



HINDUSTAN UNIVERSITY

HINDUSTAN INSTITUTE OF TECHNOLOGY & SCIENCE

**M.B.A. (Family Business & Entrepreneurship)
Hindustan Institute of Technology & Science
Curriculum and Regulations 2013**

Syllabus

M.B.A(Family Business & Entrepreneurship)

ACADEMIC REGULATIONS

(M.E. /M.Tech / M.B.A. / M.C.A.) (Full-Time / Part-Time)

(Effective 2012)

1. Vision, Mission and Objectives

1.1 The Vision of the Institute is “To make everyone a success and no one a failure”.

In order to progress towards the vision, the Institute has identified itself with a mission to provide every individual with a conducive environment suitable to achieve his / her career goals, with a strong emphasis on personality development, and to offer quality education in all spheres of engineering, technology, applied sciences and management, without compromising on the quality and code of ethics.

1.2 Further, the institute always strives

- To train our students with the latest and the best in the rapidly changing fields of Engineering, Technology, Management, Science & Humanities.
- To develop the students with a global outlook possessing, state of the art skills, capable of taking up challenging responsibilities in the respective fields.
- To mould our students as citizens with moral, ethical and social values so as to fulfill their obligations to the nation and the society.
- To promote research in the field of science, Humanities, Engineering, Technology and allied branches.

1.3 Our aims and objectives are focused on

- Providing world class education in engineering, technology, applied science and management.
- Keeping pace with the ever changing technological scenario to help our students to gain proper direction to emerge as competent professionals fully aware of their commitment to the society and nation.
- To inculcate a flair for research, development and entrepreneurship.

2. Admission

2.1. The admission policy and procedure shall be decided from time to time by the Board of Management (BOM) of the Institute, following guidelines issued by Ministry of Human Resource Development (MHRD), Government of India. The number of seats in each branch of the (M.E. / M.B.A. / M.C.A.) programme will be decided by BOM as per the directives from Ministry of Human Resource Development (MHRD), Government of India and taking into account the market demands. Some seats for Non Resident Indians and a few seats for Foreign nationals shall be made available.

2.2. The selected candidates will be admitted to the (M.E. / M.Tech / M.B.A. /M.C.A.) programme after he/she fulfills all the admission requirements set by the Institute and after payment of the prescribed fees.

2.3. Candidates for admission to the first semester of the Master’s Degree Programme shall be required to have passed in an appropriate Degree Examination recognized by Hindustan University

2.4. In all matters relating to admission to the (M.E. / M.Tech / M.B.A. / M.C.A.) programme, the decision of the Institute and its interpretation given by the Chancellor of the Institute shall be final.

2.5. If at any time after admission, it is found that a candidate has not fulfilled any of the requirements stipulated by the Institute, the Institute may revoke the admission of the candidate with information to the Academic Council.

3. Structure of the programme

3.1. The programme of instruction will have the following structure

- i) Core courses of Engineering / Technology / Management.

ii) Elective courses for specialization in areas of student's choice.

3.2. The minimum durations of the programmes are as given below:

Program	No. of Semesters
M.Tech.(Full-Time)	4
M.Tech.(Part-Time)	6
M.B.A.(Full Time)	4
M.B.A. (Part Time)	6
M.C.A.(Full-Time)	6
M.C.A.(Full-Time)	8

Every (M.E./M.Tech / M.B.A. / M.C.A.) programme will have a curriculum and syllabi for the courses approved by the Academic Council.

3.3. Each course is normally assigned certain number of credits. The following norms will generally be followed in assigning credits for courses.

- One credit for each lecture hour per week per semester;
- One credit for each tutorial hour per week per semester;
- One credit for each laboratory practical (drawing) of three (two) hours per week per semester.
- One credit for 4 weeks of industrial training and
- One credit for 4 hours of project per week per semester

3.4. For the award of degree, a student has to earn certain minimum total number of credits specified in the curriculum of the relevant branch of study. The curriculum of the different programs shall be so designed that the minimum prescribed credits required for the award of the degree shall be within the limits specified below.

Program	Minimum prescribed credit range
M.Tech.(Full time/Part time)	85 – 90
M.B.A. (Full time / Part time)	85 – 95
M.C.A (Full time / Part time)	110 – 115

3.5. The medium of instruction, examination and the language of the project reports will be English.

4. Faculty Advisor

4.1. To help the students in planning their courses of study and for getting general advice on the academic programme, the concerned Department will assign a certain number of students to a Faculty member who will be called their Faculty Advisor.

5. Class Committee

5.1 A Class Committee consisting of the following will be constituted by the Head of the Department for each class:

- A Chairman, who is not teaching the class.
- All subject teachers of the class.
- Two students nominated by the department in consultation with the class. The Class Committee will meet as often as necessary, but not less than three times during a semester.

The functions of the Class Committee will include:

- Addressing problems experienced by students in the classroom and the laboratories.
- Analyzing the performance of the students of the class after each test and finding ways and means of addressing problems, if any.
- During the meetings, the student members shall express the opinions and suggestions of the class students to improve the teaching / learning process.

6. Grading

6.1 A grading system as below will be adhered to.

Range of Marks	Letter Grade	Grade Points
95-100	S	10
85-94	A	09
75-84	B	08
65-74	C	07
55-64	D	06
50-54	E	05
<50	U	00
	I (Incomplete)	--

6.2 GPA & CGPA

GPA is the ratio of the sum of the product of the number of credits C_i of course “i” and the grade points P_i earned for that course taken over all courses “i” registered by the student to the sum of C_i for all “i”. That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, at any semester, considering all the courses enrolled from first semester onwards.

6.3. For the students with letter grades W / I in certain subjects, the same will not be included in the computation of GPA and CGPA until after those grades are converted to the regular grades S to U.

6.4 Raw marks will be moderated by a moderation board appointed by the Vice Chancellor of the University. The final marks will be graded using absolute grading system. The Constitution and composition of the moderation board will be dealt with separately.

7. Registration and Enrollment

7.1 Except for the first semester, registration and enrollment will be done in the beginning of the semester as per the schedule announced by the University.

7.2 A student will be eligible for enrollment only if he/she satisfies regulation 10 (maximum duration of the programme) and will be permitted to enroll if (i) he/she has cleared all dues in the Institute, Hostel & Library up to the end of the previous semester and (ii) he/she is not debarred from enrollment by a disciplinary action of the University.

7.3. Students are required to submit registration form duly filled in.

8. Registration requirement

8.1. A full time student shall not register for less than 16 credits or more than 24 credits in any 12 given semester.

8.2 If a student finds his/her load heavy in any semester, or for any other valid reason, he/she may withdraw from the courses within three weeks of the commencement of the semester with the written approval of his/her Faculty Advisor and HOD. However the student should ensure that the total number of credits registered for in any semester should enable him/her to earn the minimum number of credits per semester for the completed semesters.

9. Minimum requirement to continue the programme

9.1 For those students who have not earned the minimum required credit prescribed for that particular semester examination, a warning letter to the concerned student and also a letter to his parents regarding the shortage of this credit will be sent by the HOD after the announcement of the results of the university examinations.

10. Maximum duration of the programme

The minimum and maximum period for the completion of various programs are given below.

Program	Min.No. of Semesters	Max.No. of Semesters
M,Tech(Full-Time)	4	8
M,Tech(Part-Time)	6	10
M.B.A.(Full Time)	4	8
M.B.A. (Part Time)	6	10
M.C.A. (Full – Time)	6	12
M.C.A. (Part – Time)	8	14

11. Temporary discontinuation

11.1. A student may be permitted by the Dean to discontinue temporarily from the programme for a semester or a longer period for reasons of ill health or other valid reasons. Normally a student will be

permitted to discontinue from the programme only for a maximum duration of two semesters.

12. Discipline

12.1. Every student is required to observe discipline and decorous behavior both in-side and outside the campus and not to indulge in any activity which will tend to bring down the prestige of the University.

12.2. Any act of indiscipline of a student reported to the Dean (Academic) will be referred to a Discipline Committee so constituted. The Committee will enquire into the charges and decide on suitable punishment if the charges are substantiated. The committee will also authorize the Dean (Academic) to recommend to the Vice - Chancellor the implementation of the decision. The student concerned may appeal to the Vice Chancellor whose decision will be final. The Dean (Academic) will report the action taken at the next meeting of the Council.

12.3. Ragging and harassment of women are strictly prohibited in the University campus and hostels.

13. Attendance

13.1. A student whose attendance is less than 75% is not eligible to appear for the end semester examination for that course. The details of all students who have attendance less than 75% will be announced by the teacher in the class. These details will be sent to the concerned HODs and Dean.

13.2. Those who have 75% or more attendance for the period other than their medical leave will be considered for condonation of shortage of attendance provided the overall attendance in the course including the period of illness does not fall below 65%. Application for condonation recommended by the Faculty Advisor, concerned faculty member and the HOD is to be submitted to the Dean who, depending on the merit of the case, may permit the student to appear for the end semester examination. A student will be eligible for this concession at most in two semesters during the entire degree programme. Application for medical leave, supported by medical certificate with

endorsement by a Registered Medical Officer, should reach the HOD within seven days after returning from leave or, on or before the last instructional day of the semester, whichever is earlier.

13.3. As an incentive to those students who are involved in extra curricular activities such as representing the University in Sports and Games, Cultural Festivals, and Technical Festivals, NCC/ NSS events, a relaxation of up to 10% attendance will be given subject to the condition that these students take prior approval from the officer –in-charge. All such applications should be recommended by the concerned HOD and forwarded to Dean within seven instructional days after the programme/activity.

14. Assessment Procedure (M.E./M.Tech./ M.C.A.)

14.1. The Academic Council will decide from time to time the system of tests and examinations in each subject in each semester.

14.2. For each theory course, the assessment will be done on a continuous basis as follows:

Test/Exam	Weightage	Duration of Test /Exam
First Periodical Test	10%	1 period
Second Periodical Test	10%	1 period
Third Periodical Test	15%	2 periods
Seminar/Assignments/Quiz	10%	
Attendance	5%	
End semester Examination	50%	3 Hours

14.2.1. ASSESSMENT PROCEDURE (M.B.A.)

Test/Exam	Weightage	Duration of Test /Exam
Case study/Project presentations	10%	Throughout the semester
Surprise Test/Quiz (Minimum 2/semester)	10%	1 period
Open Book test	10%	1 period
Mid Semester exam	15%	2 periods
Attendance and Class participation	5%	Throughout the

		Semester
End Semester Exam	50%	3 hours

14.3. For practical courses, the assessment will be done by the subject teachers as below:

- (i) Weekly assignment/Observation note book / lab records – weightage 60%.
- (ii) End semester examination of 3 hours duration including viva – weightage 40%.

15. Make up Examination/periodical Test

15.1. Students who miss the end-semester examinations / periodical test for valid reasons are eligible for make-up examination /periodical test. Those who miss the endsemester examination / periodical test should apply to the Head of the Department concerned within five days after he / she missed examination, giving reasons for absence.

15.2. Permission to appear for make-up examination/periodical test will be given under exceptional circumstances such as admission to a hospital due to illness. Students should produce a medical certificate issued by a Registered Medical Practitioner certifying that he/she was admitted to hospital during the period of examination / periodical test and the same should be duly endorsed by parent/guardian and also by a medical officer of the University within 5 days.

15.3. The student will be allowed to make up at the most two out of three periodical tests and end – semester examination.

