



**PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)**

**(Estd. under the Panjab University Act VII of 1947-enacted by the  
Govt. of India)**

**FACULTY OF BUSINESS MANAGEMENT AND COMMERCE**

**SYLLABI FOR**

**M.Com (ENTREPRENEURSHIP AND FAMILY BUSINESS)**

**for the session 2022-23**

**PANJAB UNIVERSITY, CHANDIGARH**

**M.Com (ENTREPRENEURSHIP AND FAMILY BUSINESS) COURSE DETAILS  
FOR THE SESSION 2022-23**

- Note :
1. The duration of the examination in each subject will be 3 hours.
  2. Maximum marks for external/written examination are 80 marks and Internal Assessment is 20 marks.
  3. **The marks for Internal Assessment will be divided as Follows:**
    - (a) Attendance : 20%
    - (b) Written Examination : 30%
    - (c) Mid Semester Test : 50%

N. B.: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

**INSTRUCTIONS TO THE PAPER SETTERS :**

Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

**SEMESTER-I**

<b><u>Code No.</u></b>	<b><u>Subject</u></b>	<b><u>Marks</u></b>
<b>FB101</b>	<b>Economics for Entrepreneurs</b>	<b>100</b>
<b>FB 102</b>	<b>Entrepreneurship Development I</b>	<b>100</b>
<b>FB 103</b>	<b>Business Management-I (Marketing)</b>	<b>100</b>
<b>FB 104</b>	<b>Business Research</b>	<b>100</b>
<b>FB 105</b>	<b>Human Behaviour in Organisations</b>	<b>100</b>
<b>FB 106</b>	<b>Accounting for Managerial Decisions</b>	<b>100</b>
		<b>600</b>

**SEMESTER-II**

<b><u>Code No.</u></b>	<b><u>Subject</u></b>	<b><u>Marks</u></b>
<b>FB201</b>	<b>Business Environment</b>	<b>100</b>
<b>FB 202</b>	<b>Entrepreneurship Development II</b>	<b>100</b>
<b>FB 203</b>	<b>Business Management-II (Finance)</b>	<b>100</b>
<b>FB 204</b>	<b>Business Law and Taxation Provisions</b>	<b>100</b>
<b>FB 205</b>	<b>Technologies, Knowledge and Networks Management</b>	<b>100</b>
<b>FB206</b>	<b>Report on Entrepreneurship Business plan &amp; Viva-Voce</b>	<b>100</b>
		<b>600</b>

**SEMESTER-III**

<b><u>Code No.</u></b>	<b><u>Subject</u></b>	<b><u>Marks</u></b>
<b>FB301</b>	<b>Industrial Economics</b>	<b>100</b>
<b>FB 302</b>	<b>Family Business Management and Succession Planning</b>	<b>100</b>
<b>FB 303</b>	<b>Business Management-III (Operations)</b>	<b>100</b>
<b>FB 304</b>	<b>Family Business Management and Governance</b>	<b>100</b>
<b>FB 305</b>	<b>IT Applications and Operations Research in Family Business Management</b>	<b>100</b>
<b>FB306</b>	<b>Total Quality Management</b>	<b>100</b>
		<b>600</b>

**SEMESTER-IV**

<b><u>Code No.</u></b>	<b><u>Subject</u></b>	<b><u>Marks</u></b>
<b><u>FB401</u></b>	<b>International Trade &amp; Documentation</b>	<b>100</b>
<b>FB 402</b>	<b>Strategy Management</b>	<b>100</b>
<b>FB 403</b>	<b>Business Management-IV( Human Resource Management)</b>	<b>100</b>
<b>FB 404</b>	<b>Specialization</b>	<b>100</b>
<b>FB 404A</b>	<b>One of the following specializations: New Enterprise Creation OR</b>	
<b>FB404 B</b>	<b>Advance Family Business Management OR</b>	
<b>FB404C</b>	<b>Service Management</b>	
<b>FB404D</b>	<b>Agri- Entrepreneurship OR</b>	
<b>FB 404 E</b>	<b>Retail and Supply Chain Management</b>	
<b>FB 405</b>	<b>Business Ethics and Corporate Sustainability</b>	<b>100</b>
<b>FB 406</b>	<b>Project Work &amp; Viva Voce</b>	<b>100</b>
		<b>600</b>

**NON-CREDIT:** The candidate will appear and qualify this non-credit paper in any of the four Semester

<b>FB 100</b>	<b>Ethics and Environmental Responsibility</b>	<b>Non Credit</b>
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## Semester-I

**FB 101                      ECONOMICS FOR ENTREPRENEURS**

**Theory:-** 80 Marks

### Internal Assessment: 20 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, Capital Budgeting, Public Investment Decision, The Economics of Risk and Uncertainty, Measuring Risk with Probability Distribution, Utility Theory and Risk Aversion.

