

NEW - Dated 17.01.2025

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**MAA SHAKUMBHARI UNIVERSITY, SAHARANPUR**

**FACULTY OF BUSINESS MANAGEMENT AND COMMERCE**

**SYLLABI FOR**

**M.COM**

**ENTREPRENEURSHIP AND FAMILY BUSINESS**

**for the session 2024-26 onwards**

**SEMESTER-I**  
**As Per NEP 2020**

Year	Semester	Code No.	Core/ Elective/ Value Added	Subject	Theory/Practical /Project	Credits	Internal Marks	External Marks (Min. Marks)	Total Marks
Year -4 as per NEP/ Year-1	Semester- VII as per NEP 2020/ Semester I	0730201	Core Compulsory	Economics for Entrepreneurs	Theory	4	25	75(25)	100
		0730202	Core Compulsory	Entrepreneurship Development I	Theory	4	25	75(25)	100
		0730203	Core Compulsory	Business Management- I (Marketing)	Theory	4	25	75(25)	100
		0730204	Core Compulsory	Business Research	Theory	4	25	75(25)	100
				ANY ONE OF THE BELOW					
		0730205	Elective	Accounting for Managerial Decision	Theory	4	25	75(25)	100
		0730265	Elective	Project Report	Theory	4		100	100

**SEMESTER-II**  
**As Per NEP 2020**

Year	Semester	Code No.	Core/ Elective/ Value Added	Subject	Theory/Practical /Project	Credits	Internal Marks	External Marks (Min. Marks)	Total Marks
Year -4 as per NEP/ Year-1	Semester- VIII as per NEP 2020/ Semester II	0830201	Core Compulsory	Business Environment	Theory	4	25	75(25)	100
		0830202	Core Compulsory	Entrepreneurship Development II	Theory	4	25	75(25)	100
		0830203	Core Compulsory	Business Management- II (Finance)	Theory	4	25	75(25)	100
		0830204	Core Compulsory	Business Law and Taxation Provisions	Theory	4	25	75(25)	100
				ANY ONE OF THE BELOW					
		0830205	Elective	Technologies, Knowledge and Networks Management	Theory	4	25	75(25)	100
		0830206	Elective	Human Behaviour in organization	Theory	4	25	75(25)	100
0830265	Elective	Project Report	Theory	4		100	100		



**SEMESTER-III**  
**As Per NEP 2020**

<u>Year</u>	<u>Semester</u>	<u>Code No.</u>	<u>Core/ Elective/ Value Added</u>	<u>Subject</u>	<u>Theory/Practical /Project</u>	<u>Credits</u>	<u>Internal Marks</u>	<u>External Marks (Min. Marks)</u>	<u>Total Marks</u>
Year -5 as per NEP/ Year-2	Semester- IX as per NEP 2020/ Semester III	0930201	Core Compulsory	Industrial Economics	Theory	4	25	75(25)	100
		0930202	Core Compulsory	Family Business Management and Succession Planning	Theory	4	25	75(25)	100
		0930203	Core Compulsory	Business Management- III(Operations)	Theory	4	25	75(25)	100
		0930204	Core Compulsory	Family Business Management and Governance	Theory	4	25	75(25)	100
				ANY ONE OF THE BELOW					
		0930205	Elective	IT Applications and Operations Research in family Business Management	Theory	4	25	75(25)	100
		0930206	Elective	Total Quality Management	Theory	4	25	75(25)	100
		0930265	Core	Project Report	Theory	4		100	100

## SEMESTER-IV

As Per NEP 2020

Year	Semester	Code No.	Core/ Elective/ Value Added	Subject	Theory/Prac- tical/Project	Credits	Internal Marks	External Marks (Min. Marks)	Total Marks	
Year -5 as per NEP/ Year-2	Semester- IX as per NEP 2020/ Semester III	1030201	Core Compulsory	International Trade & Documentation	Theory	4	25	75(25)	100	
		1030202	Core Compulsory	Strategy Management	Theory	4	25	75(25)	100	
		1030203	Core Compulsory	Business Management- IV(Human Resource Management)	Theory	4	25	75(25)	100	
		1030204	Core Compulsory	Retail and Supply Chain Management	Theory	4	25	75(25)	100	
				ANY ONE OF THE BELOW						
		1030205	Elective	New Enterprise Creation OR	Theory	4	25	75(25)	100	
		1030206	Elective	Advance Family Business Management OR	Theory	4	25	75(25)	100	
		1030207	Elective	Service Management OR		4	25	75(25)	100	
		1030208	Elective	Agricultural Entrepreneurship		4	25	75(25)	100	
		1030265	Core	Project Report	Theory				100	100



## Semester-I

0730201

### ECONOMICS FOR ENTREPRENEURS

Theory:- 75 Marks

Internal Assessment: 25 Marks

**Objective:** To impart knowledge and to equip the students with tools of economic analysis for application in policy making and decision making.

#### UNIT-I

**Concepts :** Introduction to Managerial Economics, Nature and Scope of Managerial Economics, Managerial Decision Making, Demand Concepts, Demand Analysis, Elasticity of Demand, Demand theory and Techniques for Demand Estimation, Demand Forecasting.

Production Concepts and Analysis, Cost Concepts and Analysis, Empirical Estimates of Production and Costs, Price-Output Decisions, Price output decision by the Firm and the Industry, Relevance of Cost Theories in Business Decision Making.

#### UNIT-II

Analysis of Market Structure and Degree of Competition, Large Group and small Group Case Analysis of Market Structure, Pricing Strategies and Tactic in different Market Forms and Situations. Theories of Consumer Behaviour.

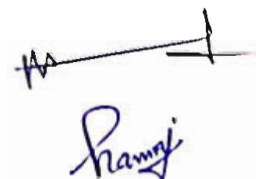
Theory of the Firm, Objective of Firms, The Behavioral Theory of the Firm, Managerial Theories of the Firm, Profit Concepts, Profit Planning and Forecasting, Investment Decisions, Utility Theory and Risk Aversion.

#### Reference :

- A .Koutsotyannis “ Modern Micro Economics” Mcmillian Edition 3
- M Adhikary “Business Economics: Excel Publication Latest Edition
- Pindyck & Rubenfield “ Micro Economics”
- Peterson and Lewis “ Managerial Economics” Pearson Edition 4<sup>th</sup>
- Salvatore “ Managerial Economics” Schaum Series
- Varian, Micro-Economic Analysis (ed. 3), Norton.
- Pindyck Robert S. and Daniel L. Rubinfeld, Micro Economics, Third Edition, Prentice Hall of India, New Delhi.
- Madala, G.S. and Ellen Miller, Micro Economics, Theory and Applications, McGraw Hill Book Company, New York.

#### Journals :

- Political Economic journal
- Economical and Politically
- Harvard Business Review
- The Economic journal



External :75 Marks

Internal : 25 Marks

**Objective:**

1. To motive students to take up entrepreneurship as a career option.
2. To expose the budding entrepreneurs to the competencies and qualities of successful entrepreneurs & to inculcate them in their personalities.
3. To identify the project idea, to develop and polish it.
4. To build the necessary competencies and motivation for a career in Entrepreneurship.

