



K.E. Society's
Rajarambapu Institute of Technology, Sakharale
(An Empowered Autonomous Institute, Affiliated to Shivaji University, Kolhapur)
Curriculum Structure and Evaluation Scheme
To be implemented for 2024-26 [NEP Batch]
Department of Management Studies (MBA)
Innovation, Entrepreneurship and Venture Development [IEV]

Class: FY MBA-IEV

Semester: I

Foundation of Management and Entrepreneurship

Course Code	Course Title	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)		Practical (Marks)		
							Max	Min. for passing %	Max	Min. for passing %	
MIV 1012	Introduction to Entrepreneurship	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MIV 1032	Entrepreneurial Economics	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MIV 1051	Marketing Research	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MIV 1072	Idea Generation and Validation	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MIV 1092	People Management	3	-	-	3	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MIV 1110	Indian Ethos and Business Ethics	2	-	-	2	ISE	20	40	50		
						UT1	15				
						UT2	15				
						ESE	50			40	
MIV 1132	Capstone Project I- Idea Generation and Proof of concept	-	-	8	3	ISE	-	-	--	50	50
						ESE	-	-		50	50
MIV 1152	Skill Development Lab I : Microsoft Office Specialist	-	-	4	2	ISE	--	--	--	50	50
						ESE	--	--		50	50
	TOTAL	17	-	12	22						

Total Contact Hours/week : 29

Total Credits : 22

ISE = In Semester Evaluation, UT1= Unit Test 1, UT2= Unit Test 2, ESE = End Semester Examination





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Innovation, Entrepreneurship and Venture Development [IEV]

Startup Experiential Learning

Class: FY MBA-IEV

Semester: II

Course Code	Course Title	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max.	Min. for passing %
MIV 1021	Organizational behavior	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50	40	-----	-----	
MIV 1042	Pricing Management	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50	40	-----	-----	
MIV 1062	New Venture Establishment and Management	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50	40	-----	-----	
MIV 1092	Entrepreneurial Finance	3	-	-	3	ISE	20	40	50	-----	-----
						UT1	15			-----	-----
						UT2	15			-----	-----
						ESE	50	40	-----	-----	
MIV 1102	Skill Development Lab II NOC: Legal Compliance for Incorporating Startup - Video course	-	-	4	2	ISE	--	--	--	50	50
						ESE	--	--	--	50	50
MIV 1122	Skill Development Lab III- Business Communication	-	-	4	2	ISE	--	--	--	50	50
						ESE	--	--	--	50	50
MIV 1142	Capstone Project- Formulation of Business Plan & Development of Business Model	-	-	8	4	ISE	--	--	--	50	50
						ESE	--	--		50	50
	TOTAL	12	-	16	20						

Total Contact Hours/week

: 28

Total Credits

: 20

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- ❖ Student has to complete Incubation internship of 45 days at the end of First Year however its evaluation will be carried out in the III semester
- ❖ In Second Year, student require to choose any one track out of three.





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Class: SY MBA-IEV

Semester: III

Entrepreneurship Intensity Development

Course Code	Course Title	Teaching Scheme				Evaluation Scheme					
		L	T	P	Credits	Scheme	Theory (Marks)		Practical (Marks)		
							Max	Min. for passing %	Max	Min. for passing %	
	Group I Elective I	3	-	-	3	ISE	20	40	50	---	---
						UT1	15			---	---
						UT2	15			---	---
						ESE	50			---	---
	Group I Elective II	3	-	-	3	ISE	20	40	50	---	---
						UT1	15			---	---
						UT2	15			---	---
						ESE	50			---	---
	Group II Elective I	3	-	-	3	ISE	20	40	50	---	---
						UT1	15			---	---
						UT2	15			---	---
						ESE	50			---	---
	Group II Elective II	3	-	-	3	ISE	20	40	50	---	---
						UT1	15			---	---
						UT2	15			---	---
						ESE	50			---	---
	Group III Elective I	3	-	-	3	ISE	20	40	50	---	---
						UT1	15			---	---
						UT2	15			---	---
						ESE	50			---	---
	Group III Elective II	3	-	-	3	ISE	20	40	50	---	---
						UT1	15			---	---
						UT2	15			---	---
						ESE	50			---	---
MIV 2012	Venture Growth and Strategy	3	-	-	3	ISE	20	40	50	---	---
						UT1	15			---	---
						UT2	15			---	---
						ESE	50			---	---
MIV 2032	Incubation Internship	-	-	-	6	ISE	--	--	--	50	50
						ESE	--	--	--	50	50
	TOTAL	21	-	-	27						

Total Contact Hours/week

: 21

Total Credits

: 27

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❖ **III Semester is common for all the three tracks.**





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Electives Group I

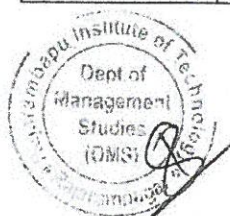
Course	Course Title
MIM 2012	Digital Marketing
MIM 2032	Entrepreneurial Marketing & Sales Strategy
MIM 2052	Business to Business Marketing
MIM 2072	Consumer Behavior
MIM 2091	Export – Import Procedure & Documentation

Electives Group II

Course	Course Title
MIF 2012	Venture Capital Financing
MIF 2032	Investment Analysis & Portfolio Management
MIF 2052	Financial Analysis And Business Valuation
MIF 2072	Working Capital Management
MIF 2091	Tax Planning and Management

Electives Group III

Course	Course Title
MIH 2011	HR Analytics
MIH 2031	Group Dynamics for Teams
MIH 2051	Human Resource Planning
MIH 2071	Industrial Psychology
MIH 2091	Leadership





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Class: SY MBA-IEV

Semester: IV

Startup Establishment/Incubation Management
Track I: Industry Internship (II)

Course Code	Course Title	Teaching Scheme			Credits	Evaluation Scheme					
		L	T	P		Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max	Min. for passing %
IIMI2YYY	Skill Certifications- I Online Courses Relevant to the Chosen business	-	-	-	2	ISE	-	--	--	50	50
						ESE	-	--		50	50
IIMII2YYY	Skill Certifications- II Online Courses Relevant to the Chosen business	-	-	-	2	ISE	-	--	--	50	50
						ESE	-	--		50	50
IIMIII2YYY	Industry Internship & Project	-	-	-	9	ISE	-	--	--	50	50
						ESE	-	--		50	50
MIV 2041	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	-	-
						ESE	50	40		-	-
Total		02	-	-	15						

Total Contact Hours/week

: 02

Total Credits

: 15

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Note:

- Online or Self Study course may be:
 A] Online Certification Course
 B] Self-study course approved by Dean Academics All courses should be related to Startups Project.
- Indicates that, student needs to produce certificate of online or certification course at the time of ESE. If student fails to produce this certificate, he or she will not be eligible to give ESE of Online/certification course.





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Class: SY MBA-IEV

Semester: IV

Startup Establishment/Incubation Management
Track II: Course Work (CW)

Course Code	Course Title	Teaching Scheme				Evaluation Scheme				
		L	T	P	Credits	Scheme	Theory (Marks)		Practical (Marks)	
							Max	Min. for passing %	Max	Min. for passing %
IIM12YYY	Skill Certifications- I Online Courses Relevant to the Chosen business	-	-	-	2	ISE	-	--	--	50
						ESE	-	--		50
IIM12YYY	Skill Certifications- II Online Courses Relevant to the Chosen business	-	-	-	2	ISE	-	--	--	50
						ESE	-	--		50
	Group I Elective III	3	-	-	3	ISE	20	40	50	---
						UT1	15			---
						UT2	15	40	50	---
						ESE	50			---
	Group II Elective III	3	-	-	3	ISE	20	40	50	---
						UT1	15			---
						UT2	15	40	50	---
						ESE	50			---
	Group III Elective III	3	-	-	3	ISE	20	40	50	---
						UT1	15			---
						UT2	15	40	50	---
						ESE	50			---
MIV 2041	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	-
						ESE	50	40		-
	TOTAL	11	*	*	15					

Total Contact Hours/week

: 11

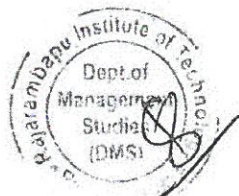
Total Credits

: 15

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Class: SY MBA-IEV

Semester: IV

Startup Establishment/Incubation Management
Track III: Research Project (RP)

Course Code	Course Title	Teaching Scheme			Credits	Evaluation Scheme					
		L	T	P		Scheme	Theory (Marks)			Practical (Marks)	
							Max	Min. for passing %		Max	Min. for passing %
IIMI2YYY	Skill Certifications- I Online Courses Relevant to the Chosen business	-	-	-	2	ISE	-	--	--	50	50
						ESE	-	--		50	50
IIMII2YYY	Skill Certifications- II Online Courses Relevant to the Chosen business	-	-	-	2	ISE	-	--	--	50	50
						ESE	-	--		50	50
MIV 2021	Startup Establishment & Incubation Spaces Access	-	-	-	9	ISE	-	--	--	50	50
						ESE	-	--		50	50
MIV 2041	Project Management (Online Course)	2	-	-	2	ISE	50	40	50	-	-
						ESE	50	40		-	-
Total		02	-	-	15						

Total Contact Hours/week : 02

Total Credits : 15

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Note:

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 E] Online Certification Course
 F] Self-study course approved by Dean Academics All courses should be related to Startups Project.
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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIV 2012	Course Name : Venture Growth and Strategy	3	-	-	3

Course Description:

This course is designed to provide you with an understanding of the essential elements of successful scaling, including an overview of demand generation, customer acquisition, adoption, diffusion and forecasting demand. You'll also learn how to market effectively using best practices of digital marketing, social media, PR, SEO, and pricing. By the end of this course, you will have an outline of an expansion strategy for your idea or enterprise, and also be ready for Entrepreneurship, Financing and Profitability.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

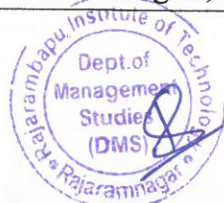
1. Identify opportunities to forecast demand & acquisition of customers.
2. Interpret game theory to analyze, assess, and respond to competitors.
3. Analyze the impact of a potential merger and acquisition and avoid common pitfalls of this type of growth.
4. Create an innovative capability to add value from innovation to determining an innovative strategy.
5. Formulate a strategy for growth & scaling of an organization.

