PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULITY OF BUSINESS MANAGEMENT AND COMMERCE

SYLLABI

FOR

MASTER OF ENTREPRENEURSHIP AND FAMILY BUSINESS

2011-12 to 2014-15, 2015-16, 2016-17
Now Nomenclature from the session 2017-18 is

M.Com (ENTREPRENEURSHIP AND FAMILY BUSINESS)
PANJAB UNIVERSITY, CHANDIGARH

MASTER OF ENTREPRENEURSHIP AND FAMILY BUSINESS COURSE DETAILS FOR THE EXAMINATIONS OF 2014-15

SEMESTER-I

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Subject</th>
<th>Marks</th>
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<tbody>
<tr>
<td>FB101</td>
<td>Economics for Entrepreneurs</td>
<td>100</td>
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<tr>
<td>FB 102</td>
<td>Entrepreneurship Development I</td>
<td>100</td>
</tr>
<tr>
<td>FB 103</td>
<td>Business Management-I (Marketing)</td>
<td>100</td>
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<tr>
<td>FB 104</td>
<td>Tools for Business Research</td>
<td>100</td>
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<tr>
<td>FB 105</td>
<td>Psychology for Entrepreneurs</td>
<td>100</td>
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<td>Fb 106</td>
<td>Accounting for Managerial Decisions</td>
<td>100</td>
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SEMESTER-II

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<tr>
<th>Code No.</th>
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<tbody>
<tr>
<td>FB201</td>
<td>Business Environment</td>
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<td>FB 202</td>
<td>Entrepreneurship Development II</td>
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<tr>
<td>FB 203</td>
<td>Business Management-II (Finance)</td>
<td>100</td>
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<td>FB 204</td>
<td>Business Law and Taxation</td>
<td>100</td>
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<tr>
<td>FB 205</td>
<td>Technologies, Knowledge and Networks Management</td>
<td>100</td>
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<tr>
<td>FB206</td>
<td>Project Work &amp; Viva Voce</td>
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<tr>
<td>FB301</td>
<td>Industrial Economics for Sociology</td>
<td>100</td>
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<tr>
<td>FB 302</td>
<td>Family Business Management and Succession Planning</td>
<td>100</td>
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<tr>
<td>FB 303</td>
<td>Business Management-III (Operations)</td>
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<tr>
<td>FB 304</td>
<td>Family Business Management</td>
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<tr>
<td>FB 305</td>
<td>Computers in Family Business Management</td>
<td>100</td>
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<tr>
<td>FB306</td>
<td>Total Quality Management</td>
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**SEMESTER-IV**

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<tr>
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<td>FB 402</td>
<td>Strategy Management</td>
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<td>FB 403</td>
<td>Business Management-IV(Personnel)</td>
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<td>FB 404</td>
<td>Specialization</td>
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<td>New Enterprise Creation</td>
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<td>FB 404B</td>
<td>Advance Family Business Management</td>
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<tr>
<td>FB404C</td>
<td>Service Management</td>
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<td>FB404D</td>
<td>Rural and Agricultural Entrepreneurship</td>
<td>OR</td>
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<tr>
<td>FB 404E</td>
<td>Retail and Supply Chain Management</td>
<td>OR</td>
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<tr>
<td>FB 405</td>
<td>Research term papers on</td>
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<tr>
<td></td>
<td>Entrepreneurship and related issues</td>
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<tr>
<td>FB 406</td>
<td>Project Work &amp; Viva Voce</td>
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**NON-CREDIT:** The candidate will appear and qualify this non-credit paper in any of the four Semester.

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<th>Code No.</th>
<th>Subject</th>
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<tbody>
<tr>
<td>FB 100</td>
<td>Ethics and Environmental Responsibility</td>
<td>Non Credit</td>
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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 in SME.

UNIT-I


UNIT-II

Analysis of Market structure-Large Group Case Analysis of Market structure-Small Group Case Pricing Strategies and Tactic in different market forms and situations.


Reference:
- Pindyck & Rubenfield “Micro Economics”
- Peterson and Lewis “Managerial Economics” Pearson Edition 4th
- Salvatore “Managerial Economics” Schaum Series

Journals:
- Political Economic journal
- Economical and Politically
- Harvard Business Review
- The Economic journal
FB 102 ENTREPRENEURSHIP DEVELOPMENT-1

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.

UNIT-I
Entrepreneurship: entrepreneurship development, Identification of 10-15 important entrepreneurial competencies and qualities, Motivation and entrepreneurial attitudes, Problems solving and creativity.

The Third Option: The options for income generation (With emphasis on entrepreneurship), Types of enterprises, Institutional support: various schemes and policies by the Central and State Govt., Boards and Financial Institutions.