**UNIT-I**

**Entrepreneurship Development:** Foundation, Concept and Need of Entrepreneurship Development, Definition of Entrepreneur, Entrepreneurship, Innovation, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – comparative study - Roles, Responsibilities, Career opportunities. Entrepreneurship as a career, Entrepreneurship as a style of management, Entrepreneurs and Myths about entrepreneurs, The changing role of the entrepreneur: mid career dilemmas – Closing the window: Sustaining Competitiveness - Maintaining competitive advantage.

**Issues in Entrepreneurship:** Issues and Challenges in Entrepreneurship Development. Identification of important entrepreneurial competencies and qualities, Motivation and entrepreneurial attitudes, Problems solving and creativity.

**Theories of Entrepreneurship:** Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen Influences on development.

**UNIT –II**

**Venture selection:** OSI: Opportunity Scanning and Identification, Sources of ideas, Selection of an idea. Venture selection: Business environment appraisal, Risk and uncertainty analysis. Planning process for SSI, Strategic plan, SWOT to strategy, Classical approach to strategy formulation. Role of venture creation in society.

**Project Report Preparation:** Preparation of preliminary project report, Preparation of a detailed project report, operating the small scale Ventures, Financial Issues in SSE, Operational Issues in SSE, Marketing Issues in SSE, Organisational Issues in SSE, Personnel Issues in SSE

**Reference:**

- Brandt, Steven C., The 10 Commandments for Building a Growth Company, Macmillan Business Books, Delhi.
- Bhide, Amar V., The Origin and Evolution of New Business, Oxford University Press, New York.
- Dollinger M.J., 'Entrepreneurship Strategies and Resources', 3rd edition, Pearson Education, New Delhi.
- Taneja, Gupta, Entrepreneur Development New Venture Creation, 2nd ed., Galgotia Publishing Company.
- P.C. Jain "Handbook for new Entrepreneurship" Oxford University Press 1998
- Mac J Dollinger "Entrepreneurship – Strategies and resources". Pearson Education Delhi 2003
- Vasant Desai "Dynamics of Entrepreneurship Development and Management" Himalaya Mumbai 2002.
- Sharma, V. Workbook on entrepreneurship 3<sup>rd</sup> edn, abza publications 2006

**Journals :**

- 4Ps Business and Marketing
- Business Digest Business India

External: 75 Marks

Internal : 25 Marks

**Objective:** To expose the budding entrepreneurs to issues in Marketing Management & Consumer Behaviour relevant to SME.

### UNIT-1

**Introduction to Marketing:** Concept of Marketing, Marketing in a Developing Economy, Planning and Organization, Planning of Marketing Mix, Market Segmentation, Targeting and Positioning, Marketing Organizations, Marketing Research and its Application, Emerging Trends and Issues in Marketing: Rural Marketing, Societal Marketing, Direct and Online Marketing, Green Marketing, Retail Marketing, Services Marketing, Relationship marketing, Ethics in Marketing, Consumerism.

**Consumer Behaviour :** Understanding Consumers: Determinants of Consumer Behaviour, Consumer buying process , Models of Consumer Behaviour, Indian Consumer Market

**Product Management:** Product Decisions and Strategies, Product Life Cycle and New Product Development, Branding and Packaging Decisions

### UNIT-II

**Pricing and Promotion Strategy:** Pricing Decisions, Determinants of Price, Pricing Policies and Practices Marketing Communications, Advertising, Personal selling, Publicity and Sales Promotion

**Sales, Distribution Strategy and Control:** Demand Forecasting, Distribution Strategies And Channel Mix, Types and Functions of Intermediaries, Selection and Management of Intermediaries, Managing Sales, Marketing Strategy and Public Policy, Distribution channel.

**Salesmanship:** Management in 21<sup>st</sup> century, Sales activities, Tasks and planning, Call Planning, Presentations and handling objections, Follow up, Salesmanship and Management of sales force, Targeting and Positioning.

### References:

- Philip Kotler: "Marketing Management Strategies & Program". PHI New Delhi 2004
- Michael, J.E., Bruce, J.W. and William, J.S., "Marketing Management, Tata Mc Graw-Hill, New Delhi.
- Micheal Solmon: "Consumer Behaviour." Pearsons Education 2004 New Delhi
- Donald Cooper: "Marketing Research" Tata McGraw 2006
- Mark Johnston: "Sales Force Management" Tata McGraw 2006
- Richard Wilson: "Strategic Marketing Management." Viva Book Pvt. Ltd. 2001

### Journals:

- Indian Journal of Marketing
- Journal of Marketing Research
- 4Ps Business and Marketing

**External: 75 Marks**

**Internal : 25 Marks**

**Objective:** Main objective of studying this paper is that it will help students to use statistical tools to simplify and organizes complex mass of data. Students will cometo know how to use statistical methods to analyze the data and to interpret  
i.e. it will help in business research, forecasting, policy making and decision taking.

### UNIT-I

**Introduction to Business Research:** definition, characteristics, types, Research process – An overview, Review of literature – its role and significance in the stages of research process, Theory building, Formulation of the research problem and research proposal, , Hypothesis - definition, formulation and types , Research design - definition, types, Primary and Secondary data – definition, types, sources, data collection methods. Sampling design and Sampling procedures. Types of sampling, Sampling and Non Sampling errors, Probability.

**Statistical Estimation and Hypothesis Testing:** Estimation and Hypothesis testing, parametric tests-Z test (Difference in proportions, means and standard deviation) t-Test (Paired and Non paired) F Test ( Anova: One way and two way classifications ) Non-Parametric test- chi-square test, Mann Witney test, Run test, Sign Test, Sign rank test and Willcoxon test. Independence of Attributes, Goodness of Fit and Test of Homogeneity.

### UNIT-II

**Correlation & Regression Analysis:** Meaning and Types of Correlation, Karl Pearson's Coefficient of Correlation and Spearman's Rank Correlation. Regression, Simple, Partial and Multiple, Coefficient of determination. Regression: Simple and Multiple linear regressions.

**Statistical Quality Control :** Introduction - Chance and Assignable Causes of Variation Uses of SQC - Process Control and Product Control- Control Charts - Control Charts for Variables -X: Chart – Range chart – Standard deviation chart - Control charts for attributes - C chart -p chart - np chart. Decision Tree Analysis– Decision Making under Uncertainties.

### REFERENCES

- P.L. Meyer: "Introductory Probability and Statistical Applications" Addison-Wesley Publishing Co. 2<sup>nd</sup> Edition
- V.K. Kapoor and S.C. Gupta: " Fundamentals of Mathematical Statistics". Sultan Chand & Co 7<sup>th</sup> Edition 2001
- Goon, Gupta and Dass, Gupta Vol. 1 & 2 : "Fundamentals of Statistics". World Press, 7<sup>th</sup> Edition
- Deniel: "Statistical Methods".
- Anderson Quantitative Methods for Business Decision, Thomson.