Prerequisite:

Basic understanding of business.

Course Content

Unit No	Description	Hrs.
1	Acquiring Customers and Forecasting Demand: Strategies to acquire customers and product demand for start-up's in growth mode. Foundational Economic concepts in Customer Acquisition - Customer value over time, Customer lifetime value and ROI, Customer Equity. "Two-sided markets" theory, Rate of diffusion, Adoption of new products, Challenge of forecasting demand.	06
2	Marketing and PR: New products and services strategies for modern start-ups. Primary modes of Digital Marketing (owned, paid, and earned), Media options utilization. Social media, Search Engine Optimization (SEO).	06
3	Cost Structures, Pricing, and Tracking: Foundation in Economics for growing a start-up - cost, price, sales, and production strategies, Implement cost targets, Pricing strategies, and Outcome	06



	Measurement. Principles that guide pricing of products and services, "Four Cs" of pricing to measure price sensitivity. Identify key performance indicators (KPIs).	
4	Creating and Scaling Company Culture: Approaches for attracting and retaining talent, Creating a company culture, Delegation, Authority and Managing people-based growing pains. Scaling up strategically, Decision to expand to different Target Segments, Vertical expansion and Horizontal expansion.	06
5	Growth through Scaling: Economies of scale - Approach to business Strategic growth, Scenario Planning tool - Identify and Evaluate opportunities to scale an organization. Growth through Entry: Growth through entry - by offering new products in existing markets, Offer the same products in new markets, Impact of rivalry, Game theory to Analyze, Assess, and Respond to Competitors.	06
6	Growth through Acquisition: Mergers and Acquisitions (M&A) - Pros and Cons of M& A, Valid alternatives, Effective M&A strategies. Acquisition Analysis tool, Impact of a potential M&A, Common pitfalls. Growth through Innovation: Introducing new disruption ideas, Processes, and Products. Keys to innovation - Building an innovative capability, Appropriating value from innovation, Determining an innovation strategy. Real Options Analysis tool.	06

References

Text Book:

- Maurya, Ash. Scaling Lean: Mastering the Key Metrics for Startup Growth

Reference Books:

- Fredrick, Howard, O'Connor, Allan and Kuratko, Donald F., Entrepreneurship: Theory, Process and Practice, Cengage Learning.
- Neck, H. M., Neck, C. P., & Murray, E. L. Entrepreneurship: the practice and mindset. Sage Publications





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIV 2032	Course Name : Incubation Internship	-	-	-	6

Course Description:

An internship experience provides the student with an opportunity to explore career interests while applying knowledge and skills learned in the classroom in a work setting. The experience also helps students gain a clearer sense of what they still need to learn and provides an opportunity to build professional networks.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Apply theoretical knowledge to real-world business and incubation settings to enhance problem-solving skills.
2. Demonstrate the ability to work effectively in a professional environment, collaborating with mentors, startups, and industry experts.
3. Develop entrepreneurial competencies by engaging in incubation activities such as business model development, market analysis, and financial planning.
4. Analyze challenges faced by startups and propose innovative solutions to enhance business growth and sustainability.
5. Build professional networks and gain insights into career opportunities in entrepreneurship, incubation, and innovation ecosystems.

Prerequisite:

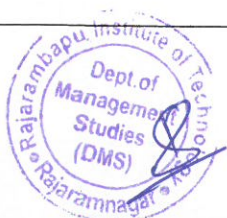
Sound Knowledge of Basics of Fundamentals of Start-Up Management..

Course Content Description

Between the end of the first year and the beginning of the second year, all First year MBA IEV students are required to work on an Incubation Internship for a minimum of seven weeks (45days).

Interns are governed by the following rules:

1. Students are evaluated by the project guide of the respective organizations along with a final evaluation at the institute by external panel
2. A student is required to get a satisfactory rating on the evaluation to complete the program.
3. Immediately after the completion of the internship, it is the prime responsibility of the students to submit the filled-in Incubation Internship Evaluation Reports: weekly progress





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4. report and sealed evaluation report duly signed by the Incubation/ Start-up guide, to the Faculty Guide
5. If a student embarks on an Incubation Internship, but does not complete the required seven weeks, he/she will have to repeat the Summer Project the following year.
6. Students are required to submit one hard copy and a CD of the project within the prescribed deadline, failing which it is deemed that the student has not fulfilled the academic requirement.
7. All Incubation internship formalities must be completed by the student before arriving on campus for the next semester.





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Electives Group I

Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIM 2012	Course Name : Digital Marketing	3	-	-	3

Course Description:

Digital marketing has become one of the most important elements of any business to grow and flourish in today's world. Many companies are starting to recognize and realize the untapped potential of digital marketing, which can do wonders for their business. The constant evolution of digital marketing and the active embracement of companies are creating new jobs and career opportunities for students. As the world is moving towards digitalization, students need to adopt and apply the concepts and techniques of digital marketing

Course Learning Outcomes:

After successful completion of the course, students will be able to,

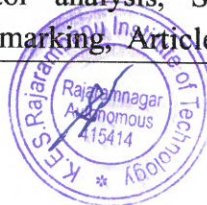
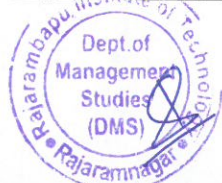
1. Demonstrate an in-depth understanding of the role, relevance, concepts, and advantages of Digital Marketing in the context of overall marketing.
2. Apply the latest digital marketing trends and skill sets needed for today's marketer.
3. Distinguish between the functions of various digital communication channels and select solutions appropriate to the needs of the organization and the end users.
4. Demonstrate a considered knowledge of the tools and techniques in Digital Marketing by applying them in a practical environment.
5. Apply to web-based marketing tools with the view of incorporating new media into traditional media and marketing planning.

Prerequisite:

Basic understanding of digital marketing media available.

Course Content

Unit No	Description	Hrs.
1	Digital Marketing Overview: About Digital Marketing, Internet Marketing, Hierarchy in Digital Marketing, Competition Analysis Scope & Career Opportunities, Benefits of Digital Marketing, components of Digital Marketing, Digital Mining & Digital CRM Strategy, The digital advertising ecosystem, and attribution and pricing models for Digital Advertising	06
2	Search Engine Optimization (SEO): Off-Page Optimization, Competitor analysis, Search engine submission, Directory submission, Social Bookmarking, Article submission, Press release	06





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	submission, Forum posting commenting, Blog creation, Google mapping/listing RSS feeds, Video optimization, and Local optimization Some Important SEO Tools Google Keyword Planner, Keyword Spy, Google Analytics, Stat counter, The fundamentals of web and app analytics and KPIs for web traffic and commerce.	
3	Social Media Optimization (SMO): Social Media tools for Marketing: Twitter: Twitter marketing strategies, Advertising on Twitter, Tools for Twitter marketing LinkedIn: LinkedIn marketing strategy, LinkedIn profile setup, LinkedIn company profile setup, LinkedIn network building, getting leads from LinkedIn, Pinterest: Setting up Pinterest for business, Pinterest marketing strategies Generating traffic from Pinterest.	06
4	Pay per Click (PPC): PPC Basic: importance and benefits, PPC campaigns, Difference between PPC and SEM, Google Ad Words Introduction to AdWords, importance of Google Ad Words Working of Ad words, setting up Ad words account, Types of networks, Ad words structure, Use of display planner, Ad campaigns, ad groups Types of ad campaign, ad rank Quality score of Ad	06
5	Email Marketing: Concepts of Email Marketing, Email marketing policies and guidance, making an email campaign, making an email database, Campaign Strategies - Designing an Email, Minimize Spam, Ratio Bounce rate, Analytics & reporting.	06
6	Cybercrime and Security: Modus operandi of cybercrime and their remedial measures, online frauds and investigation, Safe surfing, Snooping, Email Crimes and investigation, Facebook / Twitter / LinkedIn crimes and investigation	06

References

Text Book:

- Alan Charles worth Digital Marketing, A Practical Approach, Routledge.

