

Puducherry Technological University, Puducherry – 605014
(An Autonomous Institution of Government of Puducherry)



**Curriculum and Syllabi
for
MBA
(Innovation, Entrepreneurship & Venture Development)
(Effective from the Academic Year 2020 – 21)**

(Approved in Sixth Academic Council meeting held on 20th March 2021)

CURRICULUM

The curriculum of MBA (Innovation, Entrepreneurship & Venture Development) is designed to fulfill the Programme Educational Objectives (PEO) and Programme Outcomes (PO) listed below:

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

PEO1	To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment
PEO2	To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities
PEO3	To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
PEO4	To harness entrepreneurial approach and skill sets.

PROGRAMME OUTCOMES (PO)

PO1	Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society.
PO2	Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources
PO3	Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
PO4	Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making.
PO5	Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology
PO6	Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

Distribution of Credits among the subjects grouped under various categories:

Courses are grouped under various categories and the credits to be earned in each category of courses are as follows:

Sl. No.	Category	Credits	Course Category Code (CCC)
1	Core – Classroom	32	CC
2	Elective – Classroom	16	EC
3	Outside Classroom Segment	12	OC
4	Capstone Project Segment	08	CP
5	Action Learning Segment (Venture Creation)	34	AL
	Total	102	

Acronyms used for Types of Periods:

Sl.N o.	Category	Acronym
1	Lecture	L
2	Tutorial	T
3	Practical / Business Activity	P/BA

Semester Wise Courses and Credits

Semester I

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB251	Basic Course on Entrepreneurship	CC	4	0	0	4
MB252	Design Thinking	CC	4	0	0	4
MB253	Design Thinking Lab	OC	0	0	4	2
MB254	Digital Tools for Entrepreneurship	OC	0	0	4	2
MB255	New Product Development & Project Management	CC	4	0	0	4
MB256	Entrepreneurial Finance and Business accounting	CC	4	0	0	4
MB257	Development of Business model submission	CP	0	0	4	4
MB258	Business Accounting Tools	OC	0	0	4	2
Total						26

Semester II

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB259	Marketing and Sales Management	CC	4	0	0	4
MBZNN	Elective I	EC	4	0	0	4
MB260	POC and Development of Business Plan	CP	4	0	4	4
MB261	Marketing tools	OC	0	0	4	2
MB262	Incubation center Residential Program	AL	0	0	20	14
Total						28

Semester III

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB263	Legal & Compliance for Startups	CC	4	0	0	4
MBZNN	Elective II	EC	4	0	0	4
MBZNN	Elective III	EC	4	0	0	4
MBZNN	Elective IV	EC	4	0	0	4
MB264	Legal Contracts and Patent filing Compliance Lab	OC	0	0	4	2
MB265	HR Management and OrganizationalBehavior	CC	4	0	0	4
MB266	E-Commerce Lab	OC	0	0	4	2
Total						24

Semester IV

Course Code	Course	CCC	Periods			Credits
			L	T	P/BA	
MB267	Venture Creation Program	AL	0	0	32	20
MB268	Strategic Management	CC	4	0	0	4
Total						24

LIST OF CORE SUBJECTS

Course Code	Course
MB251	Basic Course on Entrepreneurship
MB252	Design Thinking
MB253	Design Thinking Lab
MB254	Digital Tools for Entrepreneurship
MB255	New Product Development & Project Management
MB256	Entrepreneurial Finance and Business accounting
MB257	Development of Business model submission
MB258	Business Accounting Tools
MB259	Marketing and Sales Management
MB260	POC and Development of Business Plan
MB261	Marketing tools
MB262	Incubation center Residential Program
MB263	Legal Contracts and Compliance
MB264	Legal Contracts and Patent filing Compliance Lab
MB265	HR Management and OrganizationalBehavior
MB266	E-Commerce Lab
MB267	Venture Creation Program
MB268	Strategic Management

LIST OF ELECTIVES

Electives	Course Code	Course
I	MBZ01	New Venture Creation
	MBZ02	Managing Diversity
	MBZ03	Business Environment and Ethics
II	MBZ04	Technology Innovation and Sustainable Enterprise
	MBZ05	Digital Technology for Entrepreneurship
	MBZ06	Startup valuation & Funding
III	MBZ07	International Business and Import/Export Management
	MBZ08	Social Entrepreneurship
	MBZ09	E-commerce
IV	MBZ10	Opportunity Identification & Customer validation
	MBZ11	Business Analytics
	MBZ12	Quantitative techniques for managers