### Additional References

- 3Bhatt, B.R. Shrivenktramna and Rao Madhava.: "Statistics".
- Duggals, C. Montgome: "Regression analysis". John Wiley 2003
- C.R. Rao: "Linear statistical inference and Its application",
- C.R. Kothan: "Research Methodology" New Age International New Delhi 2004

**Statistics Package:** Introduction to Statistical Package for the Social Sciences (SPSS)






0730205

## ACCOUNTING FOR MANAGERIAL DECISIONS

Time: 3 Hours

External :75 Marks  
Internal : 25 Marks

### UNIT-I

Introduction to Accounting: Accounting terms and Concepts, Relationship of Economics with Accounting, Conventions and principles, Branches of accounting: Financial, cost and management accounting and their inter- relationship. Cash flow statements.

Marginal Costing and Break- even Analysis: Concepts of marginal cost, marginal costing and absorption costing: cost volume profit analysis, break-even analysis, Assumption and practical applications of break-even analysis. Decisions relating sales mix make or buy decisions and discontinuation of a product line.

Budgeting: Definition of Budget, Essential and budgeting kinds of budgets- Functional Budget, Master Budget, Fixed and Flexible Budget, Budgetary control, Zero- Base Budgeting, Activity Based Budgeting.

Standard Costing and Variance Analysis: Standard costing as a control technique, setting of standards and their revision. Variance analysis- Meaning and importance, Kinds of Variances and their uses computation of Material, Labour and overhead variances.

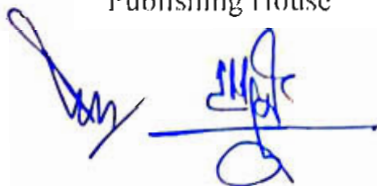
### UNIT-II

ABC accounting Cost of Quality, Target costing, Ratio Analysis , Contemporary issues in Management Accounting.

Accounting Plan and Responsibility Centres: Meaning and significance of responsibility accounting, responsibility centres: cost centre, profit centre and Investment centre. Objectives and significance of responsibility centres; transfer pricing, Reporting to management – objectives need types and methods.

### References:

- Anthony Robert and David Hawkin, Accounting: Text and Cases, MC Graw-Hill
- Horngern, Sundem and , Introduction to Management, Accounting- Prentice Hall of India
- Hilton, Management Accounting, The McGraw Hill.
- Bhattacharyya, Deardon, Accounting for Management Text and Cases, Vikas Publishing House



## Semester II

0830201

### BUSINESS ENVIRONMENT

External :75 Marks

Internal : 25 Marks

**Objective:** The objective of this course is to expose the students to all external environment forces which effect the growth of the business.

#### UNIT- I

**Business Environment:** Concept, Environmental scanning, Micro-Macro Environments and their significance for business. Socio Cultural Environment, Legal Environment, Economic Environment, Technological Environment, Political Environment.

**Political Economy:** Government and Business, Trends and Structure of Indian Economy, Socio – economic Problems of India, Liberalisation, Privatization and globalisation, New Economic Policy since 1991, Second generation reforms

**Controls and Regulations:** Regulating Economic and Industrial Controls, Foreign Exchange flow Regulation, Industrial policy, Direct Foreign Investment, Portfolio Investment, Role of Family Business in India.

**Monetary and Fiscal System:** Banking and Credit Structure in India, Financial Institutions, Fiscal System- Theory and Practice

#### UNIT-II

**Planning, Policies and Programmes:** Promotional Policies and Programmes of Industrialisation and Entrepreneurship development, Macro-economic Planning and its impact on family Enterprise Management, Small medium and family business in India

**Agriculture:** Marketing, Rural indebtedness, Agriculture reforms, WTO and Agriculture.

**Emerging issues** in Education, Health, Agriculture, Tourism, Infrastructure and Employment, Financial relations between centre and state.

**International Financial Institutions:** WTO, UNCTAD, IMF, IBRD, IDA, ADB, GATS: Role, functions, emerging issues and implications on global trade investment and services

#### Reference:

- M Adhikari “Economics Environment of Business” Sultan Chand and Sons, 2000
- K Aswathappa “Essentials of business Environment” Himalaya Publishing House 2006
- Fahey and Narayanan “Macro Environment Analysis for Strategic Management” WestPublication Company, 1986
- Richard Schaffer “ International Business Laws and its environment” Thomson 2002
- Raj Aggarwal and Parag Diwan “Business Environment” Excel Books 2000
- S.K. Mishra and V K Puri “Economic Environment of Business” Himalaya Publishing House 2000
- Manab Adhikary “Global Business Management in an international Economic Environment” Macmillian 2004
- Andrew Harrison “International Business” Oxford 1999

**Objective:** The objective of this course is to understand nature, challenges and opportunities for SME and to expose students to the Govt. Policies, Institutional Setup and Support system for SME and EEDP.

### UNIT-I

Nature of the small Business in India. Changing role of family business small- Scale Industry. Significance of small business in Indian Economy, Policy formulation for the small business industry. Preparation of the business plan for a small enterprise. Financing small business.

Government policies towards small business, Growth Strategies for small business, Aspects of growth and structural changes in modern small industry, Recent development in small enterprises in India- Economic and social aspects. Public policy frame work for small enterprise development. Quantitative significance of small firms. Provisions of MSME Act, 2006, Definition of MSME ( micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India.

Contribution to national income and Employment aspects, Dominance of small firms. Role of policy and research issues, Institutional set up for small industry development in India.

### UNIT- II

Entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, Role of support Institutions: Small Industries development organization (SIDO), National Small Industries Corporation (NSIC), Commissioner for Industrial Co- operatives/ KVK.

State level Institution, Directorate of industries, Industrial Development Corporation, State Financial Corporation. Pvt. Organisations, Changing role of small business in developed countries- Italy, Japan, China, South Korea, Steps taken by Government to Promote EDP's in India.

### References

- Robert D Hisrich, Michael P Peters, and Dean A. Shepherd, Entrepreneurship (Hardcover-Oct 6, 2006).
- James Collins and William C. Lazier , Beyond Entrepreneurship: Turning Your Business into an Enduring Great Company (Paperback -Sep 21, 1995).
- Michael H. Morris, Donald F. Kuratko, and Jeffery G Covin, Corporate Entrepreneurship & Innovation (Hardcover - Jan 18, 2007).
- Otes, D., A Guide to Entrepreneurship, Jaico Books Publishing House, New Delhi.
- Theduri, B., Entrepreneurship Development: An Analytical Study, Akansha Publishing House, New Delhi
- William D. Bygrave and Dan D'Heilly , The Portable MBA in Entrepreneurship Case Studies (Paperback- Jun 9, 1997).
- Eric A Morse and Ronald K. Mitchell, Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) (Paperback - July 15, 2005).
- Israel M. Kirzner, Competition and Entrepreneurship (Paperback-Sep 15, 1978).
- Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (Paperback-Nov 2006).
- Calvin Kent , Encyclopedia of Entrepreneurship (Hardcover- Dec 1981).
- Bob Skandalaris and Ken Harrington , Rebuilding the American Dream: Restoring American Jobs and Competitiveness Through Innovation and Entrepreneurship (Hardcover-Dec 1, 2005).

