

BHARATHIAR UNIVERSITY, COIMBATORE - 641 046
 (For the CPP/COP students admitted from the academic year 2013-14 and onwards)
 5-Year Integrated M.B.A in Technical Entrepreneurship
 SCHEME OF EXAMINATIONS – CBCS PATTERN

	Part	Course Title	Ins. hrs / week	CIA	Marks	Total Marks	Credits
		SEMESTER –I					
1.1	I	Language-I	6	25	75	100	4
1.2	II	English-I	6	25	75	100	4
1.3	III	Principles and Practices of Management	5	25	75	100	4
1.4	III	Statistics For Management	5	25	75	100	4
1.5	III	Interpersonal Effectiveness	6	25	75	100	4
1.6	IV	Environmental Studies #	2	-	50	50	2
		SEMESTER –II					
2.1	I	Language-II	6	25	75	100	4
2.2	II	English-II	6	25	75	100	4
2.3	III	Organisational Behaviour	5	25	75	100	4
2.4	III	Quantitative Techniques for Management – I	6	25	75	100	4
2.5	III	Introduction to Information Technology	5	25	75	100	4
2.6	IV	Value Education – Human rights #	2	-	50	50	2
		SEMESTER –III					
3.1	III	Business Communication	6	25	75	100	4
3.2	III	Quantitative Techniques for management – II	6	25	75	100	4
3.3	III	Operations Research	6	25	75	100	4
3.4	III	Research Methods and Reporting – Project Work and Viva	6	-	-	100*	4
3.5	IV	Yoga for Human Excellence #	3	-	50	50	2
3.6	IV	Extension activities @	3	50	-	50	2
		SEMESTER –IV					
4.1	III	Managing Human Capital	6	25	75	100	4
4.2	III	Human Resources Management – Project Work and Viva Voce	6	-	-	100*	4
4.3	III	Manufacturing Management	5	25	75	100	4
4.4	III	Financial Reporting and Analysis	5	25	75	100	4
4.5	III	Understanding Markets	6	25	75	100	4
4.6	IV	General Awareness #	2	-	50	50	2

5-Year Integrated M.B.A (Technical Entrepreneurship)

		SEMESTER –V						
5.1	III	Financial Management for Small and Medium Enterprises	6	25	75	100	4	
5.2	III	Marketing Practices	5	25	75	100	4	
5.3	III	Software Development Cycle and Project Management	5	25	75	100	4	
5.4	III	Services Management	6	25	75	100	4	
5.5	III	Marketing – Project Work and Viva-Voce	6	-	-	100*	4	
5.6	IV	Extension Activities @	2	50	-	50	2	
		SEMESTER –VI						
6.1	III	Business Processes and Information Systems	5	25	75	100	4	
6.2	III	Corporate Financial Management	5	25	75	100	4	
6.3	III	Legal and Regulatory Aspects of Entrepreneurship	5	25	75	100	4	
6.4	III	Legal approvals for a new business – Project Work & Viva-Voce	5	-	-	100*	4	
6.5	III	Global Supply Chain Management	5	25	75	100	4	
6.6	III	Strategic Marketing	5	25	75	100	4	
		SEMESTER –VII						
7.1	III	Business Analytics and Intelligence	5	25	75	100	4	
7.2	III	Business Ethics and Corporate Governance	5	25	75	100	4	
7.3	III	Market Intelligence	5	25	75	100	4	
7.4	III	Customer Relationship Management	5	25	75	100	4	
7.5	III	Business Analytics using Excel - Project Work and Viva-Voce	5	-	-	100*	4	
7.6	III	Organisational Success Through Innovation	5	25	75	100	4	
		SEMESTER –VIII						
8.1	III	Practical Training - Project Work and Viva-Voce	20	-	-	600*	24	
		SEMESTER – IX						
9.1	III	Launching Global Ventures	6	25	75	100	4	
9.2	III	Business Plan	6	25	75	100	4	
9.3	III	Entrepreneurial Leadership	6	25	75	100	4	
9.4	III	Global Strategic Management	6	25	75	100	4	
9.5	III	Business Plan - Project Work and Viva-Voce	6	-	-	100*	4	
		SEMESTER – X						
10.1	III	Disruptive Innovation and Technology	6	25	75	100	4	
10.2	III	Venture Finance	6	25	75	100	4	
10.3	III	Managing Turnarounds	6	25	75	100	4	
10.4	III	Financing your business – Project Work and Viva-Voce	6	-	-	100*	4	
10.5	III	Elective	6	25	75	100	4	
		TOTAL				5500	220	

\$ Includes 25% / 40% continuous internal assessment marks for theory and practical papers respectively.

@ No University Examinations. Only Continuous Internal Assessment (CIA)

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* For Project work : 80% Marks & Viva voce : 20% Marks

Electives for X Semester Students can choose any One of the following:

List of Elective papers (Choose Any One)		
10.5 Elective	A	Managing Diversity
	B	Managing Family Business
	C	Technology Innovation and Sustainable Enterprise

1.1 LANGUAGE-I

The Syllabus for this course will be the same as “Language-I” offered in Semester – I of B.B.A (Business Administration)

1.2 ENGLISH-I

The Syllabus for this course will be the same as “English-I” offered in Semester – I of B.B.A (Business Administration)

1.3 PRINCIPLES AND PRACTICES OF MANAGEMENT

UNIT I

Management: Science, Theory and Practice - The Evolution of Management thought process and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

UNIT II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT III

The Nature of Organising and Entrepreneurship - Organizational Structure: Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organisational Culture - Global Organising.

UNIT IV

Co-ordination functions in organisations - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

UNIT V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and progress towards the future through Preventive Control - Global Controlling and Global Challenges.

REFERENCE BOOKS:

1. L.M.Prasad, Principles of management, 7th edition, Sultan Chand & Sons, 2008
2. P.N. Reddy, Principles of Business organisation and Management, S Chand & Co Ltd, 2010

1.4 STATISTICS FOR MANAGEMENT

UNIT I

Summary Measures - Measures of Central tendency – Relevance of Arithmetic Mean, Median, Mode, Geometric and Harmonic

Mean in different situations. Measures of Dispersion; Range; standard deviation; coefficient of variation; Applications to business.

UNIT II

Introduction to probability and statistics – Definitions, types of variables, Organising data.

Basic definitions and rules of probability, conditional probability, Baye's theorem, and random variables,

UNIT III

Probability Distributions: Binomial, Poisson, Uniform and Normal, Expected Values, Payoff Table.

Hypothesis testing – one sample and two sample tests for means and proportions of large samples, Design of Experiments.

UNIT IV

Sampling Distribution and Estimation – central limit theorem, sampling techniques, Point and Interval, estimation of population parameters of large samples.

UNIT V

Correlation and Regression – Correlation analysis, estimation of regression line. Time Series Analysis – Variations in time series, trend analysis, cyclic variations, seasonal variations and irregular variations. Index numbers.

REFERENCE BOOKS

1. K. Subramani, A.Santha – Statistics for Management, Second Edition, Scitech Publications, 2011.
2. T.N. Srivatsava, Shailaja Rego – Statistics for Management, The McGraw-Hill Companies, 2011

1.5 INTERPERSONAL EFFECTIVENESS

UNIT I

History of OB - Evaluation, challenges & opportunities, contributing disciplines, management functions and relevance to OB. Foundations of individual behaviour– ability – learning - personality, perception, learning, values, attitudes, motivation

UNIT II

Personality - determinants - structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes. Values - importance, sources, types. Perception - process, selection, organisation errors, managerial implications of perception.

UNIT III

Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance. Motivation – early theories, contemporary theories, implications for performance and satisfaction.

UNIT IV

Conflict –definition, transitions in conflict - functional vs. dysfunctional conflict – the conflict process - management, levels, sources, bases, conflict resolution strategies, conflict management techniques - negotiation.