Tata McGraw Hill

3. Project Management in Practice, 3rd Edition Samuel J. Mantel, Jr., Univ. of Cincinnati Jack R. Meredith, Univ. of Cincinnati Scott M. Shafer, Wake Forest Univ Margaret M. Sutton, Project Management Consultant

Department: MBA		Programme: IEV						
Semester: I		Course Category Code:CC				Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB256	Entrepreneurial Finance & Business Accounting	4	-	-	4	40	60	100
Course Outcome	On completion of the course the Learner will be able to							
	CO1	Understand the importance of Cost and Revenue						
	CO2	Understand the funding sources & Financial performance measurement						
	CO3	Understand the basics of Accounting						
	CO4	Understand how book keeping is to be done						
	CO5	Measure and Report cash flows						
UNIT I	Introduction to Accounting					Periods : 12		
Nature and Role of Financial Accounting – Nature and purpose of measuring and reporting financial positions – Format of Income Statement – recognition of revenue and expenses – calculation of depreciation – valuation of inventory – problems of bad and doubtful debts – Double Entry Book Keeping – Trial Balance – End of the period adjustments – ledgers and subsidiary records – Sales and Purchase journals – Cash Book and cash journals;							CO1	
UNIT II	Financial Planning and Control					Periods : 12		
Funding a new venture: Seed Startup and first round financing resources - Financial Boot Strapping – Business Angel Funding – Venture Capital Funding; Budgetary Control : Budget Control as a management tool – Budget Procedure - Classification of Budgets: Fixed and Flexible Budgeting - Sales Budget - Production Budget - Cash Budget - Master Budget; Control Ratios : Activity Ratio – Capacity Ratio – Efficiency Ratio – Calendar Ratio – Capacity Usage Ratio;							CO2	
UNIT III	Management of Finance					Periods : 12		
Capital requirement : Factors affecting fixed and working capital requirements; Capital structure: Factors determining Capital Structure; Capital Budgeting: Importance of Capital Budgeting – Factors affecting investment decisions; Capital Budgeting Appraisal Methods : Pay Back Method – Discounted Cash Flow Method: Net Present Value Method – Present Value Index Method – Internal Rate of Return - Accounting Rate of Return Method; Working Capital Management: Techniques for assessing working Capital Requirements - Estimation Method – Per Cent of Sales Approach – Operating Cycle Approach;							CO3	
UNIT IV	Financial Analysis and Interpretation					Periods : 12		
Analysis and interpretation of Financial Statements: Steps involved in Financial Analysis – Techniques of Financial Analysis; Ratio Analysis: Profitability Ratio – Turnover Ratio – Liquidity Ratios – Solvency Ratios; Cash Flow Statement: Utility of Cash Flow Analysis – Limitations of Cash Flow Statements – Preparation of Cash Flow Statement as per AS 3 (revised) Accounting Standards; Funds Flow Statements: Meaning – Preparation of Fund Flow Statements – Difference between Cash Flow and Fund Flow Statements;							CO4	
UNIT V	Cost Analysis					Periods : 12		
Basics of Cost Accounting: Concept of Cost - Elements of Cost – Components of Total Cost – Cost Sheet; Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Cost Ascertainment: Cost Unit - Cost Centre – Profit Centre; Activity Based Costing – Backflush Costing – Life Cycle Costing; Marginal Costing: Absorption Costing – Direct Costing - Differential Costing – Segment of Semi Variable Cost; Cost Volume Profit Analysis: Profit Volume Ratio – Break Even Analysis - Break Even Charts – Margin of Safety;							CO5	
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		

REFERENCE BOOKS:

1. Atrill, McLaney, Harvey, "Accounting for Business Students", Pearson, 2018.
2. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
3. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata McGraw Hill, 2014.
4. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
5. S.N. Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari, " A Textbook of Accounting for Management", Vikas Publishing House (2012), Noida
6. S.N. Maheshwari, "Financial Management", Sultan Chand & Sons, New Delhi