16. Project evaluation

16.1. For Project work, the assessment will be done on a continuous basis as follows:

Review / Exam	Weightage
First Review	10%
Second Review	20%
Third Review	20%
End semester Exam	50%

For end semester exam, the student will submit a Project Report in a format specified by the Dean. The first three reviews will be conducted by a Committee constituted by the

Head of the Department. The end – semester exam will be conducted by a Committee constituted by the Controller of Examinations. This will include an external expert.

17. Declaration of results

17.1 A candidate who secures not less than 50% of total marks prescribed for a course with a minimum of 50% of the marks prescribed for the end semester examination shall be declared to have passed the course and earned the specified credits for the course.

17.2 After the valuation of the answer scripts, the tabulated results are to be scrutinized by the Result Passing Boards of UG and PG programmes constituted by the Vice-Chancellor. The recommendations of the Result Passing Boards will be placed before the Standing Sub Committee of the Academic Council constituted by the Chancellor for scrutiny. The minutes of the Standing Sub Committee along with the results are to be placed before the Vice- Chancellor for approval. After getting the approval of the Vice-Chancellor, the results will be published by the Controller of Examination/Registrar.

17.3 If a candidate fails to secure a pass in a course due to not satisfying the minimum requirement in the end semester examination, he/she shall register and reappear for the end semester examination during the following semester. However, the internal marks secured by the candidate will be retained for all such attempts.

17.4 If a candidate fails to secure a pass in a course due to insufficient internal marks though meeting the minimum requirements of the end semester examination, wishes to improve on his/her internal marks, he/she will have to register for the particular course and attend the course with permission of the HOD concerned and Dean with a copy marked to the Registrar. The sessional and external marks obtained by the candidate in this case will replace the earlier result.

17.5 A candidate can apply for the revaluation of his/her end semester examination answer paper in a theory course within 2 weeks from the declaration of the results, on payment of a

prescribed fee through proper application to the Registrar/Controller of Examinations through the Head of the Department. The Registrar/ Controller of Examination will arrange for the revaluation and the results will be intimated to the candidate concerned through the Head of the Department. Revaluation is not permitted for practical courses and for project work.

18. Grade Card

18.1. After results are declared, grade sheet will be issued to each student, which will contain the following details:

- (i) Program and branch for which the student has enrolled.
- (ii) Semester of registration.
- (iii) List of courses registered during the semester and the grade scored.
- (iv) Semester Grade Point Average (GPA)
- (v) Cumulative Grade Point Average (CGPA).

19. Class / Division

Classification is based on CGPA and is as follows:

$CGPA \geq 8.0$: **First Class with distinction**

$6.5 \leq CGPA < 8.0$: **First Class**

$5.0 \leq CGPA < 6.5$: **Second Class.**

20. Transfer of credits

20.1. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the transfer of credits committee so constituted by the Chancellor may permit students to earn part of the credit

requirement in other approved institutions of repute and status in the country or abroad.

20.2. The Academic Council may also approve admission of lateral entry (who hold a diploma in Engineering/ technology) candidates with advance credit based on the recommendation of the transfer of credits committee on a case to case basis.

21. Eligibility for the award of (M.E. /M.Tech / M.B.A. / M.C.A.) Degree

21.1. A student will be declared to be eligible for the award of the (M.E. / M.Tech / M.B.A. / M.C.A.). Degree if he/she has

- i) registered and successfully credited all the core courses,
- ii) successfully acquired the credits in the different categories as specified in the curriculum corresponding to the discipline (branch) of his/her study within the stipulated time,
- iii) has no dues to all sections of the Institute including Hostels, and
- iv) has no disciplinary action pending against him/her.

The award of the degree must be recommended by the Academic Council and approved by the Board of Management of the University.

22. Power to modify

22.1. Notwithstanding all that has been stated above, the Academic Council has the right to modify any of the above regulations from time to time.

PROGRAMME OBJECTIVES

HINDUSTAN INSTITUTE OF TECHNOLOGY AND SCIENCE

SCHOOL OF MANAGEMENT

MBA (FAMILY BUSINESS)

SEMESTER – I

S. No	Course Code	Course Title	L	T	P	C	TCH
1	PBA101	Data Analysis for Business Decisions	3	1	0	4	4
2	PBA102	Economic Foundations of Business Environment	3	0	0	3	3
3	PBA104	Organizational Behaviour	3	0	0	3	3
4	PBA105	Communication Skills and Business Correspondence	3	0	0	3	3
5	PBA106	Accounting for Management	3	0	0	3	3
6	PBA107	Legal Aspects of Business	3	1	0	4	4
7	PBA302	Entrepreneurship Development	3	0	0	3	3
8	PFB101	Family Business Management	3	0	0	3	3
TOTAL						26	26

SEMESTER – II

S. No	Course Code	Course Title	L	T	P	C	TCH
THEORY							
1	PFB201	Small Business Promotion	3	0	0	3	3
2	PFB202	Entrepreneurial Finance	3	1	0	4	4
3	PBA203	Marketing Management	3	0	0	3	3
4	PFB203	Innovation and Creativity	3	0	0	3	3
5	PBA206	Strategic Management	3	1	0	4	4
6	PBA207	Research Methods in Business	3	0	0	3	3
7	PFB204	Dynamics of Family Business Governance	3	0	0	3	3
PRACTICAL							
8	PBA208	Business Application Software	0	0	3	1	3
9	PBA209	Seminar I (Business Plan) *	0	0	3	1	3
TOTAL						2	6

SEMESTER – III

S. No	Course Code	Course Title	L	T	P	C	TCH
THEORY							
1	PBA301	International Business Management	3	0	0	3	3
2	PFB301	Social Entrepreneurship	3	0	0	3	3
3	PFB702	Electives I	3	0	0	3	3
4	PFB703	Electives II	3	0	0	3	3
5	PFB7 **	Electives III	3	0	0	3	3
6	PFB7 **	Elective IV	3	0	0	3	3
7	PFB7 **	Elective V	3	0	0	3	3
8	PFB7 **	Elective VI	3	0	0	3	3
PRACTICAL							
9	PBA303	Summer Project Work	-	-	4	2	4
10	PBA304	Seminar II (Emerging Trends in Management - Case Study Analysis and Seminar)	0	0	2	1	2
TOTAL						27	30

LIST OF ELECTIVES

S. No	Course Code	Course Title	L	T	P	C	TC H
1	PFB701	Project Planning and Management	3	0	0	3	3
2	PFB702	Technology Innovation and Sustainable Enterprise	3	0	0	3	3
3	PFB703	Business Plan and Ethics	3	0	0	3	3
4	PBA715	Mergers and Acquisitions	3	0	0	3	3
5	PFB704	Sickness and Turnaround Strategies	3	0	0	3	3
6	PFB705	Business Regulations	3	0	0	3	3
7	PFB706	Corporate Governance and Social Responsibility	3	0	0	3	3
8	PFB707	Finance and tax strategies for family business	3	0	0	3	3

IV SEMESTER

S. No	Course Code	Course Title	L	T	P	C	TCH
1	PBA401	Project Work	0	0	24	12	24
TOTAL						12	24

SEMESTER - I

Subject name: DATA ANALYSIS FOR BUSINESS DECISIONS	Course code: PBA101	Credits: 4
Goal	The main goal is to facilitate the students to have thorough knowledge in various Statistical techniques and to apply the concepts in managerial decision making.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. The objective is to understand some basic terminology in probability, solve problems involving calculation of simple, joint and conditional probabilities 2. The basic objective is to understand the sampling distributions of sample mean and proportion and also various sampling techniques which are based on statistical principles. 3. The objective is to understand the concepts of hypothesis and the procedure involved in testing them. The objective is also to study the various tests of significance like, F test, t test, Chi-square test 4. The basic objective is to highlight the importance of non-parametric tests when the validity of assumptions in tests of significance is doubtful. 5. The objective is to understand the relevance and applications of relationship between two variables and to forecast one variable with the help of the other variable. The objective is also to recognize and define different components of Time Series and to understand the importance as well as the different methods of forecasting. 	<ol style="list-style-type: none"> 1. Students can facilitate Theorems and Laws of probabilities in business and managerial situations. 2. Students will be able to determine appropriate sample size to estimate population mean or proportion for a given level of accuracy and with prescribed level of confidence. 3. Students can analyse the two aspects of statistical inference, viz. "Estimation" and "Testing of Hypothesis". Students will have a thorough knowledge on various test and will have a clarity on which test to be applied in different situations 4. Students can easily differentiate between parametric and non-parametric tests and will be able to design, conduct and evaluate some selected non-parametric tests. 5. Students will be able to measure the correlation between two variables and use the regression coefficients sensibly to make forecasts. Also they can acquaint with various quantitative forecasting methods that are used in a business environment. 	

PBA101DATA ANALYSIS FOR BUSINESS DECISIONS 3 1 0 4

OBJECTIVES:

To provide an insight into statistical reasoning with an emphasis on concepts and applications relevant to business decision making.

UNIT – I DISCRETE PROBABILITY: 12

Basic definitions and rules for probability, conditional probability independence of events, Baye’s theorem, and random variables, Mathematical Expectation

UNIT – II SAMPLING DISTRIBUTION 12

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques.

UNIT – III TESTING OF HYPOTHESIS: 12

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations, Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit.

UNIT – IV NON-PARAMETRIC METHODS: 12

Sign test for paired data. Rank sum test: Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT – V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS 12
Correlation analysis – Simple Applications, Estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations.

TOTAL: 60 Periods

TEXT BOOKS:

1. Levin R.I. and Rubin D.S., “Statistics for management”, 7th edition, Prentice Hall of India Pvt.Ltd., New Delhi, 2001.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2004.
3. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for business and economics”, 8th edition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2002.

REFERENCES:

1. Levine D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics: A First Course”, Pearson Education Asia, 2nd edition, New Delhi, 2002.
2. Hooda R.P., “Statistics for Business and Economics”, 2nd edition, Macmillan India Ltd., 2001.
3. Morse L.B., “Statistics for Business and Economics”, HarperCollins college Publishers, New York, 1993.

4. Bowerman B.L., Connel R.T.O' and Hand M.L., "Business Statistics in Practice", 2nd edition, McGraw-Hill / Irwin, 2001.
5. Gupta S.C. and Kapoor V.K., "Fundamentals of Mathematical Statistics", Sultan Chand & Sons, New Delhi, 2002.

Subject name: ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	Course code: PBA102	Credits: 3
Goal	Equip students with in-depth knowledge about economic theories and their applications in business decisions	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. The aim of the module is to provide an understanding of Economic theory in order to enable students to critically analyze the empirical situation of the economy. 2. The focus is on laying down the macroeconomic foundation so that students will find it tractable to locate, understand and apply the Economic principles. 3. Various economic issues pertaining to domestic and international will be discussed at large. 4. The students will be able to take strategic business decisions, and appreciate the growing importance of the global connectivity. 	<ol style="list-style-type: none"> 1. Demonstrate a critical understanding and evaluation of macroeconomic variables and theories with empirical evidence; 2. Evaluate alternative various economic policies taken at domestic and international level. 3. Make sound business decisions with reference to and its impact on economy as a whole. 4. Govt. policies with reference to the implications of externalities due to global Connectivity. 	

OBJECTIVES:

The subject focuses on economic ideas and their applications in business decisions and to explain the behaviour of the economy and the Government's involvement in managing the economy.

