

KNOWLEDGE INSTITUTE OF TECHNOLOGY

(An Autonomous Institution)

Approved by AICTE, Affiliated to Anna University, Chennai.
Accredited by NBA (CSE, ECE, EEE & MECH), Accredited by NAAC with 'A' Grade
KIOT Campus, Kakapalayam (PO), Salem-637504, Tamil Nadu, India.



MBA (IEV) Regulations 2024

MASTER OF BUSINESS ADMINISTRATION

(INNOVATION ENTREPRENEURSHIP & VENTURE DEVELOPMENT)

Semester - IV

Curriculum and Syllabi

(For the Students Admitted from the Academic Year 2024-25 Onwards)

Version: 1.0

Date: 15/12/2025



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**MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)
REGULATIONS 2024 (R2024)
CHOICE BASED CREDIT SYSTEM AND OUTCOME BASED EDUCATION**

MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)

VISION OF THE INSTITUTE

- To be a world class institution to impart value and need based professional education to the aspiring youth and carving them into disciplined world class professional who have the quest for excellence, achievement orientation and social responsibilities.

MISSION OF THE INSTITUTE

A	To promote academic growth by offering state-of art undergraduate, postgraduate and doctoral programs and to generate new knowledge by engaging in cutting -edge research
B	To nurture talent, Innovation entrepreneurship, all-round personality and values system among the students and to foster competitiveness among students
C	To undertake collaborative projects which offer opportunities for long-term interaction with academia and industry
D	To pursue global standards of excellence in all our endeavors namely teaching, research, consultancy, continuing education and support functions.

VISION OF THE DEPARTMENT

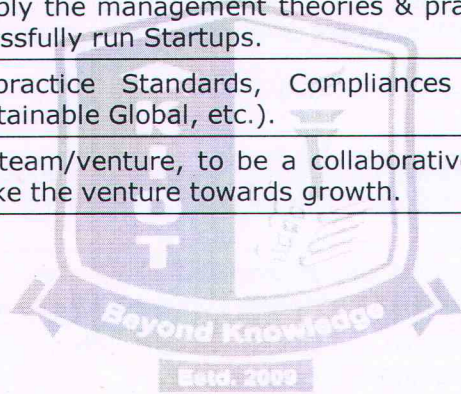
To produce global leaders in innovation and entrepreneurship who can manage and grow enterprises in a challenging and highly competitive world, through the integration of domain expertise, entrepreneurial acumen, and high ethical standards.


MISSION OF THE DEPARTMENT

M1	Developing analytical, problem-solving, and decision-making skills specifically tailored for managing entrepreneurial ventures and driving innovative change.
M2	Nurturing entrepreneurial leadership traits through continuous industry interaction, industry-sponsored centers of excellence, and hands-on experiential learning.
M3	Providing top-tier entrepreneurial education through domestic and international collaborations, enhancing cross-cultural competencies and global business perspectives.
M4	Facilitating learning and innovation by engaging faculty who are thought leaders, actively involved in intensive research, and industrial consultancy focused on entrepreneurship and venture development.

PROGRAM EDUCATIONAL OBJECTIVES(PEOs)	
PEO1	To make the graduates as Entrepreneurs and successfully run Ventures / Startups.
PEO2	To make the graduates to be a Leading Player in Innovation Management.
PEO3	To successfully contribute to Entrepreneurial Development or Play a Leading Role in Innovation / New Product Development in Corporates.

PROGRAM OUTCOMES (POs)	
PO1	Understand and apply the concepts of Entrepreneurship, Innovation and New Venture Development.
PO2	Ability to find a business idea, build a prototype and launch to early customers in the market.
PO3	Ability to choose appropriate business model, to raise funds and to scale up the venture.
PO4	Understand and apply the management theories & practices to solve business problems and successfully run Startups.
PO5	Understand and practice Standards, Compliances (Ethical, Economical, Legal, Environmental, Sustainable Global, etc.).
PO6	Ability to lead the team/venture, to be a collaborative team player, to strategically and innovatively take the venture towards growth.



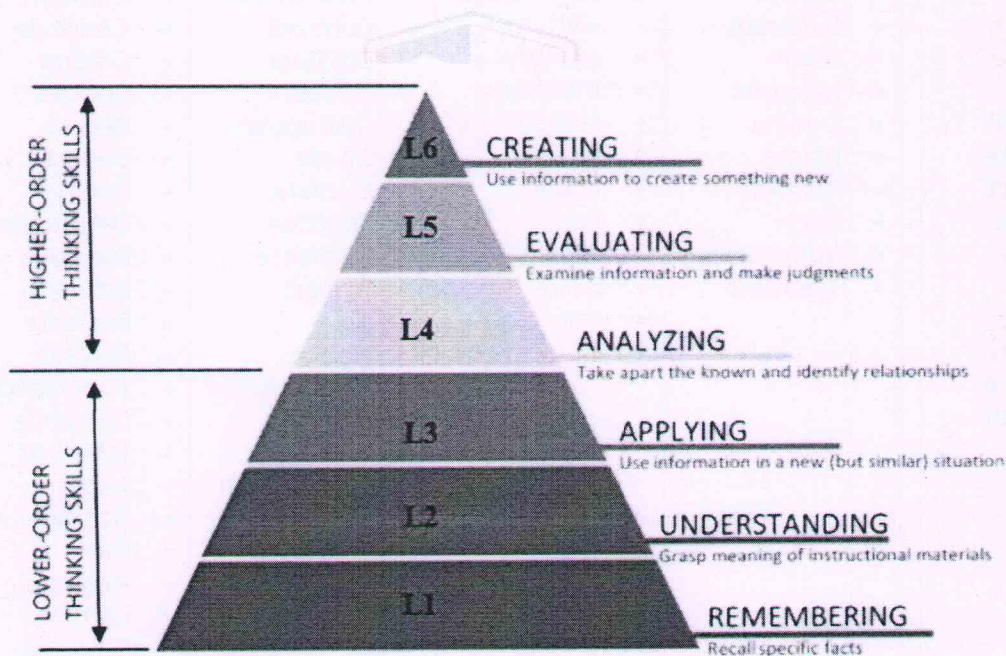

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BLOOM'S TAXONOMY LEVELS AND ACTION VERBS