UNIT V

Emotions and emotional intelligence as a managerial tool. Implications of EI on managers and their performance. Stress - nature, sources, effects, influence of personality, managing stress. Assertiveness – definition, techniques.

REFERENCE BOOKS

1. Robbins et. al, Organisational Behaviour Prentice Hall India 13th Edition, 2008
2. Umasekaran, Organisational Behaviour, Tata McGraw Hill, 2004

1.6 ENVIRONMENTAL STUDIES

The Syllabus for this course will be the same as “Environmental Studies” offered in Semester – I of B.B.A (Business Administration)

2.1 LANGUAGE–II

The Syllabus for this course will be the same as “Language-II” offered in Semester – II of B.B.A (Business Administration)

2.2 ENGLISH–II

The Syllabus for this course will be the same as “English-II” offered in Semester – II of B.B.A (Business Administration)

2.3 ORGANISATIONAL BEHAVIOUR

UNIT I

Organizational structure and design: strategy and goals of organizations; basic attributes of organizations, organizing and co-coordinating work, - different types of organizational design based on nature of business.

UNIT II

Group dynamics and teamwork - how groups work, groups in organizations, stages of group, foundations of group performance, decision making in groups. Teams and teamwork, team building, improving team processes, teams in the high performance workplace.

UNIT III

Leadership: Theories and practice - trait, behavioural, contingency theories. Transformational leadership. Power and politics: power and influence, power. Formal authority and obedience empowerment, organizational politics – political behaviour in organization.

UNIT IV

Organisational culture, understanding organisational cultures, managing organisational culture, and organisational development: nature scope objectives and intervention strategies

UNIT V

Organisational Behaviour responses to Global and cultural diversity, challenges at international level, difference between countries, challenges of workforce diversity and managing diversity cases.

REFERENCE BOOKS:

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra - Organisational Behaviour 14th Edition ;, Pearson 2011
2. Kavita Singh - Organisational Behaviour: text and cases, Pearson, 2010

2.4 QUANTITATIVE TECHNIQUES FOR MANAGEMENT – I

UNIT I

Notion of constants, variables and functions; linear and non-linear functions: Simplify and Evaluate Algebraic expressions, Create Mathematical business models for real world situations, Translate word expressions to algebraic expressions, Calculate simple and compound interest, determine monthly payments, interest and principal portions in future values.

UNIT II

Linear equations, Systems of linear equations, Formulating Business problems, Solving systems of linear equations using Cramer's Rule.

UNIT III

Functions in economics and commerce, Demand function - Supply function - Cost function – Revenue, function - profit functions; Break-even analysis; slope and its relevance for marginal analysis. Maximum and minimum of non-linear functions using graphs.

UNIT IV

Limits and continuity of functions, derivatives of functions as a rate of change. Rate of change of a quantity - Related rates of change. Derivative as a measure of slope. Techniques and rules of differentiation, Applications in computing marginal costs and revenue.

UNIT V

Increasing and decreasing functions - Sign of the derivative -Maximum and minimum values using differentiation- Local and global maxima and minima. Applications in revenue and profit maximizations.

REFERENCE BOOKS

1. Sundaresan and Jayaseelan - An Introduction to Business Mathematics, S.Chand & Company Ltd., 2011
2. P.R.Vittal - Business Mathematics, Third Edition, Margham Publications, 2009
3. Qazi Zameeruddin, Vijay K Khanna and SK Bhambri – Business Mathematics, Second Edition, 2010

2.5 INTRODUCTION TO INFORMATION TECHNOLOGY

UNIT I

Computers & Internet; Hardware and peripherals; Operating Systems; System Software; Application Software
Software used in business – Accounting, Inventory, Purchase, Sales, Human Resource Management, Production system

UNIT II

Networking fundamentals; Introduction to LAN and WAN; Various Network Protocols and topology; network planning and implementation
Introduction to Internet; Internet and Intranet; World Wide Web; Web browsers; Search Engines; FTP; Internet connection and security

UNIT III

Enterprise Resource Planning (ERP); Importance of ERP in business environment; How ERP can improve efficiency in a business environment; Popular ERP applications; Infrastructure and Implementation Planning; Migration planning for existing applications

UNIT IV

E-Commerce; Introduction to e-Commerce; Application of e-Commerce for various systems and industry; Infrastructure and Implementation planning; security aspects
Security; Importance of security in Internet applications; Virus; Cyber attack and hacking; security protection and applications; Encryption

UNIT V

Database Management System; Types of databases; normalization; tables and records; data types; types of indexes; SQLs basics; querying records from a table using SELECT
Cloud computing; Pros and cons of hosting applications in cloud; cloud computing platforms and architecture
Virtualization; benefits of virtualization; popular virtualization platforms

REFERENCE BOOKS:

1. Turban Rainer, Introduction to Information Systems: Enabling and Transforming Business, 2nd Edition
2. Alexis Leon, ERP Demystified, Second Edition, Tata McGraw Hill (2011)
3. James O'Brien, Ramesh Behl, Management Information Systems 9th Edition (2009)
4. Ravi Kalkota, Frontiers of Electronic Commerce 1st Edition, Pearson (2002)
5. Cloud Computing: A Practical Approach 1st Edition by Robert Elsenpeter, Tata McGraw Hill, 2009

2.6 HUMAN RIGHTS

The Syllabus for this course will be the same as “Human Rights” offered in Semester – II of B.B.A (Business Administration)

3.1 BUSINESS COMMUNICATION

UNIT - I

Communication as a process; components of the process; Barriers to communication and ways of overcoming the barriers. Characteristics of effective and ineffective communication.

UNIT - II

Techniques and Aids for effective listening/reading; How to use language effectively: dimensions of clarity; precision; brevity; tone. Basics of effective business writing.

UNIT - III

Effective letters: Responding to queries / complaints; unsolicited sales appeal; internal memos; brochures and fliers; communication to formal authorities;

UNIT - IV

Effective reports; types of reports; components of a report: structure; presentation. Use of tables, charts, graphs for effective presentation of information in reports

UNIT - V

Speaking effectively: interpersonal situations; public speaking; Effective presentations. Conducting meetings/conferences. Recording proceedings and minutes. Facing interviews and participating in group discussions effectively.

REFERENCE BOOKS

1. Rajendra Pal Korahill, “Essentials of Business Communication”, Sultan Chand & Sons, New Delhi, 2006.
2. Ramesh, MS, & C. C Pattanshetti, “Business Communication”, R.Chand&Co, New Delhi, 2003.
3. Rodriquez M V, “Effective Business Communication Concept” Vikas Publishing Company ,2003.

3.2 QUANTITATIVE TECHNIQUES FOR MANAGEMENT – II

UNIT I

Applications of Differentiation – Maximization of areas and volumes for simple geometric objects; Deterministic Business Models – Optimal pricing for profit maximization, Simple Inventory Model, Equipment Replacement Problem.

UNIT II

Integration – Integrals as anti-derivatives, fundamentals and properties of definite integrals, geometrical representation of definite integral as area under a curve.

UNIT III

Simple rules of integration; Methods of Integration – Integration by Substitution, Method of partial fractions, Integration of exponential functions.

UNIT IV

Integration by parts; Simple applications of integration in geometry – finding area under a curve, finding area between a curve and a straight line, finding area between curves

UNIT V

Applications of integration in business and economics – determining average and total cost functions, evaluating producer and consumer surplus; Economic lot size formula.

REFERENCE BOOKS:

1. Sundaresan and Jayaseelan - An Introduction to Business Mathematics, S.Chand & Company Ltd., 2011
2. P.R.Vittal - Business Mathematics, Third Edition, Margham Publications, 2009
3. Qazi Zameeruddin, Vijay K Khanna and SK Bhambri – Business Mathematics, Second Edition, 2010

3.3 OPERATIONS RESEARCH

UNIT I

Decision Theory – Objectives, Strategies and Decision Pay-off. Decision Models. Rules/Techniques for decision-making. Use of Marginal Analysis, Comparative Decision Model, Limitations.

