

## SEMESTER III

**Course Title: ENTERPRISE PLANNING, APPRAISAL AND FINANCING**

**Course Code: ENTR701**

Course Objectives:

The objective of the course is to introduce and familiarize the students with various aspects of preparation, financing and appraisal of projects in today's liberalized environment where mega projects have become the order of the day. The specific objective would be to enable students to understand mechanism of project appraisal in various stages. To appreciate the usefulness of different techniques applied in project appraisal and to understand new and innovative sources of financing projects in the present day world. Students will be able to understand that appraisal is a process which is required in all aspects of life, is important in narrowing down to choosing the best alternative and taking a feasible/best call.

Course Contents/Syllabus:

Module I- Investment Environment

Banks and financial institutions, principles of lending, types of securities and methods of charge creation.

Module II-DPR/Business Plan

Generation of business Idea, converting business idea into business plan and then to a project, Preparation of a blue print of the project that will need equity/debt financing.

Module III-Understanding the evaluation criteria of detailed Project report/business plan by FI's/Banks

Components of TEFR, Market and demand analysis, technical & financial analysis, Estimation of project flows, Analysis of risk, assessment and risk mitigation techniques. Sensitivity/DSCR/ISCR analysis. Forward and options for risk mitigation.

Module IV -Fund Raising

Approaches of fund raising from angel financiers, equity funds and business incubators. VC Funding, Stages of VC funding, types of VC's, Difference in approaches of financial institutions and seed financing institutions. FC Loan/FCCB/GDR/ADR

Module V-Various Schemes of Govt./Semi Govt./State Govt./Banks/FI's

Institutional/Financial Assistance, Schemes pertaining to: Term lending, Working capital finance, Bills finance, Export & Import finance.

MODULE VI- Managing the Company Portfolio

Board of Directors, Advisors and consultants, Managerial change, Key-man life insurance, Buy-sell agreements, Legal documentation, Investment agreement, Description of transaction,

Representation and warranties by company, Company's covenants and undertakings, Various agreements and documents: Stockholders agreements, Employee stock purchase agreements

**Text book**

- P. Chandra, Latest Edition, Projects: Planning, Analysis, Selection, implementation and review. Tata McGraw Hill

**Reference book**

- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
- P.N. Varshney Banking law and practice
- Thummuluri Siddaiah, Financial Services, Pearson

**Reports, online, websites**

- Any practical TEFR/Business plan, which is actually practiced in a financial institution..
- Financial / RBI/SEBI/Bank Journals and Financial Dailies like ET/FE/.

**Course Title: Entrepreneurial Marketing**

**Course Code: ENTR703**

Course Objectives:

The main objective of the course is to provide a fundamental understanding of the underlying dimensions of creating, measuring, analyzing and managing the marketing function in a new business venture. The course will help the students to become familiar with the concept of an entrepreneurial firm working from a marketing perspective.

Course Contents/Syllabus:

Module I : Characteristics of Entrepreneurial firms and features of Entrepreneurial Marketing

What are the characteristics of Entrepreneurial firms from a marketing perspective? Features of Entrepreneurial Marketing. Proactive orientation. Innovativeness. Focus on the Customer Utilizing opportunity Risk Management Value Creation

Module II: Market Research , Segmentation, Targeting , Positioning and Pricing

Value of Market Research for an entrepreneurial firm. Segmentation, Targeting and Positioning. Branding. Considerations and Challenges in building a strong brand. Need for new product development. Types of new products. Pricing. Pricing for entrepreneurial firms. Price sensitivity. Pricing strategies. Pricing from an international perspective.

Module III: Distribution

Going Directly to the customer. Going directly to the retailer: bypassing the distributor. Using Sales Agents. Participate in established channel structure. Set up your own intermediaries. Deciding on the distribution Channel

Module IV: Advertising & Promotions

Creating a buzz. Myths of viral marketing. Types of promotional Campaigns. Planning a promotional campaign. Establishing criteria for advertising success. Role of electronic media and social media in advertising and promotion. Introduction to Market analytics

Module V: New Product Development & Management

Marketing considerations in New Product Development. Eight Stages Idea Generation Idea Screening. Concept Development & Testing. Business Analysis. Beta Testing and Market Testing Technical implementation Commercialization. New Product Pricing. Ansoff Matrix and Four Alternative Marketing Strategies. For Existing Markets Market Penetration Product Development. For New Markets Market Development Diversification