### Reference :

- A .Koutsotyiannis “ 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

**Theory:** 80 Marks

**Internal Assessment:** 20 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 techno- economic feasibility reports, 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
- David H Holt “ Entrepreneurship- New venture Creation” PHI 1992
- Mac J Dollinger “Entrepreneurship – Strategies and resources”. Pearson Education Delhi 2003
- Colombo Plan Staff College for Technician Education- Manila “Entrepreneurship Development”.
- 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



**FB 103 BUSINESS MANAGEMENT-1 (Marketing)**

**Theory 80 Marks**

**Int. Assts 20 Marks**

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

**UNIT-1**

**Introduction to 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, 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

**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

**FB 104                  BUSINESS RESEARCH**

***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 come to 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.

**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. Shrivengktramna and Rao Madhava.: “Statistics”.
- Duggals, C. Montgomre: “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)**

**Theory : 80 Marks**

**Internal Assessment : 20Marks**

**Objective:** To expose the students to concepts of human behaviour 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 Organisational Psychology

**Time: 3 Hours****Max. Marks: 100****External : 80****Internal : 20****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, Basis of GST.

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, 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

### **FB 201 BUSINESS ENVIRONMENT**

**Theory: 80 Marks**

**Internal Assessment: 20 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, Role of Non Residents 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” West Publication 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

**Theory : 80 Marks****Internal Assessment : 20 Marks**

**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 selected countries- Italy, Japan, China, South Korea, Malaysian Lessons for India, 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).
- David Kriby , Entrepreneurship (Paperback- Jul 1, 2002).

## **FB 203                      BUSINESS MANAGEMENT- II (Finance)**

**Theory                      :80 Marks Internal**  
**Assessment                :20 Marks**

**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: ratio analysis, 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 Practice”, 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.

**Journals:**

- Finance India
- Applied Finance
- Journal of Finance

**Theory : 80 Marks**

**Internal Assessment : 20 Marks**

**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, Liberalisation and Globalisation, 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.

### UNIT-II

Income Tax: Basis of charge, Residential status, salary, House Property, Business or profession, Capital Gain, Other sources, Set off of Losses, Assessment of Individual and Hindu Joint Family, formation of joint Hindu Family.

**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

**Practical:** 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 & Practice", Sultan Chand & Son 2006.
- R.K. Jain, "Central excise Manual" Centax Pub.
- The Central Goods and Services Tax Act, 2017 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

**FB 205                      TECHNOLOGIES, KNOWLEDGE AND  
NETWORKS MANAGEMENT**

**Theory                      :80 Marks**

**Internal Assessment : 20 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-Jul1972)
- 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)
- UlfPetrusson , 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-Dec1,2005)



**FB 206      REPORT ON ENTREPRENEURSHIP BUSINESS PLAN &  
VIVA-VOCE**

**Max: 100 marks**

**Objective:** Students would be required to prepare a detailed written report on new Business Plan for an Entrepreneurial Venture/Start Up under the Supervision of respective teachers.

Students should apply the concepts taught in the course by identifying an idea (of their own) and developing a business plan (including the key deliverables, e.g., customer needs, concept description, financials, and so forth) .

The purpose of this assignment is to provide you with an opportunity to apply concepts from class to real world situations. This paper must include a thorough summary of all points of the presentation followed by your personal reflections on your family business and how the presentation's family business has similarities, differences, advantages, and disadvantages to your own.

This paper will be evaluated by external examiner. A VIVA-VOCE Examination will be conducted by the External examiner appointed by the University. Principal of the College/Chairperson of the Department must appoint one internal supervisor for the guidance of the student regarding the same. The Internal supervisor will also be acting as Internal Examiner at the time of Conduct of VIVA-VOCE and sit with External Examiner.