1. Philip Kotler, Kevin Lane Keller, Marketing Management, Pearson Education India, 15e, 2015.
2. Havaldar, Krishna K, "SALES AND DISTRIBUTION MANAGEMENT", McGraw Hill Education, 2017

Department: MBA		Programme: IEV						
Semester: III		Course Category Code:CC				Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB263	Legal & Compliance for Startup	4	-	-	4	40	60	100
Course Outcome	On completion of the course the Learner will be able to							
	CO1	To understand various Company and Legal compliances in India						
	CO2	To take strategic decision on type of company and ease of doing business.						
	CO3	To emphasize the importance of IP creation.						
	CO4	Identifying best fit company type for the startup.						
	CO5	Search and identify IP asset and novelty creation.						
UNIT I	Company Incorporation					Periods : 12		
Companies Act - Incorporating Startup – Introduction to Companies Act 2013 – Types of companies' fundamentals for choosing for startup registration – Laws relating to incorporation of Private – LLP – LLC – Partnership & Proprietorship firms – Laws related to Single founder company – Not for profit - Deciding on Type of Company for their Startup – Training MCA portal procedures for Application – Filling of Incorporation Dummy Format								CO1
UNIT II	Legal Documentations					Periods : 12		
Legal Formalities – MoA – AoI – LoA – SHA – DSC – DIN application process – Partnership Agreement – Investment Deal Agreements – Legal Trade Licenses & Clearance – Accounting & Tax Compliance – CA assignment - Yearly Auditing Documents to be submitted – Regulatory Book Keeping – Creating Legal documents format – Partnership Deed – Founders Agreement – Employee Contract & Offer Letters – NDA – Non Compete Agreement – Vendors – Product Design & Development Agreement								CO2
UNIT III	Intellectual Property Rights					Periods : 12		
IPR – Importance of IPR for Tech Startups – Indian IP office structure - Types of IPR – Application Process - Deep dive in Patents – Indian IP patent law – Application Process – Patent Filing – Provisional – Complete Application – Publication – Request Examination – FER – Grant – Patent Fees Structure – Patent Filing requirements various Forms - IP Filing mock session – Filling various IP related application forms and Fee structure Case studies: On Bajaj – TVS (DTSI Engine) Patent Issue – Apple – Samsung smartphone Design patent infringement.								CO3
UNIT IV	Patents					Periods : 12		
Patent Search – Types of Patent Search – Prior Art – Patentability – FTO – Validity Search – State of art search – Planning and develop search strategies. Patent Drafting – Draft Document structure & content (Title – Fol – BG Information – Summary – Brief Description – Detailed Description – Claims – Abstract - Drawings) – Important sections of Patents Act 1970 - Mock patent search sessions – Patent drafting exercise – workshop – Drafting Competition								CO4
UNIT V	Legal Compliances for Startup					Periods : 12		
Procedurals for – MSME Registration – Environmental – Pollution Control Clearances - GST Registration & monthly filing - GST Filing forms – GSTR 1 – GSTR 3B – GSTR 7 – GSTR 9 – GSTR 9A – GSTR 9C – GSTR 10 – GSTR 11 – TDS Monthly Submission – Banking Compliances – Bank Guarantees – Letter of Credit – Creating Purchase Order – Advance Payment Terms – Auditor Reports – Monthly – Quarterly – Half Yearly & Annual Returns								CO5
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60		

REFERENCE BOOKS:

1. Corporate Law, 33rd ed. 2016, Taxman New Delhi.
2. Ramaiyas Guide to the Companies Act, 18th ed. 2014, Lexis Nexis New Delhi.
3. Taxmann's guide to Startup's – Vinod Kothari Consultants
4. Indian Patent Law & Practice – K C Kankana : Oxford India
5. How to patent an Idea in India – Prasad Karhad : Independently Published

