through various organization development intervention strategies.
2. To identify the need for change, barriers to change and responded to change by utilizing creative, innovative and dynamic solutions.

Learning Outcomes

1. Describe the key processes and components in managing change in an organisational context.
2. Critically review , analyze, evaluate and apply organizational change research, theories, strategies and methodologies

Syllabus Contents

Unit 1 :Nature of Change - Necessity for Change; creating readiness for Organizational Change, A readiness Model, Interpersonal & Social Dynamics, Change Agent attributes.

Unit 2 :Planning for Change - Integrated Strategic change model; Managing Strategic Change; Transformational Change& its characteristics; Continuous Learning & change, Cultural & climatic factors affected by change; Global perspectives related to change

Unit 3: Change Process - Change Cycle; change process; leadership patterns & Transformational strategies; Cultural & Climatic factors affect Change; Sustainable change Process.

Unit 4: Change Implementation - Resistance to change; Strategies to overcome the resistance; Strategies to face the resistance to change; Business Process Re-engineering (BPR), Leader as a change agent in organizations

Unit 5 :Organizational Development -Introduction; Evolution and nature of OD; Foundations of OD, The Process of OD, Major OD Interventions & strategies and their expected outcome; Special applications of OD & future directions in OD

References:

1. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; (2012). *Organization Development & Transformation – Managing Effective Change*. Tata McGraw – Hill Publishing Company Ltd, New Delhi.
2. Cummings & Worley: (2011). *Organization Development & Change*. 7th Edition; Thomson.South Western Publication.

Start-up/Incubation/Acceleration Program/Residency Learning Program (Semester 2)

MIEV823 :Start-up/Incubation/Acceleration Program/Residency Learning Program (Semester 2)

Key Entrepreneurial Attributes aimed at														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

Start-up/Incubation Residency Learning Programme (SRP) is designed during the second semester to give participants' an opportunity to work in a startup so as to learn about nuances of startups. Participants must get hands on training in a startups/incubator and monitor the health of startups. With such deep training, it is desirable that candidates will further refine their business plan. Special focus on entrepreneurial finance will be designed for students who plan to get involved with a new venture at some point in their career -- as a founder, early employee, advisor or investor. They are expected to gain a broader view of the financing landscape for young firms, going beyond the basics of venture capital and angel financing to look at venture debt, bank finance, corporate venture capital and receivables financing. **Total of 150 marks is assigned to this programme, out of which 75 each will be part of internal and external evaluation.** Each participant will be mentored by a **faculty/expert/practitioner of the institute and by the founder/cofounder of the startup or the Incubation Officer of the Incubation Unit** to which the participant is attached. The internal evaluation will be carried out by these mentioned above.

Through this **startup residency programme** it is expected that participants

- a. Develop a strategy for taking the business to the next level, including a plan for funding, and a plan and timeline for reaching scale.
- b. Give and receive feedback from other highly motivated student teams.
- c. Meet frequently as a team with the faculty advisor
- d. Receive feedback and counsel from outside business advisors.
- e. Have opportunities to pitch their work to angel, seed, and venture capital investors

A detailed report will have to be submitted covering

- Background of the startup
- About the founder/Cofounder
- Startup Journey as of now
- Product/service offered
- Business model, structure etc.
- Financing landscape – Sources of funding
- Marketing and Financial analysis
- SWOT & PESTEL Analysis
- Key Findings and Learnings

External evaluation will be carried out by a panel comprising of a representative from the University, Incubation Centre Head at the Concerned Institute offering MBA in IEV, Representatives from incubation/entrepreneurship supporting agencies such as Kerala State Industrial Development Corporation (KSIDC), Kerala Startup Mission (KSUM), Kerala Development and Innovation Strategic Council (K-DISC) etc , an entrepreneur/startup founder. Evaluation criteria will be based on the content of the report presented before the committee.

Second Semester Capstone Project

MIEV824: Capstone Project-III: Development of Minimum Viable Business Model of Innovation/Solution (Second Semester)

Through this project it is expected that participants

1. Undertake validated learning of the elements of the Business model elements
2. Understand how business model elements interact and combine to form a cohesive strategy.