(A) BLOOM'S TAXONOMY LEVELS (BTL):

Bloom's Taxonomy (BT) is based on the belief that learners must first acquire basic foundational knowledge about a subject before progressing to more complex types of thinking, such as analysis and evaluation. Bloom's Taxonomy levels help faculty to guide students through the learning process, from fundamental remembering and understanding to more complex evaluating and creating.



At KIOT, Curriculum Design, Delivery and Assessment (CDDA) are carried out based on the Blooms' Taxonomy Levels (BTL). Its organized set of objectives helps teachers to plan and deliver appropriate instruction, design valid assessment tasks and schemes, and ensure that instruction and assessment are aligned with the objectives.

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(B) BLOOM'S TAXONOMY ACTION VERBS

I. Remembering	II. Understanding	III. Applying	IV. Analyzing	V. Evaluating	VI. Creating
<p>Exhibit memory of previously learned material by recalling facts, terms, basic concepts, and answers.</p>	<p>Demonstrate understanding of facts and ideas by organizing, comparing, interpreting, giving descriptions, and stating main ideas.</p>	<p>Solve problems to new situations by applying acquired knowledge, facts, techniques and rules in a different way.</p>	<p>Examine and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations.</p>	<p>Present and defend opinions by making judgments about information, validity of ideas, or quality of work based on a set of criteria.</p>	<p>Compile information together in a different way by combining elements in a new pattern or proposing new Solutions.</p>
<ul style="list-style-type: none"> • Choose • Define • Find • How • Label • List • Match • Name • Omit • Recall • Relate • Select • Show • Spell • Tell • What • When • Where • Which • Who • Why 	<ul style="list-style-type: none"> • Classify • Compare • Contrast • Demonstrate • Explain • Extend • Illustrate • Infer • Interpret • Outline • Relate • Rephrase • Show • Summarize • Translate 	<ul style="list-style-type: none"> • Apply • Build • Choose • Construct • Develop • Experiment with • Identify • Interview • Make use of • Model • Organize • Plan • Select • Solve • Utilize 	<ul style="list-style-type: none"> • Analyze • Assume • Categorize • Classify • Compare • Conclusion • Contrast • Discover • Dissect • Distinguish • Divide • Examine • Function • Inference • Inspect • List • Motive • Relationships • Simplify • Survey • Take part in • Test for • Theme 	<ul style="list-style-type: none"> • Agree • Appraise • Assess • Award • Choose • Compare • Conclude • Criteria • Criticize • Decide • Deduct • Defend • Determine • Disprove • Estimate • Evaluate • Explain • Importance • Influence • Interpret • Judge • Justify • Mark • Measure • Opinion • Perceive • Prioritize • Prove • Rate • Recommend • Rule on • Select • Support • Value 	<ul style="list-style-type: none"> • Adapt • Build • Change • Choose • Combine • Compile • Compose • Construct • Create • Delete • Design • Develop • Discuss • Elaborate • Estimate • Formulate • Happen • Imagine • Improve • Invent • Make up • Maximize • Minimize • Modify • Original • Originate • Plan • Predict • Propose • Solution • Solve • Suppose • Test • Theory

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**MBA-INNOVATION, ENTREPRENEURSHIP AND VENTURE
DEVELOPMENT(IEV)**

Version 1.2

Courses of Study and Scheme of Assessment (R- 2024)

Date
15-12-2025

SEMESTER I

Sl. No.	Course Code	Course Title	Periods/Week						Maximum Marks			
			CAT	CP	L	T	P	C	CIA	ESE	Total	
THEORY												
1	MB24IE301	Introduction to Startups and Business Administration	PC	3	2	1	0	3	40	60	100	
2	MB24IE101	Accounting for Business	FC	3	2	1	0	3	40	60	100	
3	MB24IE302	Innovation Management	PC	3	2	1	0	3	40	60	100	
4	MB24IE102	Managerial Economics for Business	FC	3	2	1	0	3	40	60	100	
5	MB24IE303	Organizational Behavior and Human Resource Management	PC	3	2	1	0	3	40	60	100	
6	MB24IE701	Exposure to Startup Ecosystem-I	MC	1	0	0	1	0	100	0	100	
7	UX23MC701	Universal Human Values and Ethics	MC	3	1	0	2	0	100	0	100	
SKILL DEVELOPMENT COURSE												
8	MB24IE901	Skill Development Course-I	PT	3	1	0	2	2	100	0	100	
EXPERIENTIAL LEARNING COURSE												
9	MB24IE902	Experiential Learning Course-I	PT	2	0	0	2	1	100	0	100	
PROJECT WORK												
10	MB24IE601	Design Thinking for New Product Development	PW	4	0	0	4	2	60	40	100	
11	MB24IE602	Lean Business Model Development	PW	4	0	0	4	2	60	40	100	
CAPSTONE PROJECT-I												
12	MB24IE603	Business Idea and Problem-Solution-Fit	PW	6	0	0	6	3	60	40	100	
Total				38	12	5	21	25	780	420	1200	