The marks should be given on the basis of evaluation of Business plan i.e. 50 marks and rest of 50 marks given by external evaluator on the basis of Viva-voce of the submitted business plan.

## Semester III

### Semester III

#### **FB 301 INDUSTRIAL ECONOMICS**

**Theory :80 Marks**

**Internal Assessment : 20 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, Industrial efficiency and technical efficiency, Optimum size of the firm, Organization of firms: Ownership, Control and objectives.

Monopoly Power and Market Structure. Measures of Sellers' Concentration. Determinants of Sellers' Concentration: Economies of Scale, Barriers to Entry, innovations, Size and Growth of the firm, Mergers, diversification and acquisition.

#### **UNIT- II**

**Market Conduct:** Financial, pricing and advertising, Market performance: Allocative efficiency and Productive Efficiency. Market Structure and profitability, Pricing in practice, Economies of advertising the firm and its objectives.

Pattern of Industrial Growth and Changes in Industrial Structure in India since 1951, National Manufacturing Policy, Liberalization and Privatization in Indian Industry, Competition Policy and Consumer Protection in India.

#### **References:**

- Cohen, K. L. & Cyert R. M. (1976) : Theory of the Firm, Prentice Hall.
- Scherer, F. M. & Ross David (1990): Industrial Market Structure and Economic Performance, Boston Houghton Mifflin Company.
- Hay, D. A. and Morris, D. J. (1991) : Industrial Economics : Theory and Evidence, Oxford University Press.
- Shepherd, W. G. (1990) : The Economics of Industrial Organisation (3rd edn.), Prentice Hall Englewood Cliffs, New Jersey.
- Martin Stephen (1989) : Industrial Economics (Economic Analysis and Public Policy).
- Bain, J. S. (1968) : Industrial Organizations (2nd edn.), University of California.
- Wildsmith, S. (1975) : Managerial Theories of the Firm.
- Hawkin, C. J. (1973) : Theory of the Firm, Macmillan.
- Devine, P. J. & Others (1976) : Introduction to Industrial Economics, George Allen & Unwin.
- Bhagwati, J. and Desai, P. (1970) : Planning for Industrialization : India, Oxford University Press.
- Dilip Mukherjee (1995) : Indian Industry, Oxford University Press.
- Nayyar, Deepak (ed.) (1994) : Industrial Growth and Stagnation, Oxford University Press.

- Gupta, Vinod K. (1972) : “Some Factors relating to Concentration in Indian Industries”, ArthaVijnana (December, 1972).
- Gupta, Vinod K. (1985) : ‘Profit Margin Performance and Market Structure in Indian Manufacturing Industries’, ArthaVijnana, Vol. XXVII, March, 1985.
- Kansra, S. L. (1990) : Monopoly Power : Some Aspects of its Impact on Indian Industry (Unpublished Ph.D. Thesis, P. U.).
- Economic and Political Weekly : Various Issues.
- CMIE Reports : Various Issues.
- Barthawal “Industrial Economics ” Latest Edition.

## **FB 302 FAMILY BUSINESS MANAGEMENT & SUCCESSION PLANNING**

**Theory : 80 Marks**

**Internal Assessment : 20 Marks**

**Objective:** To understand the family business and to be aware of the dynamics and issues in family businesses and to understand the foundations of strong and thriving family business. To learn leadership and relationships that is inherent in family businesses and how these intertwined in the ownership, governance and management of the family business.

### **UNIT-I**

Family Business- Defining the Family Business, Evolution and Types of Family Business; Circle Models of Family Influence- Advantages and Disadvantages; Significance of Family Business- Prevalence and Contribution around the World; Innovation and Competitiveness in Family Business-Change, Adaptation and Encouraging Professionalism in the Family Business; Key Non-Family Management; Family and Shareholder Relationships including Family; Conflict in the Family Business, Strategies for resolving conflict; Dealing with Nepotism; Women's issues in the Family Business; Strengths and weaknesses of Family Businesses; Case studies on Family Businesses, Conflict in the Family Businesses and Women handling the Family Businesses. Social Entrepreneurship & Family Business.