Reference Books:

- Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Publication.
- Vandan Ahuja Digital Marketing Oxford University Press India.
- B2B Digital Marketing: Using the Web to Market Directly to Businesses Que Biz-Tech Michael R. Miller Publisher Que Publishing.





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIM 2032	Course Name : Entrepreneurial Marketing & Sales Strategy	3	-	-	3

Course Description:

This course is about the marketing challenges in an entrepreneurial firm. Entrepreneurship is the discovery, enactment and pursuit of new business opportunities. Successful execution of an entrepreneurial idea requires a sound marketing plan. In this course, we will investigate how marketing tools can enable entrepreneurs to realize the full potential of their ideas.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

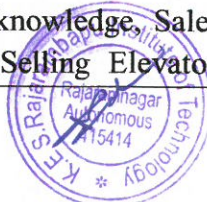
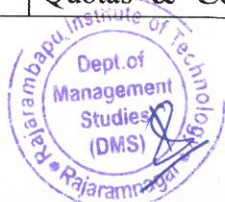
1. Apply Marketing mix of an enterprise
2. Design Growth and marketing strategies
3. Frame Market Development strategies
4. Analyze Contemporary issues in Entrepreneurial marketing.

Prerequisite:

Basic understanding of Marketing Concepts.

Course Content

Unit No	Description	Hrs.
1	Introduction to Entrepreneurial Marketing Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6Ps) Identifying entrepreneurial marketing opportunities, market research, demand forecasting.	06
2	Growth Strategies and Models: Growth Strategies – concept and forms, Internal, External and Co-operative growth strategies. Growth models – Life-cycle and Phase model, integrated lifecycle model (evolutionary), Greiners growth model (revolutionary), and Complexity management (process) model.	06
3	Entrepreneurial Market Development Strategies: Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans	06
4	Managing Sales Making a Sales Call and product knowledge, Sales Prospecting, Setting Sales Quotas & Compensation, Team Selling Elevator Pitch Competition, Sales	06





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	Training & Forecasting, Channel Problem, Managing an Inside Sales Organization	
5	Adoption, Diffusion and Understanding Lead Customers Technology adoption life cycle, Penetration and Diffusion, innovators adopt process; customers purchase psychology, understanding lead customers and customer development process.	06
6	Market Research Introduction to Market Research, Defining and Understanding the Ecosystem You Operate Within	06

References

Text Book:

- Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach, Routledge

Reference Books:

- Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers
- Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing
- Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson
- Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan
- Marc Longman, Entrepreneurial Marketing: A Guide for Startups and Companies with Growth Ambitions, Garant Publishers





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIM 2052	Course Name : Business to Business Marketing	3	-	-	3

Course Description:

Students examine the importance and impact of marketing products and services to other businesses and organizations in the economy, the unique nature of business customer's needs, and the different marketing strategies that can be employed to meet those needs.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

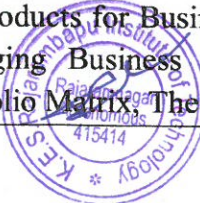
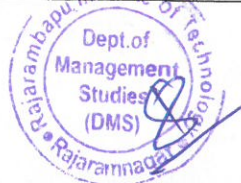
1. Evaluate firm-specific challenges and opportunities in B2B markets to enhance strategic decision-making..
2. Design strategies and structures to effectively serve the B2B market.
3. Apply a systematic approach to problem solving and decision making in business marketing organizations.
4. Develop a business-marketing plan for a real local company that mainly targets business customers.

Prerequisite:

Basic understanding of social media and marketing.

Course Content

Unit No	Description	Hrs.
1	Introduction to B2B Marketing: Business marketing, Business market customers, Characteristics of business markets, Organizational buying and buying behavior. The buying process, Strategic role of marketing, Organizational markets of India: Organizational and business markets, Government as a customer, Commercial enterprises, Commercial and institutional customers	06
2	Managing innovation for business markets: Management of Innovation, Managing technology, Determinants of new product performance Product strategy: Product policy, Industrial product strategy. Technology adoption, Building B2B brands, Holistic brand management	06
3	Managing service for business markets: Understanding the customer experience, Delivering effective customer solutions. Pre and post sales service, Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market channels, The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard	06



4	Pricing & Communication in B2B marketing: Pricing process, Pricing strategies for Business Markets, Competitive bidding, Pricing of new products Managing, Managing the sales force, Managing the sales force Deployment analysis, Marketing communications for business markets: B2B Advertising, Digital marketing. Trade shows, exhibitions, business meets. .	06
5	Business Marketing Channels: Business marketing channels and participants, Channel design and management decisions, E-commerce for business marketing channels, Market logistics decisions, B2B logistics management.	06
6	Customer care for business markets: Relationship marketing and CRM, Customer Value Management, Marketing of Projects: Characteristics of project management, Competitive bidding for projects, PPP Projects Implementation of marketing strategy: Successful strategy implementation and the strategy implementation fit. Building a customer driven organization, Strategy map	06

References

Text Book:

- Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective, Cengage.

Reference Books:

- Sharad Sarin, Business Marketing: Concepts and Cases, McGraw Hill.
- Tom McMakin, Doug Fletcher, How Clients Buy: A Practical Guide to Business Development for Consulting and Professional Services, Wiley
- Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, Business to Business Marketing, Pearson
- Krishna K Havaladar, Business Marketing: Text and Cases, McGraw Hill
- James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market Management (B2B): Understanding, Creating, and Delivering Value, Pearson





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIM 2072	Course Name : Consumer Behavior	3	-	-	3

Course Description:

This course explores consumer needs and behaviors, essential for effective marketing strategies. Key topics include the consumer decision process, perceptual and situational influences, motivation, learning, personality, attitude changes, demographics, and online consumer behavior. Focusing on the behavioral aspects of marketing, it examines how cultural, social, personal, and psychological factors shape consumer actions. Students will learn to develop consumer-centric marketing strategies that enhance customer value.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

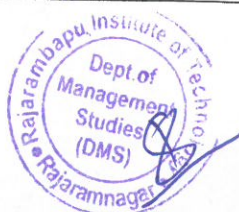
1. Assess the relevance of consumer behavior to the entire marketing process.
2. Analyze the causes giving rise to consumer behavior with the theories.
3. Identify the learning process of consumer from a marketing perspective.
4. Design communication strategies for attracting consumers.
5. Assess the impact of socio-cultural factors on consumer behavior.

Prerequisite:

Basic understanding of Consumer Behavior

Course Content

Unit No	Description	Hrs.
1	Introduction to the Study of Consumer Behavior: Consumer Behavior: its Origin and Strategic Applications, Customer Value, Satisfaction and Retention, Market Research and Consumer Behavior, Market Segmentation, Criteria for Effective Targeting of Market Segmentation, Implementing Segmentation Strategies. The Consumer Decision Making Process. Psychological Influences, Sociological Influences on Consumer Decision Making, Neuroscience and Consumer Behavior. Post Purchase Behavior	06
2	Consumer as an Individual: Consumer Needs & Motivation, Emotions and Mood, Consumer Involvement, Motivational Theories, Application and their implication for Marketers, Consumer Involvement, Consumer Involvement Models and	06





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	Implications for Marketers, Consumer Attitude Formation and Change.	
3	Consumers Learning: Elements of Consumer Learning – Motivation, Cues, Response, Reinforcement. Consumer Behavioral Learning Theories and their Implication for Marketers, Personality, Self-Concept and Self Image - Consumer Personality, Traits and Types, Theories of Personality - Freudian theory, Neo-Freudian Personality Theory, Trait Theory, Implications of Consumer Personality.	06
4	Consumer Perception, Risk and Imagery: Consumer Perceptual Mechanism, Elements & Dynamics of Perception, Consumer Motivation– Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs, Freud's Theory of Motivation , Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory	06
5	Consumer Communication: Consumer and Marketing Communication, Components of Communication, Persuasion, Designing Persuasive Communication - Communication Strategy-Target Audience, Media Strategy, Message Strategies, Message Structure & Presentation.	06
6	Social Class and Mobility: Lifestyle Analysis, Culture, Sub-Culture and Cross Culture, consumer analysis, relevance for Marketers Influence of Culture on Consumer Behaviour - Sub Culture & Cross Culture. Consumer Advocacy Studies in India. SEC Classification - Indian Rural Urban Social Class Classification	06

Reference

Text Book:

1. Consumer Behavior, by Schiffman; Joe, Wisenblit; S. Ramesh

Reference Books:

1. Consumer Behaviour – Satish K Batra, S H H Kazmi
2. Consumer Behaviour in Indian Context – K K Srivastava, Sujata Khandai





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code: MIM 2091	Course Name: Export – Import Procedure & Documentation	3	-	-	3

Course Description:

This course provides for the framework of export-import management, procedural documentation needed to be done in this regard, risk associated with such businesses. This provides for new avenue from the managerial point of view to apply management principles for professional growth of this sector as import and export has become vital aspect for economic growth for every organization and country.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

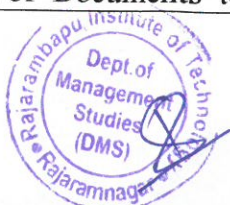
1. Discuss an overall perspective on import & export management.
2. Illustrate process of export and import documentation.
3. Analyze processing of export order.
4. Describe knowledge of managing risk involves in the import & export transactions.
5. Identify categories & benefits of Export

Prerequisite:

Understanding of the terms import and export, need of such businesses from professional point of view.

