

National University Bangladesh



Syllabus For Post Graduate Diploma (PGD) in Entrepreneurship

Effective from the Session: 2022-2023

**STRUCTURE OF PGD IN Entrepreneurship
First Semester**

	Course Name	Credit
817301	Fundamentals of Entrepreneurship	4
817303	Entrepreneurial Finance & Accounting	4
817305	Entrepreneurial & SME Marketing	4
817307	Business Procedures in Bangladesh	4
817309	Business Environment and ICT in Business	4
	Total	20 Credits

Second Semester

827311	Production & Operational Management	4
827313	Enterprise Resource Planning	4
827315	Project Management	4
827317	Industry Wise Workshop (Selective Industries)	4
827318	Project Profile Preparation, Presentation & Defense	4
	Total	20 Credits
	Grand Total	40 Credits

PROGRAMME SPECIFIC OUTCOME

1. Generate creative, innovative, and entrepreneurial solutions to the business problems.
2. Application of knowledge of all functional areas of business using integrated problem-solving skills and strategic analysis.
3. Develop abilities in relationship building, teamwork and leadership
4. Analytical and critical thinking abilities for data-based decision making

Paper Code: 817301	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Fundamentals of Entrepreneurship		

1. **Introduction to Entrepreneurship:** Meaning of entrepreneurship, entrepreneur and entrepreneurship-historical background of the concept of entrepreneurship- entrepreneurial process-causes for interest in entrepreneurship, climate for entrepreneurship-establishing entrepreneurship in the organization-types of entrepreneurship-classification of entrepreneurs-entrepreneurs background and characteristics- common qualities of an entrepreneur-role of entrepreneurs in developing countries-entrepreneurial careers and education- ethics and social responsibility of entrepreneurs-Theories of entrepreneurship: Psychological theories, Socio-psychological theories and cultural theories and models of entrepreneurship.
2. **Entrepreneurial Environment and business Opportunity identification:** Analysis of business environment-political, economic, legal and technical aspects of environment, environmental scanning procedure, SWOT analysis, techniques of environmental analysis.
3. **Introducing Small Business:** Definition, Types, Forms of Small Business, Advantage and disadvantage of Small Business.
4. **Planning of Small Business:** Definition, Importance, uses and features of a business plan, how to prepare a business plan, pitfall to avoid in making business plan.
5. **Financing Small Enterprises:** Planning financial needs, using capital in small business, Sources of financing for small firms, working capital and request for institutional loan.
6. **Marketing for Small Business:** Segmentation, Targeting and Positioning, Challenges and Opportunities for Small Business to Market Diverse Entities, Innovation Process in Small business, Branding in small business, Setting the Price in small business, Designing Marketing Channels in Small business, Marketing Communications in Small business.
7. **Crafting business models and Lean Start-ups:** Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analysing business models; Business model canvas, Introduction to lean start-ups, Business Pitching.
8. **Entrepreneurship and Small Business Development in Bangladesh:** Role of SME foundation, BSCIC and other organization under the entrepreneurship small business development in Bangladesh.

Recommended Books:

1. Robert D. Hisrich & Others: 6th Edition, McGraw Hill
2. Nicholas Siropolis, Entrepreneurship and Small Business Management, Houghton Mifflin Company, 6th Edition
3. Dr. A H M Habibur Rahman: *Entrepreneurship* (Latest Edition)

Paper Code: 817303	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Entrepreneurial Finance & Accounting		

OBJECTIVES:

The course is designed to develop an understanding of the dynamic challenges faced by entrepreneurial ventures and start-ups in securing finance at different stages of growth.