UNIT- I NATURE AND SCOPE OF MACRO ECONOMIC ISSUES: 10

Macro economic variables – national income, investment, savings, employment, inflation, balance of payment, exchange rate, etc. – circular flow of income – national income concepts – measurement of national income – role of economic planning – Indian economic planning.

UNIT- II ANALYSIS OF NATIONAL INCOME: 15

Determination of national income – Keynesian perspective - multiplier – accelerator – business cycle – the role of fiscal policy – Indian fiscal policy and experiences.

UNIT-III ANALYSIS OF MONEY MARKET: 10

Demand and supply of money – money market equilibrium – the role of money - monetary policy – Indian perspectives.

UNIT-IV INTEGRATION OF COMMODITY AND MONEY MARKET: 10

Analysis of inflation and unemployment – the role of economic policies – Indian experiences.

UNIT -V ANALYSIS OF EXTERNAL SECTOR: 15

International trade – trade multiplier – linkage model – the role of trade policy – analysis of performance of Indian economy in external sector.

TOTAL : 60 Periods

TEXT BOOKS:

1. Ahuja H.L., Economic Environment of Business, Macroeconomic analysis, S.Chand& Company Ltd., New Delhi, 2005.
2. Gupta, G.S. Macroeconomics, Theory and Applications, Tata McGraw-Hill publishing company Ltd., New Delhi, 2001.

REFERENCES:

1. Samuelson, Paul A., and Nordhaus, W.D., Economics, Tata McGraw-Hill publishing company Ltd., New Delhi 2004.
2. RuddarDatt and K.P.M.Sundharam, Indian Economy, S.Chand& Company Ltd., New Delhi, 2003.
3. Government of India (Ministry of Finance), Economic Survey (Latest issue), New Delhi.

Subject name: Organizational behavior	Course code: PBA104	Credits: 3
Goal	Objective is to build better relationships by achieving human objectives, organizational objectives, and social objectives by understanding how people, individuals, and groups act in organizations.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To understand what organizations are? Explain what organizational behavior is and how it has evolved, discover what disciplines contributed to knowledge in OB 2. To understand the concept, process and importance of individual behavior in organizations. Influence of perception, to discover the work related Attitudes: job satisfaction, job commitment, and organizational citizenship to understand significance of motivation, to understand how personality contributes to differences in individual behavior. 3. To understand the meaning and importance of groups and teams in organizations. To understand the meaning of organizational leadership. 4. To understand the concept of organizational politics. Discuss how managers deal with power and politics in organizations. 5. Dynamics of organizational behaviours. To understand the different choices of structure of an organization. To understand the significance of organizational culture. Understand the concept of organizational climate. To explore the factors influencing organizational effectiveness. 	<ol style="list-style-type: none"> 1. Student should be able to explain what organizational behavior is and what are the disciplines contributed to organizational behavior 2. Would have understood the individuals in organizations in terms of their perception, attitude, motivation and personality. Also would have explored their contribution in achieving individual and organizational effectiveness. 3. Students would understand the groups in organizations, in terms of thresholds of interpersonal relationships, groups and teams in organizations. 4. Student would have explored effectiveness of organizational leadership roles. Power and politics in organizations and how managers deal with politics. 5. Student would have understood how organizations shape behavior through organizational structure, organizational culture, organizational climate. Achieve organizational effectiveness through managing and leading human behavior at work. 	

OBJECTIVES:

Organizational Behaviour (OB) is the study and application of knowledge about how people, individuals, and groups act in organizations. Its purpose is to build better relationships by achieving human objectives, organizational objectives, and social objectives.

UNIT - I FOCUS AND PURPOSE**9**

Definition, need and importance of organizational behaviour – nature and scope – frame work – organizational behaviour models.

UNIT – II INDIVIDUAL BEHAVIOUR**9**

Personality – types – factors influencing personality – theories, learning – types of learners – the learning process – learning theories – organizational behaviour modification

Attitudes – characteristics – components – formation – measurement.

Perceptions – importance – factors influencing perception – interpersonal perception.

Motivation – importance – types –Theories- effects on work behaviour.

UNIT – III GROUP BEHAVIOUR**9**

Organization structure – formation – groups in organizations – influence – group dynamics – emergence of informal leaders and working norms – group decision making techniques – interpersonal relations – communication – Control - Process – types- Barriers- effective communication.

UNIT – IV LEADERSHIP AND POWER**9**

Meaning – importance – leadership styles – theories – leaders Vs managers
sources of power – power centers – power and politics.

UNIT – V DYNAMICS OF ORGANIZATIONAL BEHAVIOURS**9**

Organizational climate – factors affecting organizational climate – importance.

Job satisfaction – determinants – measurements – influence on behaviour.

Organizational change – importance – stability Vs change – proactive Vs reaction change – the change process – resistance to change – managing change. Organizational development – characteristics – objectives – team building.

Organizational effectiveness – perspective – effectiveness Vs efficiency – approaches – the time dimension – achieving organizational effectiveness.

TOTAL : 45 Periods

TEXT BOOKS:

1. Stephen P. Robbins, Organisational Behaviour, Prentice Hall of India, 9th edition, 2001.
2. Hellriegel, Slocum and Woodman, Organisational Behaviour, South-Western, Thomson Learning, 9th edition, 2001.

REFERENCES:

1. Schermerhorn, Hunt and Osborn, Organisational behaviour, John Wiley, 7th edition, 2001.
2. Jit S. Chand, Organisational Behaviour, Vikas publishing House Pvt. Ltd. 2nd edition, 2001.
3. Fred Luthans, Organisational Behaviour, McGraw Hill Book Co., 1998.
4. Newstrom & Davis, Organisational behaviour, McGraw Hill, 2001.
5. Jaffa Harris and Sandra Hartman, Organisational Behaviour, Jaico, 2002.

Subject Name : Communication Skills and business Correspondence	Course code: PBA105	Credits: 3
Goal	To enable the students to prepare and deliver effective oral and written communication for business situations and be able to apply business communication strategies and principles.	
Objectives	Outcomes	
<p>I. To help the learner understand and assimilate through practice, the process and importance of communication in general</p> <p>II. To help learners understand the principles of effective communication. To make learners aware of barriers to communication and to suggest strategies to overcome them.</p> <p>III. To help learners know what is Presentation, Negotiation, Meetings and Conferences. Learn the soft skills for LSRW.</p> <p>IV. To help learners acquire a performing knowledge of forms and methods of writing in order to handle business correspondence</p>	<p>I. The learner understands through this unit the meaning and definition of communication. Knows the process, objectives, relevance functions and scope of communication.</p> <p>II. The learner understands through this unit the seven C's of effective communication. Knows the use of four S's in communication. Variety programme in English.Eg. RADIO SHOW</p> <p>III. After reading this unit the learner will be able to appreciate soft skills and also understand their importance to perform language functions effectively.</p> <p>IV. After reading these units, the learner will have been initiated into using the skills to write business letters, e-mails and reports effectively. They will be able to compose, paragraphs & essays critically.</p>	

PBA105 COMMUNICATION SKILLS & BUSINESS CORRESPONDENCE 3 0 0 3

OBJECTIVES

To enable the students to prepare and deliver effective oral and written communication for business situations and be able to apply business communication strategies and principles.

UNIT- I COMMUNICATION IN BUSINESS 9

Defining Communication, Nature of Communication, Process of Communication, Objectives of Communication, Forms and Dimensions of Communication, Oral and Written Communication

UNIT - II PRINCIPLES OF EFFECTIVE COMMUNICATION 9

Principles of Effective Communication, Barriers to Communication, Measures to Overcome Barriers to Communication, Gateways of Communication in an Organization, Media and Modes of Communication

UNIT- III COMMUNICATION SKILL 9

Reading Skills, Listening Skills, Presentation Skills, Negotiation Skills, Meetings and Conferences, Interview Skills, Group Discussion

UNIT- IV BUSINESS CORRESPONDENCE 9

Job Applications and Resume Writing, Business Letters, Enquiries, Orders and Replies, Circulars, Notices and Memos

UNIT – V REPORT WRITING 9

Business Reports, Academic Report Writing, Business Etiquette, Enriching Vocabulary, Paragraph Development

Total 45 Periods

TEXT BOOKS:

1. **Speaking and Writing for Effective Communication**, Author – Francis Soundararaj, Publisher – Macmillan.

REFERENCE:

1. **Business Communication** – Author - M.K. Sehgal and Vandana Khetarpal, Publisher – Excel books.

2. **Effective Business Communication** – Author – Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Publisher – Tata Mc.Grawhill

Subject name:Accounting for Management	Course code:PBA106	Credits:4
Goal	To introduce prospective managers of new ventures to prepare and analyze financial statements. The course emphasizes on techniques of cash flows, and impact of accounting principles.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the accounting principles and concepts and about inflation and human resource accounting 2. To know the final accounts concepts to prepare the statements and interpret the same and to know about depreciation accounting and its type 3. To know the need and importance of ratio & cash flow analysis 4. To familiarize the students with cost concepts, process and standard costing techniques and its importance for Business decisions 5. To understand the cost volume profit analysis for making business decisions 	<ol style="list-style-type: none"> 1. The students should be able to apply the principles and concepts to record financial transactions and to determine the current purchasing power and the current cost based on the conversion factor and converted value 2. To be able to prepare Profit & Loss account and Balance sheet and Depreciation statement under different methods 3. The students should be able to apply the ratios and interpret the financial status of a firm(s) and prepare cash flow statement and make interpretation on the same 4. The students should be able to prepare cost sheet, process cost account and to do variance analysis 5. To be able to apply the cost volume profit analysis technique for business decisions 	

OBJECTIVES:

To introduce prospective managers of new ventures to prepare and analyze financial statements. The course emphasis on techniques of cash flows, and impact of accounting principles. Coverage of management control systems including: planning, budgeting, reporting, analysis, and performance evaluation.

UNIT – I FINANCIAL ACCOUNTIN**9**

Introduction to financial, cost and management accounting, generally accepted accounting principles, conventions and concepts.— Introduction to inflation accounting introduction to human resources accounting.

UNIT –II ACCOUNTING MECHANICS**15**

The profit and loss account and related concepts – The balance sheet and related concepts- Preparation of Final accounts- Depreciation accounting- Straight line method - Written down value method – Annuity method

UNIT-III ANALYSIS OF FINANCIAL STATEMENTS**12**

Financial Ratio Analysis - Cash flow and Funds flow statement analysis

UNIT -IV COST ACCOUNTING**12**

Cost Accounting Systems: Classification of Cost – Cost sheet - Process costing - Standard costing

UNIT –V MANAGEMENT ACCOUNTING:**12**

Marginal Costing:Cost Volume Profit Analysis - Relevant Cost for decision making, Special order decision, Production constraint decisions, Make or buy decisions, Joint product decision.

TOTAL: 60 Periods**TEXT BOOKS:**

- 1.M.Y.Khan &P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 2004.
2. M.A.Sahaf – Management Accounting (Principles &Pratice): Vikas Publishing House Pvt. Ltd., New Delhi, 2004.

REFERENCES:

- 1.R.S.N.Pillai &Bagavathi – Managemnt Accounting S.Chand& Co. Ltd., New Delhi, (2002)
- 2.R.Narayanaswamy – Financial Accounting – A managerial perspective Prentice Hall India Pvt., Ltd., New Delhi
- 3.Bhattacharya S.K.JohnDearden Accounting for Management: Text and Cases – Vikas publishing house, New Delhi, 2000.
- 4.Charles T.Hornegren – Introduction to management accounting. Prentice Hall, New Delhi, 2001.