### **UNIT-II**

Managing Succession and Continuity in Family Business, Developing Next Generation Leaders, Developing family members as family business managers and /or shareholders, Structuring the Succession Process, Successor willingness and ability, Planning the transition of responsibilities, Opportunities and Challenges of Succession; Financing the Succession; Managing Growth in Family Businesses; Hindu Undivided Family; Hindu Coparcenary: Features and Rights of Coparceners; Role of Karta; Rights of Daughters; Succession Laws; Case studies on Family Business Houses and Succession Planning with special reference to Reliance Industry, Tata and Birla family and their contribution towards Indian Economy.

#### **References:**

- Peter Leach, 'Family Businesses- The Essentials', Profile Books.
- Keanon Alderson, 'Understanding the Family Business', Business Expert Press.
- Jennifer M. Pendergast and Kelly LeCouvie, 'Family Business Succession: Your Roadmap to Continuity', Macmillan.
- Ivan Lansberg, 'Succeeding Generations: Realizing the Dream of Families in Business', Boston, Harvard Business School Press.
- Thomas Zellweger, 'Managing The Family Business- Theory and Practice'. Edward Elgar Publishing.
- Otis W. Baskin and Craig E. Aronoff, 'Effective Leadership in the Family Business', Macmillan.

## **FB303 BUSINESS MANAGEMENT- III(OPERATIONS)**

**Theory:80 Marks Internal**

**Assessment: 20Marks**

**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, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices, Aggregate Planning.

### **UNIT-II**

Production Planning and Control of Projects Maintenance, Computer-Aided Process Planning, Simulation Techniques, Computer Integrated Manufacturing, PPC in Supply Chain Management, Applications of Production Planning Techniques, Operations Research Applied to Production Planning, Optimized Production Technology 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: Meaning, Motives of holding inventory, Inventory control Techniques, Economic Order Quantity, Quantity discount, Price Break, Maintenance of Stock level, JIT system, Production Run Model, ABC analysis-HML,GOLF, FNSD, SOS classifications; Logistics Management, Case studies. Introduction to Scientific Inventory Management, Simulated Inventory System, Multi-Echelon Inventory System, Materials Requirement Planning.

#### **References:**

- Gopalkrishnan & Sandilya “Purchasing Strategies Inventory Management”.Macmillan, New Delhi, latest version.
- E A Silver & R Peterson “Decision System for Inventory Management and Production Planning.

- Starr Martin K; Miller David W, “Inventory Control Theory and Practice”, Published by Prentice-Hall Inc, Englewood. Latest version.
- J Howard Westing; Isadore Victor Fine; Gary Joseph Zenz, purchasing management, materials in motion, New York, Wiley. Latest version.
- Joseph G. Monk “Operations Management”, New York : McGraw-Hill, latest version.
- Buffa E S “Modern Production Management”, John Wiley & Sons, latest version.
- M P Gupta & J K Sharma, “Operations Research for Management” Mayoor Paperbacks, Delhi, latest version.
- P K Gupta & D S Hira “Operation Research” S. Chand & Co. Ltd., New Delhi , latest version.

## **FB 304 FAMILY BUSINESS MANAGEMENT AND GOVERNANCE**

**Theory :80 Marks**

**Internal Assessment : 20 Marks**

**Objective:** To understand the family businesses and developing a working knowledge in addressing concerns in management, governance and relational dynamics in family businesses. 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.

### **UNIT-I**

Family Business- Nature, Importance and Uniqueness of Family Business; Family culture: the growth strategy and family culture; Family Relationship with the Business- developing a strategic vision and building teamwork; Individuals roles/functions in the Family; Family Business Dynamics- people, systems and growing complexity in Family Businesses; Leading the evolution- change management for family Business, Leading the family business; Promoting trust among family members and non-family members, rooting strategic growth and the critical role of non- family managers; Provisions relating to deal with possible future events such as termination, resignation, or death of any of the principal family members.

### **UNIT-II**

Family Business Governance- Need of governance in family business, Functionality of traditional governance mechanisms in family businesses, Challenges to the Governance of the Family businesses; Ownership Governance; Family Governance; Wealth Governance; Governance Documents; Family Business systems vs. Family systems, Family Assembly, Family Council and Family Constitution; Integrated Governance in Family Businesses; Family Governance in multigenerational Family Businesses- setting up a family governance process, structuring family governance; Future of Family Business Governance; Family Business Governance: Advisory Boards and Boards of Directors, Business Ethics and Entrepreneurship, Historical Perspective for Family Business Social Responsibility, Case studies on Governance in Family Businesses.