UNIT –II


Reference:
- David H Holt ŠEntrepreneurship- New venture CreationСт PHI 1992
- Mac J Dollinger ŠEntrepreneurship Š Strategies and resourcesСт Pearson Education Delhi 2003
- Colombo Plan Staff College for Technician Education- Manila ŠEntrepreneurship DevelopmentСт
- Sharma, V. Workbook on entrepreneurship 3rd edn, abza publications 2006

Journals:
- 4Ps Business and Marketing
- Business Digest, Business India
Additional references

- Subir Roay, The story of india’s 3 IT blggies, Business Standard January 28, 2006
- Business Standard, April 17, 2006
- Leader speak, www.indiainfoline.com, April 23,2004
- Dog’s business world, August 16, 2004
- Suraleel Das Gupta, Global Giants Watch out, Here Comes India, Business Standard, September 8, 2006
- M. Shashikala, Scripting a success story, India Brand Equity Foundation, January 19,2006
- Nilekani Reveals Infosys’ Winning Formula, Business Standard, August 18, 2006
- Selling Energy, The Economist, March 9, 2002
- www.hoovers.com
- Finance.yahoo.com
- www.wirednews.com
- www.solarnavigator.net
- www.bctapharm.com
- www.cliffordchance.com
- www.drreddys.com
- www.emea.eu.int/lm/slab/aboutus/lemaoverview.htm
- www.en.wikipedia.org
- www.finance.google.com
- www.financial-dictionary.thefreedictionary.com
- www.freshfields.com
- www.hoovers.com
- www.oppenheim.de
- www.wockliardt.com
• Drugs Industry Must show Heart, Financial Times, November 24, 2000
• UN Pricks Pharma’s Conscience, www.swissinfo.org, December 03, 2004
• Interview with the President of the Novartis Foundation for Sustainable Development, the McKinsey Quarterly, November 03, 2006.
FB 103 BUSINESS MANAGEMENT-1 (Marketing)

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, Marketing of Services, Marketing Planning and Organisation, Planning of Marketing Mix, Market Segmentation, Marketing Organisations, Marketing Research And its Application
Understanding Consumers: Determinants of Consumer Behaviour Models of Consumer Behaviour Indian Consumer Market


UNIT-II

Pricing And Promotion Strategy: Pricing Policies And Practices Marketing Communications Advertising Sales Promotion

Sales, Distribution Strategy And Control: Demand Forecasting, Distribution Strategies And Channel Mix, Managing Sales, Marketing Strategy And Public Policy

Salesmanship: Management in 21st century, Sales activities, tasks and planning, Call Planning, Presentations and handling objections, follow up, Salesmanship and management of sales force, Relationship marketing.

References:
- Donald Cooper: “Marketing Research” Tata McGraw 2006

Journals:
- Indian Journal of Marketing
- Journal of Marketing Research
- 4Ps Business and Marketing
FB 104 TOOLS FOR 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
Matrices and Determinants, Differentiation, Partial derivatives, Elementary, Permutation and Combination Correlation: Simple, Partial and Multiple, Coefficient of determination. Regression: Simple and Multiple linear regressions, the method of Ordinary least squares, Derivation of least square estimates, Variance and standard error.

Probability theory, Mathematical expectation and Theoretical distributions: Binomial, Poisson and Normal distribution. Moment generating function and characteristics generating function. Sampling and census methods, types of sampling, sampling and Non Sampling errors.

UNIT-II
The meaning of statistical interference: 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. Use of computers and statistical packages for statistical analysis, practical applications.

REFERENCES

- Deniel: *Statistical Methods*
Additional References

- Duggals, C. Montgomre: "Regression analysis." John Wiley 2003
- C.R. Rao: "Linear statistical inference and its application."

Statistics Package: SYSTAT-12
 setObjective: To expose the students to essential tools and concepts in psychology for a budding entrepreneur. After going through this program budding entrepreneurs should be able to use these concepts in practical situations.

Unit –I
Leadership, Creativity & decision making: Rational decision- Making Model, Identifying problems and opportunities, Evaluating and choosing alternatives, Evaluating Decision Outcomes, Involvement in decision making, Creativity, Creativity process model, Creativity people and work environment, Activities that encourage creativity.

Motivation and applied Performance Practice: Concepts, Contemporary theories of motivation, Goal setting and feedback, Meaning of money in the workplace, Reward practices, Job design practices, Empowerment practices.

