

**Maulana Abul Kalam Azad University of Technology, West Bengal**  
*(Formerly West Bengal University of Technology)*  
**Syllabus for BBA (ENTREPRENEURSHIP)**  
**(Effective for Academic Session 2019-2020)**

**COURSE STRUCTURE**

**1<sup>ST</sup> YEAR**

SL No	CODE	Paper	Contact Periods per week			Total Contact Hours	Credits
			L	T	P		
<b>SEMESTER I</b>							
<b>Theory</b>							
1	BBAE-101	Case Studies and Inspirational Stories of Self made business tycoons. Common traits of businessman and entrepreneurs. How to have a mindset of a Businessman/ Entrepreneurs	4	-	-	4	4
2	BBAE-102	Exploring Small Businesses/ Home Businesses. Ideating on Businesses which could be started with minimum or no Capital	4	-	-	4	4
3	BBAE-103	Considering Franchise Businesses and Replication of Successful Business Models from other parts of the Country/Abroad	4	-	-	4	4
4	BBAE-104	Ways to identify new business ideas & opportunities based on Solutions to local Problems. Waste to Wealth Sustainability based businesses. How to Validate such Business Ideas	4	-	-	4	4
5	BBAE-105	Importance of SWOT analysis. Risk perception & its mitigation. Refining & Updating of the initial idea to reduce risk and make the value proportion to the customers more attractive	4	-	-	4	4
<b>Total Credit</b>			<b>20</b>				

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**1<sup>ST</sup> YEAR**

SL No	CODE	Paper	Contact Periods per week			Total Contact Hours	Credits
			L	T	P		
<b>SEMESTER II</b>							
<b>Theory</b>							
1	BBAE-201	Types of Organization for Conducting Business Proprietorship, Partnership, LLP, Private Limited Company and Public Limited Company. Advantage/Disadvantage in operation, taxes and Market perception	4	-	-	4	4
2	BBAE -202	Business Regulatory Framework. Types of Registrations Required for New/All kinds of Businesses.	4	-	-	4	4
3	BBAE-203	Market and Other Business. Research Methodology used by start-ups for validation	3	1	-	4	4
4	BBAE-204	Stationery and other Requirements to start a Business. Conversion of a Business Ideas to a Business Plan/ Making of Project Reports, Implementation timeline & Road Map.	3	1	-	4	4
5	BBAE-205	Financial Planning and Cash Flow Projection (Using Excel Sheets) Exploring Various Sources of Finance. Government Incentives and other benefits for start-ups	3	1	-	4	4
<b>Total Credit</b>			<b>20</b>				

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**2<sup>ND</sup> YEAR**

SL No	CODE	Paper	Contact Periods per week			Total Contact Hours	Credits
			L	T	P		
<b>SEMESTER III</b>							
<b>Theory</b>							
1	BBAE-301	Using Market Research to Plan an effective Marketing Strategy including Planning for Ads & PR for business launch and regular promotion.	4	-	-	4	4
2	BBAE-302	Websites and other ways of online Presence & taking advantage of E-Commerce. Ensuring Cyber Security.	2	1	1	4	4
3	BBAE-303	Establishment of online & offline channels for Sales, Marketing & Promotion. Secured Payment gateways and logistic planning.	2	1	1	4	4
4	BBAE-304	Using Guerrilla Marketing & Promoting Strategies. Analysing Various Case Studies and finding replicable ideas to be implemented on regular basis.	4	-	-	4	4
5	BBAE-305	Using PR Events and other Promotional/CSR activities to build brand loyalties. Replicating such successful activities learnt from others.	4	-	-	4	4
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SL No	CODE	Paper	Contact Periods per week			Total Contact Hours	Credits
			L	T	P		
<b>SEMESTER IV</b>							
<b>Theory</b>							
1	BBAE -401	Advantages & How to Implement SOP for every Business Activity. Establishing Process driven business Culture.	4	-	-	4	4
2	BBAE-402	Automation through use of Technology. Adoption of financial Prudence. Cost Control and its continuous Reduction.	4	-	-	4	4
3	BBAE-403	ERP driven Business. Generation of MIS Reports & Its importance in decision making. Tax and Balance Sheet Planning.	3	1	-	4	4
4	BBAE-404	How to Study Balance Sheet and Financial Statements. Generating Monthly P/L Accounts. Finance & Cash Flow Management and its importance	4	-	-	4	4
5	BBAE-405	Strategies to get high Credit Rating through efficient Financial Management and good credit history and reduction in cost of borrowing.	4	-	-	4	4
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**3<sup>RD</sup> YEAR**

SL No	CODE	Paper	Contact Periods per week			Total Contact Hours	Credits
			L	T	P		
<b>SEMESTER V</b>							
<b>Theory</b>							
1	BBAE-501	How to hire a great team. Exploring different sources to get best people to work and motivating them to work as a team.	4	-	-	4	4
2	BBAE-502	How to motivate employees to become Star performers. Creating a learning Organization and enabling work culture.	4	-	-	4	4
3	BBAE-503	Ensuring Secured and enabling work environment ensuring mental peace for working staff. Creating a Great Place to work.	4	-	-	4	4
4	BBAE - 504	Performance Appraisal and Incentivising Performance through Recognition & Gifts. Continuously Adopting Best HR Practices.	4	-	-	4	4
5	BBAE-505	ESOPs & other Tax free Incentives. Health Insurance. Paid holidays, etc	4	-	-	4	4
<b>Total Credit</b>			<b>20</b>				

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**3<sup>RD</sup> YEAR**

SL No	CODE	Paper	Contact Periods per week			Total Contact Hours	Credits
			L	T	P		
<b>SEMESTER VI</b>							
<b>Theory</b>							
1	BBAE-601	Formation of a Company or Firm Start-up. Getting the place of establishment and getting all required registration. Opening of Bank Account, etc	4	-	-	4	4
2	BBAE-602	Actual financial planning and budgeting. Tips for Sustainability and Growth.	4	-	-	4	4
	BBAE-603	Business Plan Presentation + Getting Investors, Partners, and other Stakeholders on board.	4	-	-	4	4
	BBAE-604	Actual Working on Project. Hiring of People. Customer Acquisition, Vendor Development.	4	-	-	4	4
	BBAE-605	Official Launch of the Business. Planning for the launch, Press Conference, Ad Promotion, Final launch	4	-	-	4	4
<b>Total Credit</b>			<b>20</b>				

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**Detailed Syllabus**  
**Semester I**

**Paper: Inspirational Stories and Case Studies of Self Made Business Tycoons (Common traits of businessman and entrepreneurs. How to have a mindset of a Businessman/Entrepreneurs)**

**Code: BBAE – 101**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
<ol style="list-style-type: none"> <li>1. To inspire, motivate and acquaint students with the stories and case studies of successful Entrepreneurs.</li> <li>2. To give an overview about common traits of businessman and to develop a mind set for being an Entrepreneurs/Businessmen</li> </ol>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Stories of 20 Entrepreneurs from Small Towns in India:</b> Stories of Vinod Khutal, Sriram Subramanya, Rohit Bhatt, Sanjay Vijaykumar, Sijo Kuruvilla George and Pranav Suresh, Deepak Dhadotti, Dilafrose Qazi, Nand Kishore Chaudhary, C.V.Jacob, Parakramsinh Jadeja, <b>Jagjit Singh Kapoor, Bahadur Ali, Chandubhai Vorani, Sandeep Kapoor, Srikumar Misra, Muruganantham, Chandrasekhar Sankurathri, Vibhor Agrawal, Abhijit Barooah</b>
<b>Unit 2</b>	<b>Stories of the World's Largest Start-up Entrepreneur Company:</b> <ul style="list-style-type: none"> <li>• Dr. Arokiaswamy Velumani (owns no car, lives in a small quarter, but helms a Rs 1,320-crore company).</li> <li>• P C Mustafa (Coolie's Son who Set Up 100 crore Company with just 25,000)</li> <li>• Mahesh Gupta - Chairman Kent RO Systems</li> <li>• Kailash Katkar – Chairman &amp; CEO of INR 200 Crore business – Quickheal Technologies Pvt. Ltd.</li> <li>• Karsanbhai Patel – Man behind NIRMA</li> <li>• Prem Ganapathy – The Dosawala</li> <li>• Dhiru Bhai Ambani – India's largest Private Sector Company – Greatest Creator of wealth in the Century.</li> <li>• Mrs. Jyoti Reddy – CEO of Software Company in US.</li> <li>• Ramesh Babu, the barber who owns a Rolls Royce</li> <li>• Nitin Godse – Founder, Excel Gas and Equipments Pvt. Ltd.</li> </ul>
<b>Unit 3</b>	<b>Self Made Millionaire Case Studies:</b> <ul style="list-style-type: none"> <li>• Jessie Conners – Company: PeppermintPark.com</li> <li>• Bert Martinez – Company: bertmartinez.com</li> <li>• Todd Tresidder – Company: Money Coach</li> <li>• Debra Cohen – Company: Home Referral Network</li> <li>• AJ Khubani – Company: TeleBrands</li> <li>• Tony Hartl – Company: Planet Tan &amp; Selling Sunshine (book)</li> </ul>
<b>Unit 4</b>	<b>Entrepreneur Story:</b> Archana and Suman, Steve Jobs and Stephen Wozniak, Apple Computer; Lalita Patni; Bill Gates, Microsoft; Gulshan Kumar; Tom Monaghan, Domino's Pizza; <b>Case Study:</b> T-Shirt; Creche; Bansal Coaching Institute; Home and Office

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	Plant Care; Masala Making; Web Consulting; Artist Management; Sporting Goods Store <b>How to File the Appropriate Tasks for your Business</b> <b>Replicate your Business Idea: Franchising and Licensing</b> <b>Doing Good Is Good Business</b>
<b>Unit 5</b>	<b>How to have mindset of a Businessman/Entrepreneurs:</b> <ul style="list-style-type: none"> <li>• Finding a Business to start</li> <li>• How to start your New Enterprise</li> <li>• How to develop and run your new Company</li> <li>• Three Keys to a Successful Start-up</li> </ul>
<b>Unit 6</b>	<b>Common Traits of Businessmen and Entrepreneurs:</b> Social Skills – Integrity and Moral Values – Creative Intelligence – Intellectual Orientation – Leadership Qualities – Integrity and Moral Values
<b>Unit 7</b>	<b>The Entrepreneurial Decision Process:</b> Change from present Life Style – Profile of an Entrepreneur – Sense of Freedom – Working hard are good oriented – egolessness – strong self confidence – Ability to see what others do not see Common Sense – Sets High Goals – Not afraid to make decisions – Willingness to accept responsibility – Leadership – Not Motivated by Money alone.
<b>Suggested Readings:</b> <ol style="list-style-type: none"> <li>1) Rao, P.Chentsal, LakshmiPat Singhania: His Concepts and Creation, New Delhi: Vikas, 1983</li> <li>2) Sculley, John, Odyssey: Pepsi to Apple a journey of adventure, ideas and the future, London: Harper &amp; Row, 1994</li> <li>3) Bouque, Tim &amp; Ousey, Byron. Cold steel: Lakshmi Mittal and the Multi-billion-dollar battle for a global empire, London: Abacus, 2010</li> <li>4) Jobs, Steve I Steve: Steve Jobs in his own words, Victoria: Hardie grant books, 2011</li> <li>5) Crainer, Stuarde. Business the Jack Welch way: Ten secrets of the world's greatest turnaround king, Mumbai: India Book Distributer, 1999</li> <li>6) Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3<sup>rd</sup> Ed.</li> <li>7) Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.</li> <li>8) Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9</li> </ol>	
<b>E-Resource References:</b> <ol style="list-style-type: none"> <li>1) Common Traits of Businessmen and Entrepreneurs, Business leaders – Gita Piramal (DVD)</li> </ol>	



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**Paper: Exploring Small Businesses/Home Businesses. Ideating on Businesses which could be started with minimum or no Capital**

**Code: BBAE – 102**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
<p>1. To understand the concept of business/home business. Develop a business strategy that leverages the unique aspect of a business</p> <p>2. To make the potential entrepreneurs know about how to start business with minimum or no capital at all</p>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Concepts of small business, self employment, entrepreneurship and start – up.</b> Size Definition – Demo graphs – Franchise Business – Retailers’ Corporative – Extended Home-based business
<b>Unit 2</b>	<b>Launching of Small/Home Business</b> Finance and Human Resource Mobilization Planning – Market and Channel Selection – Growth Strategies – Product Launching
<b>Unit 3</b>	<b>Management of Small Business - The Basis of Small Business - Small Business: Its opportunities &amp; Rewards – Small Business and the Economy</b> Monitoring and Evaluation of Business – Prevent Sickness & Rehabilitation of Business Units – Advantages of Small Business - Effective Management of Small Business.
<b>Unit 4</b>	<b>Small business:</b> Meaning, importance and role of small business in developing a nation’s economy, different forms of organization for small business. <b>Family business:</b> The nature, importance, and uniqueness of family business, challenges before family business, The family’s relationship with the business: developing a strategic vision & building teamwork, Professional Management of the Family business firm, the 3-circle model, Managing succession: the leadership challenge, Model of Succession in Family Business and Wealth management in family business firms.
<b>Unit 5</b>	<b>Source of Fund for Small Business &amp; Home Business:</b> Self Financing, equity loan, Loans or Financial assistant from friends/relatives – Grants from Private Government or Other Sources – Angel Investors – Loan from Bank or other FIS – SME Finance – Venture Capital
<b>Unit 6</b>	<b>Getting Started with little or No Capital:</b> Passion and Leverage – Barrack Obama’s Finance Lesson – Weapon of Mass Reconstruction
<b>Unit 7</b>	<b>How to conduct a SWOT Analysis in Small Business?-</b> Using a SWOT Analysis Matrix – Questions to ask during the process – Creating a plan to build up strength even more – List ways in building up weakness – Setting SMART goals for each of the opportunities identified – Devise a plan to use strength to decrease the threats identified.
<b>Unit 8</b>	<b>Videos of</b> inspirational business stories and international best business practices (such as Toyota, Honda, Sony, Hyundai, etc.)