UNIT II

Introduction to Operations Research - Meaning - Scope – Models - Limitation. Linear Programming – Problem Formulation – Application in Management decision-making,

UNIT III

Linear Programming Tools. Transportation and Assignment Problems Integer Programming , 0-1 Programming. (Simple Problems Only) Introduction to non-linear programming /simulations.

UNIT IV

Queuing Theory – Simple Queuing models and problems, Limitations of Queuing Theory. Exposure to use of simulations

UNIT V

Network Analysis CPM:Meaning and Objectives, Significance, Limitations, Activity Floats, Slack. Resource Allocation and Leveling. Time-Cost Trade-offs. PERT: Calculating probability of Completions, PERT as a control device. Similarities and Dissimilarities between CPM and PERT. Awareness of software for Network Analysis.

REFERENCE BOOKS

1. Kanti Swarup, Gupta P.K, Operations Research, 15th Edition, Sultan Chand & Sons, 2010.
2. C.R. Kothari, An Introduction to Operational Research, Third Edition, Vikas Publishing House, 2010.

3.4 RESEARCH METHODS AND REPORTING – PROJECT AND VIVA-VOCE

3.5 YOGA FOR HUMAN EXCELLENCE

The Syllabus for this course will be the same as “Yoga For Human Excellence” offered in Semester – III of B.B.A (Business Administration)

3.6 EXTENSION ACTIVITIES - Community work

4.1 MANAGING HUMAN CAPITAL

UNIT I

Human Resource Management and its responsibilities; Strategic Human Resource Management; How to leverage HR department for sustainable competitive advantage; Organizational structures; Role of HR Managers; Latest trends in HR Function

UNIT II

Recruitment - Importance of hiring right resource for a role; various methods of identifying potential resources; tools and technology used in sourcing and storing profiles; writing clear job descriptions; Staffing - Requirement planning and forecasting; Interviewing and Selection; various testing and selection methods; effective interviewing techniques; common interviewing mistakes; leveraging technology for interviewing; importance of diverse workforce and benefits

UNIT III

Training and Developing people; New employee induction; identifying the right training; Various training methods and techniques; Career planning & development; Effective methods for training senior management; Growing Managers - Introduction; Styles of management; coaching and mentoring; Globalization and its impact on business and HR strategies; key factors for success

UNIT IV

Performance Appraisal and growth - performance appraisal methods; Appraisal discussions; Management by Objectives (MBO) approach in appraisal and promotion
Compensation and Incentives: Basics of compensation; various criteria used to calculate compensation; various compensation models; Incentives for employees and senior management
Benefits - Different types of benefits – Statutory benefits – Benefits to build employee commitment

UNIT V

Employee Rights and security: Role of Unions in work place (Pros and cons); Collective bargaining; Grievance handling; managing layoffs and separation; labour legislations; Importance of employee health; Methods of evaluation for HR function
Employee information management systems: Record keeping; software used; archiving and purging of records

REFERENCE BOOKS:

1. Gary Dessler, Fundamentals of Human Resource Management: Content, Competencies and Applications, Pearson (2010)
2. Peter Dowling, Marion Festing, Allen D. Engle, International Human Resource Management 5th Edition, South Western (2012)
3. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, Coimbatore
4. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, 7th Edition, PHI Learning (2009)

4.2 HUMAN RESOURCES MANGEMENT – PROJECT WORK AND VIVA-VOCE

4.3 MANUFACTURING MANAGEMENT

UNIT I

Elements of operations management; introduction to various production and operational functions such as planning, design, production, maintenance, purchase and inventory, logistics, operations strategy – Importance of P&OM in the value chain.

UNIT II

Various types of production systems; location of the plant – influencing factors; plant layout – influencing factors and types; process layouts, product layouts, assembly line; lean manufacturing techniques – principles, characteristics and benefits

UNIT III

Production planning and control; sequencing and scheduling principles; inventory control; materials management; purchase and inventory control– influencing factors, inventory carrying costs

UNIT IV

Productivity – work measurement, time study, method study and ergonomics; outsourcing; supply chain management; just-in-time – concepts, advantages and implementation; logistics.

UNIT V

Total quality management – quality in various aspects of business; various tools and analysis used in current business environments; maintenance management – breakdown, preventive, total productive maintenance (TPM), planning, maintenance engineering and reporting; Future directions of production and operations management;

REFERENCE BOOKS

1. B Mahadevan - Operations Management – Theory and Practice, Pearson Education, 2010.
2. J P Saxena - Production and Operations Management; 2nd Edition, Tata Mcgraw Hill, 2009.
3. S N Chary - Production and Operations Management; 4th Edition, Tata Mcgraw Hill, 2010.

4.4 FINANCIAL REPORTING AND ANALYSIS

UNIT I

Financial statements : Objectives and uses-Basic accounting concepts: The Balance Sheet- Basic accounting concepts :The Income Statement- Contents of Financial Statements - Formats of presentation of financial statements: Statutory requirements and practices by companies- Financial reporting practices of different forms of organizations.

UNIT II

Understanding Financial Statements- Auditors' opinion, Notes to Financial Statements - Segment Reporting- Full Disclosure –comparative statements –Management Discussion and Analysis -Accounting Policies- Corporate annual reports of Indian companies: An over view- Characteristics of Quality Financial reporting - Seven deadly sins of financial reporting – IFRS and its implications for companies.

UNIT III

The Cash Flow Statement-Purpose-sources and uses of cash- Preparation of cash flow statement- Cash flow from Operations- Cash flow from Investment activities- Cash flow from financing activities - Role of depreciation – Analysis and interpretation of cash flow statement- Cash realization ratio-cash flow coverage ratio-free cash flows.

UNIT IV

Financial Statement Analysis: Meaning and objectives, Tools and techniques of financial statement analysis - Financial Ratio Analysis- Liquidity ratios, Profitability ratios, turnover ratios, and market test ratios- Relating the ratios: The Du Pont System- Bench marks for comparison

UNIT V

Financial statements forecasting- Effect of changes in accounting principles – sustainable earnings – recurring vs nonrecurring – operating vs non- operating – continuing vs discontinued - Effect of discontinuing operations – comprehensive income – revenue recognition – various forms of sales growth – internally-generated growth, growth from acquisitions

REFERENCE BOOKS:

1. Anthony,Robert N., et. Al, : Accounting – Text and Cases, Eleventh Edition(2003), Tata MC Graw Hill Publishing Company Ltd. , New Delhi.
2. Fraser,Lyn M, : Understanding Financial Statements. Ninth Edition,(2010) PHI Learning Private Ltd, NewDelhi.
3. Gibson, Charles H, Analysis of Financial Statements, Cengage Learning, (2009), New Delhi
4. Black, Geoff, Applied Financial Accounting and Reporting, Oxford University Press,(2004), NewDelhi.
5. Jawahar Lal,Corporate Financial Reporting: Theory and Practice, Taxmann Allied Services (P)Ltd. (2005), NewDelhi.
6. Miller, Paul B.W and Paul R Bahnson : Quality Financial Reporting ,Tata McGraw Hill (2005), New Delhi.
7. SN Maheshwari - Principles of Management Accounting, Sultan Chand and Sons (2006), New Delhi.