The broad contents are as follows

- a. Operational Management
- b. New Product development- distinguishing features and functionality
- c. Management systems
- d. Supply chain Management
- e. Cost structures
- f. Service- support and enhancements offered to target customers
- g. Customer engagement
- h. target customers and users- How to get products and services delivered to target customers
- i. Revenue streams
- j. Transformation planning for the Redefined new business model
- k. Minimum viable product

In summary, it must include:

- System-in-focus (implementing).
- Attenuation of oscillations between sub-systems (coordination).
- Management of subsystems (control).
- Audit of subsystems (auditing).
- Future planning for long-term viability (intelligence).
- Corporate ethos (policy).

Evaluation Criteria	Marks
Thorough Market research	5
Value addition to the users	5
Mapping user flow from user's perspective	5
Plotting MVP features and prioritizing it	5
Creating a MVP model and applying the principles of Build, measure and learn	5
Total	25

MBA in Innovation, Entrepreneurship and Venture Development Syllabus

Semester 3

MIEV831- Managing HR Assets

MIEV832- Strategic Decision Making

MIEV833- Legal aspects and regulatory requirements for business

Elective 5

Elective 6

Elective 7

MIEV831: Managing HR Assets (Core- Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√			√			√	√	√	

Course Objectives

1. To have an understanding of the basic concepts, functions, systems, policies and applications of Human Resource Management in organizations.
2. To Design and formulate various HRM processes such as Recruitment, Selection, Training & Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior.
3. Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy

4. Evaluate the role of human resources for entrepreneurs in the global arena.

Learning Outcomes

1. Make participants demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM
2. Demonstrate competence in development and problem-solving in the area of HR Management
3. Provide innovative solutions to problems in the fields of HRM
4. Be able to identify and appreciate the significance of the ethical issues in HR

Syllabus Contents

Unit 1: Conceptual foundations- Human aspect of management- Human Relations- Human Resource Management- Concept- Scope and Importance- Competencies of HR Manager-- Contemporary HR Practices & Challenges, Ethical issues, Impact of human resource management on entrepreneurship development.

Unit2:Underlying Conceptual model for Entrepreneurs-personality traits for Entrepreneurship- Learning Entrepreneurial skills- Building and learning adaptive skills- Perception process and importance of the same in Entrepreneurship- Characteristics of Entrepreneurial Leadership- Components of Entrepreneurial Leadership- International Entrepreneurship- Perception, Motivation, Personality, Leadership, Group Dynamics, Power and Politics, Culture.

Unit 3 :Human Resource Development - Entrepreneurship through: Human resource forecasting-Work load analysis - Job analysis; Job description and specifications- Job design; Job characteristic approach to job design- Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations; An overview of Training and Development; Emerging trends in Recruitment, Selection, and development

Unit 4:Compensation Management-Job Evaluation- Base Compensation and Supplementary Compensation- Innovations in Compensation Management- Pay Band System- Incentive plans- ESOP, Flexi-time Schedules, etc.- Performance Management - Human resource audit- HR - Accounting Employer branding and Competency mapping- Attrition Management.

Unit 5 :Employee relations- negotiations- Human resource information systems- Measuring the intellectual capital, Introduction to Strategic HRM, Basics of Human

Capital Management, Competitive Strategies to HRM Practices, Introduction to HR Analytics, HRIS..

References

1. Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). (2020). *Human resource management: Strategic and international perspectives*. Sage.
2. Bhattacharyya, D. K. (2017). *HR Analytics: Understanding Theories and Applications*. SAGE Publications India Pvt Limited.
3. Sanghi, S. (2014). *Human resource management*. Vikas Publishing House.
4. Aswathappa, K. E. M. A. L. (2013). *Human resource management: Text and cases*. Tata McGraw-Hill Education.
5. Rao, V. S. P. (2010). *Human Resource Management 3E–Text and Cases Excel*.
6. Dessler, G. (2013). *Fundamentals of human resource management*. Pearson.
7. Luthans, F. (1998). *Organisational behaviour* 8th Edition.

MIEV832: Strategic Decision Making (Core- Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√				√	√		√	√	√	

Course Objectives

1. To describe the strategic management process and understand its nature in competitive and institutional landscape.
2. To learn and understand strategy formulation process and frameworks, tools and techniques of strategic analysis and its application to demonstrate the knowledge and abilities in formulating strategies and strategic plans.
3. To analyze the competitive situation and strategic dilemma in dealing with key business issues/challenges/problems of business in light of dynamic global

business environment in terms of rapidly changing market trends and technological advancement.

