Welingkars 11 months Post Graduate Program in Entrepreneurship Management Syllabus
Objective: To understand the most effective and efficient ways of conducting operations and managing personnel.

Outcome: Quantified improvements in operations and Human Resources in existing business in terms of Quality delivery, Lead time productivity, Personnel and costs.

Content:
- Deliverables of Operations, Role in Supply Chain.
- Working for the Customer - Operating Marketing Interface.
- Historical Perspective - Evolution of Toyota Production System, Muda, Mura, Muri.
- Traditional versus Modern Management.
- How to Improve Quality at no cost - Quality Management, Jidoka, Andon, Cost of Poor Quality (COPQ).
- Problem Solving - Six Sigma and Other Techniques – specifically Differential Diagnosis.
- Lean Manufacturing, Flow, 7 Muda, Mapping Tools.
- Organization Behavior – Maslow, Herzberg, Blanchard.
- Increasing Labour Productivity.
- Hitori Yatai Seisan - Single Person Work Station.
- 5S (Sort, Set-in order, Shine, Standardized and Sustain).
- Single Minute Exchange of Dies (SMED) for Customer Delight at low cost.
- Proactive Management, Problem Prevention, Failure Mode Effects Analysis (FMEA).
- Employee Motivation, Performance Appraisal and enabling growth for technical people.
- Recruiting, Assessment of capabilities.
- Training using most efficient techniques such as 6D.
- Employee Engagement, Attrition, Absenteeism, Separation and VRS.
- Relationship with suppliers.
- Supply Chain Logistics.
Managing Costs and Taxes

**Objective:** To understand basic concepts related to cost and management accounting and its application in the current competitive retail business environment for its sustenance and growth in the long run. Also managing taxes would give a brief overview and understanding of how they could plan their taxes and increase profits for the businesses.

**Outcome:** The understanding of costs would help them to take effective short run alternative choices decision. They can also plan and control the costs with the help of budgets. They should be able to use the techniques of tax planning learnt in the course in their businesses to save tax and increase profits.

**Content:**
- Significance of Cost and Management Accounting for a Family Managed Business.
- Cost Terms and Cost Classification.
- The Concept and Significance of Cost Sheet.
- Preparation of Cost Sheet.
- The Concept of Marginal Costing.
- Break Even Analysis.
- Use of Marginal Costs in Decision Making Process.
- Use of Budgets as an Effective Planning, Control and Decision Making Tool – Preparation of Functional and Financial Budgets, Flexible Budgeting.
- Designing Cost and Management Accounting System for a Business.
- Fundamentals of Taxation (Direct & Indirect).
- Concepts relating to Tax Avoidance and Tax Evasion.
- Tax Planning with reference to Location of Undertaking, Type of Activity, Ownership Pattern.
- Tax Planning with reference to Amalgamations and Mergers of Companies*.
- Tax planning for Individuals, Companies including Investment Companies & LLPs.
Objective: The students of this course should be able to use the financial concepts to leverage in his business to increase profitability and value of the business.

Outcome: The students will be able to understand what their financial statements imply and will be able to use different techniques of evaluating them as their business demands.

Content:
- Understanding Assets and Liabilities.
- Understanding Income and Expenses.
- Basic Concepts of Income Statements.
- Understanding your Income Statement.
- Basic Concepts of Balance Sheet.
- Understanding your Balance Sheet.
- Meaning and Importance of Ratios.
- Analysing the financial statements using ratios.
- Important Ratios for your Business.
- Understanding Operating, Investing and Financing Activities.
- Making of a Cashflow Statement.
- Understanding Cashflow Statements of your Business.
Objective: To have the students discover the legacy and purpose of the business.

Outcome: The students are inspired in aligning to their family / existing business and create new possibilities for business.

Content:
• Generation Conflicts.
• The Evolution of Business from Micro to Macro.
• Transformational Change in Business Practices.
• Creating New Practices.
• Living the created Traditions and Practices.
Objective:

1. To break conventional mental models.
2. To inculcate an inquisitive, exploratory mindset.
3. To look at things beyond the obvious.
4. To look at unique Business Models.
5. To realize that ideas are all around us and that we need to be aware to tap them.
6. To realize that creativity is not the preserve of genius, one can cultivate oneself to become creative by the use of certain tools & techniques.

Outcome: Students are able to

1. Deeply empathise with end-users & hence are able to identify latent needs.
2. Spot opportunities of Value Creation & hence business opportunities.
3. Generate multiple options for the same issue.
4. Integrate multiple options into a holistic solution embedding the best of all the options generated.
5. Handle ambiguity & find a way ahead based on first principles.

Content:

• Consumer Centricity.
• Unique Business Models.
• Creating Unique and Sustainable Business Models.
• Blue Ocean Strategy.
• Stakeholder Analysis.
• Multi-sensory Perception.
• Product/Service Upgradation Framework.
Objective: Sensitise students the importance and role of Marketing in a highly competitive market and familiarise them with the importance of “holistic marketing” & the “centrality” of marketing in a growing enterprise.

Outcome: Students will be able to apply various concepts of marketing to real life corporate situations. Through Marketing create value for the firm’s customer & extract a share of the value for the firm.