4.5 UNDERSTANDING MARKETS

UNIT I

Understanding Markets - Meaning, Nature and Scope -Techniques - application in marginal analysis and optimization – tools of decision science

UNIT II

Theory of demand – Essentials of demand – law of demand, Demand function – Demand Decision - Demand analysis - meaning , determinants and types of demand - elasticity of demand, demand forecasting –components of demand – methods of demand forecasting

UNIT III

Supply - Meaning, determinants - Concept of clearing the marketing – Equilibrium price – Economies of Scale – concept – capital and operating cost - laws of returns to scale

UNIT IV

Market Structure - implications to marketing decisions – monopoly, oligopoly and competitive markets– implications to pricing and output decisions – Government regulations and pricing, , Monetary Policy, National Income – Unemployment, Poverty.

UNIT V

Marginal Productivity theory and demand for factors; The theories of factor pricing
Marginal Productivity Theory – Rent – Ricardian Theory of Rent – Wages – Real and Nominal Wage – Theory of Wages, nature of supply of factor inputs

REFERENCE BOOKS

1. AHUJA .H.L. – Business Economics, S.Chand & Co, New Delhi,2004.
2. M.L.Trivedi - Managerial Economics – Theory and Applications Tata Mc Graw Hill, 2002.
3. Shaikh Saleem, Jayadev Sahu – Business Environment, Dorling Kindersley, 2012

4.6 GENERAL AWARENESS

The Syllabus for this course will be the same as “General Awareness” offered in Semester – IV of B.B.A (Business Administration)

5.1 FINANCIAL MANAGEMENT FOR SMALL AND MEDIUM ENTERPRISES

UNIT I

Small and Medium Enterprises – Introduction – Financing the SMEs – business life cycle – Start –up, early growth, take-off, maturity – Finance Gap –Sources of financing: debt financing – equity financing – convertible loans.– Bank borrowings, Bill financing – factoring of receivables ,loans from finance companies –Stock Exchange Platform for SME stocks.

UNIT II

Working Capital concept – Current assets-current liabilities-Net working capital- Operating cycle-cash cycle- forecasting the working capital requirements –Working capital policies-adequacy of working capital – determinants of working capital – cash management models

UNIT III

Managing Inventory-types of inventory-inventory costs-Inventory control system- Managing payables-cost of open account trade credit-trade credit involving discounts- Managing short term borrowings: types of borrowing-collateral for borrowing-cost of borrowing- Banker – SME relationship

UNIT IV

Cost of Capital – approach to measuring cost of capital – Capital budgeting –Payback period-Accounting rate of return-Net present value.

UNIT V

Venture Capital- venture investment process- seed funding-crowd funding – angel investors – forms of venture capital investment- structure of the funds- corporate investors, bank equity

REFERENCE BOOKS:

1. Ciaran Mac an Bhaird - Resourcing Small and Medium Sized Enterprises
2. Verlag Berlin Heidelberg, A financial growth life cycle approach, Springer - 2010
3. Khan and Jain - Management Accounting 5th Edition, 2010
4. I M Pandey - Management Accounting: 2009
5. Smith, Keith V, Guide to Working capital Management, McGrawHill Book Company (1979), NewYork.
6. Stancill, James McNeill, Entrepreneurial Finance for New and Emerging Business, Thomson South Western (2004)
7. Adelman, Philip J and Alan M Marks, Entrepreneurial Finance, 5th edition, Prentice Hall- Pearson (2009) New Jersey.

5.2 MARKETING PRACTICES

UNIT I

Marketing Concepts – approaches to marketing – core concepts of marketing – marketing process- functions of marketing - Marketing Mix – Four P’s of marketing – Its significance in the competitive environment – product and product line – product mix – product life cycle – managing the product in product life cycle

UNIT II

Market segmentation – bases for market segmentation of consumer goods, industrial goods and services – market targeting and position strategies

UNIT III

Pricing – importance – methods – objectives – factors - Market evaluation and controls – types, processes, obstacles to marketing control – Different types of Pricing – with objectives

UNIT IV

Physical Distribution – importance and role of distribution in marketing - introduction to various channels of distribution – promotion tools – sales promotion, advertising, personal selling, direct marketing and online marketing as promotion tools

UNIT V

New Product introduction – fundamentals of market intelligence – New Product decision process – types of new products – test marketing of a new product, packaging – purpose, types - marketing audit and marketing ethics

REFERENCE BOOKS:

1. Philip Kotler - Marketing Management, 14th Edition 2011
2. VS Ramasamy & S. Namakumari - Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context, Macmillan India, 2007

5.3 SOFTWARE DEVELOPMENT CYCLE AND PROJECT MANAGEMENT

UNIT I

Concepts and Issues in Software Design and Development; Various aspects of software development; Identifying the need and feasibility; Evolution of programming languages; Social, legal and ethical issues
Software Development Life Cycle; Benefits; Phases; Waterfall model; Rapid Application Development model; Agile Model

UNIT II

Requirements gathering; Feasibility Analysis and requirement gathering; techniques; Challenges
Software Project Estimation; Importance of estimation; estimation methods

UNIT III

Software Design process; Logical & Physical Design; Database design using ER Model - Client-Server Application design; User Interface Design; Usability design; Web Application Design; Handheld Application Design
Software Programming; High level Programming language; Low level Programming languages; Criteria for choosing a programming language; Applications and frameworks used for building applications;

UNIT IV

Software Quality Assurance; Importance of testing; Black box and white box testing; Automation testing; Key differences in testing desktop based applications, Web applications and mobile applications; Quality metrics

UNIT V

Managing software projects; Project Planning; Importance of estimation and budgeting; Scheduling; Resource Planning; Tracking execution; risk management; managing global projects
Software Implementation; Hardware and infrastructure requirement planning; Backup planning; Disaster recovery; Security; migration planning

REFERENCE BOOKS

1. Jeffrey L Whitten, Lonnie D. Bently, System Analysis and Design Methods 7th Edition, Tata McGraw Hill(2006)
2. Roger S. Pressman, Software Engineering, McGraw-Hill, 7th Edition (2010)
3. Mike Cotterell, Rajib Mall, Bob Huges – Software project management 5th Edition, Tata McGraw Hill (2011)

5.4 SERVICES MANAGEMENT

UNIT I

Services Management: distinctive characteristics; non-inventorial nature of services; customer as part of raw material for some services; implications; service quality: integrated gaps model; customer behavior, expectations and perceptions in services;

UNIT II

Service recovery; service design & development; physical evidence and the servicescape; service innovations; customer-defined service standards; customers' role in service delivery; employees' role in service delivery; delivering service through intermediaries and electronic channels

UNIT III

Managing demand & capacity; capacity planning; pricing policies for services; integrated services marketing communications; strategies for demand management; building customer relationships.

UNIT IV

HR dimensions in the management of services; role of employees as the last connection between customer and organization; implications to the profile and training of employees; performance measurement; outsourcing considerations.

UNIT V

Focus on Indian IT – ITES, BPO Industry, Health Care Services, Hospitality Services; Case studies.

REFERENCE BOOKS:

1. Glenn Bassett, Operations Management for Service Industries: Competing in the Service Era
2. James A. Fitzsimmons, Mona J. Fitzsimmons, Services Management, fifth edition
3. Valarie A Zeithaml et al, Services Management, 5th Edition

5.5 MARKETING – PROJECT WORK AND VIVA- VOCE

5.6 EXTENSION ACTIVITIES – Community work

6.1 BUSINESS PROCESSES AND INFORMATION SYSTEMS

UNIT I

Introduction – Definition of a Business Process, Understanding Business Processes, Common business processes in an organization, Need for Business process improvement. Introduction to Information Systems - definition - features - steps in implementation of MIS - Need for information-information system for decision making

UNIT II

Supply-side business processes, Sourcing, Procurement planning and processing, Supplier and procurement analysis, Supply Chain Management Systems (SCM)

UNIT III

Demand-side processes, Customer account management, Customer Relationship Management Systems (CRM), marketing and sales Order fulfillment

UNIT IV

Support-side processes, Services, Customer project planning, Customer project execution, Accounting and Financial Processes and their integration with other business processes

UNIT V:

Integration of all processes in an organization - Apply business process innovations introduced by latest technologies – cloud computing ("Software-as-a-service") and mobile technologies - hands on experience on commercially available enterprise system.