SEMESTER II

THEORY

1	MB24IE306	Financial Management for Business	PC	3	2	1	0	3	40	60	100
2	MB24IE307	New Venture: Establishment and Management	PC	3	2	1	0	3	40	60	100
3	MB24IE308	Marketing Management for Business	PC	3	2	1	0	3	40	60	100
4	MB24IE309	Operations Management for Business	PC	3	2	1	0	3	40	60	100
5	MB24IE310	Research Methods in Business	PC	3	2	1	0	3	40	60	100
6	MB24IE702	Exposure to Startup Ecosystem-II	MC	1	0	0	1	0	100	0	100

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Sl. No.	Course Code	Course Title	Periods/Week					Maximum Marks			
			CAT	CP	L	T	P	C	CIA	ESE	Total
REGULAR ELECTIVE COURSES											
7	MB24XX4XX	Professional Elective - I	PE	2	2	0	0	2	40	60	100
8	MB24XX4XX	Professional Elective - II	PE	2	2	0	0	2	40	60	100
SKILL DEVELOPMENT COURSE											
9	MB24IE903	Skill Development Course-II	PT	3	1	0	2	2	100	0	100
EXPERIENTIAL LEARNING COURSE											
10	MB24IE904	Experiential Learning Course-II	PT	2	0	0	2	1	100	0	100
PARTICIPATIVE LEARNING COURSE											
11	MB24IE604	Participative Learning Course-I	PW	2	0	0	2	1	100	0	100
CAPSTONE PROJECT-II											
12	MB24IE605	Business Model Development	PW	6	0	0	6	3	60	40	100
ACTION LEARNING PROJECT-I											
13	MB24IE606	Environmental Scanning and Business Idea Identification	PW	6	0	0	6	3	100	0	100
Total				39	15	5	19	29	840	460	1300
SEMESTER III											
THEORY											
1	MB24IE311	Venture Strategy, Funding and Growth	PC	3	2	1	0	3	40	60	100
2	MB24IE312	Business Laws, IPR and Compliance	PC	3	2	1	0	3	40	60	100
3	MB24IE313	Family Business Management	PC	3	2	1	0	3	40	60	100
4	MB24IE314	Information System and Data Management	PC	3	2	1	0	3	40	60	100
REGULAR ELECTIVE COURSES											
5	MB24XX4XX	Professional Elective - III	PE	2	2	0	0	2	40	60	100
6	MB24XX4XX	Professional Elective - IV	PE	2	2	0	0	2	40	60	100
7	MB24XX4XX	Professional Elective - V	PE	2	2	0	0	2	40	60	100
PROJECT SPECIFIC ELECTIVE COURSE-(ONLINE/PHYSICAL)											
8	MB24IE607	Project Work - I	PW	2	2	0	0	2	100	0	100
SKILL DEVELOPMENT COURSE											
9	MB24IE905	Skill Development Course-III	PT	3	1	0	2	2	100	0	100
EXPERIENTIAL LEARNING COURSE											
10	MB24IE906	Experiential Learning Course-III	PT	2	0	0	2	1	100	0	100
PARTICIPATIVE LEARNING COURSE											
11	MB24IE608	Participative Learning Course-II	PW	2	0	0	2	1	100	0	100

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Sl. No.	Course Code	Course Title	Periods/Week						Maximum Marks		
			CAT	CP	L	T	P	C	CIA	ESE	Total
CAPSTONE PROJECT-III											
12	MB24IE609	Business Plan and Market Launch Strategy	PW	6	0	0	6	3	60	40	100
ACTION LEARNING PROJECT-II											
13	MB24IE610	Development of Innovative Business Solution, MVP and WSP	PW	6	0	0	6	3	100	0	100
Total				39	17	4	18	30	840	460	1300
SEMESTER IV											
REGULAR ELECTIVE COURSE (ONLINE)											
1	MB24XX4XX	Professional Elective - VI	PE	2	2	0	0	2	40	60	100
PROJECT SPECIFIC ELECTIVE COURSE-(ONLINE/PHYSICAL)											
2	MB24IE611	Project Work - II	PW	2	2	0	0	2	100	0	100
ACTION LEARNING PROJECT-III											
3	MB24IE612	Implementation and Impact on Business Development	PW	28	0	0	28	14	100	0	100
Total				32	4	0	28	18	240	60	300
Regular Electives-I-Startup/Innovation-SEMESTER II											
THEORY											
1	MB24SI401	Startup Feasibility Analysis	PE	2	2	0	0	2	40	60	100
2	MB24SI402	Law, Ethics And Environment for start ups	PE	2	2	0	0	2	40	60	100
3	MB24SI403	Venture Finance	PE	2	2	0	0	2	40	60	100
4	MB24SI404	Strategic Planning and Execution	PE	2	2	0	0	2	40	60	100
Regular Electives-II- Entrepreneurship/Venture Development/Family Business- SEMESTER II											
1	MB24EV401	Social Entrepreneurship	PE	2	2	0	0	2	40	60	100
2	MB24EV402	Sustainability in Family Business	PE	2	2	0	0	2	40	60	100
3	MB24EV403	International Startup Ecosystem	PE	2	2	0	0	2	40	60	100
4	MB24EV404	Export and Import Business Management	PE	2	2	0	0	2	40	60	100
(Regular Electives-III-Marketing)-SEMESTER III											
1	MB24IM401	Advertising and Sales Promotion	PE	2	2	0	0	2	40	60	100
2	MB24IM402	Customer Relationship Management	PE	2	2	0	0	2	40	60	100
3	MB24IM403	Retail Management	PE	2	2	0	0	2	40	60	100
(Regular Electives-IV-Finance) SEMESTER III											
1	MB24IF401	Investment Analysis and Portfolio Management	PE	2	2	0	0	2	40	60	100
2	MB24IF402	Banking and Financial Services	PE	2	2	0	0	2	40	60	100
3	MB24IF403	Risk and Insurance Management	PE	2	2	0	0	2	40	60	100
4.	MB24IF404	Project Planning and Financing	PE	2	2	0	0	2	40	60	100