1. Understanding of Financial Statements: Concepts of Accounting, Accounting Cycle, Financial Statement Analysis-Horizontal Analysis, Vertical Analysis, Ratio Analysis, Cash Flow Statements and Fund Flow Statements; Working Capital Management- Cash Management, Accounts Receivables Management, Inventory Management
2. Sources of Funds for Entrepreneurs and Start Ups: Entrepreneurial Finance Vs. Corporate Finance; Traditional Sources of Funds; Early-Stage Sources of Funds- Incubators, Accelerators, Crowd Funding, Business Angels; Mezzanine Funds, Venture Capitals, Private Equity, LBO; Funding Process-Deal Sourcing, Deal Negotiation, Deal Agreement, Term Sheet
3. Investment Decisions for Start Ups: Time Value of Money; Types of Investment Decisions; Capital Budgeting Process- Investment Evaluation; Risk Analysis in Capital Budgeting- Risk Adjusted Discount Rate, Certainty Equivalent, Decision Tree, Sensitivity Analysis, Scenario Analysis
4. Valuation and Measurement of Financial Performance-Pre Money and Post Money Valuation; Factors Influencing Valuation; Valuation Methods; Dilution and Valuation of Equity, Metrics used for Performance Evaluation, Harvesting-Exit Strategies

Textbooks:

1. Rogers, S and Makonnen, R, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur, 4th Ed., Mc Graw Hill Education, 2020
2. Leach, J.C, Entrepreneurial Finance, 5th Ed, Cengage Learning
3. Horne, J.V, Wachowicz, J.M, Fundamentals of Financial Management, 13th Ed. Prentice Hall
4. Pandey, I.M, Financial Management, Vikas Publication Pvt Ltd, 2015, 11th Ed.
5. Damodaran, A., The Dark Side of Valuation: Valuing Young, Distressed, and Complex Businesses, 3rd Ed, 2018, Pearson Education
6. Garner, D. R, Owen, R.R, Conway, R. P, The Ernst & Young Guide to Financing for Growth, 1994, Wiley Publishers
7. Entrepreneurial Finance-The Art and Science of Growing Ventures, Edited by Alemany L. and Andreoli, J.J, 2018, Cambridge University Press

Paper Code: 817305	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Entrepreneurial & SME Marketing		

OBJECTIVES:

To develop frameworks and conceptual tools for students to explore new venture opportunities, understand the business model of startups, analyze problems to develop the optimal marketing strategy for products and services in a digital-first world.

1. Introduction: Definitions and Dimensions of Entrepreneurial Marketing (EM), Marketing Entrepreneurship Interface, Marketing in Entrepreneurial context; Entrepreneurial Marketing Plan (including choice of venture)- Entrepreneurial service marketing, B2B marketing, Small Firm Entrepreneurship (new business venture), Social Entrepreneurship, International entrepreneurship, Public Sector Entrepreneurship; Using Marketing Research to ensure Entrepreneurial success; Entrepreneurial competence
2. Towards entrepreneurship: Identifying and Evaluating Market Opportunities (including SWOT analysis); Understanding customers/ competitors; Segmentation, Targeting and Positioning; Developing new products/ services; Entrepreneurial Pricing;
3. Entrepreneurial Distribution Channel decisions and Supply Chain Management; Entrepreneurial Promotions and Viral Marketing- Web Presence options
4. EM for hiring; Marketing and raising Capital (financing); Building strong and sustainable Brand

Text Books:

1. Chaston, I. (2016) Entrepreneurial marketing: sustaining growth in all organisations 2nd edition. Palgrave Macmillan.
2. Lodish, L. M., Morgan, H. L., Archambeau, S., & Babin, J. (2015). Marketing that works: How entrepreneurial Marketing can add sustainable value to any sized company. Pearson Education.
3. Morgan, H. L., A. Kallianpur, and L. M. Lodish, "Entrepreneurial Marketing," *Lessons from Wharton's Pioneering MBA Course*, John Wiley & Sons, 2001
4. Aaker, D. A., *Strategic Market Management*, John Wiley & Sons, 1998.

