



भारतीय प्रबंध संस्थान कोषिककोड

Indian Institute of Management Kozhikode

Globalizing Indian Thought



**TAKE THE LEAP FROM EMPLOYEE
TO EMPLOYER!**

**Professional Certificate Programme in
Entrepreneurship and New Venture Creation**

Index

"All our dreams can come true, if we have the courage to pursue them."
- Walt Disney

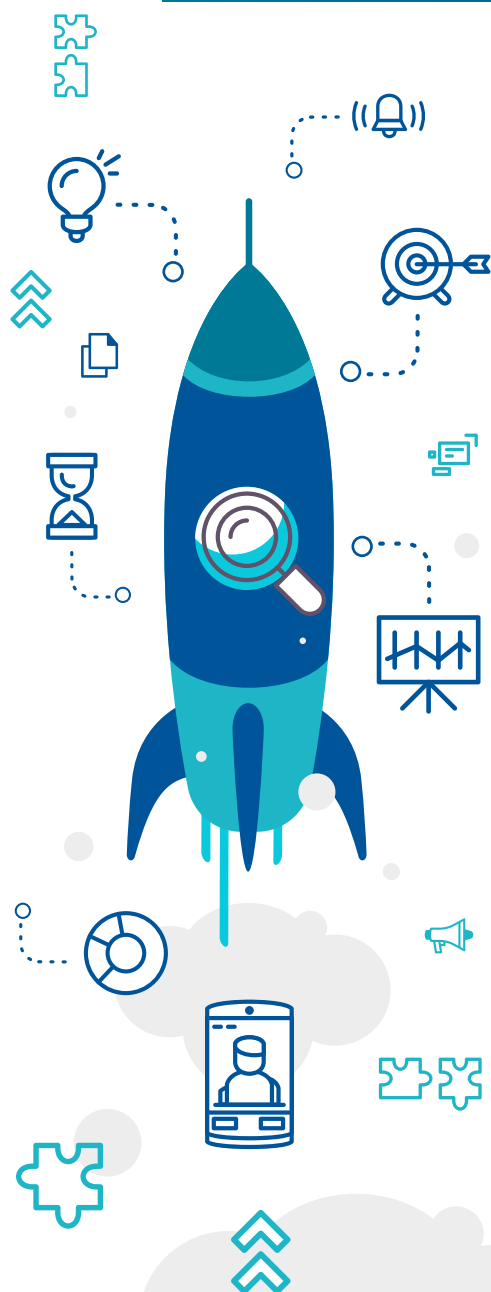
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India's Startup Ecosystem

India currently houses the world's third-largest startup ecosystem, with 38 firms being valued at over \$1 billion, a.k.a. the unicorns. In 2020, the country forged more than 12 such new unicorns regardless of the economic disruption due to the Covid-19 pandemic. The number is expected to rise further in the coming years with technology playing a significant role in unlocking the startup potential (Source: economictimes.indiatimes.com).

Economic Survey 2021 on Startups



41,061 Startups

Indian government has recognised 41,061 startups.

4,70,000 Jobs

created by more than 39,000 startups.

1.75 lakh

Startup jobs rose to 1.75 lakh in 2020 from 1.52 lakh in 2019 due to an increase in the number of active recognition of startups to 14,784 from 11,694 in the same period.

319 Startups

were granted income tax exemptions till November 2020.

38 Unicorns

in India, 12 added last year.

>40 Startups

are working in India's space sector.

As of December 23, 2020

Source: economictimes.indiatimes.com

Certificate Programme in Entrepreneurship & New Venture Creation

India's thriving startup ecosystem, despite the pandemic, bears testimony to the power of the entrepreneurial sector. It possesses the qualities required for developing innovative solutions – the inclination towards taking risks, the ability for fast decision-making, and courageous leadership.

- India is home to over **5,694** active investors as well as over **38K** startups
- Fintech is poised to be the future torchbearer for the Indian startup ecosystem, taking over from the e-commerce sector
- Approximately **27%** of the total active investors in the Indian market are from the United States

Source: inc42.com

Here is your chance to make a mark on the Indian entrepreneurial terrain, contribute towards uplifting the economy and **pursue your dream of owning and running your business.**

Acquire the knowledge to transform your brilliant ideas into a successful business with IIM Kozhikode's **Professional Certificate Programme in Entrepreneurship and New Venture Creation (PCPENVC)** and innovate products that can create a niche in this dynamically changing world.