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**Suggested Readings**

- 2) Prasama Chandra, Projects – „Planning, Analysis, Selection, Implementation and Reviews“, Tata McGraw-Hill Publishing Company Limited 1996.
- 3) P.C.Jain (ed.), „Handbook for New Entrepreneurs“, EDII, Oxford University Press, New Delhi, 1999.
- 4) Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development“, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.
- 5) HISRIC, ‘Entrepreneurship’, Tata McGraw Hill, New Delhi, 2001.
- 6) P.Saravanavel, ‘Entrepreneurial Development’, Ess Pee kay Publishing House, Chennai – 1997.
- 7) S.S.Khanka, ‘Entrepreneurial Development’, S.Chand and Company Limited, New Delhi, 2001.
- 8) Chandra, P. Project Preparation-Appraisal and Implementation. New Delhi: Tata McGraw Hill.
- 9) Hill.
- 10) Gupta, C.B. & Srinivas, Entrepreneurial Development. New Delhi: Sultan Chand & Sons.
- 11) Arora, R. and Sood, S.K.Fundamentals of Entrepreneurship and Small Business Management. Ludhiana: Kalyani Publishers.
- 12) Desai, Vasant. Small-Scale Industries and Entrepreneurship. Mumbai: Himalayan Publishing House.
- 13) Ramachandaran, K.Managing a New Business Successfully, New Delhi: Global Business Press.

**E-Resource References:**

- 1) Ideating on Business Which Could Be Started with Minimum or No Capital, <https://www.youtube.com/watch?v=6fidL51oakg>

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**Paper: Considering Franchise Businesses and Replication of Successful Business Models from other parts of the Country/Abroad**

**Code: BBAE – 103**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
To enable the Students to	
<ol style="list-style-type: none"> <li>1. Introduce franchising as the most efficient form of entrepreneurship, a marketing tool, a distribution technique, the ultimate capital leverage device, a real estate platform, a combination of some or all of the above.</li> <li>2. Learn how to evaluate franchise management opportunities - Ability to identify opportunities to expand local businesses through franchising.</li> <li>3. Develop an ability to work out details needed to establish and develop a franchise network.</li> </ol>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Introduction to Franchising:</b> What is Franchising? - Franchising: History and Overview, Types of Franchises, Threshold Business Issues, Advantages and Disadvantages to Franchisor, Advantages and Disadvantages to Franchisee, Elements of a Successful System, Growth of Franchising, Franchise Opportunities, Legal Consideration – <b>Key Learning</b>
<b>Unit 2</b>	<b>Things to consider before Franchising your business</b> - Moving Forward with your Franchise-Control of Franchise - How to Franchise a Great Business idea-How to buy an Existing Franchise - Buying an existing Franchise - Getting legal help for Franchise Investment - Initial Franchise Location & Search for an ideal Franchise Location - Positioning Franchise and Understandings Franchise Territory
<b>Unit 3</b>	<b>How to become a Franchisor?</b> Basic business concept, pilot operation, Developing the operational manual, Developing the franchise package, Marketing the franchise package, Selecting franchisees, Developing the Franchisor’s organization, Gross Revenues, Profit and Loss Statement, Capital Expenditure, Franchisee Sales, Marketing the product or service, Operations (including innovation), initial services, ongoing services.
<b>Unit 4</b>	<b>How to become a Franchisee?</b> How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the Franchisor, Assessing the business proposition, What happens if the Franchisor fails
<b>Unit 5</b>	<b>Franchisor Franchisee Relations:</b> Foundations, Parties responsible, Continuing relationship, Channels of communication – personal contacts, written communication, Franchisee Meetings, Franchisee Associations, Contractual Issues, Structure of Franchisee Agreements – Making Franchise Marketable – <b>Case Study: Franchise: Just Dogs</b>
<b>Unit 6</b>	<b>Replication of Successful Business model from other parts of the Country/Abroad</b> Entrepreneur Journeys – How to stop looking for Job and Start-up your

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	life's work Bootstrapping – Doing more with less
<b>Suggested Readings</b> <ol style="list-style-type: none"><li>1) Hoy, F and Stanworth, J (2003), Franchising : An International Perspective, Routledge</li><li>2) Ritzer, G (1993) The McDonaldisation of Society, Pine Forge Press</li><li>3) Toplis, N, Marsh, G (2004) The 60 Minute Guide to Franchising, 60 Minute Book Company, England</li><li>4) Martin Mendelsohn , Guide to Franchising 7th Ed, Cengage Learning</li><li>5) Judd, R., &amp; Justis, R. (2008). Franchising: An Entrepreneur's Guide,4th. Mason,OH: Thomson</li></ol>	
<b>E-Resource References:</b> <ol style="list-style-type: none"><li>1) Replication of Successful Business Models from other parts of the country/Abroad, <a href="https://ed.ted.com/lessons/the-real-origin-of-the-franchise">https://ed.ted.com/lessons/the-real-origin-of-the-franchise</a></li></ol>	

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**Paper: Ways to identify new business ideas & opportunities based on solutions to local Problems. Waste to Wealth Sustainability based businesses. How to Validate Such Business Ideas**

**Code: BBAE – 104**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
<ol style="list-style-type: none"> <li>1. To learn the ways to identify new business idea</li> <li>2. To learn how to build a profitable business out of waste</li> </ol>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Business ideas that solves problems</b> – Good idea are networks – The perfect state of mind for idea creation Solve things that may become problems – Adapt to evolving needs – Save people money – make people’s live easier – make chores or things that feel like tasks less unpleasant- Turn a hobby or something you’re passionate about into a business – Fulfill a need – Appeal to a base --- Experience more – steal other’s idea
<b>Unit 2</b>	<b>Creativity and Business Idea:</b> Sources of New Ideas – Consumers – Existing Product & Services – Distribution Channels – Research and Development. <b>Methods of Generating Ideas</b> – Creative Problems Solving - Brainstorming - Reverse Brainstorming – Brain writing - Gordon Method – Checklist Method Idea Stage – Concept Stage – Product Development Stage – Test Marketing Stage
<b>Unit 3</b>	<b>Ways to identify Business Ideas that could really change the World:</b> Find opportunities in your own community -- Draw upon your own personal experiences -- Look for ideas that get other people involved -- Go out your way to ask others how you can help -- Give back through meaningful philanthropically work. Look at all the things that bug you- Tap your interest – Travel – Keep your eyes open – Examine old mousetraps – then build a better one – Take it to the streets
<b>Unit 4</b>	<b>Case Study:</b> Big Businesses in Small Rural City; OLA, Uber, Swiggy, Zomato, OYO, Urban Clap <b>Video Cases:</b> NBC – Starting a Business: Rieva Lesonsky Diseases How to Start a Business
<b>Unit 5</b>	<b>Sustainable Development Principles</b> – Perform a Stakeholder Analysis – Set Sustainable Development Policies and Objectives – Design and Execute and Implementation Plan – Develop a Supportive Corporate Culture – Develop Measures and Standard of Performance – Prepare Reports – Enhance Internal Monitoring Process – Management Leadership
<b>Unit 6</b>	<b>From Waste to Wealth</b> -- How to build a profitable business out of huge waste (An African case study) - Success stories -- Some African entrepreneurs who make money from waste - Recycling business is the business of the future -- Scrap Gold -- Home items recycling -- How to start Recycling Business from Home -- The Typical items that you want recycling business include the following: - Foam (Packing) Peanuts --

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	<p>Cardboard Boxes -- Plastic bags -- Pallets -- Wrapping Foam and more.          High Profit Recycling -- Recycling Business Profit Margin -- Most Profitable Recycling Business -- Recycling options for small Business -- How to start a Recycling Business? -- Recycling Business Ideas you can start with low capital</p>
<p><b>Unit 7</b></p>	<p><b>How to start a Waste Management and Recycling Business and turn Waste to Wealth</b>  <b>Lucrative waste management business ideas:</b></p> <ol style="list-style-type: none"> <li>1. Scrap Metal Depot</li> <li>2. Electronic Recycling Plant</li> <li>3. Plastic Recycling Plant</li> <li>4. Rubber Recycling Plants</li> <li>5. Medical and Toxic Waste Disposal Business</li> <li>6. Oil Spill clean-up service</li> <li>7. Used Engine oil Recycling Business</li> <li>8. Paper Recycling Business</li> <li>9. Used Cloth Recycling Business</li> <li>10. Battery Recycling Business</li> <li>11. Cooking Oil Recycling</li> <li>12. Composting</li> <li>13. Cardboard Recycling</li> <li>14. Vehicle Recycling</li> <li>15. Wire Recycling</li> <li>16. Diaper Collection and Disposal</li> <li>17. Sawdust Recycling</li> <li>18. Glass recycling</li> <li>19. Bottle Cork Recycling</li> <li>20. Pet poop Scooper</li> <li>21. Copper Recycling</li> <li>22. Book Recycling</li> <li>23. Wood Recycling</li> <li>24. Human Hair Recycling</li> <li>25. Furniture Recycling</li> <li>26. Game Disk, DVD and CD Recycling</li> <li>27. Collect and resell used Fluorescent Bulbs</li> <li>28. Rotten Food Collection and resale</li> <li>29. Paper Shredding</li> <li>30. Cosmetic packaging Recycling</li> <li>31. Carpet Recycling</li> <li>32. Christmas Tree Collection and Recycling</li> <li>33. Used/ Gold/ Silver Recycling</li> </ol>
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1) Kurtzman, Joel &amp; Rifkin, Glenn. Startups that work: The Ten Critical Factors that will make or break a new company, New York: Portfolio</li> <li>2) Epstein, Rachel. A shop of one's own, New York</li> <li>3) Gerber, Michael E. The e - myth enterprise: How to turn a great idea into a thriving business, New York: Harper Business</li> <li>4) Bornstein, David. How to change the world: social entrepreneurs and the power of new ideas, New Delhi: Penguin Books.</li> <li>5) Mariotti, Steve, The young entrepreneur's guide to starting and running a business, Random House</li> </ol>	

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- 6) The Successful business Plan Secret Strategies by Rhonda Abrams PH
- 7) The Business Plan in a day by Rhonda Abrams, PH.
- 8) Business Plan Preparation - Entrepreneurship Development Institute of India

**E-Resource References:**

- 1) Ways To Identify New Business Ideas & opportunities based on solutions to local problems, [https://yourstory.com/2019/03/startup-bharat--edtech-surat-gujju-student-aimn76nzw?utm\\_source=website&utm\\_medium=alsoread](https://yourstory.com/2019/03/startup-bharat--edtech-surat-gujju-student-aimn76nzw?utm_source=website&utm_medium=alsoread)
- 2) Waste to Wealth Sustainability based businesses
- 3) How To Validate Business Idea , <https://blog.ed.ted.com/2018/11/13/ideas-into-action-2-student-inventors-share-how-you-can-solve-real-world-problems-at-any-age/>

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**Paper: Importance of SWOT Analysis. Risk perception & its mitigation. Refining & updating of the initial idea to reduce risk and make the value proposition to the customers more attractive.**

**Code: BBAE – 105**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
To enable the students to	
<ol style="list-style-type: none"> <li>1. Help students appreciate the purposes and audiences for business plans.</li> <li>2. Help students understand the structure and content of a business plan, including the reasons for the structure and content.</li> <li>3. guide students in preparing a first draft of their own business plan</li> <li>4. train students in critical evaluation of business plans</li> </ol>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<p><b>What is SWOT Analysis?</b> – How to Conduct SWOT Analysis</p> <p><b>Questions to ask during a SWOT Analysis:</b>            Strength (Internal, Positive Factors) – Weakness (Internal, Negative Factors) – Opportunities (External, Positive Factors) – Threats (External, Negative Factors)</p> <p><b>Examples of a SWOT Analysis</b> – Developing Strategies from your SWOT Analysis</p>
<b>Unit 2</b>	<p><b>How to Conduct a SWOT Analysis for your Business Plan:</b>            Listing Company’s Strength and Weaknesses and Opportunities and Threats-            Divide Strength into two groups – Divide Weakness into two groups – Use lists as you make decisions that contributes to your business plan – Include findings from your SWOT Analysis in your business plan.</p>
<b>Unit 3</b>	<p>Turning your SWOT Analysis into Actionable Strategies – Prioritizing and Finalizing your SWOT Analysis – From SWOT Analysis to Strategies.            Discover New Opportunities, Manage and Eliminate Threats. Using SWOT Analysis in Project Management and Marketing.</p>
<b>Unit 4</b>	<p><b>Insurance and risk management</b> – how businesses could minimize their risk by getting themselves insured and the various provisions related to the same</p> <p><b>Risk Assessment:</b> Possible uncertainties: Market size, Customer acceptance, Customer approach, Competition, Management team, Potential real options, Which uncertainties can be managed so that outcome is more likely to be favourable? Choice of initial customers? Choice of investors? <b>Business Risk:</b> Meaning, Nature, Causes, Types, Risk Management, Methods of Handling Risk</p>
<b>Unit 5</b>	<p><b>Team Evaluation:</b> Can management team implement opportunity? How does previous experience relate to opportunity? How “hungry” is the management team? If management pieces are missing: What pieces are missing? What type of person will you look for to fill them? How will you find that person? Importance of a good team and a good opportunity are for VCs.</p>



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<b>Unit 6</b>	<p><b>Strategy:</b> Is strategy consistent with opportunity, uncertainty, team, and exit? <b>Investment requirements / cash flows:</b> Is the amount of money required reasonable? Do the cash flows / forecasts make sense? Bottom-up, Top-down. <b>Deal:</b> Does deal structure provide appropriate incentives? Is the deal priced attractively? Do key individuals have incentives to do deal? Do key individuals have incentives to make deal work? Does deal structure provide / ensure appropriate governance? Does deal structure help manage the uncertainties? <b>Exit:</b> Is the deal excitable? How?</p>
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"><li>1) The Successful Business Plan Secret Strategies by Rhonda Abrams PH</li><li>2) The Business Plan in a day by Rhonda Abrams, PH.</li><li>3) Business Plan Preparation - Entrepreneurship Development Institute of India</li><li>4) Entrepreneurial Small Business, Katz J A, Green II R P, McGraw Hill/Irwin, New York, NY, 2008. Ed.</li><li>5) Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.</li><li>6) Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9</li></ol> <p><b>E-Resource References:</b></p> <ol style="list-style-type: none"><li>1) Importance of SWOT Analysis, <a href="https://www.youtube.com/watch?v=rkB0ANETHog">https://www.youtube.com/watch?v=rkB0ANETHog</a></li><li>2) Risk Perception and Mitigation. Refining and Updating the Initial Idea to reduce risk and make the value proportion to the customers more attractive</li></ol>	