**Objective:** The objective of this course is to provide thorough knowledge about the issues involved in financing and investment decisions and its applications and projects on SME.

### UNIT-I

**Finance for entrepreneurs:** Understanding financial statements , Funds flow& cash flow statements, SVA, EVA and MVA, reporting on corporate government and brand valuation. Financial and profit planning – Performa income statement and balance sheet, developing economy- industry-company specific future scenario and cash flow forecasting.

**Risk and return:** Concept of risk, relationship between expected return and risk, Models for risks and returns- CAPM, APT and multifactor models.

**Investment Decision Making:** Estimating free cash flows cost of capital decision rules, capital budgeting rules to projects when facing capital rationing constraints.

**Project choice under risk and uncertainty:** Sensitivity and scenario analysis, discounted break even analysis decision trees. Monte-Carlo simulation and project choice in a CAPM framework/option pricing framework.

### UNIT-II

**Capital Structure Planning:** Operating and financial leverage, capital Structure theories and value of firm, capital structure planning and policy cost of capital, capital structure and value of firms studies in India.

**Financing decisions:** Hybrid Securities namely convertible and non convertible debentures, deep discount bonds warrants, secure premium notes, Assets based financing: leasing hire purchase and project financing

**Dividend policy:** dividend theories, determinants of dividend policy share buyback, retention of profits, dividend policy studies in India.

Indian capital market venture capital financing: concept development in India, Process and method of financing, fiscal incentives.

**Working capital estimation and management:** Operating cycle concept, Managing cash and cash equivalents, managing inventory, managing accounts receivable, managing payables. Introduction to working capital financing.

### References:

- James Van Horne, "Financial Management Policy" Prentice Hall Publications, 2005.
- I.M. Pandey, "Financial Management" Vikas Publishing House, 2006.
- Prasanna Chandra, "Financial Management: Theory and Praticce", Tata McGraw Hill Publications, 2004.
- G.P. Jakhotiya, "Strategic Financial Management", Vikas Publication House, 2003.
- Venture Capital Handbook: An Entrepreneurs Guide to Raising Venture Capital, Prentice Hall Publications, 2005.
- Finance India
- Applied Finance
- Journal of Finance

**Objective:** The main objective of this paper is to study the legal framework for carrying out the business. The course will expose the students to various legal principles including Tax, IPR, Banking law etc.

#### UNIT-I

Introduction, Contract Cases and Illustration, Development of Contract Law, Sales of Goods Cases, Development of Law on sales of goods, Reading Legal Texts, Consumer Protection Act, Formation of the Consumer Protection Act, Unfair Trade Practices, Development of law on unfair Trade Practices, Law, Intellectual Property Right, Patents Copyright Protection, Law on Trade Mark Protection, Company Law, Securities Regulation, Banking Law, Negotiable Instruments, Business and the Fundamental Rights, Information Technology and Law, Environment Protection Act, Business and Criminal Liability Indian Legal System. (BASIC PROVISIONS)

#### UNIT-II

Income Tax: Basis of charge, Residential status, Heads of income (Basic Provisions)

**Indirect Tax:** GST: Overview of Goods and Services Tax, Implementation of GST, Reasons for GST introduction, Pros and cons of GST, Registration procedure under GST, CGST/SGST Act, 2017.

Customs: Definition, Levy, Assessment and returns

Excise: Definition, Levy, Excisable goods definitions

Filing of returns

#### References:

- V.K. Singhania, "Direct Taxes: law & Practice", Taxmann, 2007.
- V.S. Datey, "Indirect Taxes: law & Practice", Taxman, 2007.
- Parag Diwan, "Information Technology Laws" Tata McGraw.
- P.N. Varshney, "Banking Law & Praticce", Sultan Chand & Son 2006.
- R.K. Jain, "Central excise Manual" Centax Pub.
- The Central Goods and Services Tax Act, 2007 of Ministry of Law and Justice (Legislative Department) 12<sup>th</sup> April, 2017) published in The Gazette of India dated 12<sup>th</sup> April, 2017.
- Taxmann's GST Ready Reckoner Updated till 18<sup>th</sup> June, 2017.
- Goods and Services Tax by Dr. Ajay Sharma & V.K. Sareen
- Goods and Services Tax. By Joy Dhingra

External : 75 Marks

Internal : 25 Marks

**Objective:** The main objective of this paper is to expose the students to the issues in Technologies, Knowledge and Networks Management pertaining to SME.

### UNIT –I

**Technology:** Concepts and Definitions, Evolution and Growth of Technology, Aspects and Issues, Implication of Technological Change, Technology Development and Acquisition, Forecasting.

Generation and Development, Transfer, Technology Absorption and Diffusion, Assessment and Evaluation, Science & Technology in India, Policies, Linkages, Technological environment in India – technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organization level, GOI schemes for Technology.

**Technology up Gradation:** Approaches to New Technology, Project Formulation and Appraisal Review-an Overview, Technical Analysis Market & Demand Analysis, Economic & Financial Analysis, Formulation of Detailed Project Report, Project Planning and Scheduling,

### UNIT-II

Implementation and Control, Project Organisation & Qualities of A Project Manager, Project Management Information Systems, Money, Material ,Manpower, Computerised Project Management, Pricing and Estimating, Cost Control, Project Life Cycle, Project Completion and Evaluation, Trade-off analysis Project Risk Management-Risk Management Planning; Risk Identification; Qualitative Risk Analysis; Quantitative Risk Analysis; Risk Response Planning; Risk Monitoring and Control, Project Review.

**Knowledge Management:** KM - Introduction, History, and Importance, Mechanics of KM - Tools and Technologies, Data, Information, Knowledge, wisdom, tacit knowledge, explicit knowledge, Organisation learning cycle, Obstacles to Knowledge Sharing, Decision Execution cycle, Knowledge Management Matrix, Knowledge Life Cycle and its applications, Knowledge Technology, Search and text mining, GAP Analysis, Road Map, KM Strategy and Metrics, Social Network Analysis, Knowledge Acquisition & Application Tools, Organizational design for knowledge management,

Role of Top and Middle management, Knowledge based reward systems, Business networks and networking, information networks, network planning and management.