Practicing self leadership, Job satisfaction- measurement, organizational commitment, method to increase, Concept of leadership: Modern theories of leadership behavioural, contingency, characteristics, Charismatic Leadership, Transformational leadership, Visionary leadership

UNIT –II
Contemporary issues in leadership: Emotional intelligence and leadership, Team leadership, Moral leadership, Gender issues in leadership. Leadership & Trust- what is trust, types of trust, enhancing trust, Communication:- Channels, Barriers, Gender Communication, Improving interpersonal communication, Flow of communication in workplace, formal, informal lines of communication, group process conformity, cohesiveness, cooperation and conflict.

Organisational Change: Unfreezing, changing and refusing, Strategic visions, change agents, diffusing change. Three approaches to organizational change Ethical issues in organizational change, Personal changes, Conflict Management: - Conflict Process Types of conflicts, Psychological Orientation to conflict Resolving conflict through Negotiation Third Party conflict resolution.

Stress Management: Concept GAS Modal, Stressors, Causes of stress, individual difference in stress, Consequences of distress, managing work related stress.
**Perception and Learning:** Outlining perceptual process stereo typing and its effects. Attributional Theory, Self- Fulfilling Prophecy, other perceptional Errors Improving perception, Know Thy Self:- Jhori window: Personality Types, Influences and Powers:- Power Sources, Organisational politics, managing politics, Negotiations :- Getting past No BATNA, ZOPA, Principle, Ego.

**Reference:**

- The transitional Approach to Change by Amado gilles
- Managing Workplace stress by Cartwright Susan
- Organisational Behaviour by Kelly Joe
- Human Behaviour at work: Organisation Behaviour by Davis Keith
- International Perspectives on organizational Behaviour by Betty Jane
- Evaluate Yourself by Vijay Kumar
- Stress in life and at work by Rita Aggarwal
- Stress and coping: The Indian Experience by Pestonjee, D.M

**Journals:**

- Journal of Personality Assessment
- Personality and Social Psychology Bulletin
- Work and Stress
- European Journal of Work and Stress Organisational Psychology
UNIT-I


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.

UNIT-II


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 Î objectives need types and methods.

References:

Horngern, Sundem and Ostratton : 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

Economic Environment of Business: Socio Cultural Environment politico Legal Environment, Economic Environment


Controls and Regulations: Regulating Economic and Industrial Controls and Foreign Exchange flow Regulation Industrial policy, Foreign Technology and Companies in India 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 entrepreneur development, Macro-economic Planning and its impact on family Enterprise Management, Small medium and family business in India

Agriculture: Marketing, Rural indebtedness Agriculture and Economic reforms, WTO and Agriculture. Vision 2020- Education, Health, Agriculture, Infrastructure and Employment, Financial relations between centre and state. Human resources and Development in India

Structure of IE and IT/ Monetary System: WTO, UNCTAD, IMF, IBRD, IDA, ADB, GATS their role/functions and roles emerging issues and implications on global trade investment and services
Reference:
- M Adhikari "Economics Environment of Business" Sultan Chand and Sons, 2000
- Fahey and Narayanan "Macro Environment Analysis for Strategic Management" West Publication Company, 1986
- 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

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.

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
Small Industries development organization (SIDO), National Small Industries Corporation (NSIC), Commissioner for Industrial Co- operatives/ KVK, Specialized Institution for training and development.

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.

Reference:
- Entrepreneurship by Robert D Hisrich , Michael P Peters, and Dean A. Shepherd (Hardcover-Oct 6, 2006).
- Corporate Entrepreneurship & Innovation Michael H. Morris, Donald F. Kuratko, and Jeffery G Covin (Hardcover ï Jan 18, 2007).
- The Portable MBA in Entrepreneurship Case Studies by William D. Bygrave and Dan D’Heilly (Paperback- Jun 9, 1997).
- Competition and Entrepreneurship by Israel M. Kirzner (Paperback-Sep 15, 1978).
- Rebuilding the American Dream: Restoring American Jobs and Competitiveness Through Innovation and Entrepreneurship by Bob Skandalaris and Ken Harrington (Hardcover-Dec 1, 2005).
- Entrepreneurship by David Kriby (Paperback- Jul 1, 2002).
FB 203 BUSINESS MANAGEMENT- III (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
Introduction to Accounting and Computer Based Accounting.


Present value: Time value of money as the basis of financial decision- making, mathematics of finance.

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
Organizing and following up of investment analysis: Major determinants or project’s success, common errors in investment analysis and framework for following up on investment analysis.

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, Mergers and Accusations.

References:

- Entrepreneurship by Robert D Hisrich, Michael P Peters and Dean A. Shepherd (Hardcover- Oct 6, 2006).