IIM Kozhikode's PCPENVC helps you:

- Gain the tailored knowledge required before you leap into the entrepreneurial sector.
- Acquire the knowledge and spirit for venturing by building skills, framework and expertise in entrepreneurship and new venture creation.

About the Programme

Professional Certificate Programme in Entrepreneurship and New Venture Creation (PCPENVC)

PCPENVC introduces the participants to the theory and practical implementation of entrepreneurship as a practice of economic and social value creation. The emphasis is on the different stages related to the entrepreneurial process through theoretical exploration, case studies, interaction, practical insights, online simulation, and interdisciplinary due diligence sessions in law, human resources, operations, economics, IT, and technology, with a motive to expose the participants to the problems, issues, and challenges of starting a new entrepreneurial venture.

Primarily, an individual has the following three options: creating a new venture, buying an existing business, and taking a franchise. This programme discusses all these three options and highlights the merits and demerits of these options. This programme will benefit those interested in either launching their business venture or working for a small business. By participating in a web-based simulation, the participants develop abilities to start a company, mobilise resources, make critical decisions relating to human resources, marketing, manufacturing, operations, and management in a competitive environment.

The process will evaluate their fortes and isolate the gaps that need to be plugged to cultivate the qualities and profile of a successful entrepreneur or work in an entrepreneurial firm. This process will help the participants develop an idea that passes the evaluation adjustments and opportunity analysis, including the competitors, the industry, the entrepreneurial financing, and the financial strengths needed to create a minimum viable product plan, result, and implication in building market traction.



Key Learning Outcomes

At the end of this programme, the participants should be able to:



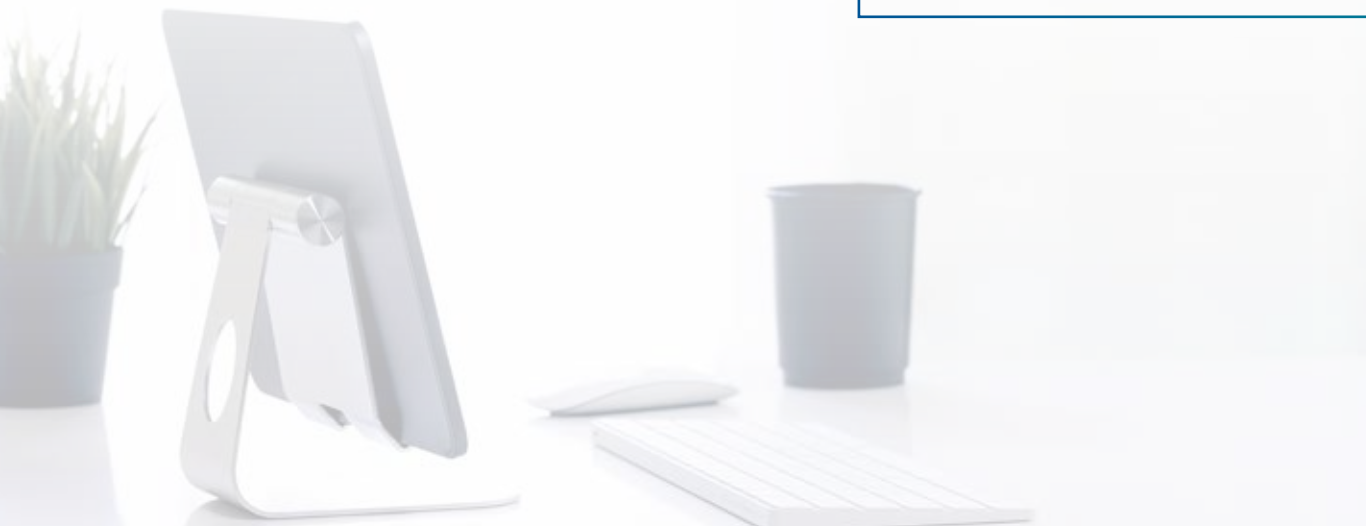
Understand the concepts and processes to turn an idea into a real business and a market opportunity into a business plan

Achieve personal competencies through analysis and assess entrepreneurship as a career choice



Achieve workplace competencies through creative thinking, planning, and prioritising work tasks

Achieve technical competencies by developing a business idea into a sustainable, viable, and scalable business model