Module VI: Strategic Marketing

How to build an effective fully integrated strategic marketing plan. Focus on value creation, brand equity and customer sustainability. Investigate competitor dynamics & detect competitor strengths & weaknesses. Incorporate marketing strategy into an overall business strategy. Improve decision making processes by better linking marketing tools & techniques. Learn analytical tools & techniques to get better insights about consumer preferences and buying behavior. Marketing

Warfare Strategies. Offensive marketing warfare strategies Defensive marketing warfare strategies Flanking marketing warfare strategies Guerilla marketing warfare strategies Deterrence Strategies. Pre-emptive strike. Flanking attack Sequential strategies Leapfrog strategies

Text :

- Hisrich , R.D. , & Peters, M. (2012) Entrepreneurship, 9th Edition McGraw Hill Education
- Kotler , & Armstrong (2004) Principles of Marketing 10th Edition Pearson Education
- Holt, D. Entrepreneurship New Venture Creation 4th Edition PHI

References:

- Drucker, P.F. 1993 Innovation and Entrepreneurship, Harper Business
- Crane, F.G. 2013 Marketing for Entrepreneurs, 2nd Edition, Sage Publications.
- Modish, L.N., Morgan, H.L. & Kallianpur, A. Entrepreneurial Marketing: Lessons from Wharton's Pioneering MBA Course,
- Roy, R. (2012) Entrepreneurship, 2nd Edition Oxford University Press

Journals:

- Emerald Emerging Market Case Studies, Emerald
- Journal of Entrepreneurship in emerging markets, Emerald
- Harvard Business Review
- Journal of Research in Marketing and Entrepreneurship, Emerald Group
- Emerging Markets Review Journal, Elsevier
- Journal of Entrepreneurship and Business Economics, Scientifica, Canada
- International Journal of Globalisation and Small Business, Inderscience.

Reports, Online, Websites:

- [www.slideshare.net/royrajeev/entrepreneurial-marketing](http://www.slideshare.net/royrajeev/entrepreneurial-marketing)
- [www.ekf.tuke.sk/files/utorok.pdf](http://www.ekf.tuke.sk/files/utorok.pdf)
- [www.academia.edu/.../The\\_effect\\_of\\_entrepreneurial\\_marketing\\_on\\_fir](http://www.academia.edu/.../The_effect_of_entrepreneurial_marketing_on_fir)
- [www.marketing-schools.org/...marketing/entrepreneurial-marketing.htm](http://www.marketing-schools.org/...marketing/entrepreneurial-marketing.htm)

**Course Title: SOCIAL ENTREPRENEURSHIP**

**Course Code: ENTR711**

Course Objectives:

In the development sector there is a shift, for various NGO projects grants have shrunk. A new wave for more sustainable development came in the role of social entrepreneurship, wherein on the basis of seed money, an enterprise strives for self sustainability by profit sharing within all the stakeholders and reinvesting profit in the enterprise. The course will make understanding clear about social enterprise, skills and methods required for its formation including legal aspect. How different agencies like donors, NGO's, investors, government and newly added CSR support social enterprise for fund raising and implementation. The marketing strategy for enterprise's product/service. The course will also highlight the socio economic impact of social enterprise on community and stakeholders.

Course Contents/Syllabus:

Module I Introduction to Social Enterprise

Overview of social entrepreneurship, Individual as a social entrepreneur, challenges and future prospects of social entrepreneurship. Type of social enterprises, models of social enterprises, Support of corporate social responsibility activities for social enterprise.

Module II Understanding environment and creating social enterprise

Idea generation for social enterprise, social innovation and inclusion, Need identification of product/service of social enterprise. Appraising the idea formation through feasibility analysis. Achieving social objectives with commercial ventures.

Module III Mobilizing resource and Networking for Social Enterprise

Society and social problem as resource. Creating Business model and writing business plan. Source of capital for social enterprise. Different fundraising strategies and models.

Module IV Managing growth and performance

Strategic framework analysis of social enterprise, crafting alliances between non-profit business & government organizations, different growth models, social enterprise management and sustainability of social enterprise, social audits. Skill development and enhancement. Market research for product/service of social enterprise.

Module V Socio-Economic Impact of social enterprise

Profiling the Social Entrepreneur and their Social ventures. Benefits and rewards of social enterprise, Impact of social enterprise on community and stakeholders. Case discussion Bangladesh Grameen Bank, Sulabh International, AMUL, Rangasutra, Jaipur Rugs Foundation, Desi Crew, Pipal Tree, Goonj etc.