4. To evaluate challenges faced by entrepreneurs in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

Learning outcomes

1. To make participants demonstrate a clear understanding of the concepts, tools & techniques used by entrepreneurs in developing and executing strategies.
2. To make participants demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.
3. Making participants demonstrate capability of making their own decisions in dynamic business landscape & develop their capacity to think and execute strategically.

Syllabus Contents

Unit 1 :Overview of Strategic Management – Business Policy and Strategic Management - Strategic Management Model – Porter's Five Force Analysis- McKinsey 7S Framework- Exploring the Business Environment - Entrepreneurs and Strategic Decisions - The role of Entrepreneurial Experience, Innovationand Creativity in the decision-making process.

Unit 2 :Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Michael Porter Generic Strategies.- Strategy-Analysis and Evaluation - Strategic Decision-making Processes in SMEs, Entrepreneurial Decision Styles.

Unit 3 :Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis-Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice- Making Strategy

Unit 4: Strategic Implementation: The nature of strategic implementation- Resource allocation – Strategy and structure – Creating supportive culture – Implementing strategies in functional areas - Risk, Uncertainty and Stakeholder Involvement in Entrepreneurial Decision-making

Unit 5: Strategic Issue Exploration- Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control

References

1. Werther, Jr, W.B. and Chandler, D. (2020) Strategic Management and CSR Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, New York, Sage 2020

2. Vermeulen, P. A. M., &Curseurseu, P. L. (Eds.). (2010). Entrepreneurial strategic decision-making: A cognitive perspective. Edward Elgar Publishing.
3. Bhattacharyya, D.K. (2017). HR Analytics Understanding Theories and Applications. New Delhi, Sage Publications.
4. Thomas, J. (2015). Strategic Management-Text and Cases, New Delhi, Pearson
5. Hill, CW.L. Schilling ,M.A.and Jones, G.R. (2016). Strategic Management.Boston, Cengage Learning.

MIEV833: Legal aspects and Regulatory Requirements for Business (Core- Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√				√	√	√	√		√	

Course objectives:

1. To make participants familiarize with important aspects of business laws
2. To explore the legal environment in which businesses operate and learn about the interaction between business and the legal system
3. To examine various areas of the law which are integral to operating a business enterprise

Learning outcomes:

1. Learn how to evaluate issues of legal significance in business transactions.
2. Apply legal reasoning to situations and form legal conclusions.
3. Compare and apply various legal theories/interpretations to factual situations

Syllabus Content

Unit -1: Constitution of Business- Types - Sole Proprietorships, Partnerships, Corporations, Limited Partnerships and Limited Liability Partnerships, S Corporations and Limited Liability Companies

Unit -2: Law of Contract - Forming a Contract, Contracts and Fraud, Sales Contracts

Unit -3: Employment Laws – Various labour laws applicable, Taxation and the Employer's Responsibilities, Government

Unit-4: Property and ownership Issues, Operational Liabilities and Insurance, Venture Capital, Valuating your company by industry and selling your company Bankruptcy

Unit-5: Different types of Agreements – Practitioner's perspective, Benefits; the requirements, and the key components of the Franchise Disclosure Document

References

1. Ravinderkumar.*Legal Aspects of Business*. Cenage Learning. Andover.
2. Pathak Akhileshwar.*Legal Aspects of Business*. McGraw Hill Education.
3. Sulphrey&Basheer.*LawsFor Business*. PHI India

Semester 3 Electives

MIEVE9: IPR management (Elective – Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√		√		√			√				

Course Objectives

1. To provide participants with a fundamental understanding of the critical role that intellectual assets and property play in commercial activities within the knowledge economy.
2. To help participants understand strategic management of technology through patents and other control mechanisms as a core means to create successful entrepreneurial start-ups and achieve competitive advantage in corporate settings.
3. To guide participants manage and strategize IP lifecycle effectively throughout the journey of start-up

Learning Outcomes

1. Learn about intellectual property strategies to protect inventions and innovations of new ventures.
2. Develop skills of commercial appreciation by allocating knowledge about substantive aspects of IPR management.