Key Learning Outcomes

At the end of this programme, the participants should be able to:



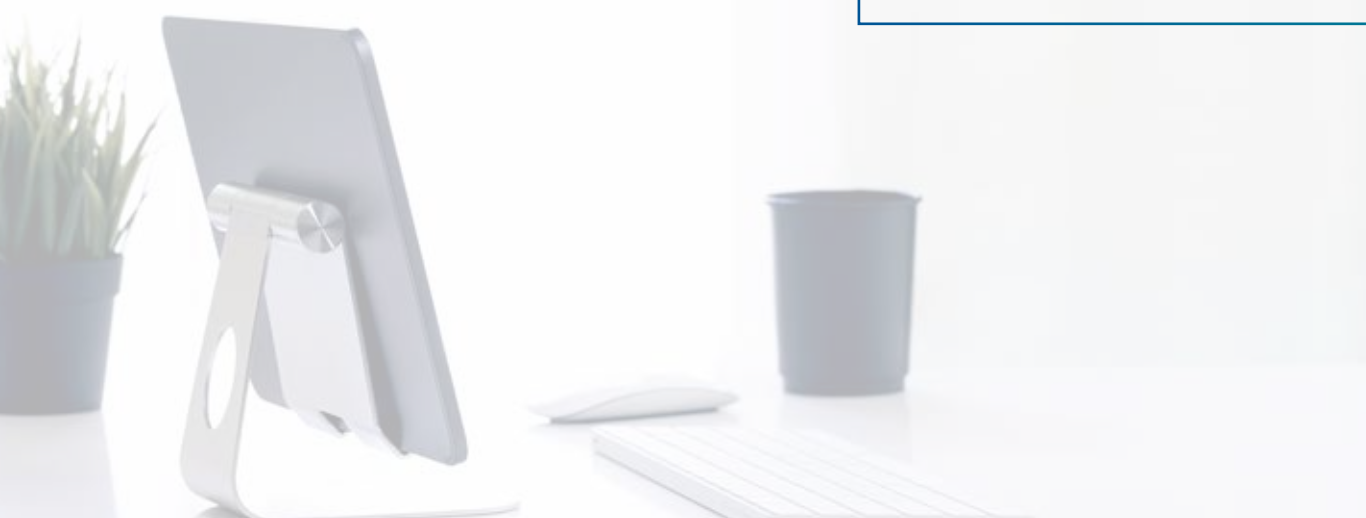
Develop the competency and interpret to synthesise the feasible business plan using interdisciplinary subject knowledge

Understand the role of entrepreneurship in economy and social development via adaptability and sustainability



Develop creative steps of business idea elaboration and implement the stages of entrepreneurial process

Understand the competition, industry, business environment, and financial strength to focus on revenue maximisation and revenue model



Programme Highlights



Entrepreneurial Opportunity Recognition,
Evaluation and Action

Understand the Role of Incubators



Learn about Debt and Equity Financing

Develop Know-how on Protecting
Intellectual Property



Business Plan Project Pitch

Entrepreneurship Simulation



Exclusive Access to IIMK LIVE

Programme Content

The programme comprises the following modules:

Module 1: An Overview of Entrepreneurship

An Introduction to Entrepreneurship

- Entrepreneurial Process
- Entrepreneurial Intent

Psychological Aspects of Entrepreneurship

- Entrepreneurial Mindset
- Entrepreneurial Passion
- Entrepreneurial Cognition
- Fear of Failure
- Emotions of Entrepreneurs

Theoretical Developments in Entrepreneurship

- Causation
- Effectuation
- Bricolage

Module 2: Deep Diving into the Entrepreneurial Process

Entrepreneurial Opportunity Recognition, Evaluation, and Action

- Entrepreneurial Opportunity Recognition
- Entrepreneurial Opportunity Evaluation
- Feedback Taking in Entrepreneurship
- Entrepreneurial Action

Business Models and Business Model Innovation

- What Do We Know About Business Models?
- Effective Business Model Design

Entrepreneurial Teams, Training, and Gender

- Building Powerful Teams
- Compensating Team Members
- External Team Members
- Entrepreneurship Training
- Gender And Entrepreneurship