Text books:

- K.G. Karmakar (2008). Microfinance in India, Sage Publications India, First Edition

- S.B Verma & Y.T Pawar (2005). Rural Empowerment through SHGs, NGOs and PRIs, Deep and Deep Publications Pvt Ltd.
- C.B Gupta & N.P Srinivasan (2009). Entrepreneurship Development in India

#### References:

- Sharma, Apoorv and Joshi, Manoj and Shukla, Balvinder, Is Accelerator an Option? Impact of Accelerator in Start-up Eco-System! (May 19, 2014). Available at SSRN: <https://ssrn.com/abstract=2438846> or <http://dx.doi.org/10.2139/ssrn.2438846>
- Joshi, Manoj and Srivastava, Apoorva and Shukla, Balvinder, International Lessons on Innovation for Socio Economic Development in India (October 13, 2014). Available at SSRN: <https://ssrn.com/abstract=2509060> or <http://dx.doi.org/10.2139/ssrn.2509060>
- Joshi, Manoj and Shukla, Balvinder, A Perspective of Innovation in Entrepreneurial Firms (July 28, 2014). Available at SSRN: <https://ssrn.com/abstract=2442757> or <http://dx.doi.org/10.2139/ssrn.2442757>
- Prahalad C.K(2007),The Fortune at the Bottom Of The Pyramid, Eradicating Poverty through Profits,Pearson
- Bronstein David (2004),How to change the world: Social Entrepreneurs and the birth of new Idea
- Yunus Muhammad (1999),Creating the world without Poverty:Social Business and Future of Capitalism

#### Journals:

- Journal of Social Entrepreneurship, Routledge
- Social enterprise journal, Emerald
- International Journal of Social Entrepreneurship and Innovation, Inderscience

**Course Title: BUILDING ENTREPRENEURIAL CULTURE AND TEAM**

**Course Code: ENTR712**

Course Objectives:

Many organizations are flattening their hierarchies and encouraging self managed teams, moving away from centralized decision making to empowerment of its employees for driving creativity and innovation. The entrepreneurs confront issues both at *organizational* (strategizing business, products and processes, building talent and a management team, acquiring resources etc.) and *personal level* (limitations in defining an appropriate leadership role). This course examines the various challenges faced by an entrepreneur in creating an innovation driven entrepreneurial culture and building effective teams. This course aims to provide students to identify initiate and sustain those behavioral skills that will facilitate and lead to augment entrepreneurial culture within organization. The course will help students learn concepts of team dynamics and develop knowledge, skills for designing, leading, and consulting with teams in organizations.

**Course Contents/Syllabus:**

Module I Introduction to Entrepreneurial Culture

Concept of Organizational Culture. Relationship between corporate culture and entrepreneurial behavior. Levels of culture. Categories of culture: Marco-cultures, subcultures and Micro-culture. Components of culture that are common in Entrepreneurial driven organizations

Module II Building an entrepreneurial culture

Entrepreneurial culture and set of attitudes. Functions of organization culture- Behavioral control, Encourages stability, Provides source of identity. Determinants of organizational culture that influence creativity and innovation ( strategy, structure, support mechanisms, behaviour and open communication)

Module III Executing Entrepreneurial Culture through leadership role

Influence of founder/ leader in culture. The impact of culture on organizational performance/ relationship between strategy and culture. Leadership and the dynamics of how culture begin, evolve and change. New Approaches of Leadership in Multicultural world. Mechanisms used by leaders to embed and transmit culture- organizational socialization

Module IV Building sustaining organizations through teams

Introduction to Teams / effective groups. Types of teams. Team dynamics- evaluating team effectiveness. How to develop high performance work teams-winning teams. Self managed team

Module V How Entrepreneurial culture emerges in new teams / groups?

Stages of group evolution- Group formation, Group building, Group work & functional familiarity and Group maturity. Linking culture, structure and strategy.