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**Semester II**

**Paper: Types of Organization for Conducting Business Proprietorship, Partnership, LLP, Private Limited Company and Public Limited Company. Advantage/Disadvantage in operation, taxes and Market perception**

**Code: BBAE – 201**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To understand the concept of different form of business organization – its advantages and disadvantages etc. Understanding the functioning of various forms of business organization	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Forms of Ownership</b> – Sole Proprietorship, Joint Hindu Family, Partnership, Limited Liability Partnership, Joint Stock Company, Co-operative Society, Choice of Ownership, joint Hindu Family, Choice of Ownership
<b>Unit 2</b>	<b>Micro, Small &amp; Medium Enterprises:</b> Meaning & Definition, Characteristics of Small Business, Areas of activity for Small Business, Need & Significance, Roll of Small Business in Indian Economy, Problems of Small Business, District Industry Centre <b>Public Enterprise:</b> Concept, Rationale, Objectives, Forms of Public Enterprises, Role of Public Sector in India, Problems of Public Enterprises
<b>Unit 3</b>	<b>Company Form of Business Organization: Private Limited Company</b> – Meaning/Definition – Legal Formation – Characteristics – Liabilities – Advantages & Disadvantages – Constitution of Company – Causes, procedures and effect of winding up of Company. <b>Public Limited Company</b> – Meaning/Definition – Companies Act 1956 – Revised Companies Act 2013 – Characteristics – Articles and Memorandum of Association of Companies – Certificate of incorporation – Certificate of Commencement – Registration of Company – Constitution of Company – Role, Function, Power & Liability of Board of Directors – Distinction between Private & Public Limited Company.
<b>Unit 4</b>	<b>Government Company</b> – Meaning/Definition – Characteristics – Constitution of Board of Directors – Legal Formalities – Role, Function, Accountability & Liability of Board of Directors – Advantages & Disadvantages. <b>Co-operative Form of Business Organization</b> – Meaning/Definition – Characteristics – Legal Formalities – Advantages & Disadvantages – Power and Function of Board of Managers.
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Management Principles and Practices, by R. Srinivasan S.A.Chunawalla</li> <li>2) Principles of Business Management, by Prof. S.A. Sherlekar, Dr. Virendra Sharad Sherlekar</li> <li>3) International Business Environment, by Dr. Francis Cherunilam</li> <li>4) Basu, C. R. Business organization and management. New Delhi: Tata McGraw Hill.</li> <li>5) Bhatia, R. C. Business organization and management. New Delhi: Ane Books.</li> <li>6) Bhushan, Y. K..Fundamental of Business Organisation and Management.NewDelhi: Sulta Chand &amp; Sons.</li> <li>7) Gupta, C. B. Business organization and management. New Delhi: Sultan Chand &amp; Sons.</li> </ol>	
<b>E-Resource References:</b>	
1. Taxes and Market Perception	

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**Paper: Business Regulatory Framework. Types of Registrations Required for New/All kinds of Businesses**

**Code: BBAE – 202**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand how the business is regulated by government/regulatory authority.</li> <li>2. To provide knowledge as how to obtain required registration and other legal sanction for business</li> </ol>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>A brief understanding on the various legal aspects</b> related to running a business and how they should be dealt with.
<b>Unit 2</b>	<b>Law of Contract:</b> Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract.
<b>Unit 3</b>	<b>Special Contracts:</b> Indemnity; Guarantee; Bailment and pledge; Agency.
<b>Unit 4</b>	<b>Sale of Goods Act :</b> Formation of contracts of sale; Goods and their classification, price; conditions and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.
<b>Unit 5</b>	<b>Company Law:</b> Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.
<b>Unit 6</b>	<b>Regulatory and control mechanism :</b> Overview of Monetary and Fiscal Policy, Competition Act, Consumer Protection Act, FEMA, SEBI, SIDBI and its changing dimensions, Price control mechanism, functioning of bureaucratic decision making and its effect on business environment. Overview Indian Patent Rights Act (IPR) and its benefit in business, Environment protection act, 1986, Information Technology Act, 2002
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Bulchandani, K.R., Business Law for Management. Mumbai: Himalaya Publishing House.</li> <li>2) Gulshan, S. S., &amp; Kapoor, G. K. Business Law. New Delhi: New Age International Pvt. Ltd.</li> <li>3) Kuchhal, M. C. Business Law. Noida: Vikas Publishing House Pvt. Ltd.</li> <li>4) Tulsian, P. C. Business Law. New Delhi: Tata McGraw Hill Pvt. Ltd</li> <li>5) Gogna, P. P. A Textbook of Company Law. New Delhi: S. Chand Publisher.</li> </ol>	

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**Paper: Market and Other Business. Research Methodology used by start-ups for validation**

**Code: BBAE – 203**

**Contacts Hours / Week: 3L+1T**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1.To impart the students with necessary quantitative skills to conduct high quality independent research related to business and market	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Introduction:</b> Meaning, Objective & Concept of Business Research, Research Approaches and Importance of Research, Criteria of Good Research, Research Process, Concept of Research Problem, Literature Review, Hypothesis and Research Design, Ethical issues in Research , Research Scenario in Indian Business houses.
<b>Unit 2</b>	<b>Data Collection &amp; Analysis:</b> Meaning of Sampling Design, Steps in Sampling Design, Criteria of a Good Sampling Design, Types of Sampling Design, Concept & Types of Measurement Scales, Data Collection, Primary & Secondary Data.
<b>Unit 3</b>	<b>Analysis and Report Writing:</b> Processing & Tabulation of Data, Types of Analysis, Application of Statistics in Business Research, Data Presentation using Charts and Diagrams, Computers in Research – Basic use of MS Word, MS Excel and SPSS, Interpretation, Business Report Writing, Layout of Research Report.
<b>Unit 4</b>	<b>Introduction to Marketing Research -</b> Scientific Investigation - Identifying Market Segments - Product Research - Advertisement Research - Market and Sales Analysis Research
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Cooper, D. R., &amp; Schindler, P. S. Business Research Methods. New Delhi: Tata McGraw-Hill.</li> <li>2) Kothari, C. R. Research Methodology - Methods &amp; Techniques. New Delhi: New Age Publishers.</li> <li>3) Sachdeva, J. K. Business Research Methodology. New Delhi: Himalaya Publishing House.</li> <li>4) Sekaran, U. Research Methods for Business - A Skill Building Approach. New Delhi: Wiley India Pvt. Ltd.</li> <li>5) Srivastava, T. N., &amp; Rego, S. Business Research Methodology. New Delhi: Mc. Graw-Hill.</li> </ol>	
<b>E-Resource References:</b>	
<ol style="list-style-type: none"> <li>1) Research Methodology Used by Startups for Validation,  <a href="https://www.youtube.com/watch?v=wuPqMenY56c">https://www.youtube.com/watch?v=wuPqMenY56c</a> </li> </ol>	

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**Paper: Stationery and other Requirements to start a Business. Conversion of a Business Ideas to a Business Plan/Making of Project Reports, Implementation timeline & Road Map**

**Code: BBAE – 204**

**Contacts Hours / Week: 3L+1T**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
<ol style="list-style-type: none"> <li>1. To introduce the stationery and other requirements to start a business.</li> <li>2. To discuss how to convert a business idea to a business plan – how to make a project report</li> </ol>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>A Corporation's Bad idea can be your New Business, Sources of New Business Ideas, The Small Business Owner's Success Blueprint, A New Business Description, You must know your Breakeven(s) – Calculation Breakevens, Calculate the size of your Market</b>
<b>Unit 2</b>	<b>Project Report for New Business Format – The sequence of Standard Formats which should be followed while preparing new Business Project Report: - Background of the business - Customer's profile - Long and short term Corporate Objectives - To perform a viability assessment of the proposed new business ideas in terms of marketability, technical feasibility, financing and authorities - To be able to prepare a relevant business plan To recognize fundamental start-up issues</b>
<b>Unit 3</b>	<b>Market Analysis</b> <ul style="list-style-type: none"> <li>• Brief discussion on the type of market, chief influencers, players, etc</li> <li>• Market description</li> <li>• Reasons for starting business in a particular market</li> <li>• Target clients</li> <li>• Advantages of the services offered by the new business</li> <li>• Market consumption patterns</li> <li>• Past and existing supply location</li> <li>• Production prospects and limitations</li> <li>• Exports and Imports</li> <li>• Price structure</li> <li>• Flexibility of demand</li> <li>• Client behavior, purposes, intentions, impetus, approaches, inclinations and needs</li> <li>• Supply network and marketing rules formulated by the government</li> <li>• Government and technical limitations imposed on the promotion of the product</li> </ul>
<b>Unit 4</b>	<b>Financial Assessment</b> <ul style="list-style-type: none"> <li>• Investment expenditure and value of the entire project</li> <li>• Methods of investment</li> <li>• Anticipated productivity</li> <li>• Money flows of the project report</li> <li>• Investment value evaluated in context of different points of merit</li> <li>• Estimated financial ranking</li> </ul>

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<b>Unit 5</b>	<p><b>Marketing Assessment</b></p> <ul style="list-style-type: none"> <li>• Product</li> <li>• Price</li> <li>• Place</li> <li>• Promotion</li> </ul>
<b>Unit 6</b>	<p><b>Operational Plan</b></p> <ul style="list-style-type: none"> <li>• Business models</li> <li>• Production of goods and services</li> </ul> <p><b>Financial Plan - Management Structure - Business structure (Ownership, staff, etc) - SWOT Analysis</b> - Significant Success aspects depending on Strengths, Weaknesses, Opportunities and Threats to be faced by the firm in future – <b>Appendices</b> - Break-Even Assessment - Profit and Loss Synopsis - Fund Flow Summary</p>
<b>Unit 7</b>	<p><b>Road Map: Meaning - Classification of Road map:</b> Strategic Roadmap – Change Roadmap – Capability roadmap – Business Development roadmap – Business Intelligence roadmap – Data Strategy roadmap – Star-up roadmap – Enterprise architecture roadmap .</p> <p><b>Product roadmap:</b> Meaning – Components – Product roadmap templates – Portfolio roadmap – Strategy roadmap – Releases roadmap - Features roadmap</p> <p><b>How should you build a Product roadmap?</b> Define your strategy – Show Release details – Prioritize Features – Share your roadmap – Engineering – Marketing – IT – Sales – Management and the Board</p>
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1) Fox. J. Jeffery – How to make Big money in your own Business</li> <li>2) The Successful Business Plan Secret Strategies by Rhonda Abrams PH</li> <li>3) The Business Plan in a day by Rhonda Abrams, PH.</li> <li>4) Business Plan Preparation - Entrepreneurship Development Institute of India</li> <li>5) Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3<sup>rd</sup> Ed.</li> <li>6) Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.</li> <li>7) Business Planning: A Guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9</li> </ol> <p><b>E-Resource References:</b></p> <ol style="list-style-type: none"> <li>1) Conversion of Business Ideas into a Business Plan, <a href="https://hbr.org/video/5399060076001/the-explainer-how-to-write-a-great-business-plan">https://hbr.org/video/5399060076001/the-explainer-how-to-write-a-great-business-plan</a></li> <li>2) Making of Project Reports</li> </ol>	

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**Paper: Financial Planning and Cash Flow Projection (Using Excel Sheets) Exploring Various Sources of Finance. Government Incentives and other benefits for start-ups**

**Code: BBAE – 205**

**Contacts Hours / Week: 3L+1T**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To enable the students with regard to gaining insights into financial management, financial planning and related aspect	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Overview and Financial Management,</b> Financial Environment and Financial System. <b>Financial Analysis and Planning:</b> Balance Sheet, Profit & Loss Account, Profit Versus Cash Flow, Taxes.
<b>Unit 2</b>	<b>Finance Your Business:</b> Fund your start up yourself – Pitch your needs to friends and family – Request a small business grant – Start a Crowd-Funding Campaign online – Apply to local angel investor groups – Solicit Venture Capital Investors – Join a start up incubator or accelerator – Negotiate an advance from a strategic Partner or Customer – Trade Equity or Services for start up help – Seek a bank loan or line of credit.
<b>Unit 3</b>	<b>Sources Of Finance :</b> Various sources of Finance available : Long term sources – Equity Shares, Preference Shares and debentures – Kinds private placements – IPO – SEBI – FDI – Institutional Finance – Banks – IDBI, IIBI, ICICI, SIDBI, SFC"s in India – Merchant Banks in India – NBFC"s in India – their way of financing in India for small and medium business.
<b>Unit 4</b>	<b>Short Term Sources :</b> Short sources: Short term sources – bank and financial Institutions that give short term finance – Bills Discounting – Factoring – Working Capital – Concepts – Importance – Cash Management – Inventory Management – Receivables Management – Sources of Working Capital.
<b>Unit 5</b>	<b>Venture Capital, Hire Purchase And Leasing :</b> Venture capital – Meaning – origin – Importance – Venture capital in India – Benefits. Hire purchase – Concept – Evaluation of Hire Purchase proposals – Leasing – Overview – Tax aspects – Lease Accounting – Evaluation of Leasing Proposals.
<b>Unit 6</b>	<b>Preparing The Financing Plan:</b> General considerations – Construction financing – Long term financing – withholding Tax considerations – Estimating the Borrowing capacity of project – Loan repayment parameters – Borrowing capacity – assuming full draw downs – applications to hypothetical high speed rail project – annual coverage tests.
<b>Unit 7</b>	<b>Financial Planning:</b> Objectives and Principles of Sound financial Planning, Long Term and Short Term Financial Plan – Factors affecting Financial Plan. <b>Financial Decisions:</b> Capital Structure, Factors Influencing, Capital Structure, EBIT-EBT-EPS, Analysis of Leverage