Subject Name : Legal Aspects of Business	Code: PBA107	Credit : 4
Goal	To introduce the incumbents to different aspects and interpretations of general business laws in India, its' emergence, enactments, precedents and pronouncements over period of time immemorial, focused on the applicability and reforms, read with analytical case laws in each and every legislation. To enable students to understand the legal framework of Business providing with practical legal knowledge of general business law issues to help them to become more informed, sensitive and effective business leaders.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To enable the students to understand the essentials, formations and enforceability of the Contracts in business parlance and available legislations-INDIAN CONTRACTS ACT, 1872. 2. To fully apprise the students to know what are the rights, responsibilities and liabilities under transfer of rights in sale and purchase of goods transactions under price considerations-SALE OF GOODS ACT, 1930. 3. To educate the students to be fully aware of the entire banking transactions and responsibilities of bankers and their customers-THE NEGOTIABLE INSTRUMENTS ACT, 1881. 4. To thoroughly update the students to understand the rights, duties and functions of agencies and principal ships in dealing with goods and properties- CONTRACTS OF AGENCY. 5. To fully gear up the incumbents for thorough guidance in the unique system of Corporate Law Business management world- THE INDIAN COMPANIES' ACT, 1956. 	<ol style="list-style-type: none"> 1. The intending students will understand what are the basics of contracts, ingredients, applicability, performances, punishments and remedies for non-performances. 2. The incumbents will be apprised as to entire obligations and privileges in any purchase and sale of goods transaction, both in India and across borders. 3. The incumbents will completely understand what he can and has to do at any bank as well as at banking for transactions to carry on his activities uninterruptedly. 4. The incumbents would have clearly understood the individual as well as collective rights, privileges and functions under various acts of parliament vis-à-vis agents, agencies and principal ships. 5. The student would be able to cake walk through the various enactments of company laws and its' ever changing regulations as put in vogue in the corporate world. 	

OBJECTIVES

The objective of the course is to enable students to understand the legal framework of Business. Provides the students with practical legal knowledge of general business law issues and topics to help them to become more informed, sensitive and effective business leaders.

UNIT - I MERCANTILE AND COMMERCIAL LAW**20****The Indian Contract Act 1872:**

Essential of a valid contract, Void Agreements, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

The Sale of Goods Act 1930:

Sales contract, transfer of title and risk of loss, warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

Negotiable instruments Act 1881:

Nature and requisites of negotiable instruments, transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for cheques and drafts, discharge of negotiable instruments.

Agency

Nature of agency – How created, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of principal or agents torts, termination of agency.

UNIT – II COMPANY LAW**10**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT – III INDUSTRIAL LAW:**10**

An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act, Industrial Disputes Act.

UNIT – IV INCOME TAX ACT AND SALES TAX ACT:**10**

Corporate Tax Planning, Overview of Sales Tax Act, including Value Added Tax.

UNIT-V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS:**10**

TOTAL: 60 periods

TEXT BOOKS

1. N.D.Kapoor, Elements of mercantile law – Sultanchand and company, New Delhi – Latest edition.
2. Sen&Mitra – Commercial and Industrial law – The world press, Pvt. Ltd., Calcutta – 1996.

REFERENCES:

1. P.P.S.Gogna, Mercantile Law, S.Chand& Co. Ltd., New Delhi, 1999.
2. Dr.VinodK.Singhania Direct Taxes Planning and Management (Latest edition)
3. Respective Bare Acts.

Subject name: Entrepreneurship Development	Course code: PBA302	Credits: 3
Goal	To provide theoretical foundations of entrepreneurship development, make the students aware of the skill sets necessary to become an entrepreneur along with all the challenges they may be facing in their startups.	
Objectives	Outcomes	
<p>1. The course aims at Understanding the concept of Entrepreneurship, personal characteristics of successful entrepreneurs and the knowledge and skills required for becoming an Entrepreneur</p> <p>2. The course aims at making the students familiar with the concept of Business environment, the role played by family and society in it, EDP training programs and other supporting services offered by Central and State governments, their Policies, rules and regulations etc.</p> <p>3. The course aims at familiarizing the students with the concept of Product selection and its requirements, Project profile preparation, Prefeasibility study, Feasibility report preparation and its evaluation.</p> <p>4. The course is expected to make the students aware of various issues involved in all the functional areas of Entrepreneurship such as – Finance, HR, Operations, Marketing etc and also the existing growth strategies as well as product launching</p> <p>5. The course aims at teaching the students as to how to monitor and evaluate a business in such a way that it escapes sickness and also how to revive sick units. In essence, it teaches the students how to effectively manage a small business unit.</p>	<p>1. Student should be able to define who is an Entrepreneur and what his or her characteristic features are, what skills made them successful and what qualities are required to become an Entrepreneur.</p> <p>2. Students should be able to understand the concept of Business environment and the various factors influencing it, Government and its role in encouraging and supporting Entrepreneurship through various services including EDP training programs.</p> <p>3. Students are expected to get the capabilities to select Products, doing a pre-feasibility study, and prepare a feasibility report and evaluate it.</p> <p>4. Students should be able to explain the various issues involved in starting a venture, apply the growth strategies and scaling up the venture and also how to launch a product.</p> <p>5. Students are equipped to start a venture, monitor and evaluate it for avoiding sickness, how to revive sick units and effectively manage small business units.</p>	

PBA302 ENTREPRENEURSHIP DEVELOPMENT3 0 0 3

OBJECTIVES

1. To provide theoretical foundations of entrepreneurship development.
2. To give an overview of who the entrepreneurs are and what competences are needed to become an Entrepreneur.
3. To acquaint students with the special challenges of starting new ventures and introducing new product and service ideas.

UNIT- I ENTREPRENEURIAL COMPETENCE

6

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneur – Personality Characteristics of Successful. Entrepreneur – Knowledge and Skills Required for an Entrepreneur.

UNIT- II ENTREPRENEURIAL ENVIRONMENT

12

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT- III BUSINESS PLAN PREPARATION

2

Sources of Product for Business – pre feasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT- IV LAUNCHING OF SMALL BUSINESS

10

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching.

UNIT- V MANAGEMENT OF SMALL BUSINESS

5

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units. Effective Management of small business.

Total 45 periods

TEXT BOOKS:

1. Hisrich, 'Entrepreneurship', Tata McGraw Hill, New Delhi, 2001.
2. P. Saravanavel, 'Entrepreneurial Development', Ess Pee kay Publishing House, Chennai - 1997.
3. S.S.Khanka, 'Entrepreneurial Development', S.Chand and Company Limited, New Delhi, 2001.

REFERENCES:

1. Prasama Chandra, Projects – ‘Planning, Analysis, Selection, Implementation and Reviews’, Tata McGraw-Hill Publishing Company Limited 1996.
2. P.C.Jain (ed.), ‘Handbook for New Entrepreneurs’, EDII, Oxford University Press, New Delhi, 1999.
3. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, ‘Entrepreneurship Development’, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.

Subject name: FAMILY BUSINESS	Course code: PFB 101	Credits: 3
Goal	To familiarize the students with the basics of family business	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To expose the students to different family business development models 2. To introduce the students to different types of family business 3. To explore the concepts of narcissism, envy and myths in family firms 4. To examine the importance and process of leadership transition 5. To trace the process of transition and change in family business 		<ol style="list-style-type: none"> 1. The learners would have gained an exposure to different family business development models 2. The learners shall be familiar with the different types of family business 3. The learners would have understood the concepts of narcissism, envy and myths in family firms 4. The learners shall appreciate the importance and process of leadership transition 5. The learners shall be able to reflect an understanding of transition and change in family business

OBJECTIVE:

To understand the concepts of family business and development models.

UNIT I: FAMILY BUSINESS DEVELOPMENT MODELS**10**

Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions.

UNIT II: FAMILY BUSINESS TYPES**9**

Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions : Different Dreams and challenges.

UNIT III: NARCISSISM, ENVY AND MYTHS IN FAMILY FIRMS**8**

Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance.

UNIT IV: LEADERSHIP TRANSITION**8**

Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements.

UNIT V: TRANSITION AND CHANGE**10**

Lewin's idea of change – model of individual change – major themes in the individual journey towards change – process of change within organization – change process in families – family focus or organizational focus.

Total : 45 Periods**Textbook:**

1. **FIRST** and **SECOND UNIT** : Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt Ltd.
2. “Family Business on the Couch – A psychological perspective” : Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.

References :

1. **SUCCEEDING GENERATIONS REALIZING THE DREAM OF FAMILIES IN BUSINESS** –Lansberg, Ivan – Harvard Business School Publishing India Pvt Ltd.

SEMESTER II

Subject name: SMALL BUSINESS PROMOTION	Course code: PFB 201	Credits: 3
Goal	To familiarise the students with a detailed exposure on new venture promotion.	
Objectives	Outcomes	
<ol style="list-style-type: none">1. To define the importance of small Business organization2. To expose methods of market survey to identify opportunities for small business.3. To detail the process of identifying a feasible location for small business.4. To introduce the concepts of intellectual property and the entrepreneurship patents.5. To trace the scope for small business entrepreneurship in international business.	<ol style="list-style-type: none">1. The learners would be able to appreciate the importance of small Business organization2. To learners shall be able to apply the methods of market survey to identify opportunities for small business.3. The students shall be able to systematically identifying a feasible location for small business.4. The students shall appreciate the concepts of intellectual property and the entrepreneurship patents.5. The students shall be able to identify areas of scope for small business entrepreneurship in international business.	

OBJECTIVE:

6. Define the importance of small Business organization
7. Know the market survey and opportunity for small business.
8. Identify a feasible location.
9. Learn the intellectual property and the entrepreneurship patents.
10. Study the small entrepreneurship in international business.

UNIT I:**9**

Definition – Importance – Opportunities for an Entrepreneurial Career – Forms of Small Business Organizations – SSI Registration benefits – Subsidies and Incentives – Export possibilities.

UNIT II:**9**

Market survey and Opportunity – Business planning – start up strategies for Small Business. Preparation of the parts of the Business plan: Choosing a product or service – Criteria – Evaluating an existing business – Buyout Vs. New venture Decisions – Understanding the legalities of Buyouts- Government Regulation and necessary paper work for Business start – ups.

UNIT III:**9**

Identification of a feasible location – Importance of location for small business – marketing research for site selection – Locating a manufacturing plant – Site criteria used by the high – Technology companies – the influence role off industrial parks.

UNIT IV:**9**

Intellectual property and the Entrepreneur – patents – patent process – Copyrights – Trademarks. Support systems – District Industry centers, SFC's, SISI, NABARD, National Small Industries corporation and other relevant institutions / organizations at the state level.

UNIT V:**9**

Small Enterprise in International Business – Export potentials of small units – Major constraints – Strategies for growth in small business – Managing growth and Transition.