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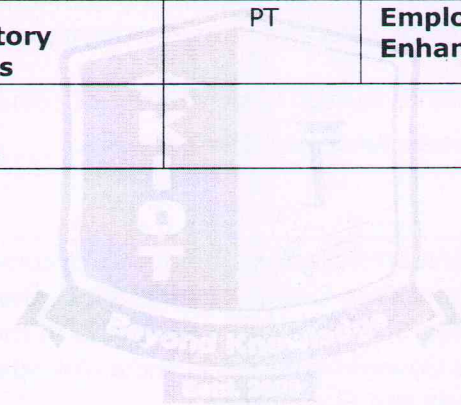
Sl. No.	Course Code	Course Title	Periods/Week						Maximum Marks		
			CAT	CP	L	T	P	C	CIA	ESE	Total
(Regular Electives-V-Operations Management) SEMESTER III											
1	MB24IO401	Project Management	PE	2	2	0	0	2	40	60	100
2	MB24IO402	Supply Chain and Logistics Management	PE	2	2	0	0	2	40	60	100
3	MB24IO403	Total Quality Management	PE	2	2	0	0	2	40	60	100
(Regular Electives-VI-Human Resource Management)-Online SEMESTER IV											
1	MB24IH401	Reward and Compensation Management	PE	2	2	0	0	2	40	60	100
2	MB24IH402	Negotiation and conflict Management	PE	2	2	0	0	2	40	60	100
3	MB24IH403	Organizational Design and Development	PE	2	2	0	0	2	40	60	100
4	MB24IH404	Any Suitable Course in HRM(Online)	PE	2	2	0	0	2	40	60	100
*Note: If the online course has credits more, it will be considered as 2 credits.											

SUMMARY							
Sl.No.	Course Category	Credits per Semester				Credits	Credit%
		I	II	III	IV		
1	FC	6	0	0	0	6	6
2	RM	0	0	0	0	0	0
3	PC	9	15	12	0	36	35
4	PE	0	4	6	2	12	12
5	OE	0	0	0	0	0	0
6	PW	7	7	9	16	39	38
7	MC	✓	✓	0	0	0	0
8	PT	3	3	3	0	9	9
Total Subjects		12	13	13	03	102	100
Total Credits		25	29	30	18		

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Category	FC	RM	PC	PE	OE	PW	MC	AC	PT
Category Code	1	2	3	4	5	6	7	8	9
CAT	Category of Course			CP	Contact Periods				
L	Lecture Hours			T	Tutorial Hours				
P	Practical Hours			C	Credits				
CIA	Continuous Internal Assessment			ESE	End Semester Examination				
FC	Foundational Courses			RM	Research Methodology and IPR Courses				
PC	Professional Core Courses			PE	Professional Elective Courses				
OE	Open Elective Courses			PW	Project work / Action Learning Course				
MC	Mandatory Courses			PT	Employability Enhancement Courses				
AC	Audit Course								




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MB24IH401	REWARD AND COMPENSATION MANAGEMENT	CP	L	T	P	C
		2	2	0	0	2
Programme & Branch	PG - MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
Course Objectives:						
1.	To impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.					
2.	To understand the various dimensions of Compensation Management.					
3.	To understand and managing reward system in an organization.					
4.	To learn how to frame employee performance related compensation.					
5.	To know about the executive compensation and its impacts in business growth.					
	INTRODUCTION (Not for Examination)					2
Importance	This course aims to improve students' understanding of how HR managers implement various techniques of pay strategies used by the organization to motivate, retain, and satisfy all employees who work in the organization.					
Real-life Examples	Infosys aims to provide a fair, transparent and competitive reward structure. Flipkart has implemented several reward and compensation initiatives designed to retain employees and reduce attrition, especially in a competitive market.					
Linkages	Pre-Requisite: Students studied basic concept of compensation Management in Human Resources Management.					
UNIT-I	INTRODUCTION					6
	Compensation-Definition-objectives-principles of compensation formulation - Compensation Design and strategy - theories of wage determination - Wage Structure and wage policy in India. Overview of Labour Legislations Governing Wages in India, Introduction to New Labour Codes - Need and Significance.					
UNIT-II	EMPLOYEE COMPENSATION AND LABOUR MARKET					6
	Macroeconomics of Labour markets - Unemployment and its impact on labour market - Neoclassical microeconomics of labour markets - models, supply and demand - economic theories related to employee compensation - Implications of Economic Models on Compensation valuation of employee compensation . Eight Types of Compensation Plans					
UNIT-III	MANAGING EMPLOYEE BENEFITS					6
	Nature and types of employee benefits - statutory employee benefits in India - Deferred compensation plan - Non-monetary benefits and Reward - Basic concepts and types of reward management - Designing reward system- Difference between reward and compensation. Code on Social Security, 2020 - Provisions Relating to PF, ESI, Gratuity, Maternity Benefits (L2)					

