



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

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

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

SEMESTER-II

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

SEMESTER-III

<u>Code No.</u>	<u>Subject</u>	<u>Marks</u>
FB301	<u>Industrial Economics for Sociology</u>	100
FB 302	Family Business Management and Succession Planning	100
FB 303	Business Management-III (Operations)	100
FB 304	Family Business Management	100

FB 305	Computers in Family Business Management	100
FB306	Total Quality Management	100
		600

SEMESTER-IV

<u>Code No.</u>	<u>Subject</u>	<u>Marks</u>
<u>FB401</u>	International Trade & Documentation	100
FB 402	Strategy Management	100
FB 403	Business Management-IV(Personnel)	100
FB 404	Specialization	100
FB 404A	One of the following specializations: New Enterprise Creation OR	
FB404 B	Advance Family Business Management OR	
FB404C	Service Management	
FB404D	Rural and Agricultural Entrepreneurship OR	
FB 404 E	Retail and Supply Chain Management	
FB 405	Research term papers on Entrepreneurship and related issues	100
FB 406	Project Work & Viva Voce	100
		600

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

FB 100	Ethics and Environmental Responsibility	Non Credit
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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

Concepts and techniques: Introduction to Managerial Economics Fundamental Concepts Basic Techniques Demand Decisions, Demand Concepts Demand Analysis Demand Elasticity and Demand Estimates Demand Forecasting, Input-Output Decisions.

Production Concepts and Analysis Cost Concepts and Analysis Empirical Estimates of Production and costs, Price-Output Decisions, Market environment of Price output decision by the firm and the Industry.

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.

The Firm in Theory and Practice, Economic Theory of the firm, Objective of Firms. The Behavioral Theory of the firm Managerial Theories of the firm Profit Concepts and Profit Planning and forecasting, Investment Decisions, Capital Budgeting, Public Investment Decision. The Economics of Risk and Uncertainty, Locational Decisions.

Reference :

- A .Koutsotyannis ò Modern Micro Economicsö Mcmillian Edition 3
- M Adhikary òBusiness Economics: Excel Publication Latest Edition
- Pindyck & Rubenfield ò Micro Economicsö
- Peterson and Lewis ò Managerial Economicsö Pearson Edition 4th
- Salvatore ò Managerial Economicsö 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 motivate 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

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.

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:

- P.C. Jain òHandbook for new Entrepreneurshipö Oxford University Press 1998
- David H Holt ò Entrepreneurship- New venture Creationö PHI 1992
- Mac J Dollinger ò Entrepreneurship ó Strategies and resourcesö. Pearson Education Delhi 2003
- Colombo Plan Staff College for Technician Education- Manila ò Entrepreneurship Developmentö.
- Vasant Desai ò Dynamics of Entrepreneurship Development and Management ö Himalaya Mumbai 2002.
- 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 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. May 20,2006.
- Leader speak, www.indiainfoline.com. April 23,2004
- Orientation is Missing, Business world. August 2004.
- Don't 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
- Red Bull's Innovative marketing. Transforming a Humdrum Product into a happening brand Jeff Edwards, Liquid Cocaine, <http://archive.salon.com>. February 2, 2001
- Selling Energy, The Economist, March 9, 2002
- World's Richest People: Dietrich Mateschitz, Forbes. 2003.
- How Far can Red Bull fly? <http://wharton.universia.net>, May 19,2004
- 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/lhtml/aboutus/lemea/overview.htm
- www.enwikipedia.org
- www.finance.google.com
- www.financial-dictionary.thefreedictionary.com
- www.freshfields.com
- www.hoovers.com
- www.oppenheim.de
- www.wockliardt.com
- Amul Set to Make Indian Brand Global, www.Indiagov.Org
- Gujarat Cooperative Milk Marketing Generation: An Overview, www.amul.com

- Varghese, kurien, The Amul Saga, www.indi.a-seminar.com
- India's First Export of Wind Turbine to USA by Suzlon Energy, www.domain-b.com, October 9, 2002.
- Drugs Industry Must show Heart, Financial Times. November 24, 2000
- Exotic Pursuits, The Economist, February 01, 2003.
- 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.

Theory 80 Marks
Int. Assts 20 Marks

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

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

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:

- *Philip Kotler: "Marketing Management Strategies & Program". PHI New Delhi 2004*
- *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*

Theory **80 Marks**
Int. Assts **20 Marks**

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

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

Additional References

- Bhatt, B.R. Shrivenktramna 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: SYSTAT-12

FB 105 PSYCHOLOGY FOR ENTREPRENEURS

Theory : 80 Marks

Internal Assessment: 20 Marks

Objective: 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 feed back, Meaning of money in the workplace, Reward practice, 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 refreezing, 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 Model, 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 perceptual 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

FB 106 ACCOUNTING FOR MANAGERIAL DECISIONS

Time: 3 Hours

Max. Marks : 100

External : 80

Internal : 20

UNIT-I

Introduction to Accounting: Relationship of Economics with Accounting, Accounting Concepts, conventions and principles, branches of accounting: Financial, cost and management accounting and their inter- relationship.

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

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.

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 ó objectives need types and methods.