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<b>Unit 8</b>	<p><b>Tax Benefits for Entrepreneur under Start-up India:</b> Exemption of 100% of tax on profit gains for the first three years – Funds of Funds – Exemption on Capital gain tax – Abolition of angel investment tax</p> <p><b>Other beneficiary provisions:</b> Financial Benefits – Registration Benefits – Income tax benefits – Special benefits</p> <p><b>Taxation Benefits to Small Industry:</b> Depreciation, Investment Allowances &amp; Investment Deposit Account, Expenditure on Scientific Research, Acquisition of patents &amp; copyright, Know how; Amortization of Certain preliminary expenses; Deductions from Gross Total Income.</p>
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1) Naumes, William, The Entrepreneurial Manager – Addition – Wesley Publishing Company – California</li> <li>2) Projects – Planning, Analysis, Selection, Implementation and review – Prasanna Chandra. (Tata McGraw – Hill Publishing Corporation Limited, New Delhi).</li> <li>3) Indian Financial Systems – M.Y.Khan. (Tata McGraw – Hill publishing Corporation Limited, New Delhi).</li> <li>4) Financial Institution &amp; Markets – L.M.Bhole. (Tata McGraw – Hill Publishing Corporation Limited, New Delhi).</li> <li>5) Financial Markets – Gordon &amp; Natarajam. (BPB Publications).</li> <li>6) Investment Management – Asset Based Financial Engineering – John D Finnerty – John Wiley &amp; Sons Inc, New York.</li> <li>7) Entrepreneurship by Lall, Madhurima. Sahai, Shikha. Excel Books, New Delhi, 2008, 2nd Edition</li> <li>8) Entrepreneurship and Small Business Management by Dr. C L Bansal, Har Anand Publications Pvt. Ltd. New Delhi, 2012.</li> </ol>	



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**Semester III**

**Paper: Using Market Research to Plan an effective Marketing Strategy including Planning for Ads & PR for business launch and regular promotion**

**Code: BBAE – 301**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To enable the Students to know the market research and effective marketing strategies for new business	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Introduction to Marketing Research:</b> Finding out what you need to know about Customers and Competitors. Preparing a meaningful sales forecast. <b>Market Research to make better business decisions</b> – Role of Market Research in improving branding & brand awareness – Know your customer better through Market Research promoting improved marketing effectiveness – Market Research identify new opportunities – Market Research improve product features.
<b>Unit 2</b>	<b>Tips for effective Market Research:</b> Using an independent agency for online Market Research – Preparation is crucial when you undertake Market Research – Goods questions are key to gaining relevant insight – Think about your audience – Choose a Creditable Researcher – Plan time to review results
<b>Unit 3</b>	<b><u>Applied Market Research</u></b> Introduction of Marketing Research: Why marketing research has evolved – What is Marketing Research – What kinds of marketing research are undertaken – Marketing information systems – Where not to do research – what information sources are used. Scientific Method and the research process: Scientific method of marketing – difficulties in applying the scientific method to marketing – the marketing research process – Research objectives, information, needs and types of research: Exploratory research – conclusive research - Basic methods of collecting data Source of secondary data - Data collection – Basic forms - Data collection – Attitude Measurement - Introduction of Sampling – Application of sampling methods to marketing problems - Preparation and Tabulation of collected data  Data Analysis: Test of significance– Sampling Statistics, Chi – Square Analysis, and Analysis of Variance - Advertising Research: Advertising objectives and product Appeals – Attitude Measures – Copy testing – Creative Strategy Research – media selection – Media scheduling - Market and sales promotion Research: Market Potential Analysis - Sales forecasting – Sales Analysis by Territory, Product, Customer, Size, & order. Distribution lost analysis – Marketing decision Support Systems (MDSS).
<b>Unit 4</b>	<b>Introduction to Public Relations,</b> Purpose & Philosophy of PR, Objectives Of Public Relations, Emergence Of Public Relations, Public Relations Process, Tools of Public Relation. Misconceptions of PR, Ten components of systematic approach to PR problem solving

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	Introduction to Cross Cultural Issues; define cross cultural communication, dynamics of cross cultural adaptation, impact of culture on verbal and non verbal communications.
<b>Unit 5</b>	<b>Main PR Services: Public Relation and Publicity:</b> Advertising and Public Relation <b>Communication:</b> The course of Public Relation – Media Relation – Consumer Relation – Public Relation – Process, Strategies, Tools & Techniques – Financial Public Relation – Service Sector & Public Relations – Ethics & Code of Conduct – Crisis Management – Image Creation – Management of Public Relation.
<b>Unit 6</b>	<b>Ethics in PR and Cross Cultural Issues</b> Ethical Challenges of Public Relations and Cross Cultural Management, International Public Relations Association (IPRA) Code Of Conduct, The European Code Of Professional Conduct, PR and Writing; Newsletter, House Journal, Brochure, Leaflets, Pamphlets, Booklets, Manuals, Annual Reports, Handbills, Sticker, and posters. Ethnocentrism and cultural relativism.
<b>Unit 7</b>	<b>PR in brand building;</b> CSR, event sponsorships and trade shows, investor relations, corporate advertising, corporate image management, crisis communication and the role of PR in managing and motivating a Culturally Diverse Workforce.  Media planning and documentation in PR
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Karki, Rajnish. Competing with the best: Strategic Management of Indian Companies in a Globalization arena, New Delhi: Penguin</li> <li>2) Ramu, S Shiva. Strategic Alliances: Building Network Relationships for Mutual Gain, Response books</li> <li>3) Chaston, Ian. New Marketing Strategies: Evolving Flexible Processes to Fit Market Circumstance, Response Books</li> <li>4) Geroge E- Belch &amp; Michael. A. Belch Advertising and Promotion, Tate McGraw- Hill – Sixth Edition</li> <li>5) Kruti Shah and Alan D’souza, Advertising and Promotion, Tate McGraw- Hill-3</li> <li>6) Tom Duncan, Principles of Advertising and IMC, Tata McGraw-Hill-Second Edition.</li> <li>7) Martin, Judith and Thomas Nakayama. Intercultural communication in context. 5th edition McGraw Hill.</li> <li>8) Srivastava, T.N &amp; Rego, S. Business Research Methodology, New Delhi, Mc Grow Hill</li> <li>9) Sachdeva, J.K, Business Research Methodology, New Delhi, Himalaya, Publishing House</li> </ol>	

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**Paper: Websites and other ways of online presence & taking advantage of E-Commerce. Ensuring Cyber Security**

**Code: BBAE – 302**

**Contacts Hours / Week: 2L+1T+1P**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To expose the Students top the essentials websites, e-commerce, cyber space, cyber crime and cyber security in relation to business activity	
<b>CONTENTS</b>	
<b>Unit 1</b>	<p><b>Introduction to Electronic Business:</b> Concept &amp; Need of E- business, Major requirements in E-business. Functions of E- Commerce, E-Commerce v/s Traditional Commerce, E-Commerce in India, Benefits &amp; Limitations of E-Commerce, and Applications of E-Commerce in Business.</p> <p><b>Internet and E-Commerce Framework:</b> Introduction to Internet &amp; its application, Intranet &amp; Extranets, World Wide Web. Generic framework for Electronic Commerce.</p>
<b>Unit 2</b>	<p><b>Models and Emerging trends in E-business:</b> B2B, B2C, B2G and other models. Overview of E-Governance, Mobile Commerce, E- CRM and E-SCM.</p> <p><b>The World Wide Web:</b> The Internet Home of Multimedia Advertising - <b>Be a Superstar:</b> Sell yourself on the Net - Products that sell in the net. Free Advertising to millions of people on the use net - E-mail and Electric mailing <b>Lists:</b> Paperless and Postage- free - <b>Chart:</b> Take your way to Richa.</p> <p><b>Trading in F-way Stocks:</b> Making Money without a product - Keeping the money safe - Your Pc – The biggest money maker you’ll ever know: What Equipment do you need and how do you buy it - How to get yourself on the net.</p>
<b>Unit 3</b>	<p><b>Web Marketing</b> – Meaning – Benefits of Web Marketing – Myths and Facts in Web Marketing – Web psychology: Understanding the Internet mind – The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction- Do’s and Don’ts on Web.</p> <p><b>Web marketing Strategies</b> – Choosing the strategy – Online store fronts – Target Marketing Attracting Customers – Web Advertising – E-Mail Marketing – Instant Market research –Securities Issues.</p>
<b>Unit 4</b>	<p><b>E-Business Technology</b> - E-Commerce Technology: Introduction to E-Commerce – Models of E-Commerce – Internet and World Wide Web (www); Internal/External – Electronic Payment System - Website Marketing Strategy – Search Engine Submission – Selection of popular Search Engine</p>
<b>Unit 5</b>	<p><b>Security Issues to E-Business-</b> Security Overview, Electronic Commerce Threats, Security Protocols over Internet: https, SSL. Concept of Firewall, Cryptography-Public Key &amp; Private Key Cryptography, Digital Signature.</p> <p><b>Crisis in Cyber-Space and its Security:</b> Information System Security – Security on the Internet – Network and Website Security Risks – How are Sites Hacked&gt; - Security Incidents on the Internet – How Vulnerable are the Internet Sites? – Security and E-mail – Network and Website Security – E-Security – Legal and Ethical Issues.</p> <p><b>E-Business Risk Management Issues:</b> the Firewall Concept – Firewall Components – What should a Firewall Contain? – Benefits of an Internet Firewall</p>

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	– Defining an Enterprise-wide Security Framework – Understanding the Security Framework – Secure Physical Infrastructure – Security Environment in India – NASSCOM’s Security Initiatives – eGovernment Initiative – Green IT Initiative
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**Suggested Readings**

- 1) Bajaj, Kamalesh K. & Nag, Debjani. E-commerce : The Cutting Edge of Business, New Delhi: Tata McGraw Hill, 2005
- 2) Bhaskar, Bharat. Electronic Commerce : Framework, Technologies and Applications , New Delhi: McGraw Hill, 2013
- 3) Datta, D L. Principles of Marketing and E – Commerce, New Delhi: Tee Dee, 2008
- 4) Joseph, P T. E-commerce : an Indian Perspective, New Delhi: PHI Learning, 2009
- 5) Chaffey, Dave. Internet Marketing : Strategy, Implementation and Practice, Noida: Pearson, 2009
- 6) Web Advertising and Marketingthomas J Kuegler, Jr. #rd Edition – Prentice – Hall ofIndia, New Delhi.
- 7) E-Business Roadmap for Success – Dr.raviKalakota–Perason Education.
- 8) “Frontiers of Electronic Commerce”, Ravi Kalakota, Andrew B.Whinston, Addition – Wesely, 2000.

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**Paper: Establishment of online & offline channels for Sales, Marketing & Promotion. Secured Payment gateways and logistics planning**

**Code: BBAE – 303**

**Contacts Hours / Week: 2L+1T+1P**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. Familiarizing Students with the digital marketing concepts, technique and methodology and also electronic payment system and logistics planning	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>E-Marketing:</b> <ul style="list-style-type: none"> <li>• Traditional Marketing</li> <li>• Identifying Web Presence Goals</li> <li>• Achieving Web Presence Goals</li> <li>• The Uniqueness of the Web</li> <li>• Marketing the needs of Website Visitors</li> <li>• E-Marketing Value Chain</li> </ul>
<b>Unit 2</b>	<b>Online Marketing:</b> <ul style="list-style-type: none"> <li>• How should Buyers Pay Online?</li> <li>• Advantages of Online Marketing</li> <li>• Various Business that can flourish on the Internet</li> </ul>
<b>Unit 3</b>	<b>E-advertising:</b> <ul style="list-style-type: none"> <li>• Various means of Advertising</li> <li>• Conducting online Market Research</li> <li>• Building Customer Relationship</li> <li>• Based on one to one Marketing</li> </ul>
<b>Unit 4</b>	<b>Marketing &amp; Advertising on Internet:</b> Concept of Internet Marketing, Internet Marketing Mix, Online Marketing Strategies. Methods of online Advertisement. Benefits of online Marketing & Advertising.
<b>Unit 5</b>	<b>Market Segmentation:</b> <ul style="list-style-type: none"> <li>• Data mining and Marketing Research</li> <li>• Measuring the Effectiveness of E-Advertising</li> <li>• Internet Marketing Trends</li> <li>• E-branding: Elements of Branding – Spiral branding</li> </ul>
<b>Unit 6</b>	<b>Marketing Strategies:</b> <ul style="list-style-type: none"> <li>• Permission – marketing strategies</li> <li>• Brand – leveraging strategies</li> <li>• Affiliate marketing strategies</li> <li>• Viral marketing strategies</li> <li>• Social Media Marketing</li> <li>• Content Marketing</li> <li>• Marketing Strategy on the Web</li> </ul>
<b>Unit 7</b>	<b>Electronic Payment System:</b> Concept of Electronic Payment Systems, Types of Payment Systems: Electronic Fund Transfer, Digital Token, Smart Card, Credit Card & Emerging Financial Instruments.