A Comparative study of Family Business Relations and policy in developing and developed countries like India, U.S.A, Japan.

### **References:**

- Ernesto J. Poza and Mary S. Daugherty, 'Family Business', South-Western- Cengage Learning.
- Craig E. Aronoff and John L. Ward, 'Family Business Governance- Maximizing Family and Business Potential', Macmillan.
- Thomas Zellweger, 'Managing The Family Business- Theory and Practice'. Edward Elgar Publishing.
- Peter Leach, 'Family Businesses- The Essentials', Profile Books.
- Alexander K. S., Denise K. R. and Ernesto J. P. , 'Governance in Family Enterprises- Maximizing Economic and Emotional Success', Springer.
- The Executive in Action: Managing for Results, Innovation and Entrepreneurship, the Effective Executive by Peter F. Drucker (Hardcover – Aug, 1996)
- Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A. Morse and Ronald K. Mitchell (Paperback – Jul 15, 2005)

**FB 305      IT APPLICATIONS AND OPERATION RESEARCH IN  
FAMILY BUSINESS MANAGEMENT**

## Theory :80 Marks

**Internal Assessment : 20 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 for quantitative decision making.

## 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.

**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.

## UNIT-II

**Linear programming:** meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, Role of Linear Programming in managerial decision making.

## Transportation Problems and Assignment Problems as Business decision Models.

**PERT/CPM:** difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT. Application of PERT/CPM in Management Decision making.

### References:

- Prateek Bhatia “Window based computers coursed” 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



## **FB306 TOTAL QUALITY MANAGEMENT**

<b>Time:</b>	<b>3 hrs</b>	<b>MaxMarks:</b>	<b>100</b>
<b>ExternalExam:</b>			<b>80</b>
<b>Internalexam:</b>			<b>20</b>

**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, Cause and Effect diagrams; Flow charts. 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.

Statistical Process Control; Advanced Analytical tools- Statistical Design of Experiments; Taguchi Approach; Cost of Quality; Reliability and failure analysis. FMECA, Quality Function Deployment, Benchmarking, Concurrent Engineering.

Customer Focus: Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction. Continuous Improvement Process: What is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM's control and improvement process.

Designing for Quality: Opportunities for improvement in product design, early warning concept and design assurances, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance. Workforce Team: Team work for quality, types of teams and tasks involved characteristics of successful and unsuccessful teams, barriers to teamwork. Benchmarking: Definition, importance and benefits, types, basic steps, pitfalls.

## UNIT-II

TQM for Marketing Function: Quality in marketing and sales, Factors for excellence. BPR and IT: Business Process Management, Quality Control SQC/SPC: Statistical Process Control Change 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, Motivation Quality Linked Productivity.

Total Employee Involvement: Employee practices in TQM organizations: Leadership, delegation; empowerment and motivation; role of communication in Total Quality Awareness of Quality, Recognition and rewards, Problem Solving in TQM- Brain storming; Nominal Group Technique Team process; Kaizen and Innovation 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. TQM Implementations& barriers to implementation. Measurement and audit for TQM, ISO 9000 series of standards: Concept, relevance, benefits, elements of ISO 9001:2000, Six Sigma: History, Structure, Application, Keys to success and failure. Reengineering and TQM.

### References:

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

## **Semester IV**

### **FB 401                      INTERNATIONAL TRADE & DOCUMENTATION**

**Theory    :80 Marks**

**Internal Assessment : 20 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, Foreign Trade Policy, Export promotions organizations. Export Incentives.

#### **UNIT-II**

The procedures and practices in the context of processing of an export order-producing for exports. Export Quality Control. ISO 9000, ISO 14000, procedure and documents related to quality control; Export finance. Shipment and procedures thereof: Export documents; 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; export contracts; marine insurance; customs and port clearance; exchange arithmetic; FEMA, Incoterms 2020.

References:

- B.O Soderston & Geoffrey, International Economics Latest Edition
- Kindlebenger, International Economics Latest Edition
- Varshney & Bhattacharya, International Economics Latest Edition
- Nabhi's Export Import Manual, Nabhi Publication Latest Edition Delhi
- Jain, S.C., Export Procedures and Documents, Southeastern Publishing.
  
- Kumar, Aseem, Export and Import Management, Excel Books.
- Lall, G. S., Finance of Foreign Trade and Foreign Exchange, H. P. J. Kapoor, Delhi.
- Economic Survey, Govt. of India New Delhi.