Total : 45 Periods**References:**

1. Colin Barrow, "The Essence of Small Business", Prentice Hall. 1993.
2. Joseph R. Manauso, "How to start, finance and manage your small business ", Prentice Hall.
3. C.B.Gupta&N.P.Srinivasan, "Entrepreneurship Development" Sultan Chand & Sons, 1992.
4. David H.Holt. "Entrepreneuership – New Venture Creation", Prentice Hall, 1992.
5. K.C.Nanda, "Credit and Banking". Response Books, 1999.
6. S.S.Khanka, "Entrepreneurial Development", Sultan chand& Sons, 1999

7. Nicholas Siropolis, "Entrepreneurship and Small Business Management", Houghton Mifflin Co., 1998.
8. Justin G.Longecker et al, "Small Business Management", South Western College Publication, 1999.

Subject name:ENTREPRENEURIAL FINANCE	Course code: PFB 202	Credits: 4
Goal	To explain in detail how the entrepreneurial ideas are financed.	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To introduce the students to the concepts of Project planning & project appraisal 2. To familiarize the students to the different Sources of finance 3. To expose the students to different Short term sources of finance 4. To present the features of Venture capital, hire purchase and leasing 5. To expose the students to the process of preparing the financing plan 	<ol style="list-style-type: none"> 1. The students would be clear on the concepts of capital budgeting, discounted and non-discounted methods of evaluation, and their applications to financing their own businesses. 2. The students would be familiar with the sources of equity and debt finances, institutions of lending and institutional investors which shall be approached for raising finances for their own businesses 3. The students would be clear on the basics of venture capital, hire purchase and leasing, and would be able to clearly understand when these sources should be utilized for their own business ideas. 4. The students would be able to prepare the financial plan for their business ideas 	

OBJECTIVE:

To explain how financing for entrepreneurship is done.

UNIT-I PROJECT PLANNING & PROJECT APPRAISAL : 12

Concepts Capital Expenditures – Importance and difficulties – Phases of Capital budgeting Levels of Capital budgeting – Estimation of project cash flows – Expenditures – Time value of money – pay back period – NPV of inflows – IRR concepts – Cost of acquiring capital – planning of portfolio. Risk Analysis – Economic Risk – Industry Risk – Company Risk – Financial Risk.

UNIT-II SOURCES OF FINANCE : 12

Various sources of Finance available : Long term sources – Equity Shares, Preference Shares and debentures – Kinds private placements – IPO – SEBI – FDI – Institutional Finance – Banks – IDBI, IIBI, ICICI, SIDBI, SFC's in India – Merchant Banks in India – NBFC's in India – their way of financing in India for small and medium business.

UNIT-III SHORT TERM SOURCES : 12

Short sources: Short term sources – bank and financial Institutions that give short term finance – Bills Discounting – Factoring – Working Capital – Concepts – Importance – Cash Management – Inventory Management – Receivables Management – Sources of Working Capital.

UNIT-IV VENTURE CAPITAL, HIRE PURCHASE AND LEASING : 12

Venture capital – Meaning – origin – Importance – Venture capital in India – Benefits. Hire purchase – Concept – Evaluation of Hire Purchase proposals – Leasing – Overview – Tax aspects – Lease Accounting – Evaluation of Leasing Proposals.

UNIT-V PREPARING THE FINANCING PLAN 12

General considerations – Construction financing – Long term financing – withholding Tax considerations – Estimating the Borrowing capacity of project – Loan repayment parameters – Borrowing capacity – assuming full draw downs – applications to hypothetical high speed rail project – annual coverage tests.

Total: 60 Periods

REFERENCES:

1. Projects – planning, Analysis, Selection, Implementation and review – prasanna Chandra. (Tata McGraw – Hill Publishing Corporation Limited, New Delhi).
2. Indian Financial Systems – M.Y.Khan. (Tata McGraw – Hill publishing Corporation Limited, New Delhi).
3. Financial Institution & Markets – L.M.Bhole. (Tata McGraw – Hill Publishing Corporation Limited, New Delhi).
4. Financial Markets – Gordon &Natarajam. (BPB Publications).
5. Investment Management – Asset Based Financial Engineering – John D Finnerty – John Wilet& Sons Inc, New York.

Subject name: Marketing Management	Course code: PBA203	Credits: 3
Goal	The goal of this subject is to provide learners with an understanding of different marketing techniques adapted by organisations to sell their products and services in the domestic and international market.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To understand and appreciate the concept of marketing in theory and practice, and be aware of the marketing environment 2. To understand the various product planning and development techniques, and to successfully target, position, promote, advertise, and how to do personal selling for both product and services. 3. To understand the various types of buyers and the importance of consumer behaviour in marketing 4. To understand the various marketing research techniques to capture the customer insights about the products and services 5. To appreciate and be aware of the various contemporary marketing techniques like online marketing, using web and social marketing. And also ware of the emerging trends and challenges to marketers 	<ol style="list-style-type: none"> 1. Understand the basic concepts of marketing and be able to apply the theory into practice 2. Understand the various methods of selling the products and services successfully to the consumers 3. Understand the consumer psyche and be able to persuade customers to buy the products and services 4. Understand how to develop and administer various marketing research tools to consumers to gauge customer satisfaction, and loyalty behaviours 5. Understand the various contemporary methods used in marketing like online marketing and be able to apply them judiciously 	

OBJECTIVES :

- To understand and appreciate the concept of marketing in theory and practice
- To evaluate the environment of marketing and develop a feasible marketing plan (process)
- To understand and apply the STP of marketing (segmentation, targeting, positioning)
- To have an elementary knowledge of consumer behaviour and marketing research. Planning, designing and implementing marketing strategy.

UNIT-I**9**

Marketing conceptual framework – marketing environment – customer oriented organization – marketing interface with other functional areas marketing in a globalised environment.

UNIT-II**9**

Product planning and development – product life cycle – brand management, developing new product market segmentation – targeting and positioning, developing marketing mix, pricing decisions – channel design and management – retailing and wholesaling – promotion methods. Advertisement and personal selling, public relations.

UNIT-III**9**

Understanding Industrial and individual buyer behavior – influencing factors – responding buyer behaviour – building customer satisfaction – marketing to organization and marketing of services.

UNIT-IV**9**

Types, process – tools and techniques – application of marketing research – product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image, customer perception, distribution, customer relationship, competitor analysis and related aspects – preparation of marketing research report – sample case studies.

UNIT-V**9**

Online marketing – web based marketing programmes – emerging trends and challenges to marketers.

TOTAL : 45 Periods**TEXT BOOKS**

1. Philip Kotler: Marketing management (Millenium edition), prentice hall of India P (ltd), New Delhi 2001.
2. Zikmandd' Amico, Marketing South western, Thomson Learning, 2000.

REFERENCES:

1. Micheal R. Czinkota & Masaaki Kotabe, Marketing management, Vikas Thomson learning 2000.
2. Douglas, J. Darymple marketing management John Wiley & Sons, 2000

3. NAG, marketing successfully A professional perceptive, Macmilan 2001.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002
5. Aakar Day, Kumar, Essential of Marketing Research
6. Keith Flether, Marketing Management and Information Technology Prentice Hall, 1998.
7. R.L.Varshney, S.L.Gupta, marketing management Indian perspective, Sultan Chand 2000.

Subject name: INNOVATION AND CREATIVITY	Course code: PFB 203	Credits: 3
Goal	To help the students understand the elements of creativity and innovation, techniques to foster and manage creativity and innovation for building the competitive organizations	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To know what creativity and innovation are, dimensions of innovation and the innovation arena. 2. To learn about the searching and selecting of business idea. 3. To study the various creativity enhancing methods. 4. To analyze the NPD and NBD processes, innovation networks and supply chain. 	<ul style="list-style-type: none"> • The students shall be, clear on what creativity and innovation are and able to identify dimensions of innovation • The students shall be able to apply the process of searching and selecting of business idea. • The students shall be able to apply various creativity enhancing methods. • The students shall be able to appreciate and apply the concepts of NPD and NBD processes, innovation networks and supply chain. 	

Objective:

5. Know what creativity and innovation is, dimensions of innovation and the innovation arena.
6. Learn about the searching and selecting of business idea.
7. Study the various creativity enhancing methods.
8. Analyze the NPD and NBD processes, innovation networks and supply chain.

UNIT I:**8**

Creativity and innovation – meaning – process – components: Intrinsic motivation, Task skills, creative thinking. Creative Enterprises – Innovation and entrepreneurship linkage – Dimensions of innovation and the innovation arena.

UNIT II:**8**

Searching and selecting business ideas – methods of generating new ideas – dynamics of project identification – matching products and entrepreneurs.

UNIT III:**8**

Creativity enhancement methods – Brainstroming, Lateral thinking, mind mapping, random stimulation. New product development and new business development – Co- Evolution of technology – products, markets and organization.

UNIT IV:**8**

The innovation arena and technical business systems – Analysis of external position and internal analysis of resources and assets. Internal and external stakeholders – predicting stakeholders behavior and its effects on NPD and NBD process.

UNIT V:**8**

Analysis of NPD and NBD- non – linear mechanisms – computer modeling – validation and calibration of the model – sensitivity analysis. Benchmarking – Improving internal processes and extra – company processes. Innovation strategies – Innovation networks and supply chains.

TOTAL : 45 Periods

References:

1. Felix Janson, Age of Innovation, prentice Hall India, 2000.
2. Jacob Goldenberg, Creativity in product Innovation, Cambridge University press, 2002.
3. Tom Burns & G.M. Stalker, The management of Innovation – Oxford, Dec 2000
4. SathishTaneja, S.L.Gupta, Entrepreneurship Development – New venture creation Galgotia publishing company, 1999.
5. Nino S.Levy, Managing High technology and Innovation, prentice Hall, 1998.
6. V.K.Narayanan, “Managing Technology and innovation for competitive advantage”. Prentice Hall Indian, 2001
7. Shirur.S.Sherwani, “Creativity in management”, Deep & Deep publications, 2004.
8. Drucker, “Innovation and Entrepreneurship”, Harper and Row publishers, 1997.
9. Jane Henry, “Creativity and perception in Management”, Sage Publications, 2001.

Subject name: Strategic Management	Course code: PBA206	Credits: 3
Goal	Understand the importance and process of Strategic Management. Be able to analyse a company's strategy in terms of its external and internal environment, offer Functional and Business level strategies, and be able to evaluate the effectiveness of strategies by doing strategy audit.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. Understand the conceptual framework of Strategic Management and the process of strategy formulation. 2. Should learn the concept of external and internal analysis and identify the company's competitive position. Must also become aware of corporate governance and CSR issues. 3. Must get an understanding of Functional strategies and Business level strategies. 4. Learn different organizational structures and methods to evaluate the effectiveness of strategies. 5. Should learn the impact of Technology and innovation on strategic formulation. Be aware of issues pertaining to Non profit organization. 	<ol style="list-style-type: none"> 1. Student should be able to define Strategic management and be able to discuss the process of strategic management in companies. 2. Student should be able apply the Porter's five forces model and critically examine an industry and company to ascertain its competitive position vis-à-vis others in the industry. 3. Student should be able to discuss various functional strategies and Business level strategies to make the company gain competitive advantage 4. Student must be able to describe different organization structures. Must be able to evaluate effectiveness of strategy by using Balance score card. 5. Student should be able discuss issues pertaining to Technology, Innovation, and Non-profit organizations. 	

OBJECTIVES

- To understand the strategic management process in an organization
- To formulate strategy for an organization
- To be able to carry out strategy audit in an organization

UNIT- I STRATEGY AND PROCESS**8**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process - A formal Strategic Planning Process - Corporate Governance and Social responsibility.