#### References:

- Warren Candler Scoville , Entrepreneurship & Technological Change in the American Industry, 1880- 1920 (Evolution of Capitalism Series) (Hardcover-Jul 1972)
- Gary Libecap, University Entrepreneurship & Technology Transfer: Process, Design and Intellectual Property (Advances in the Study of Entrepreneurship, Innovation and Economic Growth) (Hardcover-Jul 1, 2005)
- Ulf Petrusson , Intellectual Property & Entrepreneurship: Creating wealthy in an Intellectual Value Chain (Paperback-Feb 28, 2005)
- Zoltan Acs and David Audretsch, Entrepreneurship, Innovation and Technological change (Foundations and Trends(R) in Entrepreneurship) (Paperback-Dec 1, 2005)

**Objective:** To expose the students to concepts of human behavior and its application within organisations. After going through this program, budding entrepreneurs should be able to use these concepts in practical situations and handle critical people related issues.

### Unit I

**Defining Organisations,** Management Functions in Organisations, Relevance of studying Human Behaviour in Organisations, Recent trends shaping organisational context, Challenges faced by Organisations, Coping up with the challenges through knowledge of Human Behaviour

**Learning and Behaviour Modification:** Learning, Learning process, Learning Styles, Methods of Shaping Behaviour, Behaviour Modification

**Perception, Creativity and Decision Making:** Factors Influencing Perception, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making, Creativity, The Creativity Process, Creative people and work environment, Activities that encourage creativity, Barriers to Creativity

**Attitudes and Values:** Components of Attitude, Sources of Attitude, Attitude-Behaviour Relationship, Values, Types of Values  
**Motivation:** Concept, Contemporary Theories of Motivation, Motivating by Job Design, Employee Involvement and through rewards

### Unit II

**Contemporary issues in leadership:** Concept, Leadership Theories- Contingency Theories, Leadership Styles, Level 5 Leaders, Emotional intelligence and leadership, Gender issues in leadership. Leadership & Trust- what is trust, types of trust, enhancing trust.

**Communication:-** Functions of Communication. Communication Process, Verbal and Non-verbal communication, Channels of Communication, Barriers to Effective Communication, Cross Cultural Communication, Johari Window

**Organisational Change:** Forces of Change, Planned Change, Resistance to Change, Overcoming Resistance to Change, Approaches to Managing Organisational Change, Creating a culture of change, **Conflict Management:** - Conflict, Conflict Process, Types of conflicts, Negotiation, Resolving Conflict through Negotiation, **Stress Management:** Concept, Sources of Stress, Consequences of Stress, Emotion focused/ Problem focused Coping Strategies

#### Reference:

- Stephen P. Robbins, Organisational Behaviour.
- Kelly Joe, Organisational Behaviour .
- Davis Keith, Human Behaviour at work: Organisation Behaviour.
- Betty Jane, International Perspectives on organizational Behaviour .
- Vijay Kumar, Evaluate Yourself
- Rita Aggarwal, Stress in life and at work.
- Pestonjee, D.M , Stress and coping: The Indian Experience.

#### Journals:

- Journal of Personality Assessment
- Personality and Social Psychology Bulletin
- Work and Stress, European Journal of Work and Stress Organisation

## Semester III

0930201

### INDUSTRIAL ECONOMICS

**External :75 Marks**

**Internal : 25 Marks**

**Objective:** To understand the basic theory and principles of industrial economics and its application thereof to the SME and to expose the students to all the industrial structure, profitability and life cycle of products.

#### UNIT-I

**Industrial Economics:** Definition, Nature and Scope, Basic Concept: Firm, Industry, Market Structure, Market Power, Passive and active behaviour of the firm.

Conceptual framework for the study of industrial economics, Organization form and alternatives motives of the firm. Industrial efficiency and technical efficiency. Optimum size of the firm.

Industrial Structure and economic development. Organization of firms: Ownership, Control and objectives. Market Structure: seller and buyers concentration. Product differentiation entry condition and economics of scale. Market Structure and profitability. Market Structure, innovation and inventories. Size and growth of the firm. Life Cycle hypotheses merger diversification and acquisition.

#### UNIT-II

Demand, financial and managerial constraints of growth, Market Conduct: Financial, pricing and advertising. Market performance: Allocative and productive efficiency, distributive effect, technological progress excess capacity. Pricing in practice. Economics of advertising the firm and its objectives. Changing dimensions of the organization philosophies.

**Quality of work life:** Meaning, measuring QWL, Issues in QWL and strategies/ or improving QWL. Compension Management Worker Stress: negative behaviours: source tasks/roles/copying, job evaluation: concepts, techniques, problems of job evaluation.

#### Reference:

- The Economic Sociology of Immigration: Essays on Networks, Ethnicity and Entrepreneurship by Alejandro Portes (Paperback –Nov 1998)
- Foundations of Entrepreneurship and Economic Development (Foundations of the Market Economy) by David A Harper (Hardcover- Mar 13, 2003)
- Keeping the Water Flowing : Understanding the Role of Institutions, Incentives, Economics and Entrepreneurship in Ensuring Access and Optimising Utilisation of Water by Barun Mitra , Kendra Okonski, and Mohit Satyanand (Hardcover- April 1, 2007)
- Barthawal “Industrial Economics ” Latest Edition.
- M Y Khan “Financial Management” Latest Edition.





**Objective:** To understand the family business and to be aware of the problems and prospects thereof and to understand the foundations of strong and thriving family business. To prepare and plan for the situations at different points in life cycle.

### UNIT-I

Evolution of business-ownership systems, Managing business, family and shareholder relationships including family, Conflict; Dealing with nepotism and encouraging professionalism in the family business, Encouraging change in the family business system; Women's issues in the family business; Developing family members as family business managers and /or shareholders; Managing succession and continuity; Designing effective family business boards and family governance; Practices of successful family companies and business families.

### UNIT-II

Hindu undivided family, role of karta, Succession Laws, Dissolution of HUF, Rights of daughters. Entrepreneurial Control Systems- An Introduction Responsibility Centres, Entrepreneurial Control Structure, Expense Centres Profit Centres Transfer Pricing Investment Centres, Management Control Process, Programming and Budgeting Analysing and Reporting Performance Evaluation, Special Application of Entrepreneurial Control, Entrepreneurial Control in service and Manufacturing Ventures, Entrepreneurial Control for Social/ Non- Profit Organisations.

### References:

- Collaborative Entrepreneurship: How Communities of Networked Firms Use Continuous Innovation to Create Economic Wealth by Raymond Miles, Grant Miles, and Charles Snow (Hardcover- Jun 1, 2005)
- Unravelling the Rag Trade: Immigrant Entrepreneurship in Seven World Cities by Jan Rath (Hardcover- Feb 1, 2002)
- From Concept to Wall street: A Complete Guide to Entrepreneurship and Venture Capital by Oren Fuerst and Uri Geiger (Paperback- Aug 22, 2002)
- Franchising Dreams: The Lure of Entrepreneurship in America by Peter M. Birkeland (Paperback- April 1, 2004)



**Objective:** To equip the students with basic tools to handle operations, materials, production planning and control issues in SME.