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<b>Unit 8</b>	<b>Logistics Management</b> (with a special reference to online portals like flipkart, snapdeal and amazon) and how its proper handling ensures better business.
<b>Suggested Readings</b> <ol style="list-style-type: none"><li>1) The Internet, Supply Chain Management &amp; E-Commerce, Martha Siegel, Charles C Poirier, Michael J Bauer.</li><li>2) Ahuja, Vandana. Digital Marketing, New Delhi: OUP, 2015</li><li>3) Miller, Michael. The Ultimate Web Marketing Guide, New Delhi: Pearson, 2011</li><li>4) Ryan, Damian &amp; Jones, Calvin. Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation, New Delhi: Kogan Page, 2012</li></ol>	

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**Paper: Using Guerrilla Marketing & Promoting Strategies. Analysing Various Case Studies and finding replicable ideas to be implemented on regular basis**

**Code: BBAE – 304**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To enable the Learners the concepts and effectiveness Guerrilla Marketing, Promotional Strategies and real case studies related areas	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>The History of Guerrilla Marketing:</b> How Big Business are using Guerrilla Marketing – How Small Business are using Guerrilla Marketing <b>Ways to Guerrilla Marketing Work:</b> Make it Clever – Make it Dynamic – Make it Endearing – Make it Memorable – Make it Interactive – Make it Subtle. <b>Guerrilla Marketing:</b> Etymology and origin, Types: Ambient Marketing, Stealth Marketing, Viral/Buzz Marketing , Grassroots Marketing, Astroturfing, Street Marketing <b>Typical Procedure:</b> Strategy – Online Guerrilla Marketing – Examples - Strategic risk – Inexpensive Costs.
<b>Unit 2</b>	<b>Creative Guerrilla Marketing Tactics to boost brand, Company or Cause:</b> Stickers, Outdoor installations, Reverse Graffiti, Contextual Marketing, Creating Counter-Campaign, Creative Product Placement, Improve Existing Space, Partnering with another (unexpected) brand, Unconventional Social Media Marketing, Ambient Marketing.
<b>Unit 3</b>	<b>The effectiveness of Guerrilla Marketing for small business.</b>
<b>Unit 4</b>	<b>Promotional Strategies In Marketing:</b> The Six ‘Ps’ of Marketing- Using Traditional Advertisings - Employing Online Advertising and Social Media - Utilizing Direct Mail - Adopting Public Relations and Sponsorship - Ensuring in Personal Selling
<b>Unit 5</b>	<b>Understanding Promotion</b> – Elements of a promotional mix – Traditional Advertising – Personal Selling – Sales Promotion – Public Relations – Social Media – E-Commerce – Online Video Promotions
<b>Unit 6</b>	<b>Integrated Marketing Communications</b> <b>Top Ten Promotional Strategies:</b> Contests as a Promotional Strategy, Social Media Promotion, Mail Order Marketing, Product Giveaways and Samples, Point-of-Sale Promotion and End-Cap Marketing, Customer Referral Incentive Program, Causes and Charity, Branded Promotional Gifts, Customer Appreciation Events, After – Sale Customer Surveys
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Guerilla Marketing - Analysing Various Case Studies and Finding Replicable Ideas to be Implemented on Regular Basis, BootStrapping, Sramana Mitra</li> <li>2) Levinson, Jay Conrad &amp; Rubin, Charles. Guerilla Marketing on the Internet : The Complete Guide to Making Money Oline, Mumbai: India Book Distributors, 1995</li> <li>3) Canter, Laurence A. How to make a fortune on the information superhighway: Everyone's Guerrilla Guide to Marketing on the Internet and Other Online Services, New York: Harper Collins, 1994</li> </ol>	

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**E-Resource References:**

- 1) Guerilla Marketing - Analysing Various Case Studies and finding replicable ideas to be implemented on regular basis, <https://www.youtube.com/watch?v=9Pn6om4NGRQ>



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**Paper: Using PR Events and Other Promotional/CSR Activities to build Brand Loyalties.**

**Replicating such successful activities learnt from others**

**Code: BBAE – 305**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To acquaint the Students with PR, CSR Activities, Creation of Brand Loyalties and the replication of the same	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Introduction to Public Relation</b> – Purpose & Philosophy of PR, Objectives of PR, Emerging of PR, PR Process, Tool of PR, Ten Components of Systematic approach to PR Problem Solving <u>Public Relation</u> Public Relation and Publicity - Advertising and Public Relation - Communication: The crux of public relations - Social responsibilities of business - Employee relations - Media relations - Crisis management - Consumer relations - Financial Public Relations - Ethics and code of conduct - Public relations – Process, Strategies, Tools & Techniques - Service Sector and Public relations
<b>Unit 2</b>	<b>PR in brand building:</b> CSR, event sponsorships and trade shows, investor relations, corporate advertising, Corporate image management, crisis communication and the role of PR, Media Planning and Documentation in PR.
<b>Unit 3</b>	Ethics in PR, Ethical Challenges of Public Relations – <b>PR and Writing:</b> Newsletter, Newsletter, House Journal, Brochure – Leaflets, Pamphlets, Booklets, Manuals, Annual Reports, handbills, Stickers and Posters.
<b>Unit 4</b>	<b>Corporate Governance &amp; Social Responsibility:</b> Meaning, Objectives, Need and Principles of Corporate Governance: Meaning and Concept of Social Responsibility of Business, Levels & Approached to Social Responsibility, Principles & Dimensions of Corporate Social Responsibilities towards various stakeholders, Voluntary Guidelines. Why CSR? Evolution of CSR – Argument for and against CSR – Transfers of Social Costs – Obligation of Business Firm - Ways in which CSR is exercised – Social Responsibility Versus Business – Positive Correlation between CSR and Business Success
<b>Unit 5</b>	<b>Case Studies on Various Business House (related to CSR)</b> both international and national and lessons to be learnt from them. CSR Activities of some major Indian Companies. CSR and Indian Company Act, 2013
<b>Suggested Readings</b>	
1) Dilenschneider, Robert L. The AMA Handbook of Public Relations, New York: Amacom, 2010 2) Singh, Mansi. Basics of Public Relations, New Delhi: Kanishka, 2012 3) Ghosh, Subir. Public Relations Today: In The Indian Context, New Delhi: Rupa, 2001	
<b>E-Resource References:</b>	
1) Using PR Events and other Promotional/CSR Activities to build brand loyalties, Replicating Such Successful Activities Learnt from Others	

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**Semester IV**

**Paper: Advantages & How to Implement SOP for every Business Activity. Establishing Process driven business Culture**

**Code: BBAE – 401**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
<ol style="list-style-type: none"> <li>1. To understand the learners about the concepts, significant of SOP.</li> <li>2. To expose the Learners as how to establish process driven Business Culture.</li> </ol>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>SOP:</b> Introduction – Overview – Purpose – Benefits - Writing Style - Preparation of SOP - Implementation SOP - SOP Review and approval - Revising SOPs - Frequency of Revisions & Review - Checklists - Document Control - SOP General Format - Types of SOP - Guidelines for Technical SOP Text - Guidelines for Administrative or Fundamental Programmatic SOP
<b>Unit 2</b>	<b>Steps to Writing Standard Operating Procedures:</b> Understand how you are going to present your SOPs - Gather the relevant stake holders - Work out your purpose - Determine the structure of your SOP - Prepare the scope of the procedure - Use a consistent style - Use correct notation, if applicable - Work out all the necessary steps of the process- Try to assess potentialities in the process - Determine metrics against which the SOPs can be judged - Test the process - Send the process to superior - Clarify the Method of optimizing the process - Run a risk assessment on your process - Consider creating a flow diagrams - Finalize and implement the SOPs
<b>Unit 3</b>	<b>Implementing SOP in Small Business:</b> Meaning of SOP - What do you need an SOP? - Creating a Good SOP - Benefits of SOPs - SOP (Procedure) Examples
<b>Unit 4</b>	<b>Establishment of Process driven business Culture in an Organisation:</b> Have the end in sight - Clearly define guidelines to govern process actions - Closely monitor actions, point out deviations and reinforce rules - Identify early adopters and let it go viral - Influence the most impressionable to carry on the tradition - Link process objectives to individual metrics - Continue to support your process culture - Communicate rigorously - Build a governance mechanisms and operationalize it - Allow movement between business management and process management teams - Cultivate communities of practice - Leverage a process repository - Support innovation through process management.
<b>Unit 5</b>	<b>Process Driven Business Culture:</b> Meaning of Process Driven Business - Culture - Why do we need a Process driven Business Culture <b>Process Driven organizations:</b> Principals of Process driven organization -- Institutionalized knowledge -- No limits on Time -- Self-Governing Mechanism-- Easy Replication. <b>Process Driven Structure:</b> The nature of processes in business -- Management perspective about process driven -- Problem caused by function based structure -- comparing how process driven structure is more effective

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	<p>than function - driven. <b>Going from People Driven to Process Driven:</b>          Ability to scan the environment -- Ability to identify opportunities and threats          -- Ability to Adapt -- Ability to manage Complexity Arising out of growth  <b>Values -- Driven Company Culture:</b> Turn personal values into shared values          -- Treat employees like owners -- Encourage time for creativity</p>
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1) Dey, Subabrata - “Employee Stock Option Plans Regulatory Framework and Reporting in India” - Lap Lambert Academic Publishing (2014)</li> <li>2) John, Olagues &amp; John, Samma “Getting started in Employee Stock Option” John Wiley &amp; Sons.</li> <li>3) Alamb Unger &amp; Mark. T. Sakenashi” - Your Employee Stock Options” Harper Business.</li> <li>4) N.S. Zad, Tax Laws &amp; Practices” Tax Man Publication &amp; Delhi.</li> <li>5) Singhania, Vinod Kr &amp; Singhania, Kapil” Direct Taxes &amp; Law &amp; Practice” Tax Man Publication - New Delhi. (DOIS).</li> <li>6) Sinha, Jaydip. Work Culture in the Indian Context – Sage Publication Pvt. Ltd</li> </ol> <p><b>E-Resource References:</b></p> <ol style="list-style-type: none"> <li>1) Advantage &amp; How To Implement SOP for Every Business Activity, Establishing a Process Driven Business Culture <a href="https://yourstory.com/mystory/ee00a6f6df-importance-of-sop-for">https://yourstory.com/mystory/ee00a6f6df-importance-of-sop-for</a>, <a href="https://www.brampton.ca/EN/Business/BEC/resources/Documents/What%20is%20a%20Standard%20Operating%20Procedure(SOP).pdf">https://www.brampton.ca/EN/Business/BEC/resources/Documents/What%20is%20a%20Standard%20Operating%20Procedure(SOP).pdf</a>, <a href="http://www.virtualproductivitysolutions.co.za/2011/11/02/5-key-benefits-of-a-standard-operating-procedures-manual">http://www.virtualproductivitysolutions.co.za/2011/11/02/5-key-benefits-of-a-standard-operating-procedures-manual</a>.</li> </ol>	

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**Paper: Automation through use of Technology. Adoption of financial Prudence, Cost Control and its continuous Reduction**

**Code: BBAE – 402**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To give an overview of automation, technology and how it reduces and minimize the cost.	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Technical aspects related to business</b> – how to become web-developers so as to develop a website for one’s business, how to create blogs for business and use various online platforms for promotion of business
<b>Unit 2</b>	<b>Automation:</b> Why Automation is good for Business? -- Advantages and Limitation of Automation. <b>Technology Transfer:</b> Policy, Procedure & Practices – India’s Technology base and Capabilities – Preference of Indian Technology – Major Constraints and Problems – Operational Constraints – Major Problems in Technology Transfer Collaboration Agreements, R&D, Import Substitution – IPR
<b>Unit 3</b>	<b>Technology Driven Entrepreneurship:</b> Automations/Technology in Prospective – Technology is an Enabler – Types of Technology Ventures – Profile of Technopreneur – why Technology based Enterprise fail, Challenges faced by Technological based Enterprise – Technology Application Strategies – Diffusion of Innovation, Right Timing.
<b>Unit 4</b>	<b>Financial Prudence:</b> 8 financially product habits that should be adopted to ensure financial stability: Create a monthly budget -- make buying decisions on the value you get -- Automated monthly transfer to a dedicated saving contingency account -- Avoiding Impulse Purchase -- Not missing monthly Credit card or EMI payments -- Planning for the long-term
<b>Unit 5</b>	<b>Cost Control &amp; Cost Reduction:</b> Meaning of Cost – Types of Cost – Meaning of control – Cost Control. <b>Cost Control Techniques:</b> Budgetary Control – Standard Costing – Material Control – Cost control Application – Benefits of Cost Control. <b>Cost Reduction:</b> Meaning – Necessities – Value Analysis as a Tool or Techniques in Cost Reduction – Difference between Cost Control & Cost Reduction
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) R.G. Jamkar, “Industrial Automation” Global Education Ltd. Mumbai, India.</li> <li>2) Richard, Murdoch “ Robotic Process Automation”</li> <li>3) Marienford. “The rise of the Robots” - One World Publications (2015) USA</li> <li>4) Goyal, Khushdeep “Industrial Automation &amp;Robotics” - S.K. Katina &amp; Sons (2013) – Delhi</li> <li>5) M.Y.Khan &amp; P.K. Jain – Management Accounting, Tata McGraw Hill, Publishing Company Ltd. 2004</li> <li>6) M.A. Sahat – Management Accounting (Principles &amp; Practice): Vikash Publishing House Pvt. Ltd. New Delhi, 2004</li> </ol>	

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**E-Resource References:**

- 1) Automation through Use of Technology. Adoption of Financial Prudence,  
<https://www.forbes.com/sites/forbestechcouncil/2018/06/05/how-automation-will-trigger-a-small-business-renaissance/#75a95397b90c>, <https://www.forbes.com/sites/jeffthomson/2018/09/12/the-new-wave-of-technology-why-automation-is-good-for-business/#77a3993162b>,  
<https://smallbusiness.chron.com/information-technology-used-automating-business-processes-34298.html>

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**Paper: ERP driven Business. Generation of MIS Reports & its importance in decision making. Tax and Balance Sheet Planning.**

**Code: BBAE – 403**

**Contacts Hours / Week: 3L+1T**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
<ol style="list-style-type: none"> <li>1. To give an overview of ERP driven Business and to acquainted with the application of MIS in business decision making process.</li> <li>2. To provide guidelines for tax and balance sheet planning.</li> </ol>	
<b>CONTENTS</b>	
<b>Unit 1</b>	<p><b>The World of ERP:</b> Business Transformation through ERP System – Making ERP Effective – ERP Evaluation Criteria</p> <p><b>Going the ERP Way:</b> Imperatives for Success</p> <p><b>ERP:</b> Bridging Business &amp; Technology – A World Class ERP</p> <p><b>ERP:</b> A Journey Towards Excellence in Enterprise Business Information System</p> <p><b>IT:</b> Managing Large Scale Change</p> <p><b>ERP in Internet Age</b> – ERP Software, Consultants, Vendors and Websites</p>
<b>Unit 2</b>	<p><b>Enterprise Resource Planning:</b> The E-Business backbone – meaning – ERP decision Enterprise Architecture Planning – ERP Implementation – The Future of ERP Applications – Procurement – Business Blueprint Planning.</p>
<b>Unit 3</b>	<p><b>MIS</b> – A support to the management – MIS for a digital firm – E-business Enterprise: E-business, E-commerce, E-Communication, E-Collaboration</p> <p><b>Information Security</b> – Threats and Management</p> <p><b>Information Technology</b> – Imp[act on Society</p> <p><b>Development Process of MIS</b> – Business Intelligence for MIS</p> <p><b>Decision Support System and Knowledge Management.</b> E-Business Technology</p>
<b>Unit 4</b>	<p>ERP Driven Business. Generation of MIS Reports &amp; Its Importance in Decision Making. Tax and Balance Sheet Planning , How to Read A Balance Sheet, Financial Management, ERP - A Managerial Perspective, Concepts, What is a Balance Sheet, Investment Side of Balance Sheets, Overall Balance Sheet, Designing Capital Structure - Tax Planning, Entire Book, S Sadagopan.</p> <p><b>ERP</b>  The world of ERP - Business Transformation through ERP system - Making ERP effective - ERP Evaluation Criteria - Going the ERP way – Imperatives for Success - ERP: Bridging Business &amp; Technology - A World class ERP  ERP: A journey towards excellence in Enterprise Business Information System</p> <p>- IT: Managing large scale change - ERP in Internet Age</p>
<b>Unit 5</b>	<p><b>Tax Planning:</b> Tax Planning -- Importance of business tax planning -- Tax Planning for individuals -- Objectives of Tax Planning -- Types of Tax Planning -- Tax Planning in India -- Corporate Tax Planning -- How are Tax Planning &amp; Financial Planning connected?</p> <p><b>Balance Sheet Planning:</b> Purpose -- Process -- The Importance of Planning the Balance Sheet -- Traditional methods of forecasting's -- Limitations with the</p>