UNIT- II COMPETITIVE ADVANTAGE**8**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies-core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

UNIT- III STRATEGIES**8**

Building competitive advantage through functional level strategies- Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation-Choice of Strategies-Balance Score Card.

UNIT - IV STRATEGY IMPLEMENTATION & EVALUATION**8**

Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control.

UNIT- V OTHER STRATEGIC ISSUES**8**

Managing Technology and Innovation- Entrepreneurial Ventures and Small Business Strategic issues for non- profit organisations.

CASES IN STRATEGIC MANAGEMENT**5****Total 45 periods**

TEXT BOOKS

1. Charles W.L. Hill & Gareth R. Jones – ‘Strategic Management Theory, An Integrated approach’ – Houghton Mifflin Company, Princeton New Jersey, All India Publisher and Distributors, Chennai, 9th edition 2009.
2. Thomas L. Wheelen, J. David Hunger – ‘Strategic Management’ Addison Wesley Longman Singapore Pvt., Ltd., 6th Edition, 2000.

REFERENCES

1. ArnoldoC.Hax, Nicholas S. Majluf – ‘The Strategy Concept and Process’ – A Pragmatic Approach – Pearson Education Publishing Company, Second Edition, 2005.
2. AzharKazmi – ‘Business Policy & Strategic Management’ Tata McGraw Hill Publishing Company Ltd., New Delhi – Second Edition, 1998.
3. Harvard Business Review – ‘Business Policy’ – part I & II Harvard Business School.
4. Saloner, Shepard, Podolny – ‘Strategic Management’ – John Wiley 2001.
5. Lawrence G. Hrebiniak, ‘Making strategy work’, Pearson publishing company, 2005.
6. Gupta, Gollakota&Srinivasan – ‘Business Policy and Strategic Management – Concepts and Application’ Prentice Hall of India, 2005.

Subject name: Research Methods in Business.	Course code: PBA207	Credits: 4
Goal	The Students will be able to acquire research skills and apply those scientific research techniques which will lead to a good Management decisions.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To Classify business research as exploratory research, descriptive research or causal research and to identify and briefly discuss the various decision alternatives available to the researcher during each stage of the research process. The objective is also to formulate a solid research hypothesis. 2. The objective is to study the internal and external validity with experimental research design and to understand the measurement scale in research studies. 3. The Objective is to learn various methods of data Collection and to prepare a proper Questionnaire design. Also to understand how to choose an appropriate sample design and the nature and logic of hypothesis testing. 4. The objective is to study the various Multivariate Statistical Techniques, like Factor Analysis, Cluster Analysis, Discriminant analysis, Multiple regression and correlation, canonical correlation and application of SPSS Package. 5. The Objective is to know the contents, types, lengths and technical specifications of research reports and to understand the importance of the research follow-up. 	<ol style="list-style-type: none"> 1. The Students will be able to understand the importance of business research as management decision-making tool and plan a proper Research design of all the stages in the Research Process. Also will be able to understand the terms, concept, proposition, variable and Hypothesis. 2. Students will be able to discuss how to control extraneous variables in experimental Situations and can take critical decisions involved in selecting an appropriate measurement scale by rating, ranking and sorting and other preference scales in the research. 3. Students will be able to explain the differences between Primary data and Secondary data and they will be able to plan and design a questionnaire layout. Also they can analyse the factors that influence the selection of an appropriate test of statistical significance. 4. Students will be able to know how Principal component analysis extracts uncorrelated factors from an initial set of variables and how (exploratory) factor analysis reduces the number of variables to discover underlying constructs. Also they will be able to interpret the statistical results of multiple regression and Cluster Analysis. 5. Students will be able to understand and explain how the research report is the crucial means for communicating the whole research project and how it is useful to study further research with recommendations/suggestions. 	

OBJECTIVES

To impart the students with necessary quantitative skills to conduct high quality independent research related to business administration

UNIT-I INTRODUCTION TO RESEARCH: 8

The hallmarks of scientific research – the building blocks of science in research – the research process for applied and basic research – the need for theoretical framework – hypothesis development – hypothesis testing with quantitative data. The research design. The purpose of the study: Exploratory, Descriptive, Hypothesis testing (Analytical and Predictive) – cross sectional and longitudinal studies.

UNIT-II EXPERIMENTAL DESIGN: 7

The laboratory and the field experiment – internal and external validity – factors affecting internal validity. Measurement of variables – scales and measurement of variables – development scales - rating scale and concept in scales being developed. Stability measures.

UNIT-III DATA COLLECTION METHOD: 10

Interviewing, questionnaires etc. Secondary sources of data collection. Guidelines for questionnaire design – electronic questionnaire design and surveys. Special data source: Focus groups, Static and dynamic data-collection methods and when to use each. Sampling techniques and confidence in determining sample size. Hypothesis testing determination of optimal sample size.

UNIT-IV A REFRESHER ON SOME MULTIVARIATE STATISTICAL TECHNIQUES: 15

Factor analysis – cluster analysis – discriminant analysis – multiple regression & Correlation – canonical correlation – application of SPSS package.

UNIT-V THE RESEARCH REPORT: 5

The purpose of the written report – concept of audience – Basics of written reports. The integral parts of a report – the title of a report. The table of content, the synopsis, the introductory section, method of sections of a report, result section – discussion section – recommendation and implementation section.

TOTAL : 45 periods**TEXT BOOKS:**

1. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.
2. Donald H.Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore 2002.
3. G.W.Ticehurst and A.J.Veal, Business Research Methods, Longman, 1999.

4. Ranjit Kumar, Research Methodology, Sage Publication, London, New Delhi, 1999.
5. Raymond-Alain Thie'tart, ET, al., doing management research, sage publication, London, 1999.

REFERENCES:

1. Donald R.Cooper and RamcisS.Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi, 2000.
2. C.R.Kothari Research Methodology, WishvaPrakashan, New Delhi, 2001.

Subject name: DYNAMICS OF FAMILY BUSINESS GOVERNANCE	Course code: PFB204	Credits: 3
Goal	To familiarise the students with nuances in the dynamics of family business governance, the role of different stakeholders and their influences on the business governance.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the basics of family business governance 2. To expose the roots of family warfare 3. To discuss through specific cases the dynamic of sibling rivalry in family businesses 4. To explore the struggle for crown and the role of greed, deception and destruction. 5. To expose the students to the essential lessons of warfare 	<ul style="list-style-type: none"> • The students would be clear on the basics of family business governance • The students would be aware of the roots of family warfare and be able to identify the same in their family businesses. • The students shall be having a clear idea of handling sibling rivalry having discussed specific cases the dynamic of sibling rivalry in family businesses • The students shall be able to appreciate the struggle for crown and the role of greed, deception and destruction in the family business. • The students shall be clear with the essential lessons of warfare in a family business 	

UNIT I: Family Business Governance

9

Family Business owner – Power of cohesive ownership –Ownership attitude-Roles and responsibilities of owners, directors and managers – preparing and nurturing good owners
Managing inside – outsider Dilemmas.

UNIT II: Roots of Family Warfare

9

Families at war – roots of conflict – Gene politics and the family firm – family dynamics – culture and personality.

UNIT III: Brother at Arms

9

Introduction – Koch Industries – destructive redress – Reliance story – myth of unity – Dassler family – racing for supremacy – Gollo family – vintage conflicts.

UNIT IV: Fighting for the Crown

9

Struggle for identity – Struggle for strategy – House that hubris built – Ford family – parental oppression – Dart Group – an excess of will power –The Redstone family – Leader’s iron group – Solid waste and wax man family – greed, deception and destruction.

UNIT V: Prize of war and prize of peace

9

From poisoned roots to the fruits of success – essential lessons of warfare – warning signs and practical measures – praise of conflict.

Total : 45 periods

Textbook:

1. FAMILY BUSINESS OWNERSHIP : HOW TO BE AN EFFECTIVE SHAREHOLDER (FAMILY BUSINESS LEADERSHIP SERIES – Craig E Aronoff – Family Enterprise Publisher 2001).
2. Family Wars : Grant Gordon, Nigel Nicholson : Publisher : Kogan page year : 2008.

Subject Name : BUSINESS APPLICATION SOFTWARE	Code : PBA208	Credit : 3
Goal	Goals should provide a framework for determining the more specific educational objectives of a program, and should be consistent with the mission of the program and the institution.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To learn MS office, Database programming techniques. 2. To learn and develop objectives are concerned with more complex learning outcomes. 3. To learn and be able to perform at the conclusion of a unit of instruction such as a word, excel, powepoint, access and database. 4. To learn and design of concrete components of structure and foundation and the integration of them into overall design structures. 5. To determine the acceptable level of performance. 6. The student is able to function in teams. 	<ol style="list-style-type: none"> 1. The student should be able to: 2. Understand to allocate and use word, excel, power point and database. 3. Understand the use emerging technology and research when necessary. 4. To understand, design and present a concrete structure for the database. 	

PBA208

BUSINESS APPLICATION SOFTWARE

0 0 3 1

OBJECTIVES

Familiarizing the students with basic computer concepts and emerging computer technology, so as to enable them to use computer resources efficiently for making effective decision.

UNIT-I BUSINESS APPLICATION SOFTWARE: 20

MS office – MS Excel, MS Power Point, MS Word, MS Access, MS Front Page, MS Project, Accounting packages, Statistical Packages, Operations Research Package, Packages in functional areas of management.

UNIT-II DATABASE MANAGEMENT PACKAGES: 20

Sqlserver or oracle or ingress; front-end tool – Visual basic or Developer 2000.

UNIT-III INHOUSE DEVELOPMENT OF A PACKAGE. 20

Total : 60 Periods

PBA209Seminar – I (Emerging Trends in Management - Case study Analysis and Seminar)

Topics for the Seminar will be provided by the concerned Faculty member

SUMMER SEMESTER (6 WEEKS)

PBA303 SUMMER PROJECT

Project report of the Summer Project is to be submitted by the students within 30 days from the commencement of the 3rd semester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd semester.

SEMESTER III

Subject Name :INTERNATIONAL BUSINESS MANAGEMENT	Code : PBA301	Credits 3
Goal	This course introduces students to the world of international business and management by studying cultural influences, government, and business structures in our global economy	
Objectives		Outcomes
<p>The course should enable the students to:</p> <ol style="list-style-type: none"> 1. The course enables the students to Learn introduce the International Business, its theories, export and import procedures and documents, Foreign Exchange Risk and its determinants 2. The course enables the students to Learn the business environment of IB and unions in International Business 3. The course enables the students to Learn the Strategic view of International business 4. The course enables the students to Learn to control, Techniques for IB and its Evaluation 5. The course enables the students to Learn the conflicts in IB, Reasons, Types of conflicts and the role of negotiations in International business. 		<p>The student should be able to:</p> <ol style="list-style-type: none"> 1. The Student should be able to understand the International Business, its theories, export and import procedures and documents, Foreign Exchange Risk and its determinants 2. The students should be able to understand the business environment of IB and unions in International Business 3. The students should be able to understand the Strategic view of International business 4. The students should be able to understand to control, Techniques for IB and its Evaluation 5. The students should be able to understand the conflicts in IB, Reasons, Types of conflicts and the role of negotiations in International business.

OBJECTIVES

This course introduces students to the world of international business and management by studying cultural influences, government, and business structures in our global economy.