Course Content

Unit No	Description	Hrs.
1.	Import-Export Management Overview: Import Export Management, Foreign Trade - Institutional Framework; India's foreign trade policy Simplification of Document; Reduction in Document to Five for Custom Purpose; Exporting; Importing Counter Trade; the Promise and Pitfall of Exporting; Counter Trade.	06
2.	Export and Import Procedure and Documentation: Export and Import Financing Procedures; 14 Steps for Conducting Export Transaction; Bill of Lading, Certificates of Origin, Letter of Credit.	06
3.	Processing of Export Order: Processing of Export Order; Examination and Confirmation of Export Order; Central Excise Clearance; Pre Shipment Inspection, Appointment of Clearing and Forwarding Agents, Transportation of Goods to Port of Shipment; Port Formalities and Customs Clearance; Dispatch of Documents by Forwarding Agent to the Exporter; Certificate of Origin and Shipment Advice; Presentation of Documents to Bank; Claiming Export Incentives; Excise Rebate; Duty	06





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	Drawback.	
4.	Risk Management in Import & Export: Meaning of Risk Management; Identification, Assessment, Potential Risk Treatment, Risk Avoidance & Reduction, Risk Retention, Risk Transfer.	06
5.	Categories of Export: Physical – Direct & Indirect, Deemed Exports, Merchant & Manufacturer exports.	06
6.	Benefits of Export: Excise clearance benefit/ rebate, Income tax benefit	06

References

Text Books:

- Ajay Pathak , Export Import Management, Educreation Publishing

Reference Books:

- Justin Paul & Rajiv Aserkar, Export Import Management, Oxford Publications
- C. Rama Gopal, Export Import Procedures, Documentation and Logistics, New Age International Publications, New Delhi
- Aseem Kumar, Export and Import Management, Excel Books Publications,
- Export Import Policy, Publisher: Ministry of Commerce, Government of India, New Delhi.
- N. Janardhan, Electronic Commerce, Publisher: Indian Institute of Foreign Trade, New Delhi.





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Electives Group II

Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code: MIF 2012	Course Name: Venture Capital Financing	3	-	-	3

Course Description:

This course provides a comprehensive look into the inner workings of Venture Capital and financing. Over the course, students will be provided with a deep understanding of the mechanism underpinning the creation and/or development of a firm and the financial support it can get from the financial system through venture capital investment. The course tries to discover how venture capitalist finance through equity companies belonging to different stages of their life-cycle, starting from the very beginning to a more mature phase.

Course Learning Outcomes:

At the end of the course the student should be able to,

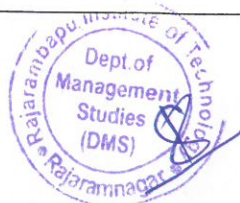
1. Identify the role that venture capital plays in financing innovation.
2. Explain how the structure of entrepreneurial financing arrangements alleviates some of the difficulties in funding new firms.
3. Illustrate valuation of companies by venture capitalist.
4. Analyse, compare different sources of finance, and select the appropriate source for financing needs.

Prerequisite:

Basic knowledge of Finance

Course Content

Unit No	Description	Hrs.
1	Introduction to Venture Capital: Venture capital- Meaning, need, Relevance and development of Venture Capital Fund, Angel financiers, Private Equity, Hedge funds, Their classification and their different characteristics.	06
2	Development of Venture Capital in India: History of Venture capital in India. Correlation of means of finance with project life cycle structure and Regulatory Framework of Venture Capital Financing In India. stages of company's development (S-curve) – Seed/start-up, development, beta, shipping, profitable, critical mass Little tangible assets, information asymmetries, weaker price data, different agency problems, uncertainty	06
3	Working Procedures of Venture Capital:	06





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	The Venture capital cycle, Opportunity recognition, Key parties involved, value of opportunity, negotiation on terms, harvest or exit investment. Initial screening, due diligence, risk return fit, Return on investment from cash flows, breakeven point	
4	Valuing Companies: Understanding the nature of business, Role of valuation throughout VC cycle Methods of valuation and its role throughout the venture capital process.- Investment Process and Evaluation –Conventional Valuation method, the first Chicago method and Revenue Multiplier method.	06
5	Negotiation and Structure of Investment: Intention, Security type, Liquidation preferences, Shareholder agreement, Share purchase agreement.	06
6	Exit Investment: Going public: Need for going public, IPO process, role of banker, regulation and cost. Selling the venture: Mergers and acquisitions, Buyback of shares. Other Exit Strategies..	06

References

Text Books:

- Khan, M.Y. Financial Services, Tata Mc Graw Hill
- Bhole L.M. Financial Institutions and Markets, Structure, Growth and Innovation, Tata Mc Graw Hill

Reference Books:

- Guruswamy, S .Financial markets and Institutions, Tata Mc Graw Hill
- Guruswamy, S., Merchant Banking and Financial Services, Tata Mc Graw Hill
- Taneja Satish, Venture Capital in India, Galgotia Publishing
- Machiraju, H. R., Merchant Banking, New Age International (P) Ltd.,
- Benjamin, Gerald A., and Joel B Margulis , Angel Capital, How to Raise Early stage, private equity Financing, John Wiley & Sons Inc.,
- Sampson, Guy Fraser, Private Equity as an asset class, John Wiley & Sons Ltd.,





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code: MIF 2032	Course Name: Investment Analysis & Portfolio Management	3	-	-	3

Course Description:

This course provides an in-depth exploration of investment analysis and portfolio management. Students will gain insights into the investment environment and management process, including market operations and financial instruments. Emphasizing quantitative methods, the course equips students with statistical tools for evaluating investment opportunities and measuring risk and return. It also addresses psychological factors influencing investment decisions, exploring behavioral biases and their impact. Advanced topics include portfolio selection, diversification strategies, asset allocation, and portfolio optimization, preparing students to make informed investment decisions and manage portfolios effectively

Course Learning Outcomes:

Awareness about various types of financial instruments,

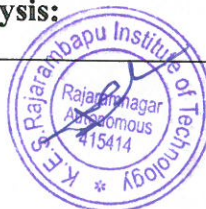
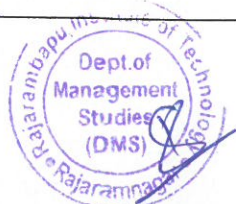
1. Understand investment background and theory.
2. Navigate the investment environment and management process.
3. Apply quantitative methods in investment analysis.
4. Incorporate psychological aspects in investment decisions.
5. Execute portfolio selection and management.

Prerequisite:

Basic knowledge of Finance

Course Content

Unit No	Description	Hrs.
1	Investment Background & Theory: Investment setting, The asset allocation decision, Selecting Investment in Global Market, Organization and functioning of securities market, Security market indexes. Efficient Capital Market.	06
2	Investment environment and investment management process: Investing versus financing, Direct versus indirect investment , Investment environment, Investment vehicles, Financial markets, Investment management process	06
3	Quantitative methods of investment analysis:	06



	Investment income and risk, Return on investment and expected rate of return, Investment risk. Variance and standard deviation, Relationship between risk and return, Covariance, Correlation and Coefficient of determination, Relationship between the returns on stock and market portfolio, Characteristic line and Beta factor, Residual variance	
4	Psychological aspects in investment decision making: Disposition effect, Perceptions of investment risk, Mental accounting and investing, Emotions and investment decisions.	06
5	Portfolio Selection: Portfolio Analysis, Markowitz Risk-Return Optimization, Portfolio Selection and Diversification, Simple Sharpe Portfolio Optimization, Significance of Beta in the portfolio.	06
6	Portfolio Management: Capital Market Theory, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory, Classification of Managed Portfolios, Management Performance Evaluation, Mutual Fund as an Investment.	06

References

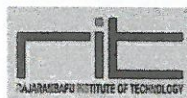
Text Books:

- Kristina Levisauskait Investment Analysis and Portfolio Management Vytautas Magnus University Kaunas, Lithuania
- Reilly & Brown Investment Analysis & Portfolio Management Cengage Learning

Reference Books:

- Bodie Z; Kane A & Marcus A.J : Investments, McGraw-Hill
- Brown K C & Reilly F K: Analysis of Investments and Management of Portfolios, South-Western CENGAGE Learning
- Choudhry M: An Introduction to Bond Markets Securities and Investment Institute series, Wiley





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIF 2052	Course Name : Financial Analysis And Business Valuation	3	-	-	3

Course Description:

To enable students about the techniques financial statements analysis and standardize the concepts of new start-ups. To identify the loopholes in the financial statements and frame strategic action to evaluate the exact picture of financial statements. To enable business decision making through appropriate analysis of statements. To gain knowledge of the application of valuation principles and techniques in business environment.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

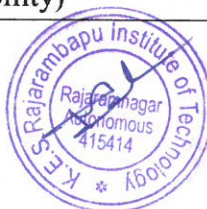
1. Analyze the financial statements for project appraisal.
2. Apply appropriate measures for executing the financial analysis.
3. Demonstrate fundamental analysis for understanding the business valuation.
4. Interpret the statements for managerial decision-making
5. Evaluate the results for setting business strategies

Prerequisite:

Basic understanding of financial accounting

Course Content

Unit No	Description	Hrs.
1	Financial Modeling for Project Appraisal: Financial Modeling – Concepts and Application, Use of functions – Net Present Value (NPV), Internal Rate of Return (IRR), Forecasting Techniques, Financial Analysis, Financial Statements, Financial Statements Analysis – its techniques.	06
2	Analysis of Balance Sheet and Income Statement: Financial Statements – Balance Sheet and Income Statements, Reformulation of Balance Sheet, Reformulation of Income Statement, Financial Analysis – Ratio Analysis and Report Writing, Comparative Analysis of the Balance Sheet and Income Statement (Common size statement and Trend Analysis)	06
3	Analysis of Cash Flow Statement and Profitability: Statement of Cash Flows and Reformulated Cash Flow Statements, Analysis of Cash Flow Statements quality of Earning, Du Point Analysis, Cutting to the core of Operations (the analysis of profitability)	06



4	Analysis of Growth and Sustainable Earnings: Growth analysis, The analysis of changes in profitability and sustainable earnings, The analysis of growth in shareholder's equity	06
5	Business Valuation Basics: Principles and Techniques of valuation - Discounted Cash Flow, Multiple Methods, Accounting based valuation, Asset Valuation, Earning Valuation, Cash Flow valuation, Other Valuation basis	06
6	Fair Value in Accounting Measurement: Concept, measurement techniques and standards, challenges, Accounting Treatment, Intellectual Property Intangibles, Brand Valuation	06

References

Text Book:

- Financial Analysis And Business Valuation, Institute of Cost Accountants of India.

Reference Books:

- Alastair L. Day, Mastering Financial Modelling in Microsoft Excel: Pearson Publication
- Morten Helbaek Rangnar, Lovaas Jon Olav Mjølhus, Machwan Financial Modelling And Asset Valuation With Excel, Communication and Research
- Danielle Stein Fairhurst, Financial Modeling in Excel for Dummies,– A Wiley & Sons





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code: MIF 2072	Course Name: Working Capital Management	3	-	-	3

Course Description:

This course examines the various components of working capital (cash, receivables, payables, inventory), how they interact with one another, and how they affect firm liquidity. It includes both theoretical and applied components. Practical applications are useful, but cannot be studied fruitfully without a sound knowledge of the underlying theory. Hence, there will be considerable emphasis on the theory. Numerical examples will be very important in illustrating the concepts and applications to be covered in this course

Course Learning Outcomes:

After successful completion of the course, students will be able to,

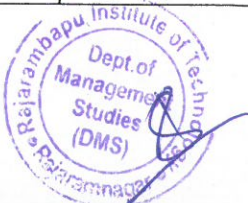
1. Discuss the fundamentals of working capital Management.
2. Explain various strategies for effective working capital Management.
3. Apply appropriate working capital management techniques to maximize the shareholders' value.
4. Analyze various components of working capital by using formulae for effective decision-making.

Prerequisite:

Basic understanding of Financial Management.

Course Content

Unit No	Description	Hrs.
1	Introduction to Working Capital Management: Nature of Working Capital, Trade-Off between Profitability and Risk, Symptoms of Poor Working Capital Management, Working Capital Management Strategies	06
2	Short Term Financing: Estimating Cost of Short Term Credit, Sources of Short Term Credit, Trade Credit, Credit Terms & Cash Discounts, Stretching on Trade Credit, Advantages of Trade Credit, Bank Credit, Line of Credit, Credit Terms, Transaction Loans Unsecured Sources: Commercial Paper, Credit Terms.	06
3	Management of Cash: Cash Flow Process, Motives for Holding Cash, Cash Management Objectives & Decisions, Managing Collections & Disbursements, Determining the Appropriate Working Cash Balance, Planning Cash Management	06





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4	Receivables Management: Concept, Credit & Collection Policies, Credit Terms, Benefits & Cost of Receivables Management, Control of Receivables - Collection Procedure, Monitoring of Receivables, Lines of Credit, Accounting Ratios, Credit Management through Credit Policy Variables.	06
5	Inventory Management: Investing in Inventory, Deciding Optimum Level of Inventory, Inventory Carrying Cost, Objectives of Inventory Management, Benefits & Cost of Holding Inventories, Inventory Management Techniques & Process	06
6	Management of Current Asset & Current Liabilities: Managing Current Assets, Risk Return Trade-Off from Investing in Current Assets, Managing the Firm's Current Liabilities, Risk Return Trade-Off from using Current Liabilities, Appropriate Level of Working Capital	06

References

Text Book:

- M. Y. Khan & P.K. Jain, Financial Management, Tata Mcgraw Hill Publishing Co. Ltd,

Reference Books:

- James Sagner, Working Capital Management: Applications and Case Studies, Wiley
- Masson, Dubos J, Clarke, Karen Sue, Short Term Finance & Working Capital Management Ecommerce, Great River Learning
- Prasanna Chandra, Financial Management, Tata Mcgraw-Hill Publishing Co. Ltd,





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code: MIF 2091	Course Name: Tax Planning and Management	3	-	-	3

Course Description:

The course details the fundamental concepts of taxation, calculations of salary income of an employee, Computation of total income and income tax. Also describe legal provisions for service tax, wealth tax, profession tax and luxury tax. Finally, it describes the GST provisions made, which is vital for individuals and business entities to comply..

Course Learning Outcomes:

After successful completion of the course, students will be able to,

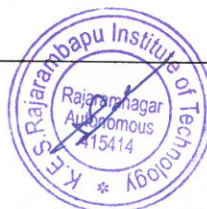
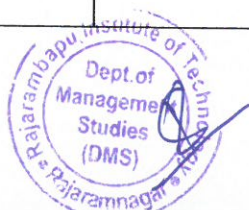
1. Discuss fundamental concepts of taxation.
2. Calculate an employee's salary income as per Income Tax Act provisions.
3. Compute and analyze the total income of a taxpayer as per the provisions of the Income Tax Act.
4. Explain the silent features and provisions of service, wealth, profession, and luxury taxes.
5. Compute and analyze goods and services tax as per the provision of the GST Act.

Prerequisite:

Basic understanding of Income, Taxes, and Expenses..

Course Content

Unit No	Description	Hrs.
1	Introduction to Taxation Direct Taxes and Indirect Taxes, Basic concept of Income Tax, Assessment Year and Previous Year, Person, Assessee, Residential Status, Total Income, Tax deducted at source, Advance Tax, Form No. 16, Form no. 26, Income which do not part of Total Income	06
2	Income from Salary Meaning of Salary, Deduction on Income from salary, Allowances, Non-taxable allowances and Taxable Allowances, perquisites, valuation of perquisites, Computation of Salary income of an employee	06
3	Other Heads of Income Income from House Property, Types of house properties, Annual value of house property, Gross annual value and Net annual value, Income from profit and gain of business and profession, Income from Capital Gains, Types of capital gains, Income from other sources	06





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4	Computation of Total Income Gross Total Income and Total Income, Deduction under section 80, Computation of Total Income, Income Tax Slab Rates for different categories of Assesses, Surcharge, Filing of income tax returns	06
5	Service Tax & Other Tax Laws: Service tax, Introduction, Salient features of Service tax, Taxable services, Payment of Services tax, Wealth tax, Profession tax- Introduction and Provisions, Luxury tax provisions	06
6	Goods and Services Tax: Basics of Goods and Services Tax, Constitutional Framework of GST, GST Model – CGST / IGST / SGST / UTGST, Taxes on various goods, Effects & Impacts, Computation of goods and services tax	06

References

Text Book:

- Dr. V. K. Singhania: Students Guide to Income-tax including Service Tax/VAT; Taxmann Publications Pvt. Ltd

Reference Books:

- Girish Ahuja, Systematic Approach to Income-tax, Service Tax and VAT; Bharat Law House
- B. Lal and N. Vashist, Direct Taxes, Income Tax, Wealth Tax and Tax Planning; Darling Kindersley (India) Pvt. Ltd.
- Girish Ahuja, Professional Approach to Direct Taxes Law & Practice, Bharat Publications
- V. S. Datey, Service Tax Ready Reckoner; Taxmann Publications
- J. K. Mittal, Law, Practice & Procedure of Service Tax; CCH India, (Walters Kluwer (India) Pvt. Ltd.)
- Vikas Mundra, Tax Laws and Practices; Law point publicationsCo. Ltd,





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Electives Group III

Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIH 2011	Course Name : HR Analytics	3	-	-	3

Course Description:

This course will serve as an introduction to Human Resource Analytics. This course explores the use of analytics within the Human Resource discipline, through guest speakers and class case studies, HR Analytics will specifically focus on the applied methods and techniques with an output orientation for improving the human resource functions in large-scale organizations. The frameworks, models, and hands-on analytical approaches will equip the participants with developing the SMART (specific, measurable, attainable, reliable, and time bound) targets and identifying business contributions of the HR function.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

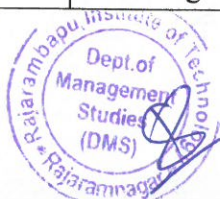
1. Explain the basic concepts of HR Analytics
2. Apply Data Analytic techniques using software packages
3. Identify and use key HR Metrics.
4. Forecast budget numbers for HR costs
5. Measure workforce productivity and performance

Prerequisite:

Basic understanding of Human Resources and Excel.