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UNIT – IV	PERFORMANCE RELATED COMPENSATION	6
	Performance management system (PMS) -performance objectives – indicators – standards and metric – effective performance modeling – dimensions of performance – competency based pay Team Compensation –Gain Sharing Incentive Plan – Profit Sharing Plan – ESOPs	
UNIT–V	EXECUTIVE AND SALES COMPENSATION PLAN	6
	Executive Compensation–Components, Theories, Design- Relationship between Fixed and variable pay – Executive Incentive Programmes – Sales Compensation plan – design and administration – sales incentives and motivations- Compensation Management in Multi-National organizations Case Study Occupational Safety, Health and Working Conditions Code, 2020 – Working Hours, Overtime, and Compensation Implications .	
	Total(L)	32 Periods
	Bloom’s Taxonomy Levels: Remember (L1), Understand (L2), Apply (L3), Analyze (L4), Evaluate (L5) , Create (L6).	
	OPEN-ENDED PROBLEMS / QUESTIONS	
	Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.	
	Course Outcomes: Upon completion of this course, the students will be able to:	BLOOM’S Taxonomy
CO1	Understand the basics of Compensation Management and Reward system, theories, and strategies.	L2– Understand
CO2	Understand the Macro and micro economics of labour market and Employee compensation.	L3 – Apply
CO3	Apply the reward management system in the organization.	L3 – Apply
CO4	Understand the Performance related compensation in the organization.	L2 - Understand
CO5	Apply the characteristics of executive compensation and its determinants.	L3 – Apply
	TEXT BOOKS:	
1.	George T Mulkovich& Jerry Newmann, Compensation planning, McGraw Hill Publication, 9 th Edition, 2017.	
2.	Richard.I. Henderson: Compensation Management in A Knowledge Based World – Pearson Education, 10 th edition, 2007.	
	REFERENCE BOOKS:	
1.	B. D. Singh, Compensation and Reward Management, Excel Publication, 3 rd edition, 2017.	
2.	Dewakar goel, Performance Appraisal and Compensation Management, PHI learning,2008.	

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3.	Richard Thrope & Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000.			
S.No.	WEB REFERENCES:			
	Publisher	Website link	Type of Content	
1.	Vantage Circle	https://www.vantagecircle.com/en/blog/how-to-design-a-reward-system-for-employees/	How to Design a Reward System for Employees	
2.	AIHR Academy to Innovate HR	https://www.aihr.com/blog/compensation-and-benefits/	Types of Compensation and employee benefits	
	VIDEO REFERENCES:			
S.No.	Video Details	Name of the Expert	Type of Content	Video Link
1.	MHRD	Dr. Mani Shreshtha GJ University of Science and Technology Hisar	Compensation and Business Environment	https://www.youtube.com/watch?v=XbwQarTmomc&list=PLnl4bzqH5QqKLPDKFv9ZrSxoDCCYGz8y
2.	NPTEL	Prof. Aradhna Malik Vinod Guptha School of Management	Compensation	https://www.youtube.com/watch?v=nKiJ7pakz_U

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	3	2	1
CO2	2	1	2	3	3	1
CO3	2	2	2	3	2	2
CO4	2	1	1	3	2	2
CO5	2	2	2	3	3	3
Avg.	2.0	1.4	1.6	3.0	2.4	1.8
	1 – Low, 2 – Medium, 3 – High					

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MB24IH402	NEGOTIATION AND CONFLICT MANAGEMENT	CP	L	T	P	C
		2	2	0	0	2
Programme & Branch	PG - MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT(IEV)	Version: 1.0				
Course Objectives:						
1.	To understand the fundamentals of negotiation theory.					
2.	To learn negotiation skills and strategies.					
3.	To understand different conflict resolution models and strategies.					
4.	To understand the techniques to manage conflicts.					
5.	To understand different conflict resolution models.					
	INTRODUCTION (Not for Examination)					2
Importance	Understanding fundamentals of negotiation- negotiation strategies- conflict management-conflict resolution.					
Real-life Examples	Amazon and Warehouse Workers' Unionization Efforts: Labor Negotiation Uber's Cultural Conflicts- Conflict between different groups.					
Linkages	Previous Course: Organizational Behavior and Human resource Management.					
UNIT-I	FUNDAMENTALS OF NEGOTIATION					6
	Nature, Characteristics of negotiation - Dimensions of Negotiation- Structure - Norms & values - Types of Negotiation - Negotiation process - Perception and Preparation - Communication and Influence- Techniques of Negotiation - Issues in negotiation.					
UNIT-II	NEGOTIATION STRATEGIES					6
	Strategy and planning for negotiation - Strategy and Tactics for distributive bargaining -Integrative negotiation - Negotiation power - source of power - Cross culture Negotiation -Ethics in negotiation.					
UNIT-III	INTRODUCTION TO CONFLICT MANAGEMENT					6
	Understanding conflict, components, perspective of conflict - Types of conflict - Models of conflict (Process & Structural) - Sources of conflict - Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking- conflict & performance - Advantages & Disadvantages of Conflict.					
UNIT - IV	MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT					6
	Individual difference - Personalities & abilities - Interpersonal conflict - Group conflict - Organizational conflict - Dealing with difficult subordinates & boss-Technique to resolve team conflict-organizational conflict strategies.					