Paper Code: 817309	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Business Environment and ICT in Business		

OBJECTIVES:

To expose the students to the managerial issues relating to acquire a general understanding of some essential laws and develop sufficient understanding so that they appreciate their relevance for business management and information systems planning, design, development, and its linkage with the business strategy and help them identify and evaluate various options in this regard.

1. Introduction to Law and Legal Systems: Basic concepts of Law, Classification of Laws and Legal Systems, Legal System in Bangladesh and Administration of Justice, Constitutional Courts and their jurisdiction, Subordinate Judiciary and their jurisdiction, Tribunals and their jurisdiction, Fundamental Rights and Freedom to do business in Bangladesh, Business and its regulation.
2. Meaning and Role of Information Systems: Information Systems: Digital Enterprises, Role of Information Systems, Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems and Knowledge Management Systems. Information Systems for Strategic Advantage: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis
3. Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option. Global Information Systems.
4. Building Information Systems: Concepts of Systems Analysis and Design, SDLC Approach, Prototyping, Spiral method. Role of End User, Logical and Physical Design. Implementation Strategies of Information Systems. Evaluation of Information Systems.
5. Emerging Concepts and Issues in Information Systems: Enterprise Systems: Supply Chain Management, Customer Relationship Management, ERP, Knowledge Management, Benefits and Challenges of Enterprise Systems. Security and Ethical Issues in Information Systems. Enhancing Decision Making: Introduction to Data Warehousing and Data Mining, Cloud Computing

Text Books:

1. Pathak, Akhileshwar (2018) Legal Aspects of Business 7th Edition, Mc Graw Hill Education
2. James A O'Brien, George M Marakas and Ramesh Behl (2013). Management Information Systems, Tenth Edition, Tata McGraw Hill Education, New Delhi.
3. Kenneth C. Laudon and Jane P. Laudon (2016). Management Information Systems, Fourteenth Edition, Pearson, New Delhi.
4. Turban, E. and Linda Volonino (2017). Information Technology for Management: Transforming Organizations in the Digital Economy, Seventh Edition. Wiley.
5. D.P.Goyal (2014). Management Information Systems-Managerial Perspectives, Third Edition, Macmillan, New Delhi.
6. S.A.Kelkar (2019). Management Information Systems-A concise Study, Second Edition, PHI Learning, New Delhi. (eBook)
7. Sahil Raj (2013), Management Information Systems, Pearson Education, New Delhi

Second Semester

Paper Code: 827311	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Production & Operational Management		

Course Objectives

This course has designed to provide broad knowledge regarding operations management. A learner can develop his skills related to production management, inventory management through the course which are essential to be a manager or leader or even entrepreneur. Through the course contents, it will be possible to provide a clear idea about basic tools regarding operations management to a person from other than business field.

Course Contents

1. **Operations Management as a Competitive Weapon:** Meaning of Process, Meaning of Operations Management, Functions of OM, Customer Supplier Relationship, Differences and Similarities of Manufacturing and Service, Trends in Operations Management, Operations Management Across the Organization, Difference Between Service and Goods, Value Chain, Productivity Measurement.
2. **Operations Strategy:** Definition of Operations Strategy, Competitive Dimensions, Corporate Strategy, Global Strategy, Development of a Manufacturing Strategy, Market Analysis, Competitive Priorities; Service Strategies; Manufacturing Strategies; Mass Customization.
3. **Process Management:** Meaning of Process Management; Major Process Decisions, Process Choice, Processes Analysis, Vertical Integration, Advantages and Disadvantages of Vertical Integration, Alternative to Specialization, Economy of Scope.
4. **Capacity Decisions:** Capacity Planning, Economies of Scale and Diseconomies of Scale, Systematic Approach to Capacity Decisions, Tools for Capacity Planning.
5. **Location Analysis:** Factors Affecting Locations Decisions, Locating a Single Facility, Location a Facility Within a Network of Facilities, Applying Load-Distance Method, Using Break-even Analysis.
6. **Layout Analysis:** Meaning of Layout Planning, Layout Types; Creating Hybrid Layouts; Designing Process Layout, Warehouse Layout, Office Layouts; Designing Product Layout.
7. **Inventory Management:** Inventory Concepts, Types of Inventory, Inventory Costs, Inventory Reduction Tactics, Placement of Manufacturing Inventories, Economic Order Quantity (EOQ), Assumptions of EOQ, Quantity Discounts, ABC Analysis.
8. **Aggregate Planning:** Definition of Aggregate Plan, What Should be Aggregated? Managerial Importance of Aggregate Plants, Identification of Alternatives: Reactive Alternatives, Aggressive Alternatives, Chase Alternatives.
9. **Total Quality Management:** Meaning of Quality; Cost of Poor Quality; Employee Involvement; Continuous Improvement, Improving Quality through TQM, Six Sigma, ISO 9000, ISO 1400.