Protecting Intellectual Property

- Patents
- Trade Secrets
- Trademarks
- Copyright

Programme Content

Module 3: Accounting and Finance for Entrepreneurs

Basic Financial Reports

- The Balance Sheet
- The Income Statement
- The Statement of Cash Flows

Measuring and Reporting Financial Position and Financial Performance

Cash Flow Analysis

Analysing and Interpreting Financial Statements

Creating Projected Financial Statements

An Overview of Management Accounting

Making Capital Investment Decisions

Managing Working Capital

Valuing an Existing Business

- Balance Sheet Technique
- Earnings Approach
 - Adjusted Earnings Method
 - Excess Earnings Method
 - Capitalised Earnings Approach
 - Discounted Future Earnings Approach
- Market Approach

Module 4: Debt and Equity Financing

Debt Financing

- Commercial Banks
- Non-bank Sources of Debt Capital
- Other Methods of Financing

Equity Financing

- Funding from Founders
- Friends and Family
- Crowdfunding
- Accelerators
- Angels
- Venture Capitalists
- Initial Public Offering (IPO)

Module 5: Entrepreneurial Marketing

Marketing Challenges Faced by Entrepreneurs

Marketing Strategy for Entrepreneurs

Digital and Social Media Marketing

Programme Content

Module 6: Choosing A Form of Organisation/Buying and Existing Business/ Entrepreneurial Exit

Choosing A Form of Organisation

- Sole Proprietorship Company
- One Person Company
- Limited Liability Partnership
- Private Limited Company
- Public Limited Company
- Non-banking Financial Corporation
- Joint Hindu Family Business
- Co-Operative Organisation
- Section 8 Company
- Trust
- Tax Issues

Buying an Existing Business

- Advantages and Disadvantages
- Identifying Suitable Businesses for Buying
- Negotiating The Deal

Entrepreneurial Exit Strategy

- Exist Strategies at Different Phases of The Entrepreneurial Process
- Initial Public Offering (IPO)

Module 7: Creating A Business Plan/ Entrepreneurial Growth/ Franchising/ Corporate Entrepreneurship

Creating a Business Plan

- Types of Business Plans
- Structure of Business Plans
- Presenting Business Plans
- Marketing Plan
- Financial Plan

Entrepreneurial Growth

Franchising

- Advantages and Disadvantages
- Types of Franchising
- Other Aspects of Franchising

Corporate Entrepreneurship

- Corporate Venturing
- Strategic Entrepreneurship
- Entrepreneurial Orientation

IIMK LIVE

IIM KOZHIKODE

LIVE

LABORATORY FOR
INNOVATION
VENTURING AND
ENTREPRENEURSHIP

IIMK LIVE is a business incubator and entrepreneurship development centre of **IIM Kozhikode** set up with the support of the Department of Science and Technology, Government of India. Established in June 2016, the centre is envisioned to function as a business incubator to create a **National Centre of Excellence** that promotes innovation, new business venturing, and entrepreneurship. It seeks to emerge as a collaborative platform that helps transform

innovative ideas into business ventures that make a significant economic and social impact. As an on-campus incubator, it stands to gain immensely from the faculty members, students, research & knowledge base, alumni, institutional networks, and other resources at IIM Kozhikode.

For more details, visit www.iimklive.org

Key Takeaways for Entrepreneurs

The IIMK LIVE incubation centre would make this course a complete package for entrepreneurs. Below are some reasons to recommend IIMK LIVE with this course -

- Excellent platform to showcase innovative ideas
- Venture new businesses for social and economic development
- Participate in various events promoting peer learning and knowledge sharing
- Attend various seminars to learn and grow in their entrepreneurship career
- Candidates from this entrepreneurship course would be able to contribute and help other IIMK LIVE members
- Sharing the experiences of successful entrepreneurs who are involved in IIMK LIVE
- Attend sessions by VCs and other investors involved in IIMK LIVE by paying a nominal fee
- The best business plans will get to be a part of the esteemed IIMK LIVE shortlist subject to meeting the criteria

Pedagogy

The teaching approach will be highly interactive, taking advantage of the technological benefits. The pedagogy followed for the programme will be a judicious blend of lectures, case studies and participants' experience sharing.

- The learning process is based on the supposition of a higher level of independent thought and study work. Groups will develop ideas with a healthy professional attitude in meeting deadlines, quality of output, division of group work, and work ethics;
- Developing a business plan project with a pitch;
- Web-based simulation in which each team will run a company and compete against other teams;
- Practical insights on availing finance from banks - template basis, preparing analysis, annual fund requirements, and self-credit rating;
- Due diligence sessions in law, human resources, operations, economics, IT, and technology.