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UNIT-V	CONFLICT RESOLUTION AND COST		6
	Conflict resolution models - framework model - classical ideas - new developments in conflict resolution - Environmental conflict resolution - gender and conflict resolution - Assessing the cost of workplace conflict.		
	Total(L)		32 Periods
	Bloom's Taxonomy Levels: Remember (L1), Understand (L2), Apply (L3), Analyze (L4), Evaluate (L5) , Create (L6).		
	OPEN-ENDED PROBLEMS / QUESTIONS		
	Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.		
	Course Outcomes: Upon completion of this course, the students will be able to:		BLOOM'S Taxonomy
CO1	Understand the negotiation styles and their effectiveness.		L2- Understand
CO2	Apply the negotiation strategies and cross-cultural negotiation.		L3-Apply
CO3	Apply the conflict resolution strategies.		L3-Apply
CO4	Explore common sources of conflict in the workplace and strategies to prevent or mitigate them.		L4-Analyse
CO5	Concern different conflict resolution models and cost associated with it.		L3-Apply
	TEXT BOOKS:		
1.	William Zartman , Negotiation and Conflict Management , Routledge , 2009		
2.	Eirene Leela Rout & Nelson Omiko, Corporate Conflict Management: Concepts and Skills, Prentice India , 2007		
	REFERENCE BOOKS:		
1.	Roger Fisher, William Ury, & Bruce Patton, Getting to Yes: Negotiating Agreement Without Giving In , Penguin Books , 2011		
2.	Max H. Bazerman (Ed.) , Negotiation, Decision Making and Conflict Management , Edward Elgar Publishing , 2005		
3.	Barbara A. Budjac Corvette , Conflict Management: A Practical Guide to Developing Negotiation Strategies , Pearson Prentice Hall , 2007		
	WEB REFERENCES:		
S.No.	Publisher	Website link	Type of Content
1.	Carnegie Mellon University Library Publishing Service	https://onlinelibrary.wiley.com/journal/17504716	Carnegie Mellon University Library Publishing Service
2.	Harvard Management	https://www.pon.harvard.edu/tag/negotiation-and-conflict-management/	Harvard Management

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VIDEO REFERENCES:				
S.No.	Video Details	Name of the Expert	Type of Content	Video Link
1.	YouTube	Prof.A. Malik	Negotiation and Conflict Management	https://www.youtube.com/watch?v=wYb_PKTawE4&ab_channel=nptelhrd
2.	YouTube	Prof.Chris segrin	Techniques for Effective conflict management and negotiation	https://www.youtube.com/watch?v=Mgi4Onnn1sc&ab_channel=collegeofsbs

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		3	2	2
CO2	3	2		3	3	2
CO3	2			3	2	3
CO4	2			3	2	3
CO5	2			3	3	2
Avg.	2.4	2		3	2.4	2.4
1 – Low, 2 –Medium, 3 – High						

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MB24IH403	ORGANIZATIONAL DESIGN AND DEVELOPMENT	CP	L	T	P	C
		2	2	0	0	2
Programme & Branch	PG - MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
Course Objectives:						
1.	To know the fundamentals of organization design, stakeholder needs, and the evolution of organizational theories.					
2.	To learn the key components of organizational environments and its influence on organizational strategies and performance.					
3.	To learn the basics of organizational effectiveness and various frameworks and approaches for assessing and enhancing it at different levels.					
4.	To learn the concepts, types, and dynamics of organizational change, including resistance, change agents, and implementation strategies					
5.	To learn the concept, elements, and values of organization development, along with its intervention types, implementation, and evaluation methods.					
	INTRODUCTION (Not for Examination)					2
Importance	Organization Design – Organization Structure – Organization Environment –Organization Effectiveness - Organization change and development.					
Real-life Examples	Apple Inc. evaluates its effectiveness using the Balanced Scorecard Approach. Netflix underwent a major organizational change from DVD rentals to digital streaming.					
Linkages	Prerequisite: Organization Behaviour and Human Resource Management.					
UNIT-I	Organization Design					6
	Organization: Meaning , Mintzberg organization types .Understanding of Stakeholders needs . Organization Design: Definition,Dimensions – Structural Contextual.Factors affecting organization design. Contemporary design ideas -Mechanical System design Vs. Natural System Design .					
UNIT-II	Organization Environment					6
	Organization Environment: Meaning,Task Environment, General Environment International Environment. Environment influence on organization: Simple Complex dimension ,Stable Unstable dimension , Framework .					
UNIT-III	Organization Effectiveness					6
	Organization Effectiveness: Meaning , Frame Work- Porter’s competitive forces and strategies, Miles and Snow’s Strategy Typology. Assessing Organizational effectiveness : Traditional Approach - Goal approach, Resource based approach, Internal process approach. Organization level approach - Balanced Score card Approach, Department level approach - Behavior versus Outcome.					
UNIT - IV	Organization Change					6
	Organization Change: Meaning and Nature , Levels of Change and Change Cycle : Participative, Directive, States of Change : Current, Delta, Future. Planned change and its types . Resistance to Change : Individual, Group and Organization. Causes of resistance to change . Strategies to implement change:Empirical Rational, Power Coercive, Normative Reductive, Environmental Adaptive. Models : Adaption diffusion, Work redesign model, Lewin’s Three step.					