Syllabus Content

Unit-1: Trademark and entrepreneurship -Trademark-Definition, Trademark-Types, Trademark-Registration, Trademark infringement

Unit-2: Patent and entrepreneurship - Patent-introduction, Patent infringement, Patent strategies, Patents Benchmarks for patentability of inventions, Understanding the Patent system in India, Filing patents outside of India, Searching patents databases for designing research objectives, online patents search

Unit -3: IP transactions- Enforcement of IP, Commercialisation Implications of Intellectual Property Rights in promoting innovations and their commercialization, technology transfer, Due diligence in patent transactions, Working of patents in India, Compulsory licence and its implications; Enforcement of Patents against infringer

Unit-4: Copyright and entrepreneurship - Copyright – Definition and subject matter, Copyright and related rights, Copyright registration ,Copyright in computer programs, engineering drawings, databases, films, media, broadcasting; performers; publishing industry etc. Licensing of copyright, Infringement of copyright

Unit-5: Industrial Design- Definition, concept, Registrations Classification, Protection and Enforcement of Industrial Designs in India, and abroad , Industrial Design infringement, Concept of Geographical Indications and GI registration in India; Global scenario of GI. Protection of Traditional Knowledge and development of balanced benefit sharing models.

Unit-6: IP strategy for start-up and MSM, IP transaction – introduction, IP valuation, bank loan, insurance, Success story and business model of a few start-ups, Incubators, research park, Various Government policies .

References

1. V K Ahuja. *Law Relating to Intellectual Property Rights*
2. GanguliPrabuddha. *Intellectual Property Rights--Unleashing the Knowledge*

Economy. Tata McGrawHill.

3. Dr. Kalyan C. Kankanala. *Fundamentals of Intellectual Property*. Publisher: Asia Law House.

MIEVE10: Using Business Analytics for Entrepreneurship (Elective- Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem Solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√		√			√				√

Course Objectives

1. To familiarize learners with the latest tools and technologies for business analytics and apply the same for data driven decision making.
2. To become aware about the relevance of analytics in innovation, new product development and entrepreneurial activities.
3. To enable learners, understand and apply marketing, customer analytics in the real environment.
4. To enable the learners, understand the importance of big data in entrepreneurial activities and strategic management.

Learning Outcomes

1. Understand and critically apply the concepts and methods of business analytics
2. Identify, model and solve decision problems in different settings
3. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity
4. Create viable solutions to decision making problems

Syllabus Contents

Unit 1 :Business Analytics- Introduction and role of analytics in industry, Types of analysis – Descriptive – Diagnostic – Predictive and Prescriptive, Business analytics in practice.

Unit 2 :Innovation and new product development analytics, Entrepreneurship Analytics- Innovation analytics as a critical success factor for innovation, and new product development; Three levels of analytics capability emerge at a managerial level: operational, experienced, and transformed. Introduction to Entrepreneurship Analytics, Global Entrepreneurship Analytics.

Unit 3 :Business Analytics: Tools and Techniques - Introduction to R Programming, PYTHON, SPSS, AMOS and MS-Excel – Key data analysis techniques used – Descriptive – Diagnostic – Predictive and Prescriptive (Practical)

Unit 4 :Big Data Analytics- Big Data- Characteristics and Relevance – Applications of Big Data - Application of Big Data in Innovation and Entrepreneurship – Data search algorithms in search engines – Digital advertisements – Recommender systems

Unit 5 :Data Analytics in Marketing and Customer Analytics- Introduction to Marketing analytics, relevance and scope; Understanding consumer attitudes and perceptions, Customer Analytics – Compliance analytics – Fraud analytics – Operational analytics, Cluster Analysis, Discriminant Analysis, Principal Components Analysis, Market Basket Analysis

References

1. Kehal, M., &Alfy, S.E. (Eds.). (2021). *Data Analytics in Marketing, Entrepreneurship, and Innovation* (1st ed.). CRC Press. <https://doi.org/10.1201/9780429196614>
2. Maheswari A. (2017) *Data Analytics*, McGraw Hill Educations
3. S, A.Vivek& Kumar, Rakesh S. (2019). *Business Analytics: An Introduction*. Kollam: SS Book Series
4. Siegel E. (2013). *Predictive Analytics, The Power To Predict Who Will Click, Buy, Lie Or Die* R, Wiley
- Simon P. (2015). *Too Big to Ignore, The Business Case for Big Data*. Wiley

MIEVE11: Digital marketing For Entrepreneurs (Elective -Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√		√			√		√		√

Course Objectives

1. To make participants understand the role and importance of digital marketing in entrepreneurial success
2. To provide participants with the essential philosophies and practices of digital marketing technologies
3. To familiarize participants with methodologies, tools and technologies involved in digital marketing.