Programme Delivery, Schedule & Duration



Programme Delivery

The sessions will be delivered from IIM Kozhikode studio on the TPL technology platform to participants attending from their respective places via their devices (Laptop/Tablet), in a two-way video/audio, interactive mode (Direct-2-Device, D2D).

Class Schedule:

Saturdays 6.45 p.m. – 9.45 p.m.

Programme Duration: 8 months



Eligibility & Admission Criteria

Who Should Attend

- Participants who are interested in starting their own venture
- Graduates from engineering colleges, software engineers, IT professionals who have a good skillset and want to take the start-up route but don't have much knowledge
- Working professionals who wish to quit the corporate life and become their own bosses
- Lawyers, artists, photographers, designers, etc., keen on setting up a business



Eligibility Criteria

- Graduates and Diploma holders in any discipline from a recognised University/Institution (UGC/AICTE/DEC/AIU/State Government) with a minimum 1 year of work experience as on programme start date
- Fresh graduates will be considered on a case-to-case basis



Admission Criteria

Participants would be selected based on their overall profile and credentials.

Evaluation & Attendance Criteria

Evaluation Methodology

A minimum of 75% attendance and minimum pass marks in the respective evaluation components is a prerequisite for the successful completion of this programme .

The programme may require participants to work on individual/group assignments and/or projects. The main objective of such assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organisational decision scenarios. The participants will have to secure the minimum pass marks in the respective evaluation components.

Participants who successfully complete the same and satisfy the requisite attendance criteria, will be awarded a certificate of completion. Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a Participation certificate.

Component	Percentage of Marks
Performance in the Simulation	50%
Business Plan Project	50%

Attendance Criteria

A minimum of 75% attendance is a prerequisite for the successful completion of this programme.





Certification

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria, will be awarded a 'Certificate of Completion'.
- Participants who are unable to clear the evaluation criteria but have the requisite attendance will be awarded a 'Participation Certificate'.

Programme Directors' Profiles



Dr. M.K. Nandakumar

Dr. M.K. Nandakumar is a faculty member at the Indian Institute of Management, Kozhikode (IIMK). He is a member of the Peer Review College of the British Academy of Management. He has worked in three leading universities in the United Kingdom: The University of Salford, Middlesex University, and The University of East London, London. His papers have been published in leading journals like R&D Management, Journal of International Management, Journal of Business Research, Long Range Planning, Asia Pacific Journal of Management, International Studies of Management and Organisation, Management Decision, and more. Dr. Nandakumar has trained thousands of managers and executives from leading organisations during his executive development programmes. His flagship management programme entitled Professional Certificate Programme in Advanced Strategic Management attracts many managers every year. He has secured a research grant under British Academy/Leverhulme Small Research Grants SRG 2019. He has supervised many Ph.D. students to successful completion. At IIMK, he has worked in significant administrative positions such as the Chairman of International Relations, Chairman of International Accreditation, and the Strategic Management Department Chairman. He teaches many courses at the MBA and Doctoral levels and on the Executive Education Programmes. He has successfully led the Association of MBAs (AMBA) accreditation project at IIMK. His paper published in Management Decision has been chosen as a Highly Commended Award Winner at the Literati Network Awards for Excellence 2011. His book entitled Organisational Flexibility and Competitiveness was published by Springer in 2014.

Dr. M.K. Nandakumar's Significant Publications

Sahasranamam, S., Nandakumar, M. K., Pereira, V., & Temouri, Y. (2021). Knowledge capital in social and commercial entrepreneurship: Investigating the role of informal institutions. *Journal of International Management*, 27(1), 100833. <https://doi.org/10.1016/j.intman.2021.100833> (ABS Rating: 3, ABDC Rating: A)

Pati, R., Ghobadian, A., Nandakumar, M.K., Hitt, M.A., and O'Regan, N. (2021): Entrepreneurial behavior and firm performance: The mediating role of business model novelty. *R&D Management*. <https://doi.org/10.1111/radm.12466> (ABS Rating: 3, ABDC Rating: A)

Sahasranamam, S. and Nandakumar, M.K. (2020): Individual Capital and Social Entrepreneurship: Role of Formal Institutions. *Journal of Business Research* 107 (February). <https://doi.org/10.1016/j.jbusres.2018.09.005> (ABS Rating: 3, ABDC Rating: A)