References:

- Hornrgern, 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

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

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 entrepreneurship 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 Businessö Sultan Chand and Sons, 2000
- K Aswathappa ÷Essentials of business Environmentö Himalaya Publishing House 2006
- Fahey and Narayanan ÷Macro Environment Analysis for Strategic Managementö West Publication Company, 1986
- Richard Schaffer ÷ International Business Laws and its environmentö Thomson 2002
- Raj Aggarwal and Parag Dlwani ÷Business Environmentö Excel Books 2000
- S.K. Mishra and V K Puri ÷Economic Environment of Businessö Himalaya Publishing House 2000
- Manab Adhikary ÷Global Business Management in an international Economic Environmentö Macmillian 2004
- Andrew Harrison ÷International Businessö Oxford 1999

- The Portable MBA in Entrepreneurship Case Studies by William D. Bygrave and Dan DøHeilly (Paperback- Jun 9, 1997).
- Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A Morse and Ronald K. Mitchell (Paperback - Jul 15, 2005).
- Competition and Entrepreneurship by Israel M. Kirzner (Paperback-Sep 15, 1978).
- Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (Paperback-Nov 2006).
- Encyclopedia of Entrepreneurship by Calvin Kent (Hardcover- Dec 1981).
- 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.

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

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

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

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 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:

- 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.

Reference:

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

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

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

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

UNIT-II

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

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

Reference:

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

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

References:

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

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

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

UNIT-II

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

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

Reference:

- Gopalkrishnan & Sandilya *õPurchasing Strategies Inventory Managementö*.
- E A Silver & R Peterson *õDecision System for Inventory Management and Production Planningö*
- M Starr & D W Miller *õInventory Control Theory and Practiceö*
- J H Westing Fine and Zenz *õPurchasing Managementö*
- Monk *õOperations Managementö*
- Buffa E S *õModern Production Managementö*
- M P Gupta & J K Sharma, *õOperations Research for Managementö* Mayoor Paperbacks, Delhi (2000)
- P K Gupta & D S Hira *õOperation Researchö* S. Chand & Co. Ltd., New Delhi (2001)

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 ó 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 DøHeilly (Paperback ó Jun 9, 1997)
- Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A. Morse and Ronald K. Mitchell (Paperback ó Jul 15, 2005)

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

Managerial Applications of Computers: Computer and Management Functions, Computer Based Financial Systems, Computer Based Inventory Systems, Computer in Human Resource Management, Computer and Decisional Techniques Operations, Research and Management Decision Making

UNIT-II

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

Reference:

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

FB 306 TOTAL QUALITY MANAGEMENT

Time: 3 hrs

Max Marks: 100

External Exam: 80

Internal exam: 20

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.

UINT-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

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

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

Books Recommended:

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

Semester IV

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

Reference:

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

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 SME. To understand and draw basic strategies for current problems facing family business.

UNIT-I

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

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

UNIT-II

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

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

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.

Planning Personnel Function: Human Resource Development Systems Personnel Management Environment in India Functions and Operations of a Personnel Office Manpower Planning, Employee Selection, Development and Growth, Recruitment, Selection and Induction Staff Training and Development Career Planning

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

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

Trade Unionism Employers' 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
- Heinz Weiwich 'Management A Global Perspective' McGraw Hill
- Joseph L. Hassic '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 learn to apply the theoretical knowledge to practical aspects of new entrepreneur. To search conceive, nurture, polish and develop a new business idea. To understand the formalities required in setting up a new venture. Identifying challenges and converting them into opportunities.

UNIT-I

Opportunity 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.

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)
- New Venture Creation: Entrepreneurship for the 21st Century by Jeffrey A Timmons and Stephen Spinelli (Paperback- Feb 27, 2006)
- The Portable MBA in Entrepreneurship Case Studies by William D. Bygrave and Dan DeHeilly (Paperback- Jun 9, 1997)
- Entrepreneurship: Starting and Operating a Samll Business by Steave Mariotti(Paperback ó Jan 2, 2006)
- Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A. Morse and Ronald K. Mitchell (Paperback-Jul 15, 2005)

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

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

References:

- Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A. Morse and Ronald K. Mitchell (Paperback- Jul 15, 2005)
- Handbook of Entrepreneurship (Blackwell Handbooks in Management) by Hans Landstrom and Donald Sexton (Hardcover- Feb1, 2000)- Illustrated
- Innovation and Entrepreneurship- Practice and Principles by Peter F. Drucker (Hardcover-1985)
- Asian Models of Entrepreneurship: Context, Policy and Practice (Asian-Pacific Business) by Leo Paul Dana (Hardcover- Feb 27, 2007)

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

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

UNIT-II

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

References:

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

FB 404 D RURAL AND AGRICULTURAL ENTREPRENEURSHIP

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.

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

UNIT-II

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

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

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.

- Knolmayer, Garhard, Mertueus, Peter Zeier, Alxander, õSupply chain management based on SAP systems,ö Springer Pub., Delhi, 2003.
- Sahay, B.S. (ED.) õSupply Chain Managementö, McMillan, Delhi.
- Christopher, Marti, õLogistics and supply chain mangementö.
- Chopra, Sunil, õSupply Chain Managementö, Ed-2, Pearson Edu. India.
- Monozka, Robert, õPurchasing and supply chain managementö, 2nd Ed, Thomson Pub.Singapore.
- Dyckhoff , Herald, õSupply Chain Management and Reverse Logisticsö, Springer Pub. N.D., 2004.

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.