UNIT- I INTRODUCTION**8**

Definition – trade and investment flow – economic theories – forms of international business – Trade Policy – Export promotion – Export procedures and documents – FOREX management – exchange rate determination – Exchange risk – Managing exchange rate.

UNIT- II INTERNATIONAL BUSINESS ENVIRONMENT**10**

Globalization of business – economic, political and cultural environment of international business – WTO and trade liberalization – emerging issues – implications for India –regional trade blocks – inter – regional trade among regional groups.

UNIT- III GLOBAL STRATEGIC MANAGEMENT**10**

Structural design of MNEs – strategic planning – strategic considerations – national Vs global competitiveness.

UNIT- IV CONTROL AND EVALUATION OF INTERNATIONAL BUSINESS **10**

Control of MNEs – approaches to control – the role of information systems – performance measurement – mechanics of measurement – various performance indicators – evaluation and evaluation systems.

UNIT- V CONFLICT IN INTERNATIONAL BUSINESS & NEGOTIATIONS **7**

Factors causing conflict – conflict resolution actions – the role of negotiations in international business – the role of international agencies in conflict resolution.

Total 45 periods**TEXT BOOKS:**

1. John. D.Daniels and Lee H.Radebaugh, 'International Business', Pearson Education Asia, New Delhi, 2000.
2. Richard M.Hodgetts and Fred Luthans, 'International Management', Tata McGraw Hill, New Delhi, 2003.
3. Charles W.L.Hills, 'International Business', Tata McGraw Hill, New Delhi, 2005.
4. Francis Cherunilam, 'International business', wheeler publication.

REFERENCES:

1. AnandK.Sundaram and I. Stewart Black, 'The International Business Environment', Prentice Hall of India, New Delhi, 2001.
2. Michael R.Czinkota, IikkaA.Ronkainen and Michael M.Moffett, 'International Business', Thompson, Asia, Bangalore, 2003.
3. Don Ball and Wendell McCulloch, 'International Business', Irwin McGraw Hill, New York, 1999.
4. Roger Bennett, 'International Business', Pitman publishing, New Delhi, 2000.
5. Vyuptakeshgaram, 'International business', Pearson Education, New Delhi, 2006.

Subject name: Social Entrepreneurship	Course code: PFB 301	Credits: 3
Goal	To familiarize the learners to the concept of social entrepreneurship, its growing relevance and the implementation aspects of the same.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To expose the learners to the concept of Social entrepreneurship, its meaning, features and importance 2. To help the learners recognize and assess new opportunities, mobilize resources and develop Resources Mobilization strategy. 3. To enable the learners in understanding the dimensions of accountability of a social entrepreneur and the strategies for managing risks 4. To expose the learners to the process of mastering art of innovation, managing resistance to innovation. 5. To enable the learner with the techniques for understanding the customer needs and wants, creating a winning value proposition and pricing to maximize social impact. 6. To expose the learner to business planning for social enterprise and comparison of social enterprise plan with a traditional business plan. 	<ol style="list-style-type: none"> 1. The learners shall have got an exposure to the concept of Social entrepreneurship, its meaning, features and importance 2. The learners shall be able to recognize and assess new opportunities, mobilize resources and develop Resources Mobilization strategy. 3. The learners shall be capable of understanding the dimensions of accountability of a social entrepreneur and the strategies for managing risks 4. The learners shall have acquired an introduction to the process of mastering art of innovation and managing resistance to innovation. 5. The learners shall be able to apply the techniques for understanding the customer needs and wants, and create a winning value proposition and price it to maximize social impact. 6. The learner shall be familiar with business planning for social enterprise and will be capable of comparing the social enterprise plan with a traditional business plan. 	

UNIT I:**9**

Social entrepreneurship – meaning – features – importance – factors leading to entrepreneurial success – Defining mission – planning and leading through mission.

UNIT II:**9**

Recognizing and Assessing new opportunities – Mobilizing resources – Assessing resource needs – Development Resources Mobilization strategy.

UNIT III:**9**

Understanding Accountability – Dimensions – Rationale for being a accountable social entrepreneur – Risk management – Strategies for managing risks – Potential costs of risk reduction strategies.

UNIT IV:**9**

Mastering art of innovation – Balancing tension in innovation process – Managing resistance to innovation – creating innovative and adaptive enterprise – Understanding the customer needs and wants –Creating a winning value proposition – pricing to maximize social impact.

UNIT V:**9**

Business planning – need and importance – Business plan for social enterprise – Comparison of social enterprise plan – with a tradition business plan.

Text book:

1. Enterprising Non profits – A Tool kit for social entrepreneur by J.Gregory Dees, Jed Emerson, peter Economy Publisher : Wiley Year 2001.
2. SOCIAL ENTREPRENEURSHIP FOR DUMMIES by Mark Durieux, Robert Stebbins publisher : for dummies Year 2010.

ELECTIVES

Subject name: Project Planning and Management	Course code: PFB 701	Credits: 3
Goal	To give a strong foundation on the basics of project management	
Objectives	Outcomes	
<ol style="list-style-type: none">1. To enable the learners to understand the definition of a project and its appraisal2. To know the basics of technical appraisal of cost and evaluation of projects3. To study the factors determining the size and scale of projects4. To get familiar with the integrated approach of time and resource planning for projects	<ol style="list-style-type: none">1. The learners shall be able to understand the definition of a project and the basics of appraisal.2. The learners shall know the basics of technical appraisal of cost and evaluation of projects3. The learners shall be able to appreciate the factors determining the size and scale of projects4. The learners shall be familiar with the integrated approach of time and resource planning for projects	

Unit I:**8**

Project – Definition and meaning – type of projects – appraisal of projects – need for project appraisal.

Unit II:**8**

Technical appraisal – objectives – project concept – capacity of plant – flexibility of plant and manufacturing systems – evaluation of technology – inputs – location – interdependence of the parameters of the projects – project charts and layouts – cost of production.

Unit III:**8**

Project management – meaning – need for the professional management – systems approach to project management – system development cycle – management function pertinent to project management – elements of project management – network developmental analysis.

Unit IV:**8**

Factors determining size and scale of establishment – construction management – financial institution survey – project implementation – scope – division of responsibilities: planning, scheduling, monitoring and reporting – management of information system – procurement of materials and equipment – manpower preparedness – environment factors affecting project implementation.

Unit V:**8**

Integrated approach of time and resource planning – the integration process – cost of delays – resource management – preparation of budgets for crisis management – cost control – need for training programmes for project management – quality standards and practice in project management.

Total : 45 Periods.**References:**

1. Dennis Lock, "Project Management" Coles Publishing Co., Ltd., Latest Edition
2. Vasant Desai, "Project Management", Himalaya publishing House, 2000.
3. Harold Kerzner, "Project Management - a systems approach a planning, scheduling and controlling", CBS Publishers, 1998.
4. Bennet P Lientz and Cathryn P Rea, "Project Management for 21st Century", Academic press Latest Edition.
5. Jerome D Weist and Sertinand K Levy, "A management guide to PERT/CPM", Prentice Hall India, 1998.
6. Roy.Pilchar, "Appraisal & Control of Project costs", McGraw Hill, Latest Edition.
7. Gary R Heerkens & Roger A Formisano, "Project Management", McGraw Hill, 2001.
8. Helene Geiger, "Project Management Fundamentals:", Element KLLC, 200.

Subject name: Technology Innovation and Sustainable Enterprise	Course code: PFB702	Credits: 3
Goal	To explain technology Innovation and Enterprise resource planning for sustainable enterprise	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To expose the learners to the basics of business strategies related to knowledge management 2. To explain the basics of Technology Transfer and Joint Ventures,its Policy, Procedure & Practices 3. To decipher the myths and facts in Web Marketing 4. To introduce the concepts of Enterprise Resource Planning& itsimplementation 	<ol style="list-style-type: none"> 1. The learners shall have obtained insights on the basics of business strategies related to knowledge management 2. The learners would have gained exposure to the basics of Technology Transfer and Joint Ventures,its Policy, Procedure & Practices 3. The learners shall be able to appreciate the myths and facts in Web Marketing 4. The learners would have gained an understanding on the concept of Enterprise Resource Planning & its implementation 	

PFB702TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE 3 0 0 3

UNIT I: 8

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: 8

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: 8

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, Pivacy, Jurisdiction- Do’s and Don’ts on Web.

UNIT IV: 8

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: 8

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

TOTAL : 45 Periods

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, Deepa& deep publication, 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.raviKalakota–Perason Education.
5. “Frontiers of Electronic Commerce”, Ravi Kalakota, Andrew B.Whinston, Addition – Wesely, 2000.

Subject name: Business Plan and Ethics	Course code: PFB 703	Credits: 3
Goal	To provide a comprehensive overview of the components of a business plan and the ethical dimensions of the same.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the learners to the basic parameters of business plan and the factors of successful business capital management 2. To familiarize the learners with the Business plan process 3. To expose the learners to the Business plan components 4. To help the learners appreciate the importance of Business ethics and its dimension of social responsibility 5. To help the learners to develop an understanding of ethical decision making and corporate governance 	<ol style="list-style-type: none"> 1. The learners shall be familiar with the basic parameters of business plan and the factors of successful business capital management 2. The learners shall be clear with the Business plan process and adopt the same. 3. The learners shall be able to understand and prepare the different components of the Business plan 4. The learners shall appreciate the importance of Business ethics and its dimension of social responsibility 5. The learners would reflect a clearer understanding of ethical decision making and corporate governance 	

OBJECTIVE :

To explain relevance of Ethics while taking business decision.

UNIT I:**8**

Business Plan –Meaning – The why of business plan –Basic parameters – Timing of decision undertaken project parameters – the common considerations – Factors of successful business capital management – financial control – anticipating change and adaptability.

UNIT II:**8**

Business plan process – sources of information – Internet, government sources and statistics – offline research resources – library – SBDC’S – Trade and industries associations – sources of market research – evaluating data-benefits of market study – coverage of market study – information sources.

UNIT III:**8**

Business plan components – The Executive summary – company description – Industry analysis and trends – Target market – Competition – strategic position and risk assessment – Marketing plan and sales strategy – operations – Technology plan – management and organization.

UNIT IV:**8**

Business ethics – Definition and importance. Benefits of business ethics. Emerging ethical issues in business. Ethics as a dimension of social responsibility.

UNIT V:**8**

The ethical decision making process – understanding ethical decision making and corporate governance. Individual factors, organizational factors. Implementing and auditing ethics programs. Business ethics in a global economy.

Reference book:

1. Business ethics – Ethical decision making and cases. O.C.Ferrelljohnpaul 23.
2. Fraedrich, Linda Ferrell.6th edition, published by Biztantra.
3. Business ethics – William H.Shaw 4th edition published by Thomsopn Wadsworth.
4. Rhonda Abrams “The Successful business plan secret \$ Strategies “prentices.
5. Rhonda Abrams “The business plan in a day “ Prentice.
6. Business plan preparation – Entrepreneurship Development Institute of India.