## **FB 402 STRATEGY MANAGEMENT**

Theory : 80 Marks

Internal Assessment : 20 Marks

Objective: The objective of this course is to give knowledge regarding key issues in strategy formulation and implementation with special reference to Family Business. 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, Porter's Five Forces Model, Creating competitive advantage, Internal resources analysis and identification of "core competencies" of the firm, Corporate Policy and Planning in India, Corporate Management and 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,

Performance Appraisal and Growth Strategies for Traditional and Modern Family Business, Management Performance, Assessment and Control, Strategies for Stabilization and Growth, Managing Family Enterprises, Strategy and Social Responsibility of family business.

#### **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 Aug 14, 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 (AsiaPacific Business) by Leo Paul Dana (Hardcover-Feb 27, 2007)
  - Porter, “Competitive Advantage”, 1985, The Free Press. New York.
  - Pitts , Strategic Management, Building and Sustaining Competitive Advantage, South Western Thomson

## **FB 403 BUSINESS MANAGEMENT –IV (Human Resource Management)**

**Theory :80 Marks**

**Internal Assessment : 20 Marks**

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

### **Section A**

**Human Resource Management:** Concept, Workforce Trends shaping HRM, Challenges faced by HRM, Role of HR Managers

**Job Analysis:** Concept, Methods of Job Analysis, Job description and Job specification, Approaches to Job Design, Flexible and New-work Arrangements

**Human Resource Planning and Recruitment:** Process for Human Resource Planning, Forecasting workforce demand, Supply Forecasting of Workforce, Sources of recruitment, Recruiting a Diverse Workforce

**Employee Testing and Selection-** Selection Process, Types of Selection Tests, Types of Selection Interviews, Designing and conducting Effective Interviews, Placement and Induction. Internal Mobility- Promotions, Demotions and Transfers.

**Developing Human Resources:** Methods of Employee Development, Identification of Developmental Needs, Evaluating the Development efforts and programmes

### **Section B**

**Career Management:** Managing Employee Career Stages, Steps in Career Planning, Employee Retention Measures

**Performance Management and Monitoring:** Concept, Process, Techniques for Performance Measurement, Appraisal Feedback Interview, Potential Appraisal.

**Reward Management:** Objectives, Factors determining Compensation, Financial and Non-Financial Rewards, Pay-for-Performance, Incentive Plans and Fringe Benefits.

**Managing Industrial Relations:** Regulatory Mechanisms Guiding Industrial Relations, Employee Discipline and Disciplinary action, Employee Grievance Handling, Sources of Grievances, Grievance Redressal Mechanism, Collective Bargaining

- **References:**

- Human Resource Management- Gary Dessler
- 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” McGrawHill
- Heinz Weiwich “Management A Global Perspective” McGrawHill

- Joseph L. Hassie “Essentials of Management” PHI
- Harold Koontz & Cyriul “Management: A Book of Readings” McGraw Hill
- Edwin Philipo “Personnel Management”, 2004

## **FB 404                      SPECIALIZATION**

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

**FB 404A                      NEW ENTERPRISE CREATION                      Theory                      -80 Marks**  
**Internal assessment- 20 Marks**

**Objective:** To understand the fundamentals of developing and presenting business pitching to potential investors.

### **UNIT-I**

Opportunity Selection and Identification (OSI): 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.

Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching.

#### **References:**

- Bruce Barringer and Duane Ireland ,Entrepreneurship: Successfully Launching New Ventures (2<sup>nd</sup> Edition) (Hardcover- Feb1, 2007)
- Hatten, Small Business Management Entrepreneurship and Beyond (Cram 101 Textbook Outlines- Textbook) (Paperback- Oct 18, 2006)
- Jeffry A Timmons and Stephen Spinelli , New Venture Creation: Entrepreneurship for the 21<sup>st</sup> Century (Paperback- Feb 27, 2006)
- William D. Bygrave and Dan D’Heilly , The Portable MBA in Entrepreneurship Case Studies (Paperback- Jun 9, 1997)
- Steave Mariotti , Entrepreneurship: Starting and Operating a Samll Business (Paperback – Jan 2, 2006)
- Eric A. Morse and Ronald K. Mitchell , Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) (Paperback-Jul 15, 2005)



**Theory : 80 Marks**  
**Internal Assessment : 20 Marks**

## UNIT-I

## UNIT-II

### References:

- 41

**Theory :80 Marks**  
**Internal Assessment : 20 Marks**

## UNIT-I

## UNIT-II

### References:

- Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit, “Services Marketing Integrating Customer Focus Across the Firm,” 6<sup>th</sup> edition, (Special Indian Edition), McGraw Hill Education (India) Private Limited.
- 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.