### UNIT-I

**Operations Management- An Overview Facilities Planning:** Product Selection, Process Selection, Facilities Location, Facilities Layout and Materials Handling, Capacity Planning work and Job Design: Work Design Job Design, Operation Planning and Control: Planning and Control for Mass Production Planning and Control for Batch Production Planning and Control for Job Shop

### UNIT-II

Production Planning and Control of Projects Maintenance Management Value Engineering and Quality Assurance: Value Engineering Quality Assurance Materials Management Purchase System and Procedure Inventory Management Stores Management Standardization, Codification and Variety Reduction Waste Management.

Inventory Control: Selective Control: EOQ, ABC analysis, VED, Inventory control Techniques, Recorder Level, Maximum Level, Re-Order Level

### Reference:

- Gopalkrishnan & Sandilya "Purchasing Strategies Inventory Management".
- E A Silver & R Peterson "Decision System for Inventory Management and Production Planning"
- M Starr & D W Miller "Inventory Control Theory and Practice"
- J H Westing Fine and Zenz "Purchasing Management"
- Monk "Operations Management"
- Buffa E S "Modern Production Management"
- M P Gupta & J K Sharma, "Operations Research for Management" Mayoor Paperbacks, Delhi (2000)
- P K Gupta & D S Hira "Operation Research" S. Chand & Co. Ltd., NewDelhi (2001)

External :75 Marks

Internal : 25 Marks

**Objective:** To understand the family business, to be aware of the problems and prospects thereof apart from legal and cultural issues and to understand the foundation of strong and thriving family business. To prepare and plan for the situations at different points in life cycle and to understand legal and cultural aspects of family business. Making plans to remove major hurdles in the smooth conduct, growth and succession of family business. To learn to apply the principles of management control system to the SME.

**UNIT-I**

**Defining the family business:** Busting the myths, the family culture: the growth strategy and family culture, values : rediscovering and reorienting family business for new environment. Leading the evolution: change management for family Business Leading the family business, cultural and organizational family issues Promoting trust among family members and among non-family members, rooting strategic growth and the critical role of non- family managers Family business: governance, administration, management, planning and control Board meetings, communications small business Family business start-up, licensing buyout opportunities & franchising Competitive The next generation (Succession) planning Managing the family business

**UNIT-II**

Terms and conditions for effective control by the family: legal issues. Handling operating management, performance review, job assignments Provisions relating to deal with possible future events such as termination, resignation, or death of any of the principal family members. Estate and ownership planning, Business Ethics and Entrepreneurship, Social Entrepreneurship & Family Business, Mixing family and Business profiles, high Pitch profiles

**Reference:**

- Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (Paperback- Nov 2006)
- Rebuilding the American Dream: Restoring American Jobs and Competitiveness Through Innovation and Entrepreneurship by Bob Skandalaris and Ken Harrington (Hardcover- Dec 1, 2005)
- The Executive in Action: Managing for Results, Innovation and Entrepreneurship, the Effective Executive by Peter F. Drucker (Hardcover –Aug, 1996)
- Handbook of Entrepreneurship (Blackwell Handbooks in Management) by Hans Landstrom and Donald Sexton (Hardcover- Feb 1, 2000)- Illustrated
- The Portable MBA in Entrepreneurship Case Studies by William D. Bygrave and Dan D' Heilly (Paperback – Jun 9, 1997)
- Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A. Morse and Ronald K. Mitchell (Paperback – Jul 15, 2005)

0930205

**IT APPLICATIONS AND OPERATIONS RESEARCH IN  
FAMILY BUSINESS MANAGEMENT**

**External :75 Marks  
Internal : 25 Marks**

**Objective:**

To understand the use computers in the SME as a tool for management. To understand the application of other tools to the SME.

**UNIT-I**

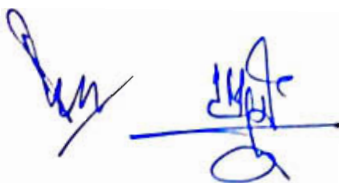
**Role of Computer in Management:** Introduction to Computer Personal Computer and Its uses Spreadsheet Software and Managerial Application **Managerial Applications of Computers:** Computer and Management Functions, Computer Based Financial Systems, Computer Based Inventory Systems, Computer in Human Resource Management, Computer and Decisional Techniques Operations, Research and Management Decision Making

**UNIT-II**

Linear Programming- Problem Formulation and Graphical Method Linear Programming- The Simplex Method Advanced Decisional Techniques Transportation Models Assignment Models PERT/CPM, Management information System: an MIS Perspective Information Needs and its Economics, Management Information and Control Systems, Systems Analysis and Computer Languages System Analysis and Design Computer Programming

**Reference:**

- Prateek Bhatia "Window based computers course" Kalyani Publishers, 2006 Latest Edition
- Basandra "Computer Today" Galgotia Latest Edition
- Murdik & Ross "Information System for Management" Latest Edition
- O'Brien : Management Information System Latest Edition
- M P Gupta and J K Sharma: Operations Research for Management Mayur Paperbacks Delhi, 2000
- P K Gupta and D S Hira, Operation Research, S Chand and Co Delhi 2001



0930206

## TOTAL QUALITY MANAGEMENT

Time: 3 hrs

External Exam: 75

Internal exam: 25

**Objective:** The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the increasingly important area of Total Quality Management (TQM) excellence.

### UNIT I

Introduction to TQM: History, Aims, Objectives, Benefits, Gurus and their principles, TQM process and phases of a typical implementation of TQM. Reasons for use of TQM, proven example and benefits, methods to assist the progress of TQM

Introduction to Tools and Techniques: Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven W and is/is-not questions, Why-Why diagrams.

Total Quality Control, Quality Assurance: Practices and Techniques, TQM and Management: New management challenges and trends and contribution of TQM.

Customer Focus: Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction.

Continuous Improvement Process: Meaning of continuous improvement, the importance of continuous improvement, and principles and process of continuous improvement, role of TQM's control and improvement process.

Benchmarking: Definition, importance and benefits, types, basic steps, pitfalls. JIT:

Definition, benefits, JIT cause and effects, JIT implementation in manufacturing.



## UIN-T-II

TQM for Marketing Function: Quality in marketing and sales, Factors for excellence. BPR and IT: Business Process Management

Technology and Product Quality:

Quality of after Sales Services: Quality measurement in customer service.

Organization for Quality: Quality Circles, Self-managing teams, Quality Director Reliability of Quality Characteristics

Quality Leadership: Developing a quality culture, Technology and culture,

Quality Linked Productivity

Total Employee Involvement: Awareness of Quality, Recognition and rewards, Empowerment and self-development, Education and training.

Cost of Quality: Cost of poor quality, Categories of quality cost, Analysis of quality costs, benefits of costs of quality control.