Learning outcomes

1. Apply the digital marketing techniques in a real life situation
2. Assess the role of digitalization in the development of an entrepreneurship venture.
3. Evaluate how contemporary marketing techniques can be used for maximizing entrepreneurial success.

Syllabus Content

Unit-1: The Digital Marketing Landscape, Understanding your customer, Principles of Digital Assets Design , Emerging Technologies of Digital Media

Unit-2: Content Marketing, Digital PR, Digital Content Creation, Influencer Marketing

Unit-3: Search Engine Optimization, Search Engine Ranking, Advanced Social Media Marketing,
Email Marketing, Ecommerce Marketing, Mobile Marketing

Unit-4: Digital Media Planning & Buying, Affiliate Marketing, Digital Ad Sales, Data and Database Applications

Unit-5: Regulation, Permission, and Code of Practice, Controlling and Optimizing Digital Media Campaigns, Planning and Integrating Digital Media Campaigns, E-CRM

Unit-6: E Marketing in an Entrepreneurial Context , The role of new media marketing in getting funds and support , E models for revenue, Developing new digital products & services

References

1. Dave Chaffey & Fiona Ellis-Chadwick. Digital Marketing: Strategy, Implementation & Practice.
2. Chaffey, David and Smith PR. (2012). Emarketing Excellence: Planning and Optimizing your Digital Marketing. New York, NY: Routledge.
3. Ryan Deiss& Russ Henneberry.*Digital Marketing For Dummies*. John Wiley & Sons, Inc.
4. David MeermanScott.*New Rules of Marketing and PR*. 6th Edition. John Wiley & Sons.
5. Lon Safko. *The Social Media Bible: Tactics, Tools, & Strategies for Business Success*.

MIEVE12: Banking for Entrepreneurs (Elective-Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√						√				√

Course Objective

1. To make participants aware of the banking operations covering its fundamental concepts, scope and activities insofar as they are relevant to entrepreneurs.
2. To make participants aware of the need to adhere to credit risks in business.

Learning Outcomes

1. To understand core banking and banking schemes that may benefit entrepreneurs.
2. To negotiate successfully with banks
3. To appreciate the laws pertaining to banking instruments and banking
4. To understand and appreciate various finance related risks in business
5. To help import-export dynamics

Syllabus Content

Unit 1: Banking and banks – controller and supervisor of banks - Activities of Banks- Para banking activities- Structure of Banking -Commercial banks - Co-operative Banking- small finance banks- Mudrabank- - Payment banks- NABARD- Non banking financial institutions-micro-credit institutions

Unit 2: Important Laws Relating to banks- SARFAESI Act (2002)- PMLA 2002- Negotiable Instruments- Right to information Act 2005-Insolvency and bankruptcy code -banking Ombudsman

Unit 3: Negotiating credit - Introduction to Credit Risk-Credit Analytical Skills-Credit Appraisal- Sources of Security and Data Information Required for Credit Analysis- Credit Monitoring-Post Disbursement Supervision-Retail Lending-Legal Aspects of Lending -credit dispensation – management of NPA

Unit 4: Risks in Business- A risk management framework for entrepreneurs - An Asset Liability Management framework for entrepreneurs - Role of DICGC Credit

Unit 5 :Priority Sector Lending- Financial Inclusion- Payment System- The Foreign Exchange Market- Digital India- E-Banking

References

1. IIBF. (2021). *Principles & Practices of Banking 2021*.
2. IIBF. (2021). *Legal & Regulatory Aspect of Banking 2021*.
3. Sunil Kumar. (2020). *Essentials of Banking and Insurance*.
4. Richard A. Brealey, Stewart C. Myers, Franklin Allen. (2018). *Principles of Corporate Finance (SIE)* 12th Edition.

MIEVE13: Family-Owned Business (Elective- Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem Solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√		√		√	√		√	√	√	

Course Objectives

1. Increased understanding, effectiveness and commitment of family owned business (fob)
2. To understand the various dimensions of leadership and succession as well as their managerial, structural and emotional implications.
3. To understand issues such as family and personal identity power and control, as well as work and wealth creation.