Content:

- Overview & Evolution of various concepts leading to Marketing, Environmental Scanning, SWOT.
- Product, Hierarchy, Mix, Line, Length, Depth etc. Market Estimation, Potential, Demand / Sales forecasting.
- Pillars of Marketing – STPD – Segmenting, Targeting, Positioning & Differentiation.
- Market Research.
- Pillars of Marketing – STPD.
- Buying Behaviour.
- Marketing Mix – Product & Services Marketing.
- Product Decisions: Branding.
- Overview on Models – BCG, Ansoff.
- Distribution.
- Presentations & Discussions.
- Jack Trouts's 22 Immutable Laws of Marketing.
Understanding Self & Emotional Intelligence

**Objective:** Investigate Emotional Intelligence (EI) theory and practice as a means for professional success. Engage in assessments to recognize areas for professional growth. Learn best practices in feeling, thinking, and behaving in an emotionally intelligent manner. Gain skills to apply emotional intelligence strategies to specific workplace challenges.

**Outcome:** Assess one's own EI competencies, recognize and use best practices in applying EI skills and competencies; address skill and competency areas that are most challenging and know how to leverage EI skills and competencies in one's business.

**Content:**
- Understanding Self through Different Models.
- Developing Self through Different Models.
- Developing Emotional Intelligence.
- Emotional Intelligence and Leadership.
- Application of Self.
- Application to Employees of Organization.
- Vedanta, Yoga and Spiritual Understanding.
Breakthrough Business Thinking

**Objective:** Achieving breakthrough in conducting business.

**Outcome:** Increasing profit outcome.

**Content:**
- Breakthrough in Relations with Suppliers and Creditors.
- Breakthrough in Accounts receivable from Customers.
- New Concept of Supply Chain.
- Why you should sack 25% of your Clients every year.
- Exponential success beyond IQ - through EQ and RQ.
- How to double your Profit by paying Creditors same day.
- The Art and Science of Networking.
- How to manage your Debtors better.
Objective: To make the students write effectively for different purposes, presenting appropriately, participating effectively in meetings, having good grasp in listening and reading and understanding non verbal messages at the end of this course.

Outcome: Students will have the requisite skills of writing, reading, speaking and listening, along with an understanding of body language so that they can use language appropriate to different business situations, be aware of the correctness and appropriacy of different language styles and also be sensitive to the fact that language functions in interaction among people.

Content:
- Introduction to Communication and what factors make it effective.
- Drafting for Different Mediums.
- More Emails; Redrafting Emails, Developing Reading Skills.
- Communicating and Interpersonal Understanding.
- Interpersonal Skills at the Workplace.
- Presenting Skills, including Listening Skills.
- Presentations by Students.
- Interacting with Clients.
- Presenting to Clients.
- Business Plans and Business Proposal.
Construction of Pillars for Successful Business

Objective: The students are empowered in understanding the critical and real time areas for creating successful businesses. The students are empowered to grow their businesses with liberty & freedom.

Outcome: The students get access to the most critical areas for managing and growth of their respective businesses. The students will now able to acknowledge the barriers in their business and experience freedom in taking decisions to overcome them.

Content:
• Beliefs of Business.
• Possibility of Business.
• Understanding your People.
• Understanding your Customers.
• Innovation in Business.
• Eco System and your Business.
Business Planning

Objective: To initiate the family run business entrepreneur into the world of planning and to teach techniques and tools that can be used for analyzing business.

Outcome: Students will get a feel of how planning is done and will learn to apply some analytical tool for understanding their businesses / new business.

Content:

• Introduction + Planning + Kinds of Decisions taken in the organization.
• What is integrated Business Planning and Process for making plan.
• Making a Business Plan – Structure, Method, Elements.
• Marketing Planning.
• Operational Planning.
• Financial Planning.
Objective: To make the students aware of the technology available in the ecosystem so that they can put it to the use of their businesses.

Outcome: Students may be able to use this knowledge and effectively implement some technology for smooth running of their businesses.

Content:
- Introduction to Digital Marketing and Expectations.
- Basics of Digital Marketing and SEO.
- Media Planning and Buying.
- Digital Strategy.
- Digital Tools.
- Social Media Marketing and Online Crisis Management.
Objective: The Primary objective of this course is to offer a foundation in the basic concepts, terminologies, practices and principles of retail.

Outcome: On completion the students will have the basic idea of retailing, the concept, and the principles of retailing which can be used by them to enter or to enhance their sales in the retail segment.

Content:
• Common Factors between Retail and Manufacturing.
• The Functions of a Retailer and Changing Scenario with advent IT based Retailing Models.
• The Role of Retail in the Distribution Channels.
• Lean Retailing and Stocking level.
• Store/ Non Store based Retailing.
• Types of Retailers.
• Sourcing in Retailing.
• The Role of Retail in the Global Economy.
• Overview of Retail from Across the World.
• Creating Customer Delight and gain Customer Loyalty.
• Growth of Retail in India.
• Factors influencing the Growth of Retail in India.
• Role of Pricing.
• E-Tailing (E-Retailing).
Media Planning, Advertising and Branding

**Objective:** To engage Entrepreneurs with Social Media and its usage & Importance in Business.

**Outcome:** The Entrepreneur identify a new thought process towards their own Business.

**Content:**
- SEO (Search Engine optimizer) Learning.
- How to Brand your Product in Low Budget.
- How to expand Locally/Globally with different Media.
- How to choose different Media according to your Product or Service.
- Is Online Marketing Important for every Business?