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	traditional method of planning the Balance Sheet. Reading and Understanding your Balance Sheet -- What's included in assets? What's included in liabilities? What's included in equity? Example of Balance Sheet -- How to use the Balance Sheet
<b>Unit 6</b>	<p><b><u>Case Studies</u></b>  Sap Implementation: Kirloskir Electric co. Ltd. - ERP by New Holland Tractors India (Pvt.)Ltd. - Customer Drive Supply Chain Management Experience at Hindustan Lever - Panel Discussion: A New Era of computing with ERP - ERP software, Consultants, vendors &amp; websites You get what you Negotiate! - How to make win-win Agreements -<b>Entrepreneur Story:</b> Bill Gates, Microsoft - <b>Case Study:</b> Sound and Listening Company</p>
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1) Jones , Peter &amp; Burger, John. Configuring SAP ERP Financials and Controlling, New Delhi: Wiley, 2009</li> <li>2) Sadagopan, S. ERP: A Managerial Perspective, New Delhi: Tata McGraw Hill, 2010</li> <li>3) Leon, Alexis. ERP Demystified, New Delhi: Tata McGraw hill, 2008</li> <li>4) Leon , Alexis. Enterprise Resource Planning, New Delhi: Cengage Learning, 2012</li> <li>5) Atkinson, Anthony. Management Accounting, New Delhi: Pearson,2005</li> <li>6) How to read a Balance Sheet – Oxford &amp; IBH Publishing Co. Pvt. Ltd. Calcutta</li> </ol> <p><b>E-Resource Reference:</b></p> <ol style="list-style-type: none"> <li>1) ERP Driven Business. Generation of MIS Reports &amp; Its Importance in Decision Making. Tax and Balance Sheet Planning , <a href="https://www.epicor.com/en-in/resource-center/articles/what-is-erp/">https://www.epicor.com/en-in/resource-center/articles/what-is-erp/</a>, <a href="https://www.youtube.com/watch?v=nE0MzB2OB0">https://www.youtube.com/watch?v=nE0MzB2OB0</a></li> </ol>	

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**Paper: How to study Balance Sheet and Financial Statements. Generating Monthly P/L accounts. Finance & Cash Flow Management and its importance**

**Code: BBAE – 404**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1.To enable the Learners to the techniques of reading a balance sheet. 2.To understand the Students about the preparation of position statement and cash flow statement	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>How to Read a Balance Sheet - What is a balance Sheet?</b> - The Investment side of the Balance Sheet – Asset - Types of Assets and their Liabilities Valuation of Assets – <b>The funding side of the Balance Sheet – Liabilities - Current Liabilities &amp; Fixed Liabilities - Shareholders Fund</b> Capital reserve and Revenue reserve, Capital authorized and Capital issued <b>The overall Balance Sheet:</b> Financial Structure - Sources and Uses of Funds
<b>Unit 2</b>	<b>Financial Statement Analysis:</b> Introduction – Applications of Financial Statement Analysis – Comparative Financial Statement – Common Size Financial Statement – Du Point Analysis – Standardized Financial Statement – Problems in financial Statement Analysis – guidelines for Financial Statement Analysis – Fund Flow Analysis – Fund Flow Statement <b>Using Financial Statement to Steer your business</b> – Easy Income, Cash Flow, and Balance Sheet Statement – Key to both Financing and Operating
<b>Unit 3</b>	<b>Measuring Solvency and Liquidity:</b> Solvency – Liquidity - <b>Profitability:</b> The Profit & Loss Account - Two Measures of Profitability - The Valuation of an Enterprise - <b>Assessing the Balance Sheet:</b> Reliability - Limitation
<b>Unit 4</b>	<b>Cash Flow Analysis (AS 3)</b> – Financial Ratios – Significant Accounting Ratios & its Calculation – Examples – Preparation of Position Statement (Profit & Loss Account) – Preparation of Statement showing sources and applications of funds
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Mehta, Jayment &amp; Bhurgava, Arun, The young Entrepreneur’s Guide-</li> <li>2) How to read a Balance Sheet – Oxford &amp; IBH Publishing Co. Pvt. Ltd. Calcutta</li> <li>3) Basu, Sankar Prasad. Selected Problems on Financial Accounting, Kolkata: Rabindra Library, 2005</li> <li>4) Atkinson, Anthony. Management Accounting, New Delhi: Pearson,2005</li> <li>5) Maheshwari, S N. Principles of Cost Accounting, Mumbai: Sultan Chand, 2006</li> <li>6) Jain, S P &amp; Narang, K L . Accounting Theory and Management Accountancy, Kalyani</li> <li>7) Webster, William H. Accounting for managers</li> </ol>	



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**Paper: Strategies to get high Credit Rating through efficient Financial Management and good credit history and reduction in cost borrowing**

**Code: BBAE – 405**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To enable the Students with Strategies with high Credit Rating through efficient Financial Management System	
<b>CONTENTS</b>	
<b>Unit 1</b>	<p><b>Credit History:</b> Credit History wage -- Calculating Credit score - Acquiring and understanding credits reports &amp; stores -- Credit history of immigrants -- Adverse Credits -- Consequences -- Abuse.          What is a Good Credit Score? -- What is a Good Vantage Score? -- Why Credit Scores matter -- Factors that affect your Credit Score -- How to improve your Credit Scores.          Minimum Credit Scores -- what to do if you Don't have a Credit score</p>
<b>Unit 2</b>	<p><b>Credit Score:</b>  <b>Ways for improvement of Credit Score:</b> Stay on top of payment – Keep tabs on Credit Utilization Rate – Leave old debts on your report – Take advantage of score boosting programs – time your applications carefully – Be patient – Monitor your Credit  <b>Strategies for improving Credit Rating:</b> Pay your bills on time, everytime – keep your credit card balance low- only apply for credit when needed, then shop for the best rates – Correct inaccuracy on your Credit Reports, and make sure old information is removed – Avoid too many hard inquires – Avoid bankruptcy, if possible – Negotiate with your Creditors or Collection agencies – Pay more than the minimum – Reduce your Debt –to–Income Ratio – Have a good mix of Debt – Keep your Credit Cards, Even if you are not currently using them – Don't apply for an Abundance of New Credit – Become an Authorized User – know exactly where you stand – and where you want to do.</p>
<b>Unit 3</b>	<p><b>Efficient Financial Management (tools for effective cost management):</b>          Financial Planning, Monitoring, Evaluation&amp; Learning: Accounting -- Budgeting -- Financial Control -- Financial Reporting -- Risk Management Assessment.</p>
<b>Unit 4</b>	<p><b>How to minimize borrowing costs?:</b> Understand the key relationships of borrowing -- Understand the key classes for consumer and mortgage loans -- Know the steps to reducing consumer costs -- reduce the lender's risk.</p>
<b>Unit 5</b>	<p><b>Ways to Reduce Cost of Borrowing:</b>          Borrow only when you need to -- Borrow only as much as you need to -- Shop around for the lowest interest rate -- Plan Ahead -- Pay down your debt quickly -- Take Action.  <b>Financially - Prudent Habits for Financial Stability:</b>          Create a monthly budget -- Make buying decisions on the value you get -- Automated monthly transfer to a dedicated saving account t -- Avoiding impulse purchases -- Not missing monthly Credit Card EMI Payments -- Undertake periodic maintenance to avoid higher latter stage.</p>

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**Suggested Readings**

- 1) Mahadevan, B. Operations Management, New Delhi: Pearson, 2007
- 2) Ross, Stephen A, Westerfield, Randolph W, Jaffe, Jeffrey. Corporate Finance, 7<sup>th</sup> edition, New Delhi: Tata McGraw Hill, 2006
- 3) Bedi, Kanishka. Production and Operations Management, New Delhi: OUP, 2007
- 4) Rustagi, R.P. Financial Management: Theory, Concept and Problem, New Delhi: Galgotia Publishing
- 5) Strategic Financial Management, Hyderabad: ICFAI University

**E-Resource References:**

- 1) Strategies to get High Credit Rating Through Efficient Financial Management and Good Credit History and Reduction in Cost of Borrowing, <https://grasshopper.com/firesidechat/how-to-choose-the-best-financing/>

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**Semester V**

**Paper: How to hire a great team. Exploring different sources to get best people to work and motivating them to work as a team.**

**Code: BBAE – 501**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To enable the Learner to understand the concept of Human Resource Management – Different theories and motivation of Team Building	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Relevance of HRM</b> – Challenges faced by HRM – Human Resource Planning – Human Resource Information System – Recruitment and Selection Structure – Training & Development – Performance Appraisal and Potential Appraisal – Labour Relations – Compensation Management .
<b>Unit 2</b>	<b>How to hire employee?</b> -- Before you hire employees: Define the role you are hiring for -- Find your candidates -- Conduct interviews -- Run a background check -- Make sure they are eligible to work
<b>Unit 3</b>	<b>Steps to hire right people for business</b> -- Ways to improve Hiring Process: Build a strong employer brand -- Move as quickly and efficiently as possible -- Write better job descriptions -- Embrace digital trends and social media -- Fit the personality for the job -- Improve your interviews -- Keep an eye on your reviewers.
<b>Unit 4</b>	<b>Motivation</b> The ABC of performance Management - The high price for negative reinforcement - Capturing discretionary effort through positive reinforcement Effective delivery of reinforcement - Performance feedback - Teams and empowerment - Recognition, Reward, reinforcement and relationship Compensation and performance appraisal - Performance Management
<b>Unit 5</b>	<b>Theories underlying Motivation and Remuneration:</b> Maslow's Need – Hierarchy Theory - Herzberg's Two Factors Theory of Motivation. Porter and Lawler's Model. The Care Model for Motivating and Retaining Employees.
<b>Unit 6</b>	<b>Money &amp; Motivation :</b> An Introduction - Performance and Pay Psychological needs and Intrinsic Versus Extrinsic Motivation - Maslow's & Vroom's theory of motivation - Types of Incentives - Motivational techniques in Practice.
<b>Unit 7</b>	<b>How to Motivate your Team:</b> Communicate openly and honestly – Be open and approachable – Be as honest as possible – Keep team members up to date – Create Opportunities for your team to communicate with you – BE an Inspiration – Seek Involvement and gain buy-in - Boost team morale – Help team members to grow and develop – Offer Praise and Celebrate Success – Identify Individual Driven for Motivation
<b>Suggested Readings</b>	
1) Daniels , Aubrey C. Bringing out the Best in People, New Delhi: Tata McGraw Hill, 2003	
2) Cantrell, Susan M. Workforce of One, Boston: Harvard Business Press, 2010	
3) Kalan, A.P.J. Abdul" You are Unique" Puriya Publishing Pvt Ltd. (2012) - Delhi.	
4) Glanz, Barbara A. Hanate with care: Motivating and Retaining Employees, New Delhi: Tata	

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McGrow Hill, 2002

- 5) S.K. Bhatia, Training & Development – Concept and Practices, Deep and Deep Publications Pvt. Ltd. New Delhi – 2005
- 6) Udai Pareek and T.Venkateswara Rao, Designing and Managing Human Resource Systems, Oxford & IBH Publishing Cp. Pvt. Ltd. New Delhi, 1981
- 7) Sorab Sadri, Human Resource Management, Himalaya Publishing House, Mumbai, 1998

**E-Resource References:**

- 1) How to Hire A Great Team, <https://www.youtube.com/watch?v=JPw9O45lkJg>,  
<https://economictimes.indiatimes.com/definition/matrix-organization>
- 2) Exploring Different Sources to Get Best People to Work and Motivating Them to Work as a Team,  
<https://hbr.org/topic/developing-employees>

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**Paper: How to motivate employees to become Star performers. Creating a learning Organization and enabling work culture.**

**Code: BBAE – 502**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To develop the ability of implementing the motivational theory into reality and creation of employee friendly positive work culture	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Incentives for Individual Motivation</b> - Incentives that impact on motivation of staff - Pay Salaries, “efficiency wages”, etc. - Direct financial benefits such as Pensions, illness/health/life insurance; allowances (Clothing, housing, etc.) Subsidies, gain sharing.
<b>Unit 2</b>	<b>Indirect Financial benefits</b> such as Subsidized meals/ clothing/accommodates/transport, scholarship, tax breaks, deferred compensation such as Seniority Pay.
<b>Unit 3</b>	<b>Flexible Schedules, Part-time/temporary work</b> ; sabbatical, study leave, holidays, vacations, etc - Work environment/Conditions, occupational health, safety, recreational, facilities - Amenities, School access, infrastructure, transport, etc - Job Security, Career/ Professional Development/Training Opportunities.
<b>Unit 4</b>	<b>Feedback, Coaching</b> , Valued by Organization - Solidarity, Socializing, Camaraderie ,affection, passion - Status, Prestige, Reorganization - Sense of Duty, Purpose, Mission - Security, Opportunities, Stability, risk
<b>Unit 5</b>	<b>Incentives for organizational motivations</b> - Incentives and Sucieful Motivation - Non Materialistic Incentives – Moral Motivation – Public Service Motivation.
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Developing Employees, Boston: Harvard Business Press, 2009</li> <li>2) Forsyth, Patrick. Thirty minutes to motivate your staff, New Delhi: Kogan Page, 2003</li> <li>3) Byham, William C. Zapp: The Lightening of Empowerment, London: Century business, 1988</li> <li>4) Noe, Raymond A &amp; Kodwani, Amitabh Deo. Employee Training and Development, New Delhi: McGraw Hill,2014</li> <li>5) Janakiram, B. Training and Development, New Delhi: Biztantra,2009</li> <li>6) Clegg, Brian. Crash course in personal development, New Delhi: Kogan Page, 2009</li> <li>7) John A. Woods and James W.Cortada The 1998 ASTD Training and Performance Yearbook, McGraw-Hill, New York, 1998</li> <li>8) Noe A. Raymond, Hollemlerk R. John &amp; Others “Human Resource Management” THM (India) Pvt. Ltd. New Delhi</li> <li>9) Mondal Sabari &amp; Goswami, Amal “Human Resource Management” – Vrinda Publications (P) Ltd. New Delhi</li> </ol>	
<b>E-Resource References:</b>	
<ol style="list-style-type: none"> <li>1) How To Motivate Employees to become Star Performers, Creating a Learning Organisation and Enabling a Work Culture, <a href="http://www.businessworld.in/article/People-Are-Owners-In-The-True-Sense-Treebo-Hotels/07-03-2019-167891/">http://www.businessworld.in/article/People-Are-Owners-In-The-True-Sense-Treebo-Hotels/07-03-2019-167891/</a></li> </ol>	