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UNIT-V	Organization Development	6	
	Organization development: Concept , Basic Elements , Values and Goals. Criteria for OD interventions , Implementation and evaluation , Types: Individual – T -Groups, Performance Management and Revival system. Team –Process Consolation, Quality of work life, Organization – Grid organization development, TQM Tools for Conflict Resolution : PDCA Cycle, Root Cause Analysis, Fishbone Diagram, Continuous Feedback Mechanisms, 5 'D' Cycle		
	Total(L)	32 Periods	
	Bloom's Taxonomy Levels: Remember (L1), Understand(L2), Apply (L3), Analyze (L4), Evaluate (L5) , Create (L6).		
	OPEN-ENDED PROBLEMS / QUESTIONS		
	Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.		
	Course Outcomes: Upon completion of this course, the students will be able to:	BLOOM'S Taxonomy	
CO1	Understand the organizational types, stakeholder needs, structure and dimensions of organization design.	L2- Understand	
CO2	Apply frameworks to assess the impact of task, general, and international environments on organizations.	L3 - Apply	
CO3	Apply frameworks and approaches to evaluate and enhance organizational effectiveness at different levels.	L3 - Apply	
CO4	Apply suitable models and strategies to effectively manage organizational change.	L3 - Apply	
CO5	Apply organization development interventions at individual, team, and organizational levels using appropriate models and evaluation criteria.	L3 - Apply	
	TEXT BOOKS:		
1.	Thomas G. Cummings & Christopher G. Worley , Organization Development and Change (10th Edition), Cengage Learning, 2015		
2.	V. Nilakant & S. Ramnarayan , Organizational Change: An Action-Oriented Toolkit , McGraw Hill Education , 2006.		
	REFERENCE BOOKS:		
1.	Bernard Burnes , Managing Change , Pearson Education , 2017		
2.	Gareth R. Jones , Organization Theory, Design, and Change (12th Edition), Pearson Education , 2021		
3.	John P. Kotter , Leading Change , Harvard Business School Press , 2012		
	WEB REFERENCES:		
S.No.	Publisher	Website link	Type of Content
1.	Academy for Innovative HR	https://www.aihr.com/blog/organizational-design/	Organization Design: A Complete Guide
2.	Academy for Innovative HR	https://www.aihr.com/blog/organizational-design/	Organization Development: A Complete Guide

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VIDEO REFERENCES:				
S.No.	Video Details	Name of the Expert	Type of Content	Video Link
1.	TEDx Talks	Arthur Carmazzi, Founder of the Directive Communication Psychology	Creating Sustainable Organizational Culture Change in 80 Days	https://youtu.be/r2XE87EoI7M?si=wGwtPuW7VXwY0sAV
2.	TEDx Talks	Enclaria, Author, 99 Ways to Influence Change and the change management toolkit, the Irresistible Change Guide.	How to Deal with Resistance to Change	https://youtu.be/79LI2fkNZ2k?si=rAy4kPi_TKVpewO-

Mapping of COs with POs						
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2			3	1	
CO2	2	1	1	3	2	
CO3	2			3		1
CO4	2			3	1	
CO5	2		1	3	1	
Avg.	2	1	1	3	1.2	1
1 – Low, 2 –Medium, 3 – High						

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MB24IH404	Any Suitable Course in HRM(Online)	CP	L	T	P	C
		2	2	0	0	2
Programme & Branch	PG – MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
Course Objectives:						
1.	To Understand key HRM functions such as recruitment, training, performance evaluation, and employee relations.					
2.	To apply HRM frameworks and policies in real organizational settings or ALP/start-up projects.					
3.	To develop workforce planning and competency mapping skills to improve organizational capability.					
4.	To analyze HR challenges like engagement, motivation, retention, and compliance to recommend solutions.					
5.	To align HR strategies with business goals to support organizational growth and effectiveness.					
IMPLEMENTATION						
Course Selection Process:						
<p>Students will select <i>one suitable online HRM course</i> from approved learning platforms such as:</p> <ul style="list-style-type: none"> • SWAYAM • SWAYAM PLUS • NPTEL • IIMB -EdX <p>The chosen HRM course must satisfy the following criteria:</p> <ul style="list-style-type: none"> ✓ Minimum duration: 30 -45 learning hours / 8-12 weeks ✓ Must provide a Certificate of Completion ✓ Must have assessments or evaluation components 						

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MB24IE611	PROJECT SPECIFIC ELECTIVE COURSE - (ONLINE / PHYSICAL) PROJECT WORK -II	CP	L	T	P	C
		2	2	0	0	2
Programme & Branch	PG – MBA - INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)	Version: 1.0				
Course Objectives:						
1.	To equip students with in-depth understanding of specific theories, principles, and practices relevant to the project domain.					
2.	To enable students to apply theoretical knowledge to real-world scenarios through hands- on projects and case studies.					
3.	To foster teamwork and collaboration across different disciplines to solve complex problems.					
4.	To encourage creative thinking and innovative approaches to address project-specific challenges.					
5.	To develop professional skills, including project management, communication, and presentation abilities, tailored to the project's requirements.					
IMPLEMENTATION:						
<p>Depending on the startup or venture or Action Learning Project (ALP) chosen by the students, these PSE courses have to be standardized by the students. The students can choose a course from the various online courses available, with a credits equivalent to 2 credits; PSE courses are, in general, technology or domain-oriented courses, and the concepts standard may be used in the specific project undertaken. The suggested list of courses are automation and robotics, drone technology, Artificial intelligence (AI), Internet of things (IOT), Machine Learning(ML), Data sciences, Block Chain Technology, Sustainability Engineering, Reliability engineering, Disruptive innovation, Deep tech startups, International Business Development, Python programs, prototype development, etc.,</p> <p>In general, Project Specific Elective courses will be studied online by the student. The students can choose regular or elective courses taught in engineering & technology programs that will be offered in physical mode.</p>						