Subject name:MERGERS AND ACQUISITIONS	Course code: PBA715	Credits: 3
Goal	To enable the students to understand the drivers of success in mergers and acquisitions (M&A) and to develop skills in the design and evaluation of these transactions	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce students with the meaning and the reasons for Merger & Acquisition and to familiarize with the types and its theories 2. To impart knowledge on the pricing and implementation aspects of Merger & Acquisition 3. To provide an insight into the valuation of firms, corporate and financial restructuring, mechanism of divestiture, legalities & ethical issues of Merger & Acquisition 4. To familiarize with the knowledge on accounting and financing of Mergers 5. To impart knowledge on Joint venture and alliances, Leveraged Buyouts, International take over and restructuring. 	<ol style="list-style-type: none"> 1. Students should be able to understand about Mergers and Acquisitions its need and types and its theoretical background 2. To be able to apply skills on negotiation and pricing of the Merger & Acquisition contracts 3. To be able to apply the concepts on valuation and restructuring of firms for Merger & Acquisition and able to comply with the legal requirements of take over process 4. To be able to understand the implications on accounting and financing of Merger & Acquisition 5. To be able to understand the issues on joint venture and alliances, LBO and International take over and restructuring 	

OBJECTIVES:

To enable the students to understand the drivers of success in mergers and acquisitions (M&A) and to develop skills in the design and evaluation of these transactions

UNIT-I **9**

Forms of Business Alliances - Strategic Choice of Type of Business Alliance - Merger and Acquisition and Take Over Introduction to Restructuring problem - Types of Mergers - Reasons for Mergers and Acquisitions Vertical - Horizontal - Conglomerate - Concentric Mergers - History of Mergers - Strategic Process - Theories of Mergers and Tender Offering - Financial Synergy and Managerial Synergy

UNIT-II **9**

Defining and Selecting target - Pricing of Mergers - Negotiation / Approach of Merger - Acquisition and Take Over Contracting - Implementation of Merger and Acquisition - managing Post Merger issues

UNIT-III **9**

Valuing Firms and different methods of Valuation - Product Life Cycle effect on Valuation - Corporate and financial restructuring - Divestiture –Mechanism- Process and techniques - Legalities Involved in Merger Acquisition and Take-over - Ethical Issues of Merger and Take-over

UNIT - IV **9**

Accounting for Mergers - Financing the Mergers and Take-overs - Corporate Restructuring - Divestment and Abandonment

UNIT V : **9**

Joint Venture and Alliances -Leveraged Buyout - Share repurchase - Takeover defences - International Take over and Restructuring - The M & A process, Implementation and Management - guides for Mergers & Acquisitions.

TOTAL 45 periods

References

- 1) Reed and Reed Lajorex, The art of Mergers & Acquisitions, McGraw Hill, 1999.
- 2) S Ramanujam, Mergers et al., Tata McGraw Hill, 2000.
- 3) Sridharan and Pandian, Guides to Takeover and Mergers, Wadhava Publications, 2002.
- 4) Machiraju, Mergers, Acquisitions and Takeover, New Age International, 2003.

5) Weston, Sen and Johnson, Takeovers, Restructure and Corporate Governance, Prentice Hall, 2003.

6) Peirick A. Gaughan, Mergers, Acquisitions and Corporate Restructuring, John Wiley & Sons, 2003.

Subject name: Sickness and Turnaround Strategies	Course code: PFB 704	Credits: 3
Goal	To provide an overview of causes of sickness in industries and turnaround strategies	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To study the RBIs role and guidance regarding sickness. 2. To analyse relevant case studies analysis causes of sickness. 3. To conduct technology economic viability study and examine the external environment. 4. Formulation of turnaround programme and preparation of turnaround plan. 5. Factors responsibility for successful turnaround, monitoring and follow up. 		<ol style="list-style-type: none"> 1. The learners shall have understood the role of RBI and its guidelines regarding sick industries. 2. The learners would have understood the practical aspects of causes of sickness by analyzing case studies. 3. The learners shall be able to appreciate the importance of conducting technical viability and environment analysis in the context of sickness 4. The learners shall be able to understand the process of formulating a turnaround plan 5. The learners shall appreciate the factors responsible for successful turnaround, monitoring and follow up.

UNIT I:**9**

Industrial Sickness –Meaning – Identification of a sick Unit – Definition of a sick unit – Guidelines for correct Identification of sickness - RBI's role and Guidelines regarding Sickness – Government's Policy of Sickness – BIFR – BIFR's role in Turnaround.

UNIT II:**9**

Process of Sickness – Signals and Symptoms of Sickness – Tracking the causes of Sickness – Meaningful cause analysis – Relevant case studies analyzing causes of Sickness.

UNIT III:**9**

Conducting Techno – Economic viability study – Defining viability – Importance of Validity Study – Aspects to be covered in the validity report – Examination of External Environment.

UNIT IV:**9**

Turnaround – Meaning – Choice of Existence – Information Required for formulating. Turnaround programme – processing of Information – preparation of turnaround plan.

UNIT V:**9**

Turnaround stage – Interlinked strategies in the various faces of turnaround – Turnaround requirements – Factors for successful Turnarounds – Monitoring the performance and follow up.

Total :45 Periods**REFERENCES:**

1. R.A.Yadav, "Managing Corporate Turnaround – Text and Cases", Concept publishing Company, New Delhi,,Latest edition.
2. L.C.Gupta,"Controlling Corporate Sickness" Oxford University Press, India, ,,Latest edition.
3. S.N.Bilani&P.K.Mitra, "Industrial Sickness – Identification and Rehabilitation", Vision Books. ,,Latest edition.
4. PradipN.Khandwalla, "Turnaround Excellence", Response Books, 2001.
5. K.C.Nanda, "Credit and Banking", Response Books,1999.

Subject name: Business Regulations	Course code: PFB705	Credits: 3
Goal	To expose the students to the basics of special statutes that may impact businesses	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To discuss the policies relating to foreign private investment and the role of public sector in the economic development 2. To expose the students on issues relating to the Securities and Exchange Board of India Act 1991 3. To expose students to the impact of Environment Protection Act, Intellectual Property Rights Act 2002 on decision making 	<ol style="list-style-type: none"> 1. The students would be aware of the policies relating to foreign private investment and the role of public sector in the economic development 2. The students would have gained exposure on issues relating to the Securities and Exchange Board of India Act 1991 3. The students would have gained an understanding on the impact of Environment Protection Act, Intellectual Property Rights Act 2002 on managerial decision making. 	

UNIT – I**9**

The Legal framework – Industrial policy of government of India and Policy Relating to Foreign Private Investment in India – Small Scale Industries – Role of Public Sector Industries – Disinvestments of PSUs – The Securities contract (Regulations) Act 1956, Sec. 13 to 22A.

UNIT –II**9**

The Securities and Exchange Board of India Act 1991 – SEBI Guideline for Capital Issues – OTCEI – NSEI Organisation and Transactions – Investor Protection – Trade and Merchandise Marks Act, 1956 – Patents Act, 1970.

UNIT – III**9**

The environment protection Act, 1986 – Government measures – General powers of GOI – Consumer protection Act, 1986.

UNIT –IV**9**

The Business Enterprise in the society – Corporate Social Responsibility – Government Regulation of Business – Privatisation process in India – Ethics and Values in Business – Social Accounting – Social Audit.

UNIT – V**9**

Competitive Law – Intellectual Property Rights – Information Technology Act, 2002 – FEMA 1999 – Important Provisions – Corporate Governance Code – Practices – K.Birla Report – Case laws.

Total :45 Periods**References:**

1. KazmAzhar, "Business Policy" ,New Delhi, TMH, 2002.
2. P.K.Ghosh, "Business Policy, Strategic planning and Management", Sultan Chand & Co., New Delhi, 2002.
3. Made Gowda, "Business Environment And Policy" Deep & Deep Publications 2000.
4. Francis Cherunilam, "Business Environment and Policy", 2ndEdn, Oscar Publications, 2001.
5. Henry A.Tombari, "Business and Society: Strategies for the Environment and Public Policy", Dryden Press.
6. William F.Gluck and Lawrence R.Jaach, "Business Policy and Strategic Management, McGraw Hill, 2001.
7. Corporate Laws, Taxman,2002.
8. Bare Acts.

Subject name: Corporate Governance and Social Responsibility	Course code: PFB705	Credits: 3
Goal	To provide an overview of the nature and importance of Corporate Governance and Social Responsibility in a family business.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To provide the conceptual overview of corporate governance 2. To introduce the nuances of shareholder rights & responsibilities 3. To introduce the students to the structure and independence of the board and the responsibilities and duties of the Board 4. To expose the role of Board at times of risks and the methods of risks monitoring 5. To provide an overview of the definition and scope of corporate social responsibility 	<ol style="list-style-type: none"> 1. The students would have gained a conceptual overview of corporate governance 2. The students would have been introduced to the nuances of shareholder rights & responsibilities 3. The students shall be able to understand the structure and independence of the board and the responsibilities and duties of the board 4. The students shall have gained an exposure on the role of board at times of risks and the methods of risks monitoring 5. The students would have gained an overview of the definition and scope of corporate social responsibility 	

PFB705 CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY 3 0 0 3

UNIT I: INTRODUCTION 9

Introduction – Meaning and Overview of corporate governance – Corporate Board: Attributes, Duties, Responsibilities, Liabilities – Shaping Directorial Competence and Board Effectiveness – Corporate Disclosure and Investor Protection. Recent theoretical development on corporate governance – Globalization and Corporate Governance – Models of Corporate Governance – Mechanisms of Corporate Governance – Choice of Governance models – Governance issues and national cultures.

UNIT II: SHAREHOLDERS AND STAKEHOLDERS 9

Shareholder Rights – Responsibilities of Shareholders – Minority Shareholders protection – Stakeholder Protection – Influence of information agrarian institutions on stakeholder protection.

UNIT III – CORPORATE RESTRUCTURING AND RESPONSIBILITIES 9

Corporate Restructuring and Revival of Sick Units – Corporate Reputation, Corporate Legitimacy and Corporate Crime – Structure and Independence of the Board – Responsibilities and Duties of the Board, Selection – Remuneration and Evaluation of the Board, Board Committees – The Board and the Management – Legal issues.

UNIT IV – CORPORATE GOVERNANCE RISKS 9

Board and risks – Risks monitoring – Shareholders risks – Risk cycles.

UNIT V – CORPORATE SOCIAL RESPONSIBILITY 9

Meaning Definition and Scope – operationalizing CSR for sustainable Development – Responsibility of various stakeholders, perspectives and Initiatives – Environment and Ecology – Health and well being.

TOTAL: 45 Periods

References

1. “U.C.Mathur”, Corporate Governance & Business Ethics, Macmillan, 2005.
2. “C.V.Baxi”, Corporate Governance, Excel books 2007.
3. “J.Fred Weston”, Takeovers, Restructuring & Corporate Governance, Pearson Education, 2007.
4. “Dr.S.Singh”, Corporate Governance, Excel books, 2005.
5. “Swami(Dr.)Parthasarathy, Corporate Governance, biztantra, 2007.
6. “Donald.H.ChewJR.”, Corporate Governance at the cross roads, THM, 2006.
7. “Jill Solomon”, Corporate Governance & Accountability, Wiley, 2007.
8. “Kesho Prasad”, Corporate Governance, PHI, 2006.
9. “Christine.A.Malin”, Corporate Governance, 2nd edition, Oxford, 2008.
10. “Subhash Chandra Das”, Corporate Governance in India, PHI, 2008.

Subject name: Financial and Tax Strategies for Family Business.	Course code: PFB705	Credits: 3
Goal	To provide an overview on the important financial and tax strategies at different stages of a family business	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To provide an understanding on the basics of starting a family business and the importance of yearly strategic planning 2. To expose the students to the need for choosing the form of business for the family situation 3. To trace the process of planning the gifting program