Course Content

Unit No	Description	Hrs.
1	Introduction to HR Analytics: Basics of HR Analytics: Concept and Evolution of HR Analytics & data sources, HCM :21Model. Use of workforce analytics to improve decision making. Analytics and Prediction.	06
2	HR Metrics and predictive analytics: Importance of HR Analytics. Data Analytic techniques using software packages. Future of Human Resource Analytics.HR Metrics and HR Analytics; Intuition VS analytical thinking.	06
3	Creating business understanding for HR initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis, association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics.	06





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4	Forecasting budget numbers for HR costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions	06
5	Predictive modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning.	06
6	Communicating with data and visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues	06

References

Text Book:

- Jac Fitz-Enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.
- Gene Pease, Boyce Byerly and Jac Fitz-enz, Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, John Wiley & Sons

Reference Book:

- The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments Hardcover, Jacfitz-Enz





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code: MIH 2031	Course Name: Group Dynamics for Teams	3	-	-	3

Course Description:

This course will introduce the knowledge, attitudes and skills needed to become effective team members through the examination of group dynamics and team processes. It will review the characteristics of teams and learn about basic team processes, such as group cohesion and group roles. It also explore the issues that teams face, such as conflict, power and influence, problem solving, and decision making, and analyze teams and organizational culture, team building, and evaluating and rewarding teams.

Course Learning Outcomes:

At the end of the course the student should be able to,

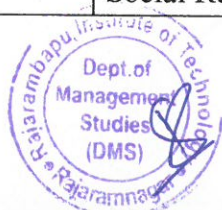
1. Demonstrate familiarity with different types of groups, including their formation, structure and function.
2. Apply critical thinking skills to evaluate group dynamics and team processes.
3. Evaluate team skills within the context of the class project.
4. Analyze the issues facing teams including conflict, power and social influence.
5. Analyze the skills for understanding group dynamics and working effectively in groups.

Prerequisite:

Basic knowledge of Finance

Course Content

Unit No	Description	Hrs.
1	Understanding Teams: Team composition, formation of teams and development-Team Performance and Motivation-Team Conflict, Team Decision Making, Group dynamics, Dynamics of teams and Team building.	06
2	Team Success: Nature of Team Success, Conditions for Team Success, Characteristics of Successful Teams, Positive-Psychology View of Team Success Group development, Group Socialization, Team Goals and Norms, Team building strategies at work place	06
3	Team Processes: Team Roles, Task and Social Behaviors, Team Adaptation and Learning, Basic Team Processes in Virtual Teams, Leading Virtual Teams: Building Trust and Social Relationships Flow of a Team's Communication, Emotional Intelligence.	06





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4	Managing Conflict: Nature of conflict, Sources of Conflict, Types of Conflict, work place conflict, Conflict resolution in teams, competitive vs collaborative behavior, developing collaboration .work stress and stress management, Negotiation skills and strategies for team building, team morale	06
5	Social Influence and Power: Types of Power, Power Dynamics, Bases of Power, Empowerment, Using Power Styles—Passive, Aggressive, and Assertive, Problem Solving, Rational Problem Solving, Influence Tactics and Techniques.	06
6	Diversity and Inclusion: The Importance of Diversity, Difference and Diversity, Effects of Diversity on Team Performance, Organizational Culture and Teamwork. Dimensions of International Culture. Multinational Teams. Benefits and Challenges of Diversity in Global Organizations.	06

References

Text Books:

- Levi, Daniel, Group Dynamics for Teams, SAGE Publications

Reference Books:

- Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi.
- Fred Luthans, Organizational Behavior, McGraw-Hill, New York
- New storm, John W., Organizational Behaviour: Human Behavior at work, Tata McGraw-Hill Pub. Co. Ltd. New Delhi





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code: MIH 2051	Course Name: Human Resource Planning	3	-	-	3

Course Description:

This course examines the impact of corporate and business strategy on human resources management. It stresses the importance of aligning human resources management policies and practices with organizational strategy. A strategic human resources planning model is introduced and includes the following elements: organizational strategy, HRM strategy, environmental influences on HRM, job analysis, HR management systems, forecasting supply and demand. Various corporate strategies in today's workplaces are examined in conjunction with their significant effect on human resources planning

Course Learning Outcomes:

After successful completion of the course, students will be able to,

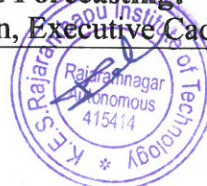
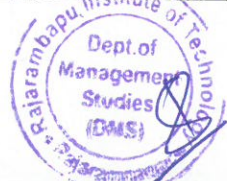
1. Explain the theory and concepts of human resource planning
2. Apply the models and methods used in forecasting.
3. Demonstrate the applications of a succession analysis & planning.
4. Evaluate the organization's planning program.

Prerequisite:

Basic understanding of Principles & Practices of Management & Human Resource Management.

Course Content

Unit No	Description	Hrs.
1	Introduction to Human Resource Planning: Approaches to Human Resource Planning, Concept, Need for Human Resource Planning, Objectives Types of HR Plan, Dimensions of Human Resource Planning, Rate of Return Approach and Manpower Requirement Approach, Human Resource Planning Process, , Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning., Productivity Management.	06
2	Developing the Strategic Staffing/ Workforce Planning Process: Placing strategic staffing, Designing strategic staffing/ workforce planning process. Staffing models, Effective strategic staffing, Working Conditions and the Working Environment, Work measurement,	06
3	Implementing & Supporting HR Planning Process: Implementing process effectively, placing strategic planning within business context, , Developing HRP websites, supporting strategic HRP, HR structure & required skills.	06
4	Organizational Workforce & Demand Forecasting: Forecasting methods, Executive and Non, Executive Cadres, Behavioral Model	06



	of Human Resource Planning, Supply Analysis, Manpower wastage Qualitative & Quantitative techniques, Labour wastage analysis, Retention Strategies; Retirement Planning, HR Matrices	
5	Strategic HR Planning: Need for strategic HRM, Models of business strategy and their role in deciding HR practices, Strategic HR Planning model, Strategies and HR practices, 360 degree impact of merger & acquisition, HR planning for mergers & acquisitions, Changes brought in various HR issues	06
6	Succession Management: Evolution & Process of Succession management, Role of employee in Succession management, HRP & Retention management, Succession analysis and planning and managing HR shortages and surplus, Downsizing & Restructuring, controlling attrition	06

References

Text Books:

- Gary Dessler, Human Resource Management, Prentice Hall of India
- Human Resource Planning ND development, Lakhan Singh, Nidhi Singh, Thakur Publications

Reference Books:

- Kenneth McBey, Ying Hong, Margaret Yap Strategic Human Resources Planning Cengage
- Monica Belcourt, Kenneth J. McBey; Thomson: Strategic Human Resources Planning Nelson Canada publisher
- Paul Turner HR Forecasting & Planning, PHL Jaico publishing house
- Snell/ Bohlander Human Resource management Cengage Learning
- William j Rothwell, H C Kazanas Planning & Managing Human Resources Jaico publishing house
- Lawrence S. Kleiman Human Resource Management Biztantra
- Arun Sekhri Human Resource Planning & Audit Himalay Publishing House



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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIH 2071	Course Name : Industrial Psychology	3	-	-	3

Course Description:

Industrial psychology is the scientific study of the workplace. Psychological knowledge and methodology are used to study relevant business issues including but not limited to employee and organizational assessment, selection, training, performance, development, behavior, satisfaction, leadership, and work-life balance. Industrial psychology utilizes scientific rigor to maximize the economic and psychological well-being of employees and their organizations. This course combines lecture and hands-on experiences to gain a sophisticated understanding of the theories and research that guide Industrial psychology practice, and practical knowledge of how Industrial psychology activities are conducted. This course concentrates heavily on the science and practice of Industrial psychology for human resource activities.

Course Learning Outcomes:

At the end of the course the student should be able to,

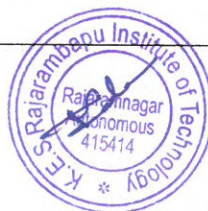
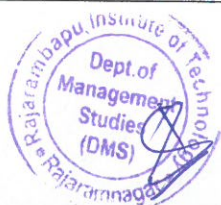
1. Analyze how perceptions of difference contribute to disparate educational opportunities and work environments.
2. Conduct a conflict analysis.
3. Apply leadership lessons to class teams and team assignments.
4. Communicate effectively on business topics and concepts.