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MB24IE612	ACTION LEARNING PROJECT – III				CP	L	T	P	C
	Implementation and Impact on Business Development				28	0	0	28	14
Programme & Branch	PG – MBA- INNOVATION, ENTREPRENEURSHIP AND VENTURE DEVELOPMENT (IEV)				Version: 1.0				
	Course Objectives:								
1.	To implement the validated MVP and convert it into a scalable business solution.								
2.	To examine real-time market performance, customer acquisition, and sales traction.								
3.	To measure business impact using business development metrics (revenue, CAC, CLV, conversion rates, etc.).								
4.	To develop and refine go-to-market strategies based on real customer insights.								
5.	To prepare a comprehensive Growth & Impact Report and deliver a final investor-ready demonstration.								
A.	INTRODUCTION (Not for examination)				2				
Importance	Action Learning Project III enables students to transform validated MVPs into implementable business solutions. It deepens entrepreneurial learning by executing real market tests, measuring impact, and applying performance analytics to strengthen business development strategies.								
Real Life Example	Zomato: Started as "Foodiebay," tested its MVP with limited users, implemented scalable systems, expanded city-wise, and used analytics to improve conversions and user retention. MVP → Implementation → Scaling → Impact.								
Linkages	Growth Hacking, Digital Marketing for Startups, Startup Finance, Strategic Management, Technology & Operations, Sales and Business Development.								
B.	EXECUTION								
Week	List of Experiments / Exercises	References	Duration						
			L	T	P				
1.	Orientation to ALP I & II outcomes. Team confirmation and implementation roadmap planning.	-	-	-	28				
2.	Final refinement of MVP (bug fixing, feature polishing, resource allocation).	-	-	-	28				
3.	Market Launch Preparation: Go-to-market planning, pricing, sales channels.	-	-	-	28				
4.	Implementation Phase – I: Pilot launch in selected segment (Real-time deployment).	-	-	-	28				
5.	Review 1: MVP implementation progress, pilot launch results & customer feedback.	-	-	-	28				
6.	Customer Acquisition Strategies (Online/offline campaigns, lead generation).	-	-	-	28				
7.	Measurement of Business Development Metrics (Revenue model, traction, KPI tracking).	-	-	-	28				
8.	Impact Evaluation: Customer retention, satisfaction surveys, product usage analytics.	-	-	-	28				
9.	Review 2: Business Impact Analysis + KPI Dashboard Presentation.	-	-	-	28				
10.	Scaling Strategies: Process improvement, feature enhancements, market expansion plans.	-	-	-	28				
11.	Development of Business Development Report (Impact + Market Response + Learning).	-	-	-	28				
12.	Development of Growth Playbook (Sales strategy, marketing roadmap, financial projections).	-	-	-	28				
13.	Executive Summary & Investor Demonstration	-	-	-	28				

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	Planning.				
14.	Review 3: Storytelling of Implementation Journey and Business Impact.	-	-	-	28
15.	Final Review: Demonstration of Implemented Solution + Impact Report Submission + Pitch Presentation.	-	-	-	28
Total			-	-	420 Periods

1. Batch Formation

Team Size: 1-4 students depending on the business model.
Each team must implement their MVP, gather real performance data, and submit a Business Development Impact Report (25-40 pages + Annexures).

2. Assessment (Project course type evaluation)

Review 1 (Implementation + Launch) – 20 Marks
Review 2 (Impact Evaluation + Metrics) – 20 Marks
Review 3 (Iteration + Storytelling) – 20 Marks
Final Report + Pitch Presentation – 40 Marks

	Course Outcomes: Upon completion of this course the students will be able to:	Bloom's Taxonomy		
CO1	Implement the MVP in real market scenarios and measure its performance	L2- Understand		
CO2	Analyze customer response, business metrics, and market traction	L3-Analyze		
CO3	Develop scalable strategies for business development and growth	L4- Create		
CO4	Prepare a comprehensive business impact and growth report	L4- Apply		
CO5	Deliver an investor-level pitch and solution demonstration	L4- Apply		
TEXT BOOKS:				
1.	Ries, Eric. The Lean Startup, 2008			
2.	Raj Agarwal, Business Environment, 2011.			
WEB REFERENCE:				
	Publisher	Website link	Type of Content	
1.	HubSpot Academy	https://blog.hubspot.com/sales/business-development	Business Development Concepts	
2.	Think201	https://think201.com/blog/mvp-development-trends/	Think201	
3.	Y Combinator Library	https://www.ycombinator.com/library	Y Combinator Library	
4.	Number Analytics	https://www.numberanalytics.com/blog/mvp-mastery	Number Analytics	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	YC Startup School	Implementation & Scaling	https://www.youtube.com/watch?v=Z_0G

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2.	YouTube	TechCrunch	Startup Impact Analysis	https://www.youtube.com/watch?v=L1p-Ayxoshc
3.	Siemens Knowledge Hub	MVP to MMP Execution	Lecture	https://www.youtube.com/watch?v=UTB2sHHhQ5M

Mapping of COs with POs						
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	2
CO2	3	3	2	3	2	2
CO3	2	2	3	2	3	2
CO4	3	3	2	3	2	2
AVG.	3	2	2	3	3	2
1 – Low, 2 –Medium, 3 – High						



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