REFERENCE BOOKS

1. Kenneth C. Laudon, Jane P. Laudon, Management Information Systems – Managing the Digital Firm, 12th Edition, Printice Hall, 2012
2. R. Radhakrishnan and S. Baasubramanian, Business Process Reengineering, PHI Learning, 2010.
3. Rahul V Alterkar-Supply Chain Management-Concepts and Cases, Prentice Hall of India, 2005.
4. Paul Green Berg-Customer Relationship Management -Tata Mc Graw Hill, 2002

6.2 CORPORATE FINANCIAL MANAGEMENT

UNIT I

Financial Management: Meaning and Objectives-Functions of Financial Management-Finance Vs. Other functions in the organization- Duties and responsibilities of a CFO- Shareholder wealth Maximization objective –Agency Theory- Structure of the Financial System- Financial Planning and Forecasting.

UNIT II

Time Value of Money concepts: Future Value, Present Value, Compounding and discounting- Capital Budgeting –Cash flows-Methods of Evaluating Capital Expenditure Proposals: Payback, ARR, NPV and IRR-capital rationing-Risk adjusted capital budgeting techniques.

UNIT III

Computation of cost of capital: cost of debt, cost of preference shares, cost of Equity: Different Methods-computation of cost of retained earnings, and weighted average cost of capital. Capital structure Planning- EBIT – EPS analysis- Trading on Equity-Leverages: Operating Leverage, Financial Leverage and Total Leverage- Factors affecting Capital Structure

UNIT IV

Dividend Fundamentals- Payment of Dividend: Procedural and Legal framework-Dividend Models-Types of Dividend Policies-Factors affecting Dividend Policy-Other forms of dividends; Bonus shares, stock splits, share buyback

UNIT V

Working Capital Management –Trade off between profitability and risk- Need for working capital – determinants of working capital-operating cycle- estimation of working capital requirements – Management of Cash, cash budgets, Management of Receivables-Management of Inventories

REFERENCE BOOKS:

1. Pandey, I M., - Financial Management, 2009
2. Khan & Jain - Financial Management, 2011
3. Chandra, Prasanna- Financial Management, 2011
4. Gitman, Lawrence J: principles of Managerial Finance, 11th edition, Pearson Education (2008) NewDelhi
5. Brigham &Houston: Fundamentals of Financial Management, 10th edition, South Western Publishing
6. Aswath Damodaran: Corporate Finance: Theory and Practice, John Wiley & Sons Inc. (1997) New York.

6.3 LEGAL AND REGULATORY ASPECTS OF ENTREPRENEURSHIP

UNIT I

Introduction to regulatory requirements of starting a business – contracts – entering into contracts – registering a company / partnership firm with the Registrar of Companies – understanding the documents required to be submitted to the RoC – approvals required from other agencies to start a business – Field Study and Collect all information from different agencies by self learning

UNIT II

Introduction to the legal dimensions of business – foundations of legal environment of business – introduction to law of fiduciaries – elements necessary for binding contract – intellectual property rights – patenting inventions and processes to erect barriers to entry, reduce costs and generate revenues – protecting tacit knowledge – copyrighting works – creating brand equity through use of trademarks

UNIT III

Laws relevant to human resources – employment and wrongful termination – employment – discrimination and harassment- recent laws enforced – regulatory approvals and registration with government bodies pertaining to human resources - PF, ESI and Workmen Compensation Act – Factory act and Industrial disputes Act.

UNIT IV

Legal aspects of raising venture capital – state laws and regulations governing securities offerings – potential liability for securities fraud, insider trading – how to get listed in stock exchange – field study

UNIT V

General principles of taxation – Direct and Indirect Taxes – Tax evasion – avoidance, causes and remedies; Computation of Income – Capital Gains – VAT – provisions and exemptions; Excise Duty – Objectives and exemptions – Customs duties – levy of import and export duties.

REFERENCE BOOKS:

Don Mayer, Daniel Warner, George Siedel and Jethro K. Lieberman - Business Law and the Legal Environment, 2011

6.4 LEGAL APPROVALS FOR A NEW BUSINESS – PROJECT WORK AND VIVA-VOCE

6.5 GLOBAL SUPPLY CHAIN MANAGEMENT

UNIT I

Introduction- Supply Chain Management – Development Chain – global optimization – evolution of SCM- managing uncertainty and risk – Forces of global supply chain – global market force- technology force – Global cost force – Political Force

UNIT II

Risk of global Supply Chain – Speculative Strategies, Hedge strategies, flexible strategies, requirements for global strategy implementation, advantages of global supply chain, supply chain security -

UNIT III

Issues in Global Supply chain Management – International Vs. Regional Product – Local autonomy Vs. Control logistics – importing and exporting, main forces, barriers – Supply chain integration – functional products – innovative products – efficient supply chains – responsive supply chains – agile supply chains

UNIT IV

The Global Supply chain – performance cycle length, operations, system integration, alliances, views of global logistics - direct shipment distribution – intermediate inventory storage point-transshipment – framework for strategic alliances- third party logistics – Outsourcing benefits and risks – procurement strategies – E-procurement

UNIT V

Supply chain – Strategies – Green Supply Chain indicators, strategic, tactical, operational – Supply chain in Information Technology – business processes – supply chain IT innovations – technology standards – RFID - SOA

REFERENCE BOOKS:

1. Sunil Chopra and Peter Meindl - Supply chain management, (PHI) 2007
2. David J. Closs - Logistical Management Donald J. Bouersox , (TATA Mc Graw Hill) 2007
3. Levi, David, Kamisnsky, Philip, Edith - Designing and managing the supply chain: Concepts, Strategies and Case Studies, 3rd Edition, Irwin/McGraw Hill 2003

6.6 STRATEGIC MARKETING

UNIT I

Business Strategy - the strategic role of marketing strategies, corporate strategic decisions, business strategies and marketing implications

UNIT II

Environmental Analysis, industrial analysis, competitive analysis, internal and customer analysis, differentiation and positioning strategies, obtaining strategic competitive advantage, marketing strategies for new market.

UNIT III

Marketing of Services - meaning - nature of services -
Relationship marketing - Concept of a brand – Branding – Co-branding – creating a brand

UNIT IV

Marketing strategies for growth market, marketing strategies for mature and declining markets, marketing strategies for consumer goods firms, service firms and industrial firms – different types of marketing – direct marketing – network marketing – affiliate marketing

UNIT V

Global marketing strategies, implementing and controlling marketing strategies
Social Media Marketing – information, communication, technology in marketing – events as platforms for marketing

REFERENCE BOOKS:

1. Philip Kotler - Marketing management, 2009
2. Ashok Ranchhod, - Marketing Strategies: A Contemporary Approach, Pearson 2011

7.1 BUSINESS ANALYTICS AND INTELLIGENCE

UNIT I

Business Analytics (BA) - What does Analytics mean?; What to expect from Analytics?; When do we need Analytics? Where to and where not to use Analytics; Combining art and science; various software and tools used for BA

UNIT II

Components required to put BA to work – High-quality Data; Enterprise Orientation; Analytical Leadership; Strategic Targets; Good Analysts
Development and Deployment of Information at functional level - Establishing new Business Process; Optimizing existing business model; Which business process to start with? Corporate Performance Management (CPM)

UNIT III

Embedding Analytics in Business Process; Building Analytical Culture; Reviewing business comprehensively to meet challenges along the way
Introduction to Data Warehouse (DW); Architecture and process in DW; Tips and techniques in DW; Software and tools used for building Data Warehouse