Department: MBA		Programme: IEV						
Semester: III		Course Category Code:CC				Semester Exam Type: TY		
Course Code	Course Name	Periods / Week			Credit	Maximum Marks		
		L	T	P/BA		CA	SE	TM
MB265	HR Management & Organizational Behavior	4	-	-	4	40	60	100
Course Outcome	On completion of the course the Learner will be able to							
	CO1	Gain comprehensive views on HR process and Team dynamics for Startups						
	CO2	To emphasize the importance of Human Resource in a Startup journey						
	CO3	Strategies for Team Building, Performance Management, Motivation & employee retention						
	CO4	Setting up of Startup HR Policy – Hiring Strategy, building team developing startup culture.						
	CO5	Help understanding the process of HR budgeting, performance management and its implications on overall business growth.						
UNIT I	Introduction to Human Resource Management					Periods : 12		
Objectives - Significance; Role of HRM; Human Resource Planning: Need and Process for Human Resource Planning - HR Forecasting Technique; Job Analysis and Design: Concept, Process and Methods of Job Analysis; Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment; Selection: Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction.							CO1	
UNIT II	Training and Development					Periods : 12		
Identifying Training needs (Personal analysis – task analysis – organization analysis) – Competency mapping - Assessment of training needs - Creating Training Program Manual – Designing Training module – Training budgeting – Evaluation methods (Kirk-Patrick Model – CIRO Model – Cost benefit analysis) - Creating Training program for a given Industry and Personality characteristic – Creating Training Calendar and selecting trainer profiles – Creating Training Program budget Case studies on corporate training program of Siemens, L&T.							CO2	
UNIT III	Performance Management System					Periods : 12		
Understanding KRA – KPA – KPI - Performance Appraisal versus Performance Management and Employee Rating – Performance Improvement Plans - Methods of Performance Appraisal, Pro's and Con's of 360 Degree Appraisal. Performance linked remuneration system – career planning & promotion policy - Create – Own Organization Appraisal Strategy – Employee Rating & Mock Appraisal Interview Session – Design a performance linked promotion policy Case studies on Indian corporate best Performance management & appraisal strategies of Indian bootstrapped startup							CO3	
UNIT IV	Employee Welfare and Working Conditions					Periods : 12		
Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities; Emerging Trends in HRM – HRIS, Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement, Work life balance. Case studies on Indian corporate best Employee welfare & working conditions of Indian startup							CO4	
UNIT V	Organisational Behaviour: Perception and Learning					Periods : 12		
Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Communication: Types - Process - Barriers - Making Communication Effective; Group Dynamics; Team							CO5	

Building -Stages of Group Development; Leadership: Styles - Approaches; Power and Politics			
Lecture Periods: 60	Tutorial Periods: -	Practical Periods: -	Total Periods: 60
REFERENCE BOOKS:			
<ol style="list-style-type: none"> 1. Robbins and T Judge Organizational Behaviour 2. Ganesh Natarajan and SandhyaShekhar, Knowledge Management – Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited 3. Durbin. Leadership Principles. Cengage Publications 4. RajasekharKandepu, Bhagirath V. Shanbhag (2017) Performance @ Results, Himalaya Publishing House 5. DevendraAgochia. Every Trainers Handbook 6. TV Rao, Recent Experience of HRD in Indian Industries, Oxford Press 7. Radha Sharma. 360 Degree Feedback. Competency Mapping and Assessment Centre 8. TV Rao. (2008). HRD Score Card 2500. Sage publications 			

ELECTIVES

1. New Venture Creation – Jeffry A. Timmons, Tata Mcgraw-Hill
2. Running Lean – Ash Maurya, O'Reilly Media Inc.
3. The Lean Startup – Eric Ries, Portfolio Penguin
4. YogeshMaheswari, Managerial Economics, Phi Learning,Newdelhi, 2005 Gupta G.S.,
5. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer &Harris