**Theory :80 Marks**  
**Internal Assessment : 20 Marks**

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.

## UNIT-II

**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.

**Theory :80 Marks**  
**Internal Assessment : 20 Marks**

## UNIT-I

Retail Planning & strategies: Retail Environment, Planning, Retail Information System, Marketing & Financial Strategies, Atmospherics & Location site selection. Retail Assortments, Buying systems, Pricing & Communication, Customers Service

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.

## **FB: 405 BUSINESS ETHICS AND CORPORATE SUSTAINABILITY**

**Theory :80 Marks**

**Internal Assessment : 20 Marks**

**Objective:** The objective of this paper is to familiarize the students with the importance of ethics in business and understanding of issues related to corporate sustainability. This helps the students to make acquainted oneself with the theory and practice of managing ethics in organizations.

### **Unit 1**

Business Ethics: Meaning and Concept, Principles of Business Ethics, Characteristics of Ethical Organizations, Theories of Business Ethics. Globalization and Business Ethics, Stakeholder's Protection, Corporate Governance and Business Ethics. Ethical Issues in Indian Business. Typical Problems in Business Ethics: Environmental Pollution & Society, Marketing Ethics (in Products, Pricing, Promotion and Place) and Consumer protection – Ethics in Human Resources management (Recruitment and promotion policies, Working Conditions, Down Sizing Workforce), Ethical issues at the top management, Ethics in financial markets and investor protection – Ethical responsibility towards competitors and business partners.

### **Unit – II**

Corporate Social Responsibility: Social Responsibility of business with respect to different stakeholders, Arguments for and against social responsibility of business, Social Audit, Corporate Social Responsibility and Corporate Governance. Determining sustainability “current state” – Corporate level, Benchmark sustainability program – Gap analysis, Create sustainability strategy.

Business Ethics: Opportunities and challenges, Globalization. Managing ethics in organizations. Complexity of Ethical Issues: Conflicts in decision making from ethical and economic point of view, Ethical Dilemma, Solving ethical dilemma. Evaluation of latest business ethics cases.

### **References:**

- Velasquez, M. G., Business Ethics: Concepts and Cases, Prentice Hall of India.
- Monks, R. / Minow, N. Corporate Governance, Blackwell.
- J.P. Sharma, *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt. Ltd., New Delhi.
- Andrew Crane, Dirk Matten, *Business Ethics*, Oxford University Press, New Delhi.
- Daniel Albuquerque, *Business Ethics, Principles and Practices (Indian Edition)*, Oxford University Press, New Delhi
- Fr. Floriano C. Roa, *Business Ethics and Social Responsibility*, Rexestore.
- O. C. Ferrell, John Fraedrich, Linda Ferrell, *Business Ethics: Ethical Decision Making & Cases*, Cengage Learning
- Michael Blowfield, Alan Murray, *Corporate Responsibility – A Critical Introduction*, Oxford University Press, New Delhi.

## **FB: 406 PROJECT WORK & VIVA-VOCE**

The projects have to be submitted by all students during 4<sup>th</sup> Semester. In Project preparation, a structured and scientific approach should be followed by students. The research project should be based on either primary study or secondary study or both. Apart from introduction chapter, research project should have chapters related to review of literature (in brief), research methodology, data analysis and interpretation and summary and conclusion. Viva Voce is to be conducted by an external examiner. The project report and viva-voce carries 100 marks.

### Additional references

- Subir Roay, The story of india's 3 IT bllgies, Business Standard January 28, 2006
- Julie Schlosser, Harder than Harvard, Fortune, March 17, 2006.
- Business Standard, April 17, 2006
- Priya Padmanabhan. Murthy Discloses GDM 2.0 [www.ciol.com](http://www.ciol.com). May 20,2006.
- Leader speak, [www.indiainfoline.com](http://www.indiainfoline.com). April 23,2004
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