UNIT IV

Introduction to Business Intelligence (BI); Benefits of using BI; Various software used in BI; Centralized and decentralized organizations; Tasks and competencies; What is the right time to establish BI?
Introduction to Data mining; Data mining with target variables; explorative methods; business requirements; Software and tools used in Data Mining

UNIT V

Assessment and prioritization of BA Projects - How to identify a strategic projects?
Uncovering value creation; How to handle when project over runs? What to do when the uncertainty is too big? Future trends in BA

REFERENCE BOOKS:

1. Gert H.N. Laursen; Jesper Thorlund - Business Analytics for Managers: Taking Business Intelligence beyond reporting, John Wiley & Sons (2010)
2. Thomas H. Davenport, Jeanne G. Harris, Robert Morrison - Analytics at work: Smart Decisions, Better Results 1st Edition, Harvard Business School Press (2010)

7.2 BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT I

Business Environment – The concept and significance – constituents of business environment – business and society, business and ethics – social responsibility – Environmental pollution and control. Business and culture- business and government – political system and its influence on business – Indian constitution – Directive principles of State Policy

UNIT II

Managing ethics – meaning and types – framework of organizational theories and sources – ethics and profit. Corporate governance – structure of boards – reforms in boards – compensation issues – ethical leadership

UNIT III

Globalisation of the economy – trends and issues, politics and environment, MNCs and Government relationships – introduction to GATT and WTO

UNIT IV

Fiscal policy – central finances and new fiscal policy- direct and indirect Tax structure, VAT, MODVAT – service tax problems and reforms – Expenditure Tax – Public debts and deficit financing

UNIT V

Legal environment of business – monopolies – company law, competition act 2002. Foreign exchange management act – securities and exchange board of India Act – customs and central excise act – central and state sales tax – consumer protection Act – Patents Act.

REFERENCE BOOKS:

1. Adhikari M - Economic environment of management, 2009
2. Raj Agarwal - Business Ethics, Mc Graw Hill 2004

7.3 MARKET INTELLIGENCE

UNIT I

Introduction to Market Intelligence – introduction to market intelligence tools; Nature and Scope of business research, identification of research problem, research objective, type of business research, research process, research designs: exploratory, descriptive, experimental and observational. Planning and formulation of research projects, preparation of questionnaire and schedules, measurement problem and scaling techniques. Collection of data: Primary and secondary data. Purpose of research application, types of research reports, structure of research report.

UNIT II

Hypothesis: meaning –sources – types – formulation research design – types – case study – features of good design – measurement – meaning – need - errors in measurement – tests of sound measurement – scaling techniques – meaning – types of scales – scale construction techniques.

UNIT III

Sampling design – meaning – concepts – steps in sampling – criteria for good sample design – types of sample designs – probability and non-probability samples. Data collection – types of data – sources – tools for data collection, methods of data collection – constructing a questionnaire – pilot study – data processing: coding – editing and tabulation of data – data analysis

UNIT IV

Test of significance: assumptions about parametric and non-parametric tests. Parametric test – T-test, F Test and Z test – Non-parametric test – U Test, Sign Test. Multivariate analysis – factor, cluster, MDS, Discriminant analysis (No Problems)

UNIT V

Interpretation – meaning – techniques of interpretation – report writing: significance – report writing: steps In report writing – layout of report – types of reports – oral presentation – executive summary – mechanics of writing research report – precautions for writing report – norms for using tables, charts and diagrams.

REFERENCE BOOKS:

1. Donald, R. Cooper and Parmela, S, Schindler- Business Research Methods. Tata Mc Graw Hill 2009
2. Emory - Business Research Methods, 2002
3. Naresh.K Malhotra - Marketing Research; Pearson Education 2010

7.4 CUSTOMER RELATIONSHIP MANAGEMENT

UNIT I

Introduction to CRM – Definition – Introducing strategic, operational, analytical and collaborative CRM – generic models of CRM – relationship – attributes of successful relationships

UNIT II

Organisational roles and CRM – Strategic roles of CRM – Key Account Management – CRM Lifecycle – new customer – operational CRM – customer retention – customer development

UNIT III

Data information and Knowledge Management – customer-related databases, technology platforms, CRM analytics – data warehousing, data marts, data mining – Value based CRM

UNIT IV

Impact on marketing Strategy – Marketing Automation – meaning – marketing CRM advantages and benefits – MA software functionality – impact on sales strategy – meaning of sales force automation – advantages and benefits – SFA software functionality – impact of customer services strategy – meaning of service automation – meaning of customer experience and customer loyalty

UNIT V

CRM Network – business networks and CRM – social CRM and networking – CRM Constituency Relationships – supplier, partner, investor, employee – CRM Technologies – CRM Architecture – Knowledge management – CRM Evaluation – CRM Selection

REFERENCE BOOKS:

1. Buttle, Francis - Customer Relationship Management 2nd Edition, Elsevier Publishing, 2009
2. Greenberg, Paul - CRM at the speed of light, Social CRM Strategies, Tools and Technologies for engaging your customers, Mc Graw Hill, 2010

7.5 BUSINESS ANALYTICS USING EXCEL – PROJECT REPORT AND VIVA-VOCE

7.6 ORGANISATIONAL SUCCESS THROUGH INNOVATION

UNIT I

Innovation in business – the big picture – the IQ – Innovation Quotient – Stepping off the cliff – Establishing environments for creativity – Cycling worlds – Creating the climate – Taking risks, failing and being OK.

UNIT II

Innovation and organisational success – Innovation as a core business process, Innovation as a driver of organisational growth – Innovation in the context of Small and Medium Enterprises – Innovation and Entrepreneurship – Make innovations work for the organisation – Design organisation for innovation focus.

UNIT III

The creative problem – solving structure – Planning – Task Analysis – Springboards – Speculative thinking exercise – Imaging, metaphor, analogy and excursion- Journey into absurdity – Selection of springboards – Idea development – Developmental thinking exercise – Next steps – Learning from actual experience

UNIT IV

Invention and Innovation – The breakthrough dilemmas – invention: seeing differently – Innovation: the long road – fostering invention – mentoring and apprenticeship – fostering innovation – innovative research groups – obstacles to radical innovation – cultures of innovation – innovation at the crossroads.

UNIT V

Innovation and the market – Idea to Market, Understanding the basic steps: Intellectual Property Rights (IPR) – Protecting IPR – Patents, Trademarks, Copyrights – Leveraging IPR. Institutional support for Innovation – funding, mentoring, networking, policy support

REFERENCE BOOKS:

1. Bellon Whittington - Competing through Innovation, Prentice 2006
2. Peter F. Drucker - Innovation and Entrepreneurship, 2012
3. Michael H. Morris, Donald F. Kuratko and Jeffery G Covin - Corporate Entrepreneurship & Innovation: Concepts, Contexts and Commercialization, 2011
4. John Bessant and Joe Tidd - Innovation and Entrepreneurship, 2011

8.1 PRACTICAL TRAINING – PROJECT WORK AND VIVA-VOCE

9.1 LAUNCHING GLOBAL VENTURES

UNIT I

Entrepreneurship – overview of entrepreneurship & the venture value chain – evaluating new-business opportunities using the launch lens – research & analysis to guide your startup strategy

UNIT II

An overview of startup finances and sources of investment capital – developing financial projections – how to forecast expenses and revenue – raising seed financing

UNIT III

The Venture communication pyramid – cohesive communication for startups – examining sample business plans and executive summaries – venture presentation – elevator pitch – managing investor due diligence

UNIT IV

The venture value chain and what to expect during the launch stage – imperatives of the launch stage – managing business risk to enhance success – applying the VQ – legal issues facing entrepreneurs – building your team – Entrepreneurial Wisdom

UNIT V

Global business Models – high profile start-ups – frameworks to organize business model decisions – arbitrage of ideas – information flows – Location Choice – factors influencing choice of location – adjusting business model to resource constraints, structure partnerships in a multi-country context.