Prerequisite:

Basic knowledge of People Management

Course Content

Unit No	Description	Hrs.
1	People in Organization: Course Overview, Nature and Meaning of Industrial Psychology, Issues and Challenges Organizations Face, Role of Industrial, Psychology, Organizational Attitude, Perception, Habit Corner: Overcome Restrictive Mental Models	06
2	Diversity, Equity and Inclusion (DEI): Fundamentals of Diversity, Why Bias Matters, How Bias Manifests in Structural Inequalities, Different Types of Structural Inequalities, Actions to take to become Anti-Bias, Skills for Difficult Conversations about Diversity and Bias, Challenge of Diversity, Diversity Management	06
3	Motivating People:	06



	Motivation- Goal Setting- Elements, Theories of Motivation – Herzberg's- Motivator Hygiene (Two Factors) Theory, Alderfer's- E-R-G Model. Reward System- Financial and Non-Financial Incentives. Economic Incentive Systems: Purposes & Types- Incentives Linking Pay with Performance, Wage Incentives, Profit Sharing, Gain Sharing, and Skill-Based Pay, Designing a Motivating Job, Designing & Leading Inclusive Teams, Leading DEI Change in Your Organization	
4	Conflict and Emotion: Good or Bad: Defining Conflict • Conditions for Conflict to Arise • Positive Side of Conflict • Power vs Influence Conflict Management Approaches/Dealing with Difficult People; Conflict Management Process Steps 1 – 4: Diagnosing Conflicts, Inclusiveness, Ground Rules, Creating Safety Conflict Management Process, Steps 5 – 6: Role of Emotions in Conflict Situations, Listening and Communications Skills, Conflict Management Process Steps 7 – 10: Identifying Options, Choosing the Best Options, Reaching Agreement and Getting Closure, Establishing Accountability	06
5	Teams and Teamwork: Defining Teams and Teamwork, Understanding the Types of Teams, Team-Based Problem Solving, Team Composition, Personality & Behavior, Models of Teamwork: Team Assessment Methods, Team Intervention Methods & Techniques. Team Leadership Styles and Techniques, Team Membership & Selection, the Role of Team Values, Identity, Affinity, and Interdependence in Team Performance.	06
6	Cross Cultural and Global Leadership: Communication and Culture, The Deep Structure of Culture, Shaping Interpretations of Reality: Cultural Values, Culture and The Individual: Cultural Identity, Language and Culture: The Essential Partnership, Nonverbal Communication: The Messages of Action, Space, Time and Silence, Cultural Influences on Context: The Business Setting, Venturing into a New Culture: Becoming Competent.	06



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References

Text Books:

- Nelson, Quick and Khandelwal, ORGB: An innovative approach to learning and teaching Organizational Behaviour. A South Asian Perspective, Cengage Learning
- The Blackwell Handbook of Principles of Organizational Behavior (Blackwell Handbooks in Management) by Edwin A. Locke, Wiley
- Organization Theory, Modern, Symbolic, and Postmodern Perspectives, by Mary Jo Hatch, Oxford University Press,

Reference Books:

- Luthans, Fred, Organizational Behavior, McGraw Hill
- Udai Pareek, Understanding Organizational Behavior, Oxford University Press
- Robbins, Stephen, Organizational Behavior, Prentice Hall, India





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Class:- Second Year M.B.A. IEV	Semester-III	L	T	P	Credits
Course Code : MIH 2091	Course Name : Leadership	3	-	-	3

Course Description:

The course provides a roadmap to achieving excellence in Leadership. It outlines the theoretical foundations of the concept of Leadership through a thorough review of leadership theories and provides students with the opportunity to understand what it takes to influence and empower others. The course takes students on a fascinating journey through history, business and science by studying great Leaders from all times and unveiling their secrets. The course presents behavioral models, tools and personality benchmarks that students may immediately implement into their own career path. The course requires personal intellectual curiosity and commitment, and, in addition to laying the theoretical foundations of leadership, will be experiential and practical in nature.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

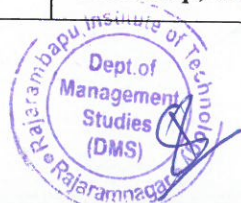
1. Develop critical thinking skills
2. Explain different approaches to leadership.
3. Apply leadership theories in real world business problems.
4. Analyze leadership types and take appropriate decisions.
5. Demonstrate ethical leadership practices

Prerequisite:

Basic Understanding of English.

Course Content

Unit No	Description	Hrs.
1	Introduction: Leadership defined, Leadership described, Trait verses Process leadership, assigned verses emergent leadership, Leadership and power , coercion and management	06
2	Approaches to leadership: Description and working of Trait approach, skills approach, style approach , situational approach and psychodynamic approach- Case studies and instruments for the these approaches.	06
3	Theories in Leadership: Contingency theory, path-goal theory, leader-member exchange theory – description, application and case studies	06
4	Types of Leadership: Blake and Mouton Leadership grid, Transformational and transactional leadership, authentic leadership, women and leadership, Level 5 leadership	06





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5	Culture and Leadership: Five practices of exemplary leadership, Culture definition and concept, Dimension of culture, Clusters of world culture, Impact of Culture on Leadership, Emerging Trends in Culture and Leadership.	06
6	Leadership Ethics: Centrality, Perspectives on Ethical Leadership, Principles of Ethical Leadership, Ethical Theories, Applying Leadership Ethics in Real-World Scenarios, Emerging Trends in Leadership Ethics	06

References

Text Books:

- James M. Kouzes (Author), Barry Z. Posner (Author), The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations (J-B Leadership Challenge: Kouzes/Posner)
- Peter G. Northouse, Leadership-Theory and Practice, Sage Publications





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Class:- Second Year M.B.A. IEV	Semester-IV	L	T	P	Credits
Course Code : IIM2YYY	Course Name : Skill Certification I - Online courses Relevant to the Chosen business	-	-	-	2

Course Description:

Online/Certification Course:

Students during Incubation and project work must select an online/Certification course. It should be approved by Dean Academics.

Platforms for the online courses are given below.

1. Coursera <https://www.coursera.org>
2. NPTEL <http://nptel.ac.in>
3. Udemy <https://www.udemy.com/>
4. edX <https://www.edx.org/>
5. SoloLearn <https://www.sololearn.com/>
6. Udacity <https://in.udacity.com/>
7. FutureLearn <https://www.futurelearn.com/>
8. Alison <https://alison.com/>
9. Cognitive Class <https://cognitiveclass.ai/>

While selecting online or self-study course students must follow guidelines given below:

1. Course must have an certification exam by platform.
2. Duration of the course must be a minimum 6 weeks or 24 hours.
3. Course must be completed in the span of three months.
4. Selected course must belong to one of the given platforms. If selected course belongs to a different platform than that in the given list, *it can be adopted after approval by Dean Academics.*
5. Selected course must be in line with the area of the project undertaken by a candidate.

Self-Study Course:

If Online Course related to project is not available, student can select self-study course designed by College mentor and approved by Departmental Program Committee (DPC) & Dean Academics. If a student selects a self-study course, he/she needs to appear for ISE, UT1, UT2, and ESE as per regular courses.

Evaluation:

- 1) Online course should have the certification exam of selected platform. Certificate and mark sheet presented by a student will be used for evaluation of ESE of this course. Student needs to produce a certificate of online or certification course at the time of ESE. If a student fails to produce this certificate, he or she will not be eligible to give ESE of this course. ESE will be Oral/Viva.
- 2) If selected course is Self-Study type designed by college Mentor; student needs to appear for ISE, UT1, UT2, ESE as per regular courses.





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Class:- Second Year M.B.A. IEV	Semester-IV	L	T	P	Credits
Course Code : IIMII2YYY	Course Name : Skill Certification II - Online courses Relevant to the Chosen business	-	-	-	2

Course Description:

Online/Certification Course:

Students during Incubation and project work must select an online/Certification course. It should be approved by Dean Academics.

Platforms for the online courses are given below.

1. Coursera <https://www.coursera.org>
2. NPTEL <http://nptel.ac.in>
3. Udemy <https://www.udemy.com/>
4. edX <https://www.edx.org/>
5. SoloLearn <https://www.sololearn.com/>
6. Udacity <https://in.udacity.com/>
7. FutureLearn <https://www.futurelearn.com/>
8. Alison <https://alison.com/>
9. Cognitive Class <https://cognitiveclass.ai/>

While selecting online or self-study course students must follow guidelines given below:

1. Course must have an certification exam by platform.
2. Duration of the course must be a minimum 6 weeks or 24 hours.
3. Course must be completed in the span of three months.
4. Selected course must belong to one of the given platforms. If selected course belongs to a different platform than that in the given list, *it can be adopted after approval by Dean Academics.*
5. Selected course must be in line with the area of the project undertaken by a candidate.

Self-Study Course:

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Evaluation:

- 1) Online course should have the certification exam of selected platform. Certificate and mark sheet presented by a student will be used for evaluation of ESE of this course. Student needs to produce a certificate of online or certification course at the time of ESE. If a student fails to produce this certificate, he or she will not be eligible to give ESE of this course. ESE will be Oral/Viva.
- 2) If selected course is Self-Study type designed by college Mentor; student needs to appear for ISE, UT1, UT2, ESE as per regular courses.





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Class:- Second Year M.B.A. IEV	Semester-IV
Course Code : IIMIII2YYY	Course Name : Industry Internship & Project

L	T	P	Credits
-	-	-	9

Course Description:

Internship is designed to expand the depth and breadth of academic learning of students in their particular areas of study. It is an opportunity for students to receive experience in applying theories learned from the classroom to specific experiences with the community and work world. An internship can also heighten awareness of community issues, motivate students to create opportunities, embrace new ideas, and give direction to positive change. A successful internship can give valuable information in making decisions about the direction of future studies or employment. An internship is an opportunity not only to use and develop industry-related knowledge and skills, but also to enhance some of the skills that are transferable to any professional work setting. Students from Final year MBA IEV are eligible to do this internship. Selected candidates by college will be permitted for internship of minimum 20 weeks in 4th semester. During this Internship, it is expected that students should identify the problems arising in the industry related to Management, and they have to give the solution to the company.