Pati, R.K., Nandakumar, M.K., Ghobadian, A., Ireland, R.D. and O'Regan, N. (2018): Business model design-performance relationship under external and internal contingencies: Evidence from SMEs in an emerging economy. *Long Range Planning* 51(5). <https://doi.org/10.1016/j.lrp.2018.01.001> (ABS Rating: 3, ABDC Rating: A)

Cordeiro, J.J., Galeazzo, A., Shaw, T.S., Veliyath, R. and Nandakumar, M.K. (2018): Ownership Influences on Corporate Social Responsibility in the Indian Context. *Asia Pacific Journal of Management* 35(4) <https://doi.org/10.1007/s10490-017-9546-8>; <https://doi.org/10.1007/s10490-018-9575-y> (ABS Rating: 3, ABDC Rating: A)

Nandakumar, M.K., Ghobadian, A. and O'Regan, N. (2010). Business-level Strategy and Performance The moderating effects of environment and structure. *Management Decision*, Vol.48, pp 907-939 (Chosen as a Highly Commended Award Winner at the Literati Network Awards for Excellence 2011) (ABS Rating: 2, ABDC Rating: B)



Dr. Pankaj Kumar Baag

Dr. Pankaj Kumar Baag is a faculty member at the Indian Institute of Management, Kozhikode (IIMK). He is an Assistant Professor and Chairperson of Finance, Accounting, & Control Area at IIMK.

Prof. Baag is a fellow of IIM Calcutta. He has over 14 years of industry experience in the banking sector in the USA and India. He has been an NCERT scholar. He is the author of five books. He has won the best paper awards in journals and international conferences. He teaches entrepreneurial finance at IIMK besides several other topics in various other programmes. He has MFM, M. Com (Banking & Insurance), CAIIB, B.Sc. (Physics Hons.) PGD Banking, PGD Foreign Trade, PGD MM, PGD PM&IR Certificates in LC (Pace University, US), Certificate in OM & FA (Brunel University, UK), Certificate in Econometric Analysis (ICSSR). He has participated in over 50 different MDPs. His research interests are in Credit Risk in Banks and Loan Covenants Financial Inclusion.

Programme Fee, Instalment Schedule & Important Dates

Programme Fee

All Fees are payable directly to TPL	Total Fee (₹)
Programme Fee	₹1,27,500
Archive for students	Will be shared with the participants by the end of the programme

* Taxes will be additional as applicable

Instalment Schedule

	Instalment I	Instalment II	Instalment III
To be paid at the time of Registration	Within one week of offer roll-out date	10 th February, 2022	10 th May, 2022
₹15,000	₹28,500	₹42,000	₹42,000

* Taxes will be additional as applicable

Important Dates

Application Closure Date	31 st October, 2021
Session Start Date	27 th November, 2021
Programme End Date	July 2022

APPLY NOW

About Indian Institute of Management Kozhikode

IIM Kozhikode aims to create a unique and futuristic space of global reckoning so as to nurture the finest management thinkers in the pursuit of developing innovative, socially responsible and environmentally friendly practitioners, leaders and educators. Strategically moving towards a better future, the university strives to provide holistic learning - giving equal weightage to academic solidarity and practical application. IIM Kozhikode integrates concepts with applications and values, thus transforming individuals into dependable, capable, caring and fair-minded personalities who will contribute towards the development of communities.



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About TimesTSW

The Second Wind (TSW) is an initiative by Times Professional Learning for working professionals who are keen to hone their skills to add value to their work for a more rewarding career.

TSW's passion for excellence and a brief that "Executive Education Empowers" work hand-in-hand with the organisation's aim to impart knowledge to business professionals nationwide.



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LEADERS**



THE TIMES OF INDIA GROUP

About Times Group

The Times of India Group began its operations in 1838 and is India's oldest and largest media house. The Times of India is the world's largest-selling English newspaper with over 5 million copies sold daily.

The Economic Times is the world's 2nd largest English business newspaper, second only to The Wall Street Journal, with over 800,000 copies sold daily.

The Times Group is also India's most diversified media conglomerate with assets across Publishing, Radio, TV, Out of Home (OOH) and Online Media.



TIMES PROFESSIONAL LEARNING

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