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**Paper: Ensuring Secured and enabling work environment ensuring mental peace for working staff. Creating a Great Place to work.**

**Code: BBAE – 503**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To expose the Learner the necessity and enabling the good working environment and creating a great place to work	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Developing Employees</b> – Customizing Development Strategies for Employees – Keeping Top Employee Motivated – Growing Competent Employees – Dealing with under performer – Discussing Career Development with your Employees – Tools for Developing Employees
<b>Unit 2</b>	<b>Creating a safe work Environment</b> – Promotion Safety Awareness – Enforcing Safety Rules – Investigating and Recording Accidents
<b>Unit 3</b>	<b>Creating a Health Work Environment</b> – Health Hazards and Issue – Workplace Violence Building better health – Employee Assistance Program
<b>Unit 4</b>	<b>The management of stress</b> – What is Stress? Job related Stress – Coping with Stress – Reducing Employee Stress
<b>Unit 5</b>	<b>Employee Benefits</b> Unemployment insurance-Social Security-Leave-Maternity leave-Workmen’s Compensation Act, 1923-Health Benefit-Life Insurance-Retirement benefit-Pension Plans
<b>Unit 6</b>	<b>Creating a work/life setting</b> – Employee Assistance Programme – Counseling Services – Child and Elder Care – Other Services – Credit Union
<b>Unit 7</b>	<b>Significance of Good Working Conditions:</b> kinds of working environment – Importance of Health & Safety Programme
<b>Suggested Readings</b>	
<ol style="list-style-type: none"> <li>1) Glanz, Barbara A. Handle with Care: Motivating and Retaining Employees, New Delhi: Tata McGraw Hill, 2002</li> <li>2) Gra, Lynda. Hot spots: why some, Work Places and Organization Buzz with Energy and Other's Dont's, Berrett Kochler, 207</li> <li>3) Hallowell, Edward M. Shine : Using Brain Science to get the Best From Your People, Boston: Harvard Business Review Press, 2011</li> <li>4) Jyothi, P &amp; Venkata, D.N. “Human Resource Management” Oxford University Press – Delhi</li> <li>5) Shermon, Ganesh “ Competetary Based Human Resource Management” – THM (India) Pvt. Ltd. New Delhi</li> <li>6) Pattanayak, Biswajit, “Human Resource Management” PHI Learning Pvt. Ltd. New Delhi</li> </ol>	
<b>E-Resource References:</b>	
<ol style="list-style-type: none"> <li>1) Ensuring Secured Work Environment, Ensuring Mental Peace for the Staff, Creating a Great Place to Work, <a href="https://www.forbes.com/sites/davidkwilliams/2017/05/22/6-ways-to-create-a-supportive-work-environment/#4d25deafeafc">https://www.forbes.com/sites/davidkwilliams/2017/05/22/6-ways-to-create-a-supportive-work-environment/#4d25deafeafc</a></li> </ol>	

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**Paper: Performance Appraisal and Incentivising Performance through Recognition & Gifts.**  
**Continuously Adopting Best HR Practices.**

**Code: BBAE – 504**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To expose the Learners to the concept of performance appraisal – Granting Recognition & Gifts and adopting best HR Practices.	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Nature of Performance Appraisal</b> – Performance Management Versus Performance Appraisal – Performance Appraisal System – Functions and Objectives of Performance Appraisal – Significance and Rational of Performance Appraisal – Methods of Performance Appraisal
<b>Unit 2</b>	<b>Appraising and Improving Performance</b> – Performance Appraisal Programs – Purposes of Performance Appraisal Developing an Effective Appraisal Program – What are the Performance Standards? – Who should Appraise Performance? – Performance Appraisal Methods – Appraisal Industries
<b>Unit 3</b>	<b>Pay-for-Performance: Incentive Rewards:</b> strategic Reasons for Incentive Plans – Incentives Plans as Links to organizational objectives – Requirements for a successful incentive plan – Assessing Incentive Programme Effectiveness – Setting Performance Measures
<b>Unit 4</b>	<b>Administration Incentives Plans:</b> Individual Incentive plan – Piecework – Standard Hire Plan – Bonuses –merit Pay – Lump-sum – Merit – pay guidelines Chart – Incentive Awards and Reorganization – Sales Incentives – Incentives for Professional Employees Group Incentive Plans – Team Compensation – Gain sharing Incentive Plans – Designing Effective Gain sharing Programs
<b>Unit 5</b>	<b>Incentives and Motivations</b> – Linkage of incentives to Performance – Advantages and Disadvantages – Improving the role of incentives – Individual Pay Incentive Systems – Measurement Techniques – Pre-requisites to the individual incentive systems – Advantages and disadvantages of individual Incentive Systems
<b>Unit 6</b>	<b>Employee Compensation</b> Pay for Performance: Incentive Rewards: Individual incentive plans - Group Incentive plans - Enterprise incentive plans - Profit sharing plans Stock options - Employee stock ownership plans ( ESOPs)  <b>Recent Types of Contingent Pay</b> – Competence related Pay - Contribution related pay- Team based pay - Performance related pay
<b>Unit 7</b>	<b>HR and Business Policy</b> – Nature of HR Policies – Types of Policies – Formulating, Implementing and Testing HR Policies in Practices – HR Planning – Significances and Applications. <b>HR as a Source of Competitive Advantages</b> – Business Strategies and HRM – HR and Business Policy Linkage – HR and Lifecycle of Organization – HR and Organizational Performance

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**Suggested Readings**

- 1) Maddux, Robert B. Effective Performance Appraisals,
- 2) Saunders, Rebecca M. Effective Performance Appraisals, Bristol: Velocity Business, 2000
- 3) Silverstein, Barry. Evaluating Performance, New York: Harper Collins, 2007
- 4) Rao, T.V. Performance Management and Appraisal Systems, New Delhi: Response Books, 2004
- 5) Jain, Sujan C. Performance Appraisal
- 6) S.K. Bhatia, Training & Development – Concept and Practices, Deep and Deep Publications Pvt. Ltd. New Delhi – 2005
- 7) Udai Pareek and T.Venkateswara Rao, Designing and Managing Human Resource Systems, Oxford & IBH Publishing Cp. Pvt. Ltd. New Delhi, 1981
- 8) Sorab Sadri, Human Resource Management, Himalaya Publishing House, Mumbai, 1998
- 9) John A. Woods and James W.Cortada The 1998 ASTD Training and Performance Yearbook, McGraw-Hill, New York, 1998

**E-Resource References:**

- 1) Performance appraisal and Incentivizing Performance, Recognition and gifts,  
<https://www.nber.org/digest/may04/w10177.html>



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**Paper: ESOPs & other Tax free Incentives. Health Insurance. Paid holidays, etc.**

**Code: BBAE – 505**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To expose the Learners to the concept of ESOPs and Fringe Benefits and Social Security Measures for the employees	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Enterprise Market Plans:</b> Profit sharing Plans -- Stock Options -- Employees Stock Ownership Plans (ESOPs) -- Advantages of ESOPs -- Appraisal of Employee Stock Option Plans -- Employee Stock Ownership Plan (ESOP) Vs Employee Stock Option Scheme (ESOS)
<b>Unit 2</b>	<b>The Expanding Role of ESOPs in Public Companies</b> – Stock Price and operating Performance of ESOP Firms – The Influence of Employee Stock Ownership Plans on Corporate Stock Prices and Subsequent Operating Performance – Employees and Managers as Shareholders – Using ESOPs to solve Succession Problems
<b>Unit 3</b>	<b>Other Benefits:</b> Travel allowance -- Company car and Subsidies -- Moving Expenses -- Uniform and other expenses -- Employee meal allowance -- Discounts on Employers good and services.
<b>Unit 4</b>	<b>Employee Benefits:</b> Unemployment Insurance -- Worker’s Compensation Insurance -- Leave -- maturity Leave -- Health Care Benefits -- Payment for Time Not Worked -- Supplemental Unemployment Benefits -- Life Insurance -- Long term Care Insurance -- Retirement Programs -- Retirement Benefits -- Pension Plans.
<b>Unit 5</b>	<b>Legally required Benefits:</b> Old Age, Survivors, disability and health Insurance -- Workers compensation -- Unemployment compensation. <b>Contingent and Deferred Benefits:</b> Pension Plans -- group Life Insurance -- Group health Insurance -- Medical Expenses -- Disability Income -- Guaranteed Annual Wages -- Military Leave and pay -- Jury duty and bereavement paid leave -- Sick leave -- Dental Benefits -- Tuition Aid Benefits -- Services Awards.
<b>Unit 6</b>	<b>Payments of time not Worked:</b> Vacations -- Holidays -- Voting Pay Allowances
<b>Suggested Readings</b>	
1) T. Milkovich, George, Neman, M Jerry & Retnam C.S. Venkata Ratnam “Compensation” TMH (India) Pvt. Ltd., New Delhi	
2) Rao, V.S “ Human Resource Management” Excel Books – New Delhi	
<b>E-Resource References:</b>	
1) ESOPS and other incentives, Health Insurance, Paid Holidays, etc., <a href="https://blog.ipleaders.in/esops-employee-stock-option-plans/">https://blog.ipleaders.in/esops-employee-stock-option-plans/</a>	

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**Semester VI**

**Paper: Formation of a Company or Firm Start-up. Getting the place of establishment and getting all required registration. Opening of Bank Account, etc.**

**Code: BBAE – 601**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To acquainted Students with providing knowledge and information in regard to formation of a company/firm/start-up, registration formalities and banking activities	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Business Registration and Related Licensing:</b> It's Procedure, documentation and other issues involved with regard to starting a business or renewing existing documents.
<b>Unit 2</b>	<b>Formation of a Company:</b> Important stages in the formation of a Company - Promotion of a Company - Who is a Proprietor in a Company - Types of Proprietors - Registration of a Company - Procedure of Registration - Memorandum of Association - Articles of Association - List of Directors - Written Consent of the Directors - Notice of the Address of the Registered office - Statutory Declaration - Certificate of Incorporation - Certificate of Commencement of Business - Restrictions on the Commencement of Business'
<b>Unit 3</b>	<b>Types of Company:</b> Public Limited Company (PLC) - Private Company Limited by Shares (Ltd. Limited) -Company Limited by guarantee - Unlimited Company - Limited Liability Partnership (LLP) - Limited Partnership (LP) - Procedure in obtaining name approval for the proposed Company - How to comply with the legal formalities when the Company is not stationed in India - Register a Trade Mark with your State - Take Business License from appropriate authority - Start-up India Registration <b>How to register your start up with start-up India</b> <b>Steps:</b> Incorporate your business - Register with Start-up India - Documents to be uploaded (In PDF format only) - A letter of Recommendation/Support - Incorporation/Registration Certificate - Description of your business in brief – Funding - Answer whether you would like to avail tax benefits - Self-Certification - Getting Registration Number - <b>Other areas:</b> Patents, Trademarks and/or Designation Registration
<b>Unit 4</b>	<b>Banking-related knowledge</b> – Day-to-day operations of bank such as opening and closing of account, cash deposits, funds transfer, issuing of a cheque book, demand draft, applying for a facility and other related provisions
<b>Unit 5</b>	<b>Opening a Business Bank Account:</b> Why should you open a business bank account? - How to open a business bank account no. - Choose a bank - Prepare Documents - Open the account online or in person - Verify everything is set correctly - Why you need a business bank account? - To trigger your expenses to alleviate tax headaches - To start a relationship with bank - How to find the right bank? - Bank fees - Lending ability - Online features - Customers satisfaction - Choose the best type of Business Account - Free Business Bank Account -

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	Business Checking Accounts - Business Saving Accounts - Sole Proprietorship Business Bank Account Requirements - Partnership Business - Bank Account Requirements - Corporation Business Bank Account Requirement - Limited liability Company Business Bank Account Requirements - Business Bank Account Requirements for Start-up - Combining a Business bank Account with other services
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"><li>1) Basu, C. R. Business organization and management. New Delhi: Tata McGraw Hill.</li><li>2) Bhatia, R. C. Business organization and management. New Delhi: Ane Books.</li><li>3) Bhushan, Y. K... Fundamental of Business Organisation and Management. New Delhi: Sulata Chand &amp; Sons.</li><li>4) Gupta, C. B. Business organization and management. New Delhi: Sultan Chand &amp; Sons.</li><li>5) Relevant Case Studies</li><li>6) Clayton M. Christensen Michael E. Raynor," The Innovator's Solution", Harvard Business School Press Boston, USA, 2003</li><li>7) Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.</li><li>8) john M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006</li><li>9) Right Relationship: Building a Whole Earth Economy, Peter G. Brown and Geoffrey Garver, Berrett – Koehler Publishers, 2009</li><li>10) Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999.</li></ol> <p><b>E-Resource References:</b></p> <ol style="list-style-type: none"><li>1) Formation of a Company or Firm Start Up, Getting Place of Establishment and all the required registration. Opening of Bank Account</li></ol>	

