

PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

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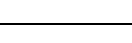


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80 Marks  
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: To impart knowledge and to equip the students with tools of economic analysis for application in policy making and decision making in SME.

: 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

80 Marks  
A : 20 Marks

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.

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

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.

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.

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

- P.C. Jain “Handbook for new Entrepreneurship” Oxford University Press 1998
- David H Holt “ Entrepreneurship- New venture Creation” PHI 1992
- Mac J Dollinger “Entrepreneurship – Strategies and resources”. Pearson Education Delhi 2003
- Colombo Plan Staff College for Technician Education- Manila “Entrepreneurship Development”.
- Vasant Desai “Dynamics of Entrepreneurship Development and Management “Himalaya Mumbai 2002.
- Sharma, V. Workbook on entrepreneurship 3<sup>rd</sup> edn, abza publications 2006

- 4Ps Business and Marketing
- Business Digest, Business India

## A n n

- 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
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**Additional References**

Bhatt, B.R. Shrivetratramna 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



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Outlining perceptual process stereo typing and its effects. Attributional Theory, Self- Fulfilling Prophecy, other perceptual Errors  
Improving perception, Know Thy Self:- Johari window: Personality Types, Influences and Powers:- Power Sources, Organisational politics, managing politics, Negotiations :- Getting past No BATNA, ZOPA, Principle, Ego.

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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

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.

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

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

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

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

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

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

Socio Cultural Environment politico Legal Environment, Economic Environment

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

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.

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

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

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 resoncin r iaia2665(ur)-0.3

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M Adhikari “Economics Environment of Business” Sultan Chand and Sons, 2000

K Aswathappa “Essentials of business Environment” Himalaya Publishing House 2006

Fahey and Narayanan “Macro Environment Analysis for Strategic Management” West Publication Company, 1986

Richard Schaffer “ International Business Laws and its environment” Thomson 2002

Raj Aggarwal and Parag Diwan “Business Environment” Excel Books 2000

S.K. Mishra and V K Puri “Economic Environment of Business” Himalaya Publishing House 2000

Manab Adhikary “Global Business Management in an international Economic Environment” Macmillian 2004

Andrew Harrison “International Business” Oxford 1999





The Portable MBA in Entrepreneurship Case Studies by William D. Bygrave and Dan D'Heilly (Paperback- Jun 9, 1997).  
Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A Morse and Ronald K. Mitchell (Paperback - Jul 15, 2005).







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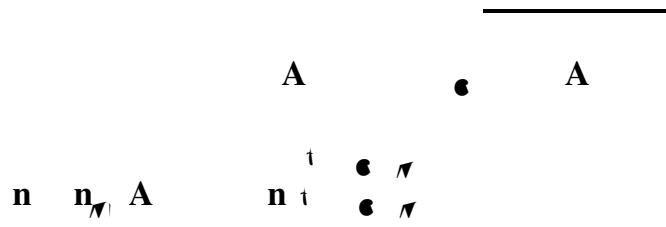
► The main objective of this paper is to expose the students to the issues in Technologies, Knowledge and Networks Management pertaining to SME.

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

Generation and Development, Transfer, Technology Absorption and Diffusion, Absorption, Assessment and Evaluation, Diffusion, Technology Environment, Science & Technology in India, Policies, Linkages, Technology support Systems, Financing Information Systems Organising at Enterprise Level, GOI Schemes for Technology.

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► : 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



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The Economic Sociology of Immigration: Essays on Networks, Ethnicity and Entrepreneurship by Alejandro Portes (Paperback –Nov 1998)

Foundations of Entrepreneurship and Economic Development (Foundations of the Market Economy) by David A Harper (Hardcover- Mar 13, 2003)

Keeping the Water Flowing : Understanding the Role of Institutions, Incentives, Economics and Entrepreneurship in Ensuring Access and Optimising Utilisation of Water by Barun Mitra , Kendra Okonski, and Mohit Satyanand (Hardcover- April 1, 2007)

Barthawal “Industrial Economics ” Latest Edition.

M Y Khan “Financial Management” Latest Edition.

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• : 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.

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.

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.

n t  
 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)

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➤ t 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

The Executive in Action: Managing for Results, Innovation and Entrepreneurship, the Effective Executive by Peter F. Drucker (Hardcover – Aug, 1996)

Handbook of Entrepreneurship (Blackwell Handbooks in Management) by Hans Landstrom and Donald Sexton (Hardcover- Feb 1, 2000)- Illustrated  
The Portable MBA in Entrepreneurship Case Studies by William D. Bygrave and Dan D' Heilly (Paperback – Jun 9, 1997)

Cases in Entrepreneurship: The Venture Creation Process (The Ivey Casebook Series) by Eric A. Morse and Ronald K. Mitchell (Paperback – Jul 15, 2005)





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

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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,



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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.

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, 297(y)18.5185(s)0.110768

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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)

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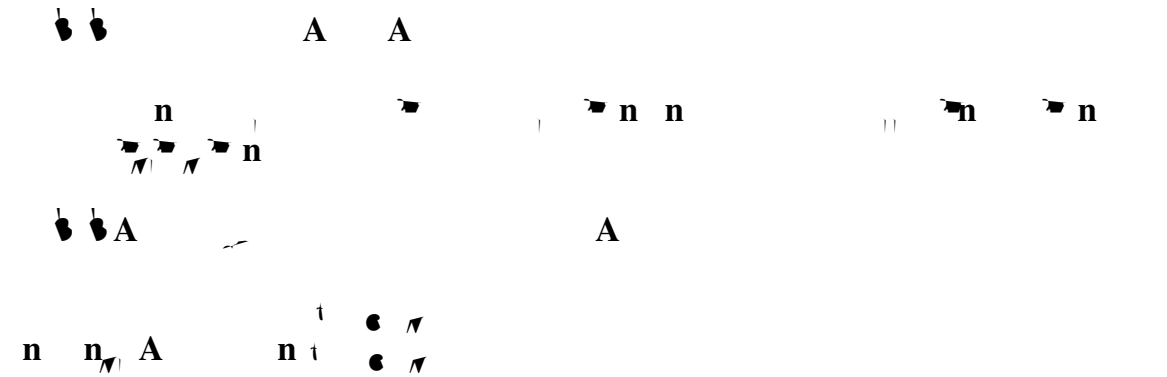
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• t To expose the students to the issues in Human Resource Management with special reference to SME.

• n n n n: 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

• n n n A n t 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



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.

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.

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.

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

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: 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.

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.

Venture Growth Strategies: Venture growth Strategic issues, Entr







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.

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

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, "Supply chain management based on SAP systems," Springer Pub., Delhi, 2003.

Sahay, B.S. (ED.) "Supply Chain Management", McMillan, Delhi.

Christopher, Marti, "Logistics and supply chain mangement".

Chopra, Sunil, "Supply Chain Management", Ed-2, Pearson Edu. India.

Monozka, Robert, "Purchasing and supply chain management", 2<sup>nd</sup> Ed, Thomson Pub.Singapore.

Dyckhoff , Herald, "Supply Chain Management and Reverse Logistics", Springer Pub. N.D., 2004.

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.

