



# GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Branch: Innovation, Entrepreneurship & Venture Development

Course / Subject Code: MB02094011

Course / Subject Name : Human Resources for Startups

W. e. f. Academic Year	2025-26
Semester	2
Category of Subject	Core Course (CC)

## Rationale:

In the startup ecosystem, human capital is often the most valuable yet unpredictable resource. Unlike established organizations, startups operate in resource-constrained, fast-evolving environments where conventional HR practices are often ineffective. This course is designed to equip future entrepreneurs and innovation leaders with strategic HR skills required for building resilient teams, fostering startup culture, and managing people dynamically. The inclusion of real-world projects, founder interactions, and simulations ensures experiential learning for practical decision-making and team-building under uncertainty.

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## Course Outcomes:

By the end of this course, students will be able to:

No.	Course Outcomes	RBT Level
01	Apply appropriate human resource management practices such as lean hiring, onboarding, and workforce planning in startup environments.	Apply
02	Analyze the influence of organizational culture, team dynamics, and gig-based work models on human capital decisions in startups.	Analyze
03	Evaluate the effectiveness of HR strategies for talent retention, performance management, and compliance in early-stage ventures.	Evaluate
04	Create practical HR solutions such as policy handbooks, recruitment plans, or team structures tailored to the needs of a new venture.	Create



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### Teaching and Examination Scheme:

(in Total Hours (TH) per semester)					Total Credits =TH/30	Assessment Pattern & marks					Total Marks
L	T	PR	PBL*	TH		C	Theory		Tutorial / Practical		
					ESE(E)		PA (M)	PA(I)	PBL (I)	ESE(V)	
30	0	30	30	90	3	30	20	20	30	0	100

\* Problem Based Learning (PBL) aims to accommodate learning beyond syllabus as per clause 9.4 of NBA manual.

### Course Content:

Unit No.	Content	No. of Hours	Marks
1	<p><b>Strategic Human Resource Planning for Startups</b></p> <ul style="list-style-type: none"> <li>• Human Resource Management in Startup Ecosystem</li> <li>• Manpower Planning in Uncertain Environments</li> <li>• Designing Organizational Structure for Startups</li> <li>• Early-stage Talent Needs: Technical vs entrepreneurial Talent</li> <li>• Building a Founding Team: Roles, Responsibilities, Equity and Fit</li> <li>• Workforce Forecasting and Bootstrapping Talent</li> </ul> <p><b>Recruitment and Onboarding</b></p> <ul style="list-style-type: none"> <li>• Lean Hiring Strategies for Startups</li> <li>• Employer Branding for Emerging Ventures</li> <li>• Recruitment through Networks, Social Media &amp; Referrals</li> <li>• Creating Effective Onboarding in Resource-Constrained Contexts</li> </ul>	15	15
2	<p><b>Culture Building</b></p> <ul style="list-style-type: none"> <li>• Building and Sustaining Startup Culture</li> <li>• Diversity and Inclusion in Early Teams</li> </ul> <p><b>Performance Management and Legal Compliance</b></p> <ul style="list-style-type: none"> <li>• Performance Appraisal in Startups: Informal to Formal Systems</li> <li>• Retention Strategies: ESOPs, Rewards, and Recognition</li> <li>• Freelancers, Gig Workers, and Remote Teams</li> <li>• Conflict Management and Employee Relations in Startups</li> </ul> <p>Basics of HR Legal Compliance: Labor Laws, Contracts</p>	15	15



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<b>3</b>	<b>Practical:</b> <ul style="list-style-type: none"> <li>● Mini-Project 1: Designing HR Policy Handbook for a Startup</li> <li>● Mini-Project 2: Simulation on Startup Hiring Process</li> <li>● Role Play / Case Analysis: Handling Conflict in Startup Teams</li> <li>● Field Assignment: Interview/Interaction with HR/Founder of a Startup</li> <li>● Pitch Presentation: “Build Your Startup HR Strategy”</li> </ul>	30+30	PA(I) + PBL* (I) assessment
<b>Total Hours/ Marks</b>		<b>90</b>	<b>100</b>

### Suggested Specification Table For Question Paper Design:

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
0	25	25	25	25	0

**\*RM: Remember, UN: Understand, AP: Apply, AN: Analyze, EL: Evaluate, CR: Create (as per revised Blooms Taxonomy)**

### Suggested Learning Resources:

S. No.	Title of Book	Author	Publication with place, year and ISBN
1	The Essential HR Guide for Small Businesses and Startups	Marie Carasco, William Rothwell	Society For Human Resource Management 9781586445898
2	Mastering Human Resources In Start-Ups: The Essential Guide to HR Excellence	Capt. Shekhar Gupta, Shrishty Sharma	Adhyyan Books 9358474831
3	Human Ressources for Startups Building and Managing Your Greatest Asset	Willy Braun	9781799112228
4	HR for Small Business An Essential Guide for Managers, Human Resources Professionals, and Small Business Owners	Charles H Fleischer	Sourcebooks 9781572486904
5	Hire Your First Employee	Rhonda Abrams	Planning Shop 9781933895130
6	Human Resource Management	Uday Kumar Haldar & Juthika Sarkar	Oxford



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7	Human Resource Management	Garry Dessler and BijuVarkkey	Pearson Publications
8	Human Resource Management	P. R. N. Sinha, S. P. Shekhar / Indu Bala	CENGAGE Learning

## List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Human Resource Management Journal, Wiley
- International Journal of Human Resource Management, Taylor & Francis
- Journal of Small Business and Enterprise Development, Emerald
- Entrepreneurship Theory and Practice, Sage
- People Matters, People Matters Media
- Harvard Business Review (HBR), Harvard Business Publishing
- [www.peoplematters.in](http://www.peoplematters.in)
- [www.hbr.org](http://www.hbr.org)
- [www.startupindia.gov.in](http://www.startupindia.gov.in)
- [www.inc.com](http://www.inc.com)
- [www.yourstory.com](http://www.yourstory.com)
- [www.linkedin.com/pulse](http://www.linkedin.com/pulse)

## CO-PO Mapping

Semester-2	Human Resources for Startups				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	0	2
CO2	2	3	2	2	2
CO3	2	3	2	3	2
CO4	3	2	3	2	3