BOOKS RECOMMENDED

- i. Krajewski, L. J., &Ritzman, L. P., (2010). Operations Management; Strategy and Analysis (*6th Edition*). Pearson Education, Inc.
- ii. Richard, B. C., Jacobs, F. R., Aquilano, N. J., & Agarwal, N. K., (2010). Operations Management (*11th Edition*). Tata McGraw-Hill Publishing Company Limited, New Delhi.
- iii. Krajewski, L. J., Ritzman, L. P., &Mallhotra, M., (2010). Operations Management: Processes and Value Chains (*8th Edition*). Pearson Prentice Hall.
- iv. Besterfield, D. H., Michna, C. B., Besterfield, G. H., &Sacre, M. B., (2014). Total Quality Management (*7thEdt.*). Pearson Education.

Paper Code: 07	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Enterprise Resource Planning		

Part-A: Theory:

1. **Introduction:** Meaning and Definition, Importance, History, ERP Life Cycle, Methods, Cost and benefit of ERP Implementation.
2. **Business Process:** Business Process Reengineering (BPR), Business Process Modeling and Business Modeling, Managing ERP Security, Data Migration, Training, Change Management, Success or Failure of ERP Implementation. ERP and Enterprise Applications-Emerging Trends
3. **Application Support:** Support Cycle, Transition, Steady State Support, Upgrade Phase, Different Levels of Support, Service Levels and SLAs, Service Desk, Vendors Support, Different Support Models and Outsourcing Support, Support Roles, Methodology for Support, Measuring ERP Performance and Continuous Improvement.

Part-B: Practical:

1. **Accounting Information Systems (AIS):** Chart of Accounts; Manage Group; Manage Ledger; Voucher Entry and Reports (Ledger, Trial Balance, Income Statement, Balance Sheet, Cash Flow Statement, Equity Statement, Financial Statement Analysis)
2. **Human Resource Management (HRM):** Recruitment, Selection and Payroll Management, Reports.
3. **Customer Relationship Management (CRM):** Customer Information Setup, Information Entry, Category & Sub-Category, Communication Gateways, Reports.
4. **Inventory Management:** Inventory, Transfer and Adjustment, Warehouse Management, Reports;
5. **Point of Sales (POS):** Purchase, Purchase Return, Sales and Sales Return, Reports, Payment Gateway: E-Commerce and M-Commerce. Reports.

Recommended Books:

1. Rajesh Roy, Enterprise Resource Planning, (Latest Edition), McGraw Hill Education.

Paper Code: 827315	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Project Management		

Subject Description The course presents the various aspects of Project Management and various stages in the Project Management Process.

Objective To disseminate the knowledge regarding project-planning, project-financing and project-implementation.