**Text & References:**

- Alzira Salama (2011), *Creating and Re-creating Corporate Entrepreneurial Culture*, Ashgate Publishing Limited
- Ashis Gupta (2009), *‘Indian Entrepreneurial Culture: Its Many Paradoxes*, New Age International Pvt Ltd Publisher
- Edgar Schein (2004). *Organizational Culture and Leadership*, Jossey- Bass, John Wiley & Sons, 3<sup>rd</sup> Edn McGraw-Hill Professional
- Mendenhall, M.E., Osland, J.S., Bird, A., Oddou, G.R., Maznevski, M.L. (2013). *Global Leadership: Research, Practice and Development (2nd Ed.)*. New York: Routledge
- Robert Hisrich & Claudine Kearney (2011). *Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company* ,
- Schermerhorn, J.R. Jr.; Hunt, J.G. & Osborn, R.N. (2008), *Managing Organizational Behaviour*, 9<sup>th</sup> Edition, John Wiley & Sons
- Yukl G ( 2009). *Leadership in Organizations*, Pearson Prentice Hall, Inc



**Course Title: ENTREPRENEURSHIP AND NEW VENTURE CREATION**

**Code: ENTR601**

Course Objectives:

To understand the concept of entrepreneurship and skill sets of an entrepreneur. To examine historical and theoretical perspective of entrepreneurship. To enable recognition and shaping of various opportunities for new venture. To develop a credible business plan for real life situations. To explore the challenges of starting new ventures.

Course Contents/Syllabus:

**Module I Introduction**

Concept of entrepreneurship, entrepreneur's role, task and personality, theoretical perspective of entrepreneurship, entrepreneurial intention, entrepreneurial orientation, type of entrepreneurship, Understanding the entrepreneurial perspective in individuals, developing creativity and understanding innovation, Importance of entrepreneurship.

**Module II Evaluating Entrepreneurial Options and Startup Opportunities**

Understanding the idea and an opportunity. The opportunity creating, shaping, recognizing and seizing. Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities and develop startup strategy. Feasibility analysis and risk taking ability.

**Module III Understanding Startup Finances, Capital & Other Requirements**

An overview of startup finance and sources of finance. Understanding the business model and financial projections—how to forecast expenses and revenue. Gathering the resources, developing entrepreneurial marketing and operational plan. Role of government institutions.

**Module IV Developing Team and Presenting Business Plan**

The importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor's perspective and presenting the business plan. Valuation of business plan and the elevator pitch.

**Module V Launching and Managing the New Venture**

Entrepreneurial challenges as an individual and as an entrepreneur, both. Skills of managing business risk enhancing success.

**Module VI Legal Aspects of Business**

Legal form of new venture. Legal issues and other formalities related to venture.

**Module VII Emerging trends, Technologies and Practices in new venture creation**

Technology-enabled trends that will help shape businesses and the economy, Technical intelligence in business- understanding technology threats and opportunities, Technology Business Incubators, emergence and growth of new technology-based companies

Text books:

- Holt H. David(2005), Entrepreneurship New Venture Creation, Prentice-Hall
- Histrich D. Robert and Peters P. Michal Shepherd A Dean (2007), Entrepreneurship, McGraw Hill
- Suhail Abidi and Manoj Joshi, The VUCA Company, 2016, Jaico Publishing India, ISBN 978-81-8495-662-7

#### References :

- Sharma, Apoorv and Shukla, Balvinder and Joshi, Manoj, Can Business Incubators Impact the Start-Up Success? India Perspective! (October 20, 2014). Available at SSRN: <https://ssrn.com/abstract=2511944> or <http://dx.doi.org/10.2139/ssrn.2511944>
- Sharma, Apoorv and Joshi, Manoj and Shukla, Balvinder, Is Accelerator an Option? Impact of Accelerator in Start-up Eco-System! (May 19, 2014). Available at SSRN: <https://ssrn.com/abstract=2438846> or <http://dx.doi.org/10.2139/ssrn.2438846>
- Joshi, Manoj and Srivastava, Apoorva and Shukla, Balvinder, International Lessons on Innovation for Socio Economic Development in India (October 13, 2014). Available at SSRN: <https://ssrn.com/abstract=2509060> or <http://dx.doi.org/10.2139/ssrn.2509060>
- Kuratko F. Donald and Hornsby S. Jeffery (2009), New Ventures Management, Entrepreneur Road Map, Pearson Education.
- Kuratko F. Donald and Hornsby S. Jeffery (2009): New Ventures Management, Entrepreneur Road Map, and Pearson Education. Stutely, R. (2002) : The Definitive Business Plan, FT Prentice Hall
- O'Rourke S. James(2009): Writing and presenting business plan, Cengage Learning
- Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. (2000): New Business Ventures and the Entrepreneur, McGraw-Hill, Singapore.
- Timmons A. Jeffry and Jr. Stephen Spinell (2009): New Ventures Creation; Entrepreneurship for the 21st Century, McGraw Hill.
- Chauhan, A., Abidi, S., Kumar, A., and Joshi, M. (July, 2018), "Reading Tea leaves or Foresightedness- Part II", Business World / Education
- Chauhan, A., Abidi, S., Kumar, A., and Joshi, M. (July, 2018), "Reading Tea leaves or Foresightedness- Part 1", Business World / Education