Supporting Technologies: Overview of Supplier Quality Assurance System TQM

Implementations & barriers to implementation

ISO 9000 series of standards: Concept, relevance, benefits, elements of ISO 9001:2000

Six Sigma: History, Structure, Application, Keys to success and failure

### Books Recommended:

- Quality Planning and Analysis, J.M. Juran & Frank M. Gryna, Tata McGraw Hill, New Delhi 2004.
- Managing Total Quality, Hurbert K. Rampersad, Tata McGraw Hill Publishing Company Ltd., New Delhi 2005.
- TQM and ISO 14000, K.C. Arora, S.K. Kataria & Sons, New Delhi 2000.
- Small Business Total Quality, Neil Huxtable, Chapman & Hall, 1995.
- Total Quality Management, Organization and Strategy, 4e, James R. Evans, Thamson, 2007.
- The Management and concept of Quality, James R Evans, Thamson, 2005,



Semester IV

1030201

**INTERNATIONAL TRADE & DOCUMENTATION**

**External : 75 Marks**

**Internal : 25 Marks**

**Objective:** The objective of this course is to expose the students to the theoretical and practical aspects of international trade and to understand formalities and documentation required in international trade.

**UNIT-I**

International Trade: Classical and modern theories of international trade, gains from trade.

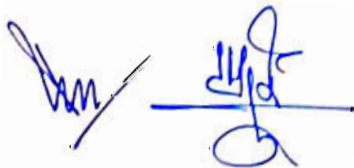
Meaning and Scope of International marketing tasks. Reasons for entering export market. International Economic Environment- Regional Economic co-operation World Trade Trends Tariffs and Non-tariff restrictions. The Selection of export markets, planning of export marketing strategy- product, Pricing, promotion and distribution channels. Preparation of Export Marketing Plan, Indian exports and Import Policy, Export promotions organizations. Export Incentives.

**UNIT-II**

Procedures and practices of an export order- producing for exports. Export Quality Control. Export finance. Shipment and procedures thereof: Export documents: Processing of an export order. Pre-shipment and post-shipment finance; Pre-shipment credit: meaning, procedure and documents required; post-shipment credit negotiations of export bills under L/C, bills purchases/discounts; role of ECGC in export financing; EXIM bank: its role and functions. Theories and practice of foreign exchange rate determination; fixed and floating exchange rates; processing of an export order; procedure and documents related to quality control; export contracts; marine insurance; customs and port clearance; exchange arithmetic; FEMA. Practical exposure.

**Reference:**

- B.O Soderston & Geoffrey: International Economics Latest Edition
- Kindlebenger International Economics Latest Edition
- Varsheny & Bhattacharya International Economics Latest Edition
- Nabhi's Export Import Manual, Nabhi Publication Latest Edition Delhi
- Economic Survey, Govt. of India New Delhi.



**External :75 Marks****Internal : 25 Marks**

**Objective:** The objective of this course is to give knowledge regarding key issues in strategy formulation and implementation with special reference to SME. To understand and draw basic strategies for current problems facing family business.

**UNIT-I**

Strategies for different stages of venture and product in their life cycle; Corporate Strategy and Planning for Family Business. Concept of Corporate Strategy the 7-S Framework Corporate Policy and Planning in India Corporate Management Board of Directors: Role and Functions Top Management: Role and Skills.

SWOT Analysis, Environmental Analysis, Competitive Analysis Internal Corporate Analysis, Strategic Analysis, Costs Analysis, Portfolio Analysis and Display Matrices Operating and Financial Analysis, Strategic Choices, Strategic Alternatives Diversification, Mergers and Acquisitions, Implementation and Evaluation of Strategy in Family Business, Implementation of Strategy Evaluation and Control of Strategy Turnaround Management.

**UNIT-II**

Strategy, Environment and Structure in Family Business, Strategic Management an Introduction, Environmental Analysis Strategic Management Process Strategy and Structure, Strategy and Leadership in Family Business, Strategic Management and Leadership Universal Inner Structure of Effective Leaders Strengthening the Universal Inner Structure Strategy and Technology in Slow to change Family Business, Technology Management, In-House Development of Technology, Acquisition and Absorption of Technology, Strategy and Social Responsibility Historical Perspective for Family Business

Social Responsibility- Growth Strategies for Traditional and Modern Family Business, Management Performance, Assessment and Control, Strategies for Stabilisation and Growth, Managing Family Enterprises

**References:**

- The Monk and the Riddle: The Art of Creating a Life While Making a Living
- Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth, and Reinvention by Lisa K. Gundry and Jill R. Kickul (Hardcover-Aug14, 2006)
- Strategic Entrepreneurship: Creating a New Mindset (Strategic Management Society) by Michael A. Hitt, R. Duane Ireland, S. Michael Camp, and Donald L. Sexton (Hardcover- May 1, 2002)- Illustrated
- Asian Models of Entrepreneurship: Context, Policy and Practice (Asia- Pacific Business) by Leo Paul Dana (Hardcover-Feb 27, 2007)



1030203

**BUSINESS MANAGEMENT –IV (HUMAN RESOURCE  
MANAGEMENT)**

**External : 75 Marks  
Internal : 25 Marks**

**Objective:** To expose the students to the issues in Human Resource Management with special reference to SME.

**UNIT-I**

**Introduction:** Meaning of HRM, Human Resource Development Systems Human Resource Management Environment in India Functions and Operations of a Human Resource , Manpower Planning, Employee Selection, Development and Growth, Recruitment, Selection and Induction Staff Training and Development Career Planning

**Motivation, Job Design and Appraisal:** Motivation and Productivity, Job Description, Analysis and Evaluation, Employee Motivation, and Job Enrichment, Performance Appraisal, Compensation Planning, Economic Background and Employee Compensation, Laws and Rules Governing Employee, Benefits & Welfare, Compensation & Salary Administration

**UNIT-II**

Managing Industrial Relations, Regulatory Mechanisms Guiding, Industrial Relations Employee Discipline, Suspension, Dismissal and Retrenchment, Employee Grievance Handling, Unions and Management

Trade Unionism , Employer's Association ,Collective Bargaining, Industrial Conflict Resolution, Industrial Democracy and Workers' Participation in Management.

**References:**

- The Human Resource Function in Emerging Enterprises (Entrepreneurship Series) by Jeffrey S. Hornsby and Donald F. Kuratko (Hardcover- Oct 17, 2001)
- J D Aggarwal "Organisational Behaviour" Indian
- Fredlutham "Organisational Behaviour" McGraw Hill
- Heinz Weiwich "Management A Global Perspective" McGraw Hill
- Joseph L. Hassie "Essentials of Management" PHI
- Harold Koontz & Cyriul "Management: A Book of Readings" McGraw Hill
- Edwin Philipo "Personnel Management", 2004



1030204

## RETAIL AND SUPPLY CHAIN MANAGEMENT

External :75 Marks

Internal : 25 Marks

**Objective:** The main objective of this paper is to highlight the nature, importance and problems of retail sector & supply chain management. The course will expose the students to the booming sector of retail.

### UNIT-I

Retailing: Types, Trends & opportunities, customer-value, services & retailing technologies, multichannel retailing.

Retail Planning & strategies: Retail Environment, Planning, Retail Information System, Marketing & Financial Strategies, Atmospheric & Location site selection.

