



**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**

**PANJAB UNIVERSITY, CHANDIGARH**

**MASTER OF ENTREPRENEURSHIP AND FAMILY BUSINESS COURSE  
DETAILS FOR THE EXAMINATIONS OF 2011-12**

**SEMESTER-I**

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

**SEMESTER-II**

<b><u>Code No.</u></b>	<b><u>Subject</u></b>	<b><u>Marks</u></b>
<b>FB201</b>	<b>Business Environment</b>	<b>100</b>
<b>FB 202</b>	<b>Entrepreneurship Development II</b>	<b>100</b>
<b>FB 203</b>	<b>Business Management-II (Finance)</b>	<b>100</b>
<b>FB 204</b>	<b>Business Law and Taxation</b>	<b>100</b>
<b>FB 205</b>	<b>Technology and change Manangement</b>	<b>100</b>
<b>FB206</b>	<b>Project Work &amp; Viva Voce</b>	<b>100</b>
		<b>600</b>

**SEMESTER-III**

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

**SEMESTER-IV**

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

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

<b>FB 100</b>	<b>Ethics and Environmental Responsibility</b>	<b>Non Credit</b>
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**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,entrepreneuriap d

## Additional references

- Subir Roay, The story of india's 3 IT bggies, Business Standard January 28, 2006
- Julie Schlosser, Harder than Harvard, Fortune, March 17, 2006.
- Business Standard, April 17, 2006
- Priya Padmanabhan. Murthy Discloses GDM 2.0 [www.ciol.com](http://www.ciol.com). May 20,2006.
- Leader speak, [www.indiainfoline.com](http://www.indiainfoline.com). April 23,2004
- Orientation is Missing, Business world. August 2004.
- Don't business world, August 16, 2004
- Suraleel Das Gupta, Global Giants Wathch 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 JeffEdwards, 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
-

- Varghese, kurien, The Amul Saga, [www.indi.a-seminar.com](http://www.indi.a-seminar.com)
- India's First Export of Wind Turbine to USA by Suzlon Energy, [www.domain-b.com](http://www.domain-b.com), October 9, 2002.
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Theory 80 Marks  
Int. Assts 20 Marks

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

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**UNIT-1**

**Introduction to Marketing**, Marketing in A Developing Economy, Marketing of Services, Marketing Planning and Organisation, Planning and Marketing



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

**FB 104      TOOLS FOR BUSINESS RESEARCH**

*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.

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

A      n      - n

Bhatt, B.R. Shrivienkatramna 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**



**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

**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, braches of accounting: Financial, cost and management accounting and their inter- relationship.

**Semester II**

**FB 201 BUSINESS ENVIRONMENT**

**Theory: 80 Marks**

**Internal Assessment: 20 Marks**

**Objective:**

**Reference:**







**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 – Performance 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 of 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 b.433(i)0.222665(d )-15seconn-0.4442(e)-0.4442( )-1018p .

## **Working capital estimation and management**

**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,



**Reference:**

### 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, Organizat





## **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,









## **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,





## **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



**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





## **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 of services (Service Based) and sope

## **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 current trends in agri-service & Agri-Entrepreneurship. Role of IT in Agriculture, Biotechnology, Organic Farming, Food Processing and Agri-Eco tourism. Concepts of futuristic trading, retailing, franchising, commodity trading, farm diversification and value added products and processes.

### **UNIT-II**

**Agri-Enterprise: Selection & Management**

## **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.