REFERENCE BOOKS:

1. Jeffrey A. Timmons, Stephen Spinelli - New Venture Creation 7th Edition, Tata Mcgraw Hill Education (2009)
2. A Sahay and V Sharma - Entrepreneurship and New Venture Creation, Excel Books 2010

9.2 BUSINESS PLAN

UNIT I

Business Plan : The Meaning - The 'Why' of Business Plan - Basic Parameters - Basic parameters : Timing of Decisions Undertaken - Project Parameters :The Common Considerations – Factor of successful business – capital management – eligibility to attract motivates- financial control – Anticipating change and adaptability.

UNIT II

Business Plan process – Sources of Information – Internet, government sources and statistics – offline research resources- Library –SBDC's – Trade and industries association – sources of market research – evaluating data - Benefits of Market Study - Coverage of Market Study - Information Sources - Market Demand : A Five Dimensional Concept

UNIT III

Business Plan Components – The Executive Summary – Company Description – Industry Analysis & Trends – Target Market – Competition – Strategic Position & Risk Assessment – Marketing Plan & Sales Strategy – operations – Technology Plan – management & Organization – Community Involvement & Social Responsibility – Development, Milestones & Exit Plan – The Financials.

UNIT IV

Exploratory –cum-Desk Research (EDR) – Field Interviews: An Essential Skill – Field Interviews: useful Tips - Product / Service and EDR /DMR – Detailed Market Research (DMR) – Other Methods – Analysis of Information - Need for Judgments – Soft Drink Illustration – Errors and Precautions – Manufacturing Process – Sources of Technical Know-how - Reassurance on Manufacturing Process – Plant and Machinery – Supplier Identification – Interaction with Suppliers – Supplier Selection - Tips on Supplier – transaction.

UNIT V

The Lay – out – Built-up Area – Raw materials - Packing – Land Requirement – Utilities – Manpower – Search for Location: Reasons – Selection Criteria-Information Sources – Location / Site Selection - Purpose of Financial viability – Financial viability : Meaning – Project Cost – Avoid Differences with Loaning Agency – Working Capital and Working Capital Margin - Assessment of Working Capital Requirement – Working Capital Assistance. Capacity Utilization and Income, Expenditure, Profit Estimate – Viability Test – profitability –Cash Flow Estimate – Risk Analysis – Financial Viability: A Recapitulation – Implementation schedule.

REFERENCE BOOKS:

1. Rhonda Abrams "The Successful business Plan Secrets & Strategies" Prentice
2. Rhonda Abrams " The business Plan in a day " Prentice
3. Business plan Preparation –Entrepreneurship Development Institute of India
4. Arthur R. DeThomas Ph.D. and Lin Gensing-Pophal, Writing a Convincing Business Plan
5. Mike P. McKeever, How to Write a Business Plan

9.3 ENTREPRENEURIAL LEADERSHIP

UNIT I

Leadership – Definition – ways of conceptualizing leadership – traits – process leadership – leadership and power – leadership and coercion – leadership and management – global leadership attributes – identifying current entrepreneurial leaders and their characteristics – benefits and risk of assuming a leadership role – identifying the basic skills required of entrepreneurial leaders

UNIT II

Styles of leadership – authoritarian, democratic and laissez-faire – Trait Approach – Leadership trait Questionnaire – Skills Approach – Three Skill approach – skills model – Style approach – Blake and Mouton’s Managerial (Leadership) Grid – Situational Approach – Leadership styles – universal leadership skills

UNIT III

Creating a Vision – characteristics of a vision – advantages of having project teams in the workplace – Contingency Theory – situational variables in contingency theory – Path Goal Theory – leader behaviours – subordinate characteristics – task characteristics – leader-Member Exchange Theory – leadership making

UNIT IV

Out-group - why do out-groups form – impact of out-groups – Transformational Leadership - definition – transformational leadership and charisma – Authentic Leadership – Definition – Approaches to authentic leadership – Team Leadership – team leadership model

UNIT V

Handling Conflict- communication strategies for conflict resolution -Overcoming Obstacles - Ethics in Leadership – Psychodynamic Approach – Eric Berne and Transactional Analysis – Sigmund Freud and personality types – Gender and leadership styles – gender and leadership effectiveness

REFERENCE BOOKS:

1. Peter G. Northouse - Introduction to Leadership: Concepts and Practice, second edition, Sage Publications, 2012
2. Peter G. Northouse - Leadership: Theory and Practice, Sixth Edition, Sage Publications, 2013

9.4 GLOBAL STRATEGIC MANAGEMENT

UNIT I

Global Strategic Management : Overview – two global scenarios – key challenges facing managers – defining globalisation – implications for management

UNIT II

Analysing the External Environment – changing external environment – macro environmental analysis – industry analysis: five forces of competition –strategy and business models – components of a business model – representing value propositions – understanding the sources of competitive advantage – competitive dynamics

UNIT III

Corporate responsibility – building sustainable value – creating value for stakeholders - Strategic positioning and its importance – foreign direct investment – global and multi domestic industries – positioning strategic choices in a global context

UNIT IV

Need for global marketing – developing a global marketing orientation – targeting what markets to enter – how to enter target markets – when to enter target markets – why global sourcing – types of global sourcing – locating global sourcing partners – key success factors for global sourcing – benefits of global sourcing

UNIT V

Defining Strategic Alliances - Benefits of Strategic Alliances - Alliances in the New - Competitive Landscape - The Risks of Strategic Alliances - The Causes of Alliance Failure - Managing Strategic Alliances - Emerging Global Alliances and Partnerships

REFERENCE BOOKS:

1. Pearce and Robinson - Strategic Management.2009
2. Pearce and Richard B Robinson - Strategic Management Formulation, Implementation and Control; 9th edition 2007

9.5 BUSINESS PLAN – PROJECT REPORT AND VIVA-VOCE

10.1 DISRUPTIVE INNOVATION AND TECHNOLOGY

UNIT I

Defining Disruptive Innovation, - Insights into disruptive innovations through analysis of classic examples – New technology and changed business models as the precursor for disruptive innovations – Difference between sustaining and disruptive innovations

UNIT II

Identifying Opportunities and Technology– Identifying Non-consumers, Definition of Non-consumption, Constraints of Consumption – Skill Related, Wealth Related, Access Related, Time Related; Identifying Overshot Customers, Identifying Jobs to be done

UNIT III

Formulate and Shape the Ideas – Developing Disruptive Ideas, Assessing a Strategy; Building the Business – Mastering Emergent Strategies, Assembling and Managing Project Teams

UNIT IV

Typical Disruptive Innovation Process - Initially underperforms- Has features a few fringe and generally new customers value - first commercialized in emerging or niche markets - Steadily improves in performance until it meets the demands of the mainstream market – Then displaces the dominant incumbent(s) in the mainstream market – Case Studies

UNIT V

Surviving Disruptive Technologies – Why do great companies succeed? Common causes for company failure – Meeting current needs of customers, rejection of breakthrough innovations; managing disruptive technological change

REFERENCE BOOKS:

1. Scott D. Anthony, Mark W. Johnson, Joseph V. Sinfield, Elizabeth J. Altman - The Innovator's Guide to Growth – Putting Disruptive Innovation to work, Harvard Business School Press, 2008
2. Clayton M. Christensen, The Innovator's Dilemma, Harvard Business School Press, 1997

10.2 VENTURE FINANCE

UNIT I

Introduction to entrepreneurial Finance – Venture Life cycle: development stage, start up stage, survival stage, rapid growth stage, maturity stage-financing through the venture life cycle; seed financing, start up financing, first round financing, second round, mezzanine, and liquidity stage – Financial Planning through out the venture’s life cycle-short term cash planning-forecasting sales-projected balance sheet-projected income statement-projected cash flow statement.