1. Project management – Concept of a Project – Categories of Project - Project life cycle- Definition of project management - The project as a conversion Process - project environment - complexity of projects - the relationship between project Management and line management - current issues in project management- system approach to project management - Roles and responsibilities of project manager.
2. Project planning - project planning as a value adding activity - process of project planning - managing the planning process - communicating project plans - dealing with increased complexity through network diagrams - Analyzing the network- Critical Path Analysis - Activity on Nodes diagramming- Dealing with the uncertainty Programme Evaluation and Review Technique- Computerized Project Management - planning with standards.
3. Project financing and development banks - Development banking and western world - debt Equity ratio-Equity and Preference Share Capital- Internal Generation of Funds- Leasing Financing - Public sector bonds-Debentures- Assistance from International financial- Short Ten Rupee Funds for Working capital- All India Development Corporation- Specialized Institution - Investment Institution - means of financing - project financing package - procuring funds.
4. Project implementation - stages - Bottlenecks in project implementation -Guidelines for effective implementation - Management techniques for project management - project monitoring - essentials - roles - tools and techniques Project management performance.Performance indicators performance improvement - project management environment - management reporting - report designing - project evaluation - project review.
5. Project feasibility study- Market Feasibility- Technical Feasibility-Financial Feasibility, Economic Feasibility-Critical Success factors- Demand forecasting techniques.

REFERENCE

1. Project Management - Harvey Maylor - Macmillan India Ltd.
2. Project Management - S. Choudhury - Tata McGraw Hill publishing
3. Project Management Principles & Techniques - B.B. Goel- Deep & Deep publications
4. Project Planning, Analysis, Selection, implementation and Review – Prasanna Chandra - Tata McGraw Hill Publishing Company Ltd
5. Project Management A systems Approach to Planning Scheduling and Controlling- Harold Kerzner, CBs Publishers & Distributors, New Delhi.
6. Project Management Strategic Financial Planning Evaluation and Control Bhavesh M Patel- Vikas Publishing House Pvt Ltd., Delhi
7. Total Project Management-P.K Joy-Macmillan India Ltd.

Paper Code: 827317	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Industry Wise Workshop (Selective Industries)		

Paper Code: 827318	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	Project Profile Preparation, Presentation & Defense		

Paper Code:	Marks: 100	Credits: 4	Class Hours: 60
Paper Title:	RURAL ENTREPRENEURSHIP		

OBJECTIVES:

To develop understanding about Entrepreneurship in Rural Context and identify rural potential for a business idea

1. Rural Development- Concept of Rural Development, Rural Development vs. Agricultural Development, Role of NGOs in Rural Development, Rural Non-farm sector and Rural Development
2. Rural Credit and Self-Help Groups, Role of NGO for rural development, Constraints of micro-enterprises in rural areas, credit need for rural non-farm sector, the concept of micro credit, Micro credit role of Grameen Bank.
3. Developing entrepreneurship in rural women- skill development in the rural women, the empowerment of rural women through entrepreneurship, challenges in development of entrepreneurship skills in the rural women, role of technology in achieving the targets and economic empowerment of rural women through entrepreneurship.
4. Growth Centre Approach for Rural Industries - Strategy- Advantages of the Strategy, Operational Difficulties – Rural Industries and Industrial Estates; Globalization and Rural Industrial Promotion: Imports and Exports, Strategies, Policies and Implications.

Text Books:

1. Katar Singh , Rural Development : Principles, Policies and Management, Sage Publications, New Delhi
2. Margaret F. Bello (2019) Developing Entrepreneurship Among Rural Women
3. K.G. Karmakar, Rural Credit and Self-Help Groups, Sage Publications, New Delhi
4. Sahu P (2020) Rural Development in Modern India: Foundation and Pathways
5. Gloria Jiménez-Marín et.al (2021) Entrepreneurship for Rural Start-ups: Lessons and Guidance for New Venture Creation (Routledge Focus on Business and Management)
6. Banerjee and Banerji (2012) Rural Entrepreneurship Development Programme in India
7. Vyas V.S. (2015) Mainstreaming the Marginalized: Reflections on Poverty and Developments in the Rural India
8. Rao, R.V: Rural Industrialization in India
9. Bagli, V: Khadi and Village Industries in the Indian Economy