Learning Outcomes

1. Identify the characteristics that differentiate a family business from other businesses & the life cycles of family businesses
2. Learn methods to enhance communication ability and conflict resolution with family business owners, managers, and family members
3. Learn to evaluate situations and problems in family businesses
4. Examine best practices and explore emerging trends in family business management & develop family business competitive strategies

Syllabus Contents

Unit 1 - The Nature, Importance and Uniqueness of Family Business – FOB Business: Constitution- Governing Documents - understanding of the evolving structures of ownership in private family firms, the effectiveness and efficiency of arrangements in running a family firm- Human Capital and Family Members. Family firm Objectives -Business Model Development in Family Businesses: Toward a Resource Dependence Perspective- Balancing Internal Versus External Influences-Family Principles- Scope & Complexity of fob. Nature of the relationship between the family and the business. Attributes of success in FOB- Leadership in the family, ownership, and management fronts ensure continuation of the legacy of the enterprise and its history of innovation.

Unit 2- Ownership of an Enterprise: Sole owner- Partnership-Private limited-Promoter in Public Limited- Concentrated vs Distributed - Five core rights accompany family ownership—Designing the type of ownership

Unit 3 : Succession and Transfer of Power- Gender and the Family Business- Entering the Family Business – Next generation building- Patriarchal Features of Family Firms- U-shaped effects of child-successors' willingness and capability on parent-incumbents' coercive control (restraining successors' power). parent-incumbents' highly narcissistic personality- double-bind paradox-Paradox of Empowering and Dominating- trans generational succession, there is a tension between socio emotional considerations of control and dynasty

Unit 4: Creating the Family Business Strategy Governance – non Family Management - Governance, Communication & Conflict resolution- fundamental legal rights and obligations of owners and management with respect to information and basic fiduciary duties, and to provide guidance to financial service professionals so that they, as part of a team of accountants and attorneys, can assist with both preventing and addressing these disputes- Owners – Board of Directors- Management- Family Members- governance positions. Family trade off between expected costs and benefits – Audit and the firm

Unit 5 : Financing the Family Business- Family Firms and Financial Decision-Making from normative capital structure theories - pecking order theory - trade-off theory- Working capital financing--traditional capital structure theories- rational economic behavior and family firms - noneconomic family goals -private family firms and financial investors- opening up capital base to investors-equity investors- Configuration Model- heterogeneous private equity- Strategic Investment – diversion of funds

References

1. Josh Baron & Rob Lachenauer. (2021). *Harvard Business Review Family Business Handbook: How to Build and Sustain a Successful, Enduring Enterprise* (HBR Handbooks)
2. Ernesto J. Poza. (2011). *Family-Owned Business*.
3. Kavil Ramachandran. (2015). *The 10 Commandments for Family Business*
4. Jim Collins. (2001) *Good To Great: Why Some Companies Make the Leap...And Others Don't*
5. Mohanakrishnan Raman. (2020). *Family Business: Methods and Essentials of Building Business Families*

MIEVE14: Ecopreneurship (Elective- Semester 3)

Key Entrepreneurial Attributes														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√			√			√		

Course Objectives

1. To offer different perspectives on social and environmental entrepreneurship
2. To delineate how social entrepreneurship can contribute to meeting societal challenges and sustainability.

Learning Outcomes

1. To discuss and critically reflect upon social entrepreneurship and Ecopreneurship as concepts
2. To analyze the link between societal challenges and social entrepreneurship as well as Ecopreneurship.
3. Reflect upon, and analyze, the role of entrepreneurship for a sustainable economic, social, and ecological development

4. To understand how innovative ideas and practical business models can achieve major social impact, how social entrepreneurs can build sustainable organizations, and why social entrepreneurship is so important movement.