Retail Assortments, Buying systems, Pricing & Communication, Customers Service

### UNIT-II

Supply Chain, Drivers & Obstacles, Achieving Strategic fit, Designing & Distribution network, Network design in uncertain situations.

Planning supply & demand, Managing economics of scale, Managing under uncertainty & optimization, pricing & revenue management, Transportation and logistics in supply chain management, ICT and coordination in supply chain management.

- Knolmayer, Garhard, Mertueus, Peter Zeier, Alexander, "Supply chain management based on SAP systems," Springer Pub., Delhi, 2003.
- Sahay, B.S. (ED.) "Supply Chain Management", McMillan, Delhi.
- Christopher, Marti, "Logistics and supply chain mangement".
- Chopra, Sunil, "Supply Chain Management", Ed-2, Pearson Edu. India.
- Monozka, Robert, "Purchasing and supply chain management", 2<sup>nd</sup> Ed, Thomson Pub.Singapore.
- Dyckhoff , Herald, "Supply Chain Management and Reverse Logistics", Springer Pub. N.D., 2004.



## SPECIALIZATION

The student would be required to selection one out of the following options for specialization.

1030205

### NEW ENTERPRISE CREATION

External :75 Marks  
Internal : 25 Marks

**Objective:** To learn to apply the theoretical knowledge to practical aspects of new entrepreneur. To search conceive, nurture, polish and develop a new business idea. To understand the formalities required in setting up a new venture. Identifying challenges and converting them into opportunities.

#### UNIT-I

Opportunity identification and Selection: Scanning the environment, selection and development of opportunities Enterprise Planning, Establishment and Management and control. Soft skills for establishment and management of new enterprises, Legal framework for the formation of the new enterprise. Assistance by Govt. and Non-Govt. machinery. Managing growth, diversification and crises management.

#### UNIT-II

New age Entrepreneurship: Facing problems and challenges from the environment and business competitors, tapping opportunities, innovative techniques for bold action. Competing in the new world economy Practical: Identifying and planning an enterprise, mentoring sessions with the entrepreneurs.

#### References:

- Entrepreneurship: Successfully Launching New Ventures (2<sup>nd</sup> Edition) by Bruce Barringer and Duane Ireland (Hardcover- Feb1, 2007)
- Small Business Management Entrepreneurship and Beyond (Cram 101 Textbook Outlines- Textbook) by Hatten (Paperback- Oct 18, 2006)
- New Venture Creation: Entrepreneurship for the 21<sup>st</sup> Century by Jeffrey A Timmons and Stephen Spinelli (Paperback- Feb 27, 2006)
- The Portable MBA in Entrepreneurship Case Studies by William D. Bygrave and Dan D'Heilly (Paperback- Jun 9, 1997)
- Entrepreneurship: Starting and Operating a Samll Business by Steave Mariotti(Paperback – Jan 2, 2006)
- Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A. Morse and Ronald K. Mitchell (Paperback-Jul15, 2005)

1030206

## ADVANCED FAMILY BUSINESS MANAGEMENT

External : 75 Marks  
Internal : 25 Marks

**Objective:** To Prepare and plan for the situations at different points in life cycle and to understand legal and cultural aspects of family business. Making plans to remove major hurdles in the smooth conduct, growth and succession of family business. To understand the family business, to be aware of the problems and prospects thereof apart from legal and cultural issues and to understand the foundations of strong and thriving family business.

### UNIT-I

Issues, Problems and unique concerns of family business, involvement and management, Family management and Control of Business, Interactions between the family and business systems Long-term success of the family business. Avoiding Mismanagement, Succession Planning, Study of some family businesses in the context and analyze alternative strategies to overcome problems.

### UNIT-II

Venture Growth Strategies: Venture growth Strategic issues, Entrepreneurial Management, Innovation in Family Business Separation of Ownership and Management Professional management. Acting as a venture capitalist for next generation. Study of some family businesses in the context.

### References:

- Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A. Morse and Ronald K. Mitchell (Paperback- Jul15, 2005)
- Handbook of Entrepreneurship (Blackwell Handbooks in Management) by Hans Landstrom and Donald Sexton (Hardcover- Feb1, 2000)- Illustrated
- Innovation and Entrepreneurship- Practice and Principles by Peter F. Drucker (Hardcover-1985)
- Asian Models of Entrepreneurship: Context, Policy and Practice (Asian- Pacific Business) by Leo Paul Dana (Hardcover- Feb 27, 2007)



**Objective:** The objective of the paper is to expose the students to the environment of service sector. The entrepreneurs will benefit from this by way of locating and retaining the customer

### UNIT-I


Service sector environment and recognition of opportunities. Customer relationship, Conceptual understanding of the fast emerging services sector and its significance to the economy. Services based business ventures, management of operations and related aspects in services Sector. Nature, Characteristics and scope of services based business opportunities. Establishing ventures around the same and designing an effective services based total business strategy for new service ventures.

### UNIT-II

Customer Relations Management: Relationship Marketing, enhancing customer satisfaction designing customer-oriented business strategies for service based ventures. Soft skills for a more effective customer engagement through services based ventures and leveraging customer relationships for business success, Retail Business Management, planning, design and management of retail business formats and retail business strategies. Current retail business scenario the longterm strategic implications.

### References:

- James A. Fitzsimons, "Service Management: Operations and strategy", McGraw Hill Pub., 1998
- David Collier, "service Management: Operating Decision" Prentice Hall Pub., 2000
- K.L. Anderson, "Customer Relationship Management" McGraw Hill Pub. 2001
- Michael Cunningham, "Customer Relationship Management" John Wiley & Sons Pub. 2002
- International Journal of Customer Relationship Management.



1030208

**AGRICULTURAL ENTREPRENEURSHIP**

**External :75 Marks  
Internal : 25 Marks**

**UNIT-I**

Agri- Entrepreneurship Environment, Changing paradigms and global structure, Trends, technical, legal, economic, social and environmental factors and their impact on the establishment and growth of agri- enterprises.

The trade, agriculture and allied policy issues. Potentials and opportunities, emerging trends and current trends in agri-service & Agri-Entrepreneurship. Role of IT in Agriculture, Biotechnology, Organic Farming, Food Processing and Agri- Eco tourism. Concepts of futuristic trading, retailing, franchising, commodity trading, farm diversification and value added products and processes.

**UNIT-II**

**Agri-Enterprise: Selection & Management:** Planning and management of private investments in the agriculture sector project identification, preparation, appraisal, monitoring and evaluation, logical framework, cost benefit analysis, social and environmental assessment within the context of new ventures as well as ongoing projects.

**Agri- Business Marketing:** Marketing the agri-products effectively and profitably. Strategies for managing supply chain issues. The strategic, tactical and operational issues relating to effective management of supply chain of Agri- producers, present marketing scenario demand trends in consumer markets, marketing plans relating to farm input supply as well as processing and distribution of farm output.