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**Paper: Actual financial planning and budgeting. Tips for Sustainability and Growth**

**Code: BBAE – 602**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To help the Learners in understanding the significant of financial planning and budgeting and enabling sustainability and growth of business.	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Financial Planning and Strategy</b> – Introduction – Strategic Decision Making and Planning – Strategic Financial Planning – Financial Planning – Constructing Financial Model – Planning for Sustainable growth
<b>Unit 2</b>	<b>Accounting for Planning and Control:</b> Introduction to Budgets and preparing the Master Budget – Budgets and the Organization – Potential Problems in implementing Budgets – Types of Budgets- Budgets as Financial Planning Models
<b>Unit 3</b>	<b>Flexible Budgets and Variance Analysis:</b> Using Budgets to Evaluate Actual Results – Isolating the causes of Variances – Flexible Budget Variances in details – Overhead Variances
<b>Unit 4</b>	<b>Ways to sustain Business growth:</b> Top talent - Operational Efficiencies - Prospecting the Right clients - Sound decision making - Great leadership - Don't be afraid to grow <b>Ways to Create Sustainable Business growth:</b> Make a new plan to serve customers better - Review your hiring policy to ensure workforce productivity - Understand your numbers better - Ensure you haven't made any mistakes
<b>Unit 5</b>	<b>Effective ways to build a sustainable business:</b> Building your business on belief - Standing still and embracing change - Focus on creating value proposition - Focus on excelling in an area - Focus on Constant reinvention - Defining a sustainable Growth Rate - How a sustainable growth rate is used in small business - Growth capability and grown strategy - Using sustainable growth model - How to calculate sustainable growth rate (Formula) - <b>Fundamentals of Sustainable Business Growth:</b> Authentic Purpose - A Powerful Brand - Partnership and collaboration - Customer Retention – Community - Repeatable Sales - Flexible Adaptive Leadership
<b>Unit 6</b>	<b>Smart and Data Driven Tips for Sustainable Business Growth:</b> Geo-Targeted Expansion - Market Segmentation - Business Partnership - New Organizational Capabilities - Customer Engagement.
<b>Unit 7</b>	<b>Business Tips for Sustainable growth:</b> Getting Financially Fit - Establishing Autonomous Operations - Adopting a Profit First Mentality - Developing Recurring Revenue Streams - Leaving a Unique Footprint - Measuring Satisfaction Metrics - Implementing an Advisory Board - Creating Ownership Freedom
<b>Unit 8</b>	<b>Best Strategies for Sustainable Business growth:</b> Working with solid principles - Creation of a solid and powerful brand - Finding reliable people - Hold on tight to your current customers - Build around your current Product - Be ready to truly lead

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**Suggested Readings**

- 1) Pandey, I.M. Financial Management, New Delhi: Vikas Publishing House
- 2) Kishore, R.M. Financial Management, New Delhi: Tata McGraw Hill
- 3) Arnold, Glen, Corporate Finance Management Pearson Education

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**Paper: Business Plan Presentation + Getting Investors, Partners, and other Stakeholders on board**  
**Code: BBAE – 603**  
**Contacts Hours / Week: 4L**  
**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To give an overview of business idea planning and how to include prospective investors, partners and other stakeholders on board of management.	
<b>CONTENTS</b>	
<b>Unit 1</b>	How to write a Super Business Plan – The key to both Financing and Operating your Business - Selecting your Business – Let your talents lead you
<b>Unit 2</b>	<b>Steps to help turn your big idea into a successful business:</b> Evaluate yourself – Think of a business idea – Do Market Research – Get Feedback – Make it Official <b>Write your Business Plan:</b> Business Description – Market Strategies – Competitive analysis – Design and Development Plan – Operations and Management Plans – Finance Factors – Finance your business – Develop your product service – start building your team – find a location – Start getting some sale – Grow your business
<b>Unit 3</b>	<b>Introduction to Business:</b> Business Plan – Concepts, Need, Use, Business Planning Overview – Business Planning as a Change agent – Idea brainstorming session – Understanding your motivation for preparing a plan – Raising money, Clarifying the future of the business, Launching new venture, Searching Partners, Plotting against the Competition, Recruiting .  <b>Business Plan Preparation:</b> Sources of Product for Business – pre feasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.
<b>Unit 4</b>	What is a Stakeholder -- Classification of Stakeholders -- <b>Internal Stakeholders:</b> Employees -- Managers -- Owners. <b>External Stakeholders:</b> Society -- Government -- Creditors -- Shareholders -- Suppliers -- Customers. Major types of Stakeholders -- Project Manager -- Project Team – Financial Management -- Sponsors -- Customers. Primary and Secondary Stakeholders -- Direct and Indirect Stakeholders. Shareholders Vs. Stakeholders. Customers Stake: Product/Service Quality and Value. Employees Stake: Financial returns. Suppliers and Vendors Stake: Revenues and Safety Communities Stake: Health, Safety, Economic Development Government Stake: Taxes and GDP Rankin g/Prioritizing stakeholders.
<b>Unit 5</b>	Role of Stakeholder in your Business: Decision Making - Direct Management - Investors - Corporate Conscience - What Effects do stakeholders have on your Business? -- Shareholders -- Customers and community -- Employees -- Business Partners.
<b>Unit 6</b>	<b>The Process of Choosing a Business Partner:</b> Find a partner that can bring skills and experience to the Business.

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	<p>Find a Partner that shares your values, entrepreneurial spirit and vision.          Look for a Partner without a lot of Personal Baggage.          Find a Partner that can offer resources and credibility to your business          Choose a Partner that is financially stable.          Choose a Partner that practices good personal and business ethics.          Respect is a necessary element to forming a successful Partnership          Plan ahead just in case you “Break up” with your business Partner.</p>
<b>Unit 7</b>	<p><b>Qualities to look for in potential partners:</b> Supportiveness -- Gratifying -- Moral Boosting -- Integrity -- Passion – Commitment - <b>Proven best practices for business partners:</b>          Have a successful history together before funding a company -- Agree on vision -- Have the hard talks about money -- Decide who the real leader is -- Ensure you understand each other’ Commitment -- have compatible vital skills -- Have compatible styles -- Decide how to fill other positions -- Have a plan for happily ever after.</p> <p>The best ways to attract Business Investors for your start-up – where to get Financing for your Start-up – Angel Investors and Venture Capitalistic – How to attract Investors for a start-up</p>
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"> <li>1) Prasama Chandra, Projects – „Planning, Analysis, Selection, Implementation and Reviews“, Tata McGraw-Hill Publishing Company Limited 1996.</li> <li>2) P.C.Jain (ed.), „Handbook for New Entrepreneurs“, EDII, Oxford University Press, New Delhi, 1999.</li> <li>3) Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development“, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.</li> <li>4) HISRICH, ‘Entrepreneurship’, Tata McGraw Hill, New Delhi, 2001.</li> <li>5) P.Saravanavel, ‘Entrepreneurial Development’, Ess Pee kay Publishing House, Chennai – 1997.</li> <li>6) S.S.Khanka, ‘Entrepreneurial Development’, S.Chand and Company Limited, New Delhi, 2001.</li> </ol>	

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**Paper: Actual Working on Project. Hiring of People. Customer Acquisition, Vendor Development.**

**Code: BBAE – 604**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To make actual project report – understand the procedure of acquisition of human resources, customer procurement and vendor development	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Building Project Schedule:</b> Create a new project schedule – Adding task – Organization – Add people and assign them to task – Share resources using resource pools and master projects – Set up cost for your project
<b>Unit 2</b>	<b>Manage Your Project:</b> Choose the right view of your schedule – Track the progress of your Schedule – Track percent complete for tasks – Restive resource allocation problems – Bring in the project end date – Report on Project Status – Manage Project Costs – View earned value analysis reports – Manage Risk – Work with multiple projects
<b>Unit 3</b>	<b>Relevance of HRM</b> – Challenges faced by HRM – Human Resource Planning – Human Resource information system – Hiring of People – Recruitment and Careers – Employee Selection <b>Hiring the Right People for the Organization:</b> Dedicating whom you need – Job Descriptions – Hiring Process – Recruitment – Interview & Selection – Employee Orientations – Motivation & Ply
<b>Unit 4</b>	<b>What is Customer Acquisition?</b> – The Customer Acquisition Process – Customer Acquisition Cost – Benefits of Customer Acquisition <b>Customer Acquisition Strategy</b> – Customer Acquisition Versus Customer Retention – The Best Customer Acquisition Techniques – Examples – The Importance of Refining your Customer Acquisition Strategy <b>Strategies that will increase Customer Acquisition and Retention:</b> Build intimacy with existing Customer – Take full advantage of Customer Analytics – Use Segmentation and Targeting to speak your customer language <b>Lessons to Improve Customer Acquisition Strategy:</b> Build Engagement -- Limit Spending -- Develop Partnerships -- <b>Customer Acquisition Strategies for Steady Growth:</b> Use marketing personalization -- offer a Great mobile experience -- Leverage the Power of Internet of Things (LOT) -- Engage the consumers with virtual readily and 360 -- Degree videos -- Develop a brand person by conveying positive Brand Storytelling.
<b>Unit 5</b>	<b>Meaning of Vendor Development – Process of Vendor Development:</b> Identify Critical Commodities for development – Identify Vendors for Critical Commodity Development – Formulation of Internal Team – Meeting with the top-management of Vendor – Identify Opportunities for development – Define Feasibility and viability – Joint Agreement of Project – Monitoring Progress of Project – Follow-up and modification <b>Vendor Development:</b> <b>Impact of Vendor Development in Supply Chain Management on Firm Performance:</b> Vendor Development Strategy -- Advantages of Vendor Development -- Impact on Accounting.



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	<p>Successful vendor Management Strategies: Communicate regularly and frequently -- Balance Commitment and Competition -- Engage Vendors in Key Strategy sessions -- Build Partnership for the long term -- Understand your vendor's Business -- Win-Win is the goal -- Align on value - What is Vendor Development? -- Importance of sourcing in supply chain management -- Best practices in vendor development -- Collaboration between Customer and Supplier -- Supplier Development Process -- Supplier Development Project Charts -- Barriers to supplier development. Case Study: Supply Chain Management at Ashok Leyland limited, Chennai.</p>
<p><b>Suggested Readings</b></p> <ol style="list-style-type: none"><li>1) Vinod.V. Sople, Logistic Management, Pearson Education, 2004</li><li>2) Donald J. Bowersox, David J Closs, Logistic Management TataMcGrow Hill</li><li>3) Noe A. Raymond, Hollemberk R. John &amp; Others "Human Resource Management" THM (India) Pvt. Ltd. New Delhi</li><li>4) Mondal Sabari &amp; Goswami, Amal "Human Resource Management" – Vrinda Publications (P) Ltd. New Delhi</li><li>5) Jyothi, P &amp; Venkata, D.N. "Human Resource Management" Oxford University Press – Delhi</li><li>6) Shermon, Ganesh " Competarary Based Human Resource Management" – THM (India) Pvt. Ltd. New Delhi</li><li>7) Pattanayak, Biswajit, "Human Resource Management" PHI Learning Pvt. Ltd. New Delhi</li></ol>	

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**Paper: Official Launch of the Business. Planning for the launch, Press Conference, Ad Promotion, Final launch**

**Code: BBAE – 605**

**Contacts Hours / Week: 4L**

**Credits: 4**

**Course Content:**

<b>Objectives</b>	
1. To enable the Students to know the requirements for official launching of business and planning for the Ad Media, Press Conference and other related activities for Final Launch of Business	
<b>CONTENTS</b>	
<b>Unit 1</b>	<b>Steps to a Successful Business Launch:</b> Go beyond the business plan -Test your idea -Know the market - Understand your future Customer - Establish Cash Resources - Choose the right business structure
<b>Unit 2</b>	<b>Step by step guideline about how to start business:</b> Refine your idea - Write a Business Plan - Assess your finance - Determine your legal business structure - Register with the Government - Purchase an insurance policy - Build your fear - Choose your Vendors - Brand yourself and advertise - Grow your business
<b>Unit3</b>	<b>Key strategies to successfully launch a new business:</b> Getting an early start on communication with both media outlets and relevant industry influences - Utilizing on brand popular bloggers, social media stars or high profile customer by sending out free samples - Start developing your own following across social media - Consider planning a business launch event of officially announce the launch of your new business with a bang - Develop Unique through on brand, marketing materials - Capitalize on your popularity - Ignore the elements of the launch that do not drive business.
<b>Unit 4</b>	<b>Launching Of Small Business:</b> Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching <b>How to organize a successful Press Conference:</b> Crafting your Message - Choose your location - Who to invite - Following up after the Press Conference Meaning of Press Conference - Pros and Cons of a Press Conference - Press Conferences in Business - Planning a Press Conference - The topic - The date and time of the Press Conference - Select the location of Press Conference - Select the main players and train them - Identify the media representatives to be invited - Write and distribute the Press release - Develop a press kit - Execution of a Press Conference - What is a Press Conference? - Why should you hold a Press Conference? – How do you hold a Press Conference?
<b>Unit 5</b>	<b>Advertisement and Promotion of New Business:</b> Drop Business cards everywhere -- Go to trade shows -- Use Unique Packaging -- Don't Forget Branded Merchandise -- Offer Free Help.
<b>Unit 6</b>	<b>Inexpensive ways to Market New Business:</b> Post amazing content on your blog - Create a Google my Business account --Get free PR with HARO -- Build a free (or cheap) email list -- co-sponsor a contest -- Create an affiliate programs -- Guest post on popular niche sites -- Comment on blogs posts -- Host Webinars on your site -- Become a valued member of other People's Communities (OPCs) -- offer a free info-product on your site -- Take advantage of face book's and Google's free ad credits -- Create your own info graphics -- Create eye-catching business cards -- Host a local class -- offer amazing free info on social media.

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**Suggested Readings**

- 1) HISRICH, 'Entrepreneurship', Tata McGraw Hill, New Delhi, 2001.
- 2) P.Saravanel, 'Entrepreneurial Development', Ess Pee kay Publishing House, Chennai – 1997.
- 3) S.S.Khanka, 'Entrepreneurial Development', S.Chand and Company Limited, New Delhi, 2001.