Syllabus Contents

Unit I : Background of environmental problems- Eco-innovation- eco-opportunity-eco-commitment-eco-preneurship- The evolution of environmental entrepreneurship. Defining what constitutes a green entrepreneur- Determination of the barriers and triggers to environmental entrepreneurship- Nurturing a (green) business culture- Opportunities arising from environmentally friendly business models-Contemporary societal challenges- Environmental performance goals -environmental issues as business goals - Creating an enabling environment which promotes and encourages green investment and entrepreneurship- Supporting new and emerging entrepreneurs -business development services

Unit 2 : Positioning matrix of Ecopreneurship - production processes, products and services for environmental adaptability -the market effect of the business- Eco-niches . Combining environmental and social values with an energetic entrepreneurial attitude- theoretical, practical and political perspectives Typologies of ecopreneurs - Ideal types of ecopreneur: Innovative opportunists and economic exploitation hard structural factors- Visionary champions-Champions of sustainability- Ethical mavericks- soft structural drivers- sustainability orientation-alternative-style businesses. Triple Bottom Line- Social bottom line – Environmental bottom line – Financial bottom line- Green profitability-of profits used and re-invested sustainably.

Unit 3: Sustainability Entrepreneurship- Social entrepreneurship and sustainability- Seeking economic profit and cost efficiencies- green product innovation and practices- Using entrepreneurial concepts to address sustainable issues- Ecological modernization

Unit 4 :Policies to foster ecopreneurship- Policy frameworks to promote a greener perspective in existing and nascent entrepreneurs - Overview of environmental entrepreneurship including theory, case studies, definitions,successfully establishing and building a venture; - mindset of an entrepreneur and possible strategies, businesses, and product ideas for mitigating an environmental issue; Introduction to relationship building and effective communication and persuasion with emphasis on developing ecological partnerships- The entrepreneur–environment nexus: Uncertainty, innovation, and allocation

Unit 5 :Social entrepreneurship typology, Drivers for change that encourage ecopreneurship- three main drivers that are: Compliance-based, with environmental improvement emerging as an outcome of government regulation and legislation - Market-driven, with environmentally beneficial behaviour coming through positive incentives - Value-driven, with environmental change coming in response to

consumer demands as they act on their environmental values. Ad hoc
enviropreneurs-financially driven- influences of soft structural drivers.

References

1. Joshi, A. B. (Ed.). (2012). *Ecopreneurs: Green Business Activists*. Icfai University Press.
2. Schaper, M. (Ed.). (2016). *Makingecopreneurs: Developing sustainable entrepreneurship*. CRC Press.
3. Peltin, A. (2019). *It's Easy Being Green: How Conscious Consumers and Ecopreneurs Can Save the World*. Amazon Digital Services LLC - KDP Print US.

MBA in Innovation, Entrepreneurship and Venture Development Syllabus

Semester 4

MIEV841 : Real Time Venture Establishment and Management in Incubation/Acceleration Unit

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Key Entrepreneurial Attributes aimed at														
Leadership	Decision Making	Communication	Problem solving	Critical Thinking	Creative Thinking	Risk Taking	Innovation	Time Management	Resilience	Technical Skills	Interpersonal Skills	Empathy	Stress Management	Financial Intelligence
√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

The outcomes expected of venture establishment and management in Incubation Unit phase are

- Establish Enterprise and Registration
- Undertake product customer validation
- Raise seed fund and investment readiness
- Partnership and stakeholder management

A one week refresher programme covering all the major learnings during the first three semesters will be carried out during the end of the fourth semester so as to prepare the participants for finalizing the venture proposal to be submitted. Participants will be allocated a demo day where they have to submit their venture business plan proposal before a panel comprising of seed funding/ angel investment / venture capital agencies .

The broad content for the business plan shall be as follows

1. Executive summary

2. **Business Description and business model**
3. **Type of Business registration and ownership structure**
4. **Market research & target market**
5. **Competition**
6. **Marketing plan**
7. **Operations plan**
8. **Financial plan**
9. **Critical Risks**
10. **Capital Structure and funding expected**
11. **Appendix**

These headings will form the basis of the business proposal.. The business plan should be targeted at a potential investor who may be interested in investing in your company. The appendix should include pictures, drawings, photos etc of the business Idea/location/competitors/product/service.

The evaluation report of the angel investment / venture capital agencies seed funding/ during the demo day presentation will carry a weight age of 100 marks under internal evaluation . This report will be forwarded to a panel comprising of **a representative from the University, Incubation Centre Head at the Concerned Institute offering MBA in IEV, Representatives from incubation/entrepreneurship supporting agencies such as Kerala State Industrial Development Corporation (KSIDC), Kerala Startup Mission (KSUM), Kerala Development and Innovation Strategic Council (K-DISC) etc , an entrepreneur/startup founder, who will do the external evaluation which will have a weight age of 125 marks.**