Journals:

- Finance India
- Applied Finance
- Journal of Finance
FB 204 BUSINESS LAW AND TAXATION

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

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 Loses, Assessment of Individual and Hindu Joint Family, formation of joint Hindu Family

Indirect Tax: VAT: Basis of charge, assessment, returns and tax rates, CST: Basis of Charge, Compulsory vs Voluntary Registration, assessment, returns

Customs: Definition, Levy, Assessment and returns
Excise: Definition, Levy, Excisable goods definitions

Practical: Filing of returns

References:

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: Issues and Implications, Concepts and Definitions, Aspects and Issues, Implication of Technological Change, Technology Development and Acquisition, Forecasting


UNIT-II

Knowledge Management

Introduction: Data, Information, Knowledge, wisdom, tacit knowledge, explicit knowledge, Organisation learning cycle, Decision Execution cycle Knowledge Life Cycle and its applications Search and text mining KM Strategy IPR and ethical issues Business networks and networking, information networks, network planning and management.
Reference:

- Entrepreneurship & Technological Change in the American Industry, 1880-1920 (Evolution of Capitalism Series) by Warren Candler Scoville (Hardcover - Jul 1972)
- Entrepreneurship, Innovation and Technological change (Foundations and Trends(R) in Entrepreneurship) by Zoltan Acs and David Audretsch (Paperback - Dec 1, 2005)
Semester III

FB 301 INDUSTRIAL ECONOMICS AND SOCIOLOGY

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


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.


UNIT-II


Reference:

- 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)
FB 302  FAMILY BUSINESS MANAGEMENT & SUCESSION PLANNING

Theory : 80 Marks
Internal Assessment : 20 Marks

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

How family- business-ownership systems predictably evolve, 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


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)
- Franchising Dreams: The Lure of Entrepreneurship in America by Peter M. Birkeland (Paperback- April 1, 2004)
FB 303 BUSINESS MANAGEMENT- IV (OPERATIONS)

Theory :80 Marks
Internal Assessment : 20 Marks

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

UNIT-I


UNIT-II


Inventory Control: Selective Control: 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”
FB 304  FAMILY BUSINESS MANAGEMENT

Theory : 80 Marks  
Internal Assessment : 20 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 DÔHeilly (Paperback – Jun 9, 1997)
FB 305  COMPUTERS 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.

UNIT-I

Role of Computer in Management: Introduction to Computer Personal Computer and Its uses Spreadsheet Software and Managerial Application

UNIT-II


Reference:

- Basandra "Computer Today" Galgotia Latest Edition
- Murdik & Ross "Information System for Management" Latest Edition
- O'Brien : Management Information System Latest Edition
- P K Gupta and D S Hira, Operation Research, S Chand and Co Delhi 2001
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: 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.
JIT: Definition, benefits, JIT cause and effects, JIT implementation in manufacturing.
UIT-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: 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


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

Books Recommended:

- The Management and concept of Quality, James R Evans, Thamson, 2005,
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


UNIT-II

The procedures and practices in the context of processing 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:
- Kindlebenger International Economics Latest Edition
- Nabhi's Export Import Manuual, Nabhi Publication Latest Edition Delhi
- Economic Survey, Govt. of India New Delhi.
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.


UNIT-II


Social Responsibility- Performance Appraisal and 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
- 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)
FB 403  BUSINESS MANAGEMENT –IV (PERSONNEL)

Theory : 80 Marks  
Internal Assessment : 20 Marks

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


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 Relevant to Family business.

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
- Joseph L. Hassic Essentials of Management PHI
- Edwin Philipo Personnel Management 2004
FB 404   SPECIALIZATION

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

FB 404A   NEW ENTERPRISE CREATION

Theory :80 Marks
Internal Assessment : 20 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


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 (2nd 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)
- The Portable MBA in Entrepreneurship Case Studies by William D. Bygrave and Dan D’Heilly (Paperback- Jun 9, 1997)
- Entrepreneurship: Starting and Operating a Small Business by Steave Mariotti (Paperback- Jan 2, 2006)
**FB 404B ADVANCED FAMILY BUSINESS MANAGEMENT**

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

**References:**

- 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)
**FB 404C**  
SERVICES MANAGEMENT

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

**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**


**UNIT-II**


**References:**

- International Journal of Customer Relationship Management.
FB 404 D  RURAL AND AGRICULTURAL ENTERPRENEURSHIP

Theory : 80 Marks
Internal Assessment : 20 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.


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.
FB 404 E RETAIL AND SUPPLY CHAIN MANAGEMENT

Theory : 80 Marks
Internal Assessment : 20 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, Atmospherics & 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.

Christopher, Marti, "Logistics and supply chain management,"

FB405 RESEARCH TERM PAPER ON ENTREPRENEURSHIP AND RELATED ISSUES

Maximum Marks: 100 Marks

The students will be required to conduct research on a topic identified in consultation with the coordinator and will be required to present paper in a seminar and defend their research.