#### Journals:

- Harvard Business Review
- International Journal of Entrepreneurship and Innovation, IP Publishing
- Journal of Business Venturing - Elsevier
- Journal of Entrepreneurship in Emerging Markets, Emerald
- Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald

#### Any other Study Material:

- Idea Generation Tools: Brainstorming, Affinity Grouping, and Multi-voting, Institute of Healthcare Improvement, 2004
- Culture and International Entrepreneurship, Samit M L, Florida Atlantic University, 2006

## **SEMESTER IV**

**Course Title: MANAGING INNOVATION PROCESS**

**Course Code: ENTR715**

Course Objectives:

A well-executed innovation plan is the basic ingredient to succeed in a highly competitive market. The students who opt for the course will develop an innovative concept and present an execution plan at the end of the semester. The course intends to give a platform to the students to establish themselves as entrepreneurs or intrapreneurs using product, process or service innovation. This course will help the students appreciate the role and need for innovation in an organization. It would also help the student create an ability to be a 'change agent' for the organization he/ she works for. The course is designed to help the student use theoretical frameworks to interpret case studies and implement the learnings in real-life scenarios.

Course Contents/Syllabus:

Module I Exploring innovations

1. Creativity and Innovation 2. Difference between Invention and Innovation; Idea generation process 3. Disruptive Innovations 4. Components of Innovation 5. Types of Innovations (Product, Process and Services) 6. Levels of innovation : National Level, Enterprise level and Individual level 7. Linear and flexible innovation process; Open innovation; innovation networks 8. Moving Innovations to market: Idea broking; Understanding the need of the consumers

Module II Executing innovations

1. Customer centered innovation map 2. Discovery-driven planning 3. Steps to execute innovation 4. Matching execution to company strategy 5. Finding and recognizing talent 6. Building core teams across departments to execute proposed innovation 7. Structuring the incentives to effectively allow individuals to execute innovation process 8. Measuring performance

Module III Exploiting innovations

1. Reverse Innovation 2. Building scenarios on impact of innovation 3. Value of innovation: Consumers perspective, Competitors' perspective 4. Building product portfolios and portfolio management 5. Strategies to be considered to exploit the true value of innovation

Module IV Renewing innovations

1. Cultivating innovation 2. Processes, structures and strategies of renewing innovations 3. Analyzing competition and disruptive innovations 4. Exploring, executing and exploiting innovations that established firms can use to renew their innovation foundations

Module V Working with the innovation

The Student will work on his/ her dream innovation under the guidance of a Mentor, either from the industry or a senior academician. The student is expected to consider all of the following

aspects: 1. The innovation/ innovative idea 2. Practicality of Innovation/ Innovative idea 3. Substitute analysis and success factors 4. Testing the innovation 5. Innovative launch plan

Text:

- Getting to Innovation, VanGundy A.B., PHI, ISBN: 978-81-203-3578-2
- Business Innovation, Gupta Praveen, S. Chand, ISBN: 81-219-2945-8

References:

- Is Your Company Ready for Open Innovation?, Lichtenthaler U, Hoegl M and Muethel M, MIT Sloan Management Review, Fall 2011 (<http://sloanreview.mit.edu/article/is-your-company-ready-for-open-innovation/>)
- The 5 Myths of Innovation, Birkinshaw J, Bouquet C, and J.-L. Barsoux, MIT Sloan Management Review, Winter 2011 (<http://sloanreview.mit.edu/article/the-5-myths-of-innovation/>)
- A Taxonomy of Innovation, Luma Institute, Harvard Business Review – January – February, 2014 (<http://hbr.org/2014/01/a-taxonomy-ofinnovation/ar/1>)
- Innovation and Research Strategy for Growth, BIS, December 2011, (<http://www.bis.gov.uk/assets/biscore/innovation/docs/i/11-1387-innovation-andresearch-strategy-for-growth.pdf>)

## **Course Title: CORPORATE ENTREPRENEURSHIP**

### **Course Code: ENTR723**

#### Course Objectives:

Corporate entrepreneurship is the practice of employing entrepreneurial skills and approaches within an organization. To achieve and sustain a true competitive advantage in today's rapidly changing global business environment, companies must be faster, creative, flexible and innovative. Resource availability may be limited or non-existent to support innovations and initiatives. In other words, organizations must be more innovative and entrepreneurial. This course focuses on the processes, by which teams within an established company conceive, foster, launch, and manage existing and new business that is distinct from the parent company. The ability to simultaneously integrate (see what is similar) and differentiate (see what is different) between a company's existing and new business is crucial to the success of any corporate entrepreneurship effort. The course emphasis will be placed on the skills needed to promote and manage corporate entrepreneurship including opportunity recognition, orientation and transition management. The main focus is to build "Intrapreneurial" mindset in managers to think differently beyond the traditional managerial concept.