Course Learning Outcomes:

1. Internship

After the successful completion of the IIP- the student should be able to

1. Discuss the functioning of the company on the terms of inputs, transformation process and the outputs (products and services)
2. Demonstrate an attitude to adjust with the company culture, work norms, code of conduct.
3. Analyse and follow the safety norms, Code of conduct.
4. Judge the ability to observe, analyse and document the details as per the industry practices.
5. Evaluate the processes, systems and procedures and to relate to the theoretical concepts- studies.
6. Develop the leadership abilities, communication.
7. Develop project management and finance sense

2. Project

After the successful completion of the project, the student should be able to;

1. Identify the project/problem in the domain of a program relevant for the company.
2. Interpret the information to the pertaining to the problem identified.
3. Analyse the information using the statistical tools/ techniques.
4. Develop the feasible solution for given problem.
5. Investigate the impact of the project on the performance of company/department.





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Course Content

I. Internship:

During Internship, Students should follow guidelines given below.

1. After joining the industry students should learn all the departments and their workings. Furthermore, student should understand how each department of industry is interlinked with one another.
2. Student should correlate the theoretical aspects learned in academics with industry practices.
3. Students should gain a knowledge of new technologies which industry follows.
4. Students should follow the professional codes and ethics.
5. Students should follow all rules and regulations of industry. Special care should be taken regarding safety.

- **Work Diary:**

Work Diary will be provided to each student, which contains details regarding internship, do's and don'ts and evaluation scheme. Student is required to write the Diary regularly and get it signed by the industry guide periodically. During the visit of Mentor, assigned to the student should be able to go through the Diary to access the work done and write the remarks/ instruction. At the end of internship, student should submit the duly completed diary to the department.

- **Duration:**

The internship duration is of one complete semester (approximately 20 weeks) between 1st January to 30th May of the respective academic year. Biometric attendance on working days is compulsory.

II. Project :

Students should select technical problems occurring within the industry as a project in consult with industry & Institute mentors.

- **Evaluation**

Faculty Mentor will be assigned to each student by the Institute who will monitor the progress of internship and project and help the student to sort-out any issues/ problems arising. Mentor of student from college will visit the industry as per the schedule given below.

Sr.No.	Evaluation	Period
1.	At the beginning of the program for orienting Students to the company and finalize the project	During 2 nd Week
2.	Review-I (ISE-1)	During 10 th week
3.	Review-II (ISE-2)	During 15 th week
4.	Review-III (ESE)	During 20 th week

*Review-III is end semester examination (ESE), which will be conducted at institute.

*During ESE, students should submit, Project & internship report, Work diary, Internship & project completion certificate issued by industry etc. to respective departments.





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Department of Management Studies (MBA)
Innovation, Entrepreneurship and Venture Development [IEV] Syllabus

Class:- Second Year M.B.A. IEV	Semester-IV	L	T	P	Credits
Course Code : MIV 2021	Course Name: Startup Establishment & Incubation Spaces Access	-	-	-	9

Course Description:

Internship is designed to expand the depth and breadth of academic learning of students in them particular areas of study. Under internship students should join incubation center (Project Prototype through entrepreneur development and Startup)/ Startups. Students need to adhere to guidelines set by institute for conduct of entrepreneur activity during span of project of Final Year MBA IEV. Faculty mentor and industry guide will be monitoring student's progress periodically..

Course Learning Outcomes:

1. Incubation

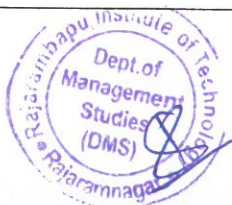
After the successful completion of the Incubation the student should be able to,

1. Examine the functioning of the Start-up on the terms of inputs, transformation process and the outputs (products and services)
2. Develop an attitude to adjust with the Start-up culture, work norms, code of conduct.
3. Recognize and follow the safety norms, Code of conduct.
4. Demonstrate the ability to observe, analyses and document the details as per the industry practices.
5. Interpret the processes, systems and procedures and to relate to the theoretical concepts- studies.
6. Develop the leadership abilities, communication.
7. Demonstrate project management and finance sense

2. Project

After the successful completion of the project, the student should be able to;

1. Identify the project/problem in the domain of a program relevant for the company.
2. Compile the information to the pertaining to the problem identified.
3. Analyze the information using the statistical tools/ techniques.
4. Develop the feasible solution for given problem
5. Analyze the impact of the project on the performance of company/department.



Course Content:

I. Incubation:

During Internship, Students should follow guidelines given below.

1. Student must get access of incubation or start independent business and register their star-ups/can Join Family Business
2. Furthermore, student should understand how each department of business is interlinked with one another.
3. Student should correlate & apply the theoretical aspects learned in academics with Business practices.
3. Students should gain a knowledge of new trends in product or service development.
4. Students should share weekly progress with incubation manager as well as with faculty mentor.
5. Students should follow all rules and regulations

▪ **Work Diary:**

Work Diary will be provided to each student, which contains details regarding Startup Establishment & Incubation Spaces Access, do's & don'ts and evaluation scheme. Student is required to write the Diary regularly and get it signed by the industry guide periodically. During the visit of Mentor, assigned to the student should be able to go through the Diary to access the work done and write the remarks/instruction. At the end of duration, student should submit the duly completed diary to the department.

▪ **Duration:**

The Startup Establishment & Incubation Spaces Access activity duration is of one complete semester (approximately 20 weeks) between 1 st January to 30 th May of the respective academic year.

II. Project:

Students should select technical problems occurring within the incubation/Start-up as a project in consult with incubation & Institute mentors.

▪ **Evaluation**

Faculty Mentor will be assigned to each student by the Institute who will monitor the progress of internship and project and help the student to sort-out any issues/problems arising. Mentor of student from college will visit the industry as per the schedule given below.



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Sr. No.	Evaluation	Period
1	At the beginning of the program for orienting Students to the company and finalize the project	During 2 nd Week
2	Review-I (ISE-1)	During 10th Week
3	Review-II (ISE-2)	During 15th Week
4	Review-III (ESE)	During 20th Week

- Review-III is end semester examination (ESE), which will be conducted at institute.
- During ESE, students should submit, Project report, Work diary, Udyam Aadhar Number, License or any Business /start-up progress related proofs issued by Government, Bank etc. to respective departments.





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Class:- Second Year M.B.A.	Semester-IV	L	T	P	Credits
Course Code : MIV 2041	Course Name : Project Management (Online Course)	2	-	-	2

Course Description:

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project Management is an organized venture for managing projects. It involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling and coordinating unique activities or tasks to produce desirable outputs in accordance with the pre-determined objectives within the constraints of time and cost.

Course Learning Outcomes:

After successful completion of the course, students will be able to,

1. Acquire an understanding of the fundamentals of project management.
2. Analyze the projects proposal by applying feasibility studies.
3. Take decisions relating to project cost management.
4. Identify and manage different issues relating to human aspect in projects.
5. Assess and mitigate project risks through effective decision-making and strategic planning

Prerequisite:

Basic understanding of management principles & functions, operations management

Course Content

Unit No	Description	Hrs.
1	Project Management: Project Management, Responsibilities and Competencies of the Project Manager, Interpersonal Skills of a Project Manager, Project Life Cycle and Uncertainty, Organizational Influences on Project Management	06
2	Project Feasibility Studies: Project Identification, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections, Commercial Appraisal, Economic Appraisal, Financial Appraisal of Single Project, Financial Appraisal of Multiple Projects	06
3	Project Cost Management: Estimate Project Cost, Components of Capital Cost of Project, Sources of Project Finance, Role of Financial Institutes in Project Financing, Decisions based on computation of Payback method / NPV / IRR	06
4	Managing Human Aspect in Projects: Project Organization, Acquire Project Team, Project Leadership, Motivations in Project Management, Conflict in Project Management, Five stage team development models, Managing virtual project teams	06





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5	Project Time Management: Project scheduling, Application of Network Analysis, Graphical Evaluation & Review Techniques (GERT), Slack Time, Estimating Activity Time (to,tm,tp) , Total Project Time, PERT & CPM	06
6	Project Risk Management: Risk Management, Decision making under Certainty, Risk & Uncertainty, Risk Management Process, Monte Carlo Process for managing risk, Project Termination, Types, Termination Strategies	06

References

Text Books:

- Gray C. F., & Larson, E. W., Project Management: The Managerial Process, Tata McGraw Hill Publications, New Delhi.

Reference Books:

- Harold Kerzner, Project Management: A systems approach to planning, scheduling & controlling, Wiley India Pvt. Ltd., New Delhi.
- Lester, A., Project Management Planning and Control, Elsevier Publication, New Delhi,
- Prasanna Chandra, Projects – Planning, Analysis, Selection, Financing, Implementation & Review, McGraw Hill Education (India) Pvt. Ltd., New Delhi
- Rory Burke, Project Management – Planning and Control Techniques, Wiley India Pvt. Ltd. New Delhi