UNIT II

Determining capital needs – debt and equity funding alternatives – types of debt – private placement vs. public placement – raising capital – funding capital equipment or new projects – lease vs. buy - Debt Financing – Equity Financing

UNIT III

Getting Funded – Seed and Angel Investing - Venture Financing: types, Costs and securities Laws Considerations. Legal structure of a venture capital financing - Creating and recognizing venture value – Professional Venture Capital

UNIT IV

New venture financing – Venture capital – current state of the industry – the business - VC vs the entrepreneur – Angel Financing – bootstrap financing – Intellectual property and strategic alliances

UNIT V

Venture capital valuation methods– key factors influencing valuation –valuation of revenue generating firms – multiples – asset valuations – valuing technology companies - mergers & Acquisitions - Exit and Turn around - IPO

REFERENCE BOOKS:

1. Steven Rogers - Entrepreneurial Finance: Finance and business strategies for the serious entrepreneur, second edition, The Mc Graw-Hill companies; 2008
2. Charles Woelfel - Financial statement analysis : the investor’s self-study to interpreting & analyzing financial statements, revised edition; Mc Graw-Hill 1993
3. Leach, J. Chris and Ronald W Melicher: Finance for Entrepreneurs, Cengage Learning(2006), NewDelhi.
4. Madapati, Ravi S. Venture Capital: Concepts and Cases, The ICFAI University Press, (2004) Hyderabad

10.3 MANAGING TURNAROUNDS

UNIT I

Turnaround – product life cycle and corporate business cycle – organizational underperformance – stages of organisational decline – Tobin’s Q and Altman’s Z Score – measuring and benchmarking organisational underperformance

UNIT II

Business turnaround situation – distinguishing a turnaround situation – nature of business turnarounds – models of business turnaround – current theories of sustainable competitive recovery – Strategy development – strategy in turnaround – stages of the strategy – core competence – sustainable advantage

UNIT III

Financial Statement analysis - Ratio analysis – importance of marketing – operating and cash cycles – normalizing the data – cash flow management – measures of operating cash flows – mining the financial statements – carrying and shortage costs – cash budgeting – cash crisis and response – analyzing corporate financial statements – strategies of crisis cash flow management

UNIT IV

Operations improvement – lean and 6 sigma concepts – improvement tool-sets – operations rationalization – supply chain role in turnaround – the rationale of downsizing – economic forces driving downsizing – plant closing and the impact – Outsourcing – advantages and disadvantages – considerations when outsourcing and off-shoring – trends in insourcing and “on-shoring” -

UNIT V

Corporate financial restructuring – debt and equity options – organisational restructuring – mergers, acquisitions, divestitures, joint ventures and strategic alliances – valuation methodologies – bankruptcy as a strategic option – key definitions – features and protections of bankruptcy – factors when considering the bankruptcy

REFERENCE BOOKS:

1. Tom Lenahan - Turnaround, Shutdown and Outage Management: Effective Planning and Step-by-Step Execution of Planned Maintenance Operations, 2006
2. Bobby Singh – World Class Turnaround Management, Everest Press, 2000.

10.4 FINANCING YOUR BUSINESS – PROJECT REPORT AND VIVA-VOCE

10.5 (A) MANAGING DIVERSITY

UNIT - I

Business - Concepts and Significance - Entry of Multinationals - New Changes in Business - Innovation of new products - Technological changes – Competition in Business - Social Responsibility of Business.

UNIT - II

Cultural concept - Cultural change - Culture and Workplace - Cross culture - Culture and Competition - Differences in culture - Cultural theories - Impact of Culture on Business-Managing Cultural impacts and changes.

UNIT - III

Nature of Competition - Heckscher Ohlin Theory - The new Trade Theory - National Competitive Advantage - Porter's Diamond - Impact of Competition - Managing Competition - Updating of new technology. Era of Globalization - Significance - Strategy and the firm - Profiting from Global Expansion - Pressures for cost reductions and Local responsiveness - Strategic Choice - Entry mode - Liberalization of Indian economy - Export and Import acts - Managing global entry

UNIT - IV

Strategic Responses to changing environment-Portfolio Related, Process Related and Structure Related- Aligning HR Strategy-strategic Changes- Planned Changes - drawbacks- Unplanned Change- Steps in Planned Change -Changes and Amendments in Labors Laws- International Trade Unions and Business Associations

UNIT - V

Legal acts in India - Industrial Developmental Regulation Act (IDRA) - New Industrial Policy - New Economic Policy - Abolition of MRTP Act and introduction of Competitive Act - Consumer Protection Act - Imposing of MODVAT in India. Political Environment -Political uncertainty - Impact of Politics on Business- GATT -WTO-TRIPS-TRIMS- Consumer movements, Right to information

Reference Books:

1. Business Environment - Francis Cherunilam. (Himalaya Publishers)
2. Business Environment - Aswathappa. (Himalaya Publishers)
3. International Business - Francis Cherunilarn. (Prentice Hall of India).
4. International Business: Competing in the Global Market Place - Hill. C. W. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
5. Indian Economy - A. N. Agarwal. (Wishwa Prakashan).

10.5 (B) MANAGING FAMILY BUSINESSES

UNIT I

Defining family business; Why family businesses are special, Family business dynamics: people, systems & growing complexity, The family's relationship with the business: developing a strategic vision & building teamwork

UNIT II

The next generation: Renewing Entrepreneurship - Human resource management and leadership perspective, Getting help: making the most of outside resources

UNIT III

Valuation – Strategic planning and non-family managers – family business governance -

UNIT IV

Succession Planning: Managing succession: the leadership challenge, leading the transition - Building financial security and relinquishing control, Wealth management: family offices and philanthropy

UNIT V

Professionalizing the boardroom: the role of balanced board of directors - Cousin companies: family governance in multigenerational family firms - Global family business round-up

REFERENCE BOOKS:

1. Peter Leach - Family Businesses: The Essentials, Profile Books Ltd
2. D. Sampath - Inheriting the Mantle: Management of Succession and Transition in Indian Family Business, Sage Publications, 2001

10.5 (C) TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE

UNIT I:

Innovation: - Need - Objectives of innovation - Technology innovation - its importance
- Knowledge Management- need - Business strategies related to knowledge management
- Knowledge Management Approaches-Transformation of an enterprise through
Knowledge Management - Creating Knowledge Management System in Organization
Establishing Knowledge Management through IT- Organizational culture for Knowledge
Management - Future of Knowledge Management

UNIT II:

Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology
base and Capabilities-Preference of Indian Technology-major Constraints and problems-
Operational constraints-Problems in Indian Business Environment Problems
in Finalization of Agreement-Major Problems in Technology transfer
Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and
Intellectual Property rights.

UNIT III:

Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web Marketing-
Web Psychology: Understanding the Internet mind- The Internet and the Law: Copyright,
Censorship, Privacy, Jurisdiction- Do's and Don'ts on Web.

UNIT IV:

Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing
Attracting Customers- Web Advertising - E-Mail Marketing-Instant market research -Securities
Issues.

UNIT V:

Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise
Architecture Planning- ERP Implementation- The Future of ERP Applications- Procurement-
e-Business Blueprint Planning.

REFERENCE BOOKS

- 1 . Knowledge Management for Competitive advantage-Harish chandra Chaudharaty,
Excel Books Publications, New Delhi
2. Technology Transfer and Joint Ventures Abroad-R.R.Azad, Deep& deep
Publications, New Delhi
3. Web Advertising and marketingthomas J Kuegler,Jr. #rd Edition-Prentice- Hall of
India, New Delhi
4. e-Business Roadmap for Success- Dr.ravi Kalakota- Perason Education
5. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, Addition-
Wesley, 2000