#### Course Contents/Syllabus:

##### Module I Concept of Corporate Entrepreneurship

1. The changing nature of the strategic challenge confronting organizations, the nature of entrepreneurship; the entrepreneurial process
2. Meaning of Corporate Entrepreneurship or Intrapreneurship
3. Distinction between entrepreneurship & Intrapreneurship, need & importance,

##### Module II Need for Corporate Entrepreneurship

1. The organizational life cycle
2. Why stay and why leave, why do corporate entrepreneurship
3. Getting started, a framework for understanding the obstacles to corporate entrepreneurship.

##### Module III Developing Corporate Entrepreneurship

1. Building an organizational environment conducive to entrepreneurial endeavors, embracing new business models, corporate incubators
2. Function and organization of new venture units, new approaches: incorporating creativity into the corporate process.

##### Module IV Types of Intrapreneurship

1. Life cycle of Intrapreneur
2. Classification of Intrapreneur
3. Changing rate of traditional managers

##### Module V Stages of Corporate Entrepreneurs

1. Stages of Intrapreneurial team development- solo phase, network phase, bootleg phase, format team phase
2. Changing environment for corporate Intrapreneurs, implications & future for

Intrapreneur 3. Corporate entrepreneurship in developing economies, corporate entrepreneurship in the social sector.

Text & References:

- Blackwell, E. (1998), How to Prepare a Business Plan, Kogan Page
- Gifford Pinchot, (1985), Why you don't have to leave the corporation to become an entrepreneur?, Harper & Row
- Histrich D. Robert and Peters P. Michal Shepherd A Dean, (2007), Entrepreneurship, McGraw Hill
- Holt H.David, (2005), Entrepreneurship New Venture Creation, Prentice-Hall
- Kuratko F. Donald and Hornsby S. Jeffery (2009): New Ventures Management, Entrepreneur Road Map, Pearson Education.
- O'Rourke S. James(2009): Writing and presenting business plan, Cengage Learning
- Raymond W Y Kao, Tan Wee Ling, Entrepreneurship and Enterprise Development in Asia, Prentice Hall
- Schollhammer, Hans ( 1992): Internal Corporate Entrepreneurship,
- Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. (2000), New Business Ventures and the Entrepreneur, McGraw-Hill, Singapore.
- Stutely, R. (2002), The Definitive Business Plan, FT Prentice Hall
- Timmons A. Jeffry and Jr. Stephen Spinell (2009): New Ventures Creation; Entrepreneurship for the 21st Century, McGraw Hill.

## **Course Title: LEADING CHANGE IN FAMILY BUSINESS**

### **Course Code: ENTR725**

#### Course Objectives:

The course is designed to provide students an understanding of change management in family business. The course is designed to provide students for defining the role and responsibility of members within a Family business. The course is designed to provide an understanding on how to drive change within Family business

#### Course Contents/Syllabus:

##### Module I Introduction

Family business, readiness of family and family business. A strategic management model for the family and the family business, understanding the pattern of family business, family and board culture, growth of family business

##### Module II Need to Change

Describe the roles& responsibilities, culture, value towards sensing transformation in family business. Issues and challenges in family business. Best practices in family business. Managing the leading change in family business

##### Module III How to Drive to Change?

Mindset, people, players, individual, team, group towards role and responsibilities .Decision making process in family business. The impact of culture on the family business, Stakeholders perceptions of culture and management practices in family and family business.

##### Module IV Lead the Change

How family meetings lead to collective action. Communication skills and conflict resolutions; getting things straight, conflict management strategies used in successful family businesses.

#### Text & References:

- A Bakr Ibrahim & Willard H Ellis,(1994), Family Business Management: Concepts and Practices, Published by Kendall/hunt Publishing Company.
- Butler, J.E,(2001), E – Commerce and Entrepreneurship, Information Age
- Chell, E. Haworth, J .M & Brearley, S. S,(1991), The Entrepreneurial Personality: Concepts, Cases and Categories, Lomnon: Routledge