Department: MBA		Programme: IEV															
Semester: III		Course Category Code: EC				Semester Exam Type: TY											
Course Code	Course Name	Periods / Week			Credit	Maximum Marks											
		L	T	P		CA	SE	TM									
MBZ04	TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE	4	-	-	4	40	60	100									
Course Outcome	On completion of the course the Learner will be able to																
	CO1	Understand the need for innovation															
	CO2	Understand the importance of Technology Transfer and Joint Ventures															
	CO3	Understand the basics of Web marketing															
	CO4	Understand the Strategic for web marketing															
	CO5	Understand the Enterprise Resource Planning															
UNIT I	Need for Innovation				Periods : 12												
Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management- need - Business strategies related to knowledge management - Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management - Future of Knowledge Management							CO1										
UNIT II	Technology Transfer and Joint Ventures				Periods : 12												
Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problemsOperational constraints-Problems in Indian Business Environment Problems in Finalization of Agreement-Major Problems in Technology transfer Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and Intellectual Property rights.							CO2										
UNIT III	Web marketing basics				Periods : 12												
Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web MarketingWeb Psychology: Understanding the Internet mind- The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction- Do's and Don'ts on Web.							CO3										
UNIT IV	Web marketing Strategies				Periods : 12												
Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities Issues.							CO4										
UNIT V	Enterprise Resource Planning				Periods : 12												
Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning- ERP Implementation- The Future of ERP Applications- Procuremente-Business Blueprint Planning.							CO5										
Lecture Periods: 60		Tutorial Periods: -		Practical Periods: -		Total Periods: 60											
Reference Books																	
<ol style="list-style-type: none"> 1. Knowledge Management for Competitive advantage-Harish chandraChaudharaty, Excel Books Publications, New Delhi 2. Technology Transfer and Joint Ventures Abroad-R.R.Azad, Deep& deep Publications, New Delhi 3. Web Advertising and marketingthomas J Kuegler,Jr. #rd Edition-Prentice- Hall of India, New Delhi 4. e-Business Roadmap for Success- Dr.raviKalakota- Perason Education 5. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, Addition -Wesley, 2000 																	

Department: **MBA**

Programme: **IEV**

Semester: III		Course Category Code: EC			Semester Exam Type: TY									
Course Code	Course Name	Periods / Week			Credit	Maximum Marks								
		L	T	P/BA		CA	SE	TM						
MBZ05	Digital Technology in Entrepreneurship	4	-	-	4	40	60	100						
Course Outcome	On completion of the course the Learner will be able to													
	CO1	Analyse the role of Technology in venture creation												
	CO2	Provide the fundamentals of ICT, which will allow understanding their usefulness and applicability to your specific business project.												
	CO3	Understand the size and scope of the E-Commerce & Technology industry;												
	CO4	Understand the role of Digital Technology in creating value												
	CO5	Create a basic social media plan to attract and engage online customers.												
UNIT I								Periods :12						
Technology Entrepreneurship: Trends, Opportunities and Challenges – Five Pillars of Technology Entrepreneurship – Technology Venture Idea Creation							CO1							
UNIT II								Periods :12						
Understanding Digital Entrepreneurship – Creating sustainable strategies and Business Model – Defining Unique Value Proposition – Understanding Customer Relationship in a Digital World – Reaching Current and New Customer – Competing in Networked World – Investing in Key Assets and Capabilities – Entrepreneurial Leadership and Culture							CO2							
UNIT III								Periods :12						
Digital Entrepreneurship: New Opportunities and Challenges – Choosing a Digital Business Idea – Creating a Digital Business Design – Building a Business Prototype – Digital Content for Business							CO3							
UNIT IV								Periods :12						
Business Prototype Look and Feel – Business Prototype Features – Web Analytics – Creating and Tracking Business Goals – Usability and Customer Experience – Customer Acquisition in a Digital World – Digital Business Experiments – Launching a New Digital Business Venture							CO4							
UNIT V								Periods :12						
Ambient Intelligence Systems Development – Role of Websites and E-Commerce in the Development of Global Start-ups – E-Commerce innovation in SMEs – E-Entrepreneurship – Integrating E-Supply Networks – E-Learning and Knowledge Management in the Global Context							CO5							
Lecture Periods: 60	Tutorial Periods: -	Practical Periods: -			Total Periods: 60									
Reference Books														
<ol style="list-style-type: none"> Hisrich, Robert A., Lechter, Michael A, "Technology Entrepreneurship: Taking Innovation to the Marketplace" Academic Press; 2nd Edition, 2014(unit-1) Penelope M. Abernathy, JoAnn Sciarrino, "The Strategic Digital Media Entrepreneur", Wiley-Blackwell, 2018 (unit-2) Jonathan P. Allen, "Digital Entrepreneurship", Routledge, 20112 (unit-3 & 4) by Zhao, Fang, "Information Technology Entrepreneurship and Innovation", Information Science Reference, 2008. (unit-5) 														
1														

- 2. Sharma J K - Operations Research (Pearson, 3rd Edition)
- 3) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 4) S Kalawathy-Operation Research (VikasIVth Edition)
- 5) Natarajan- Operation Research(Pearson)
- 6) Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 7) TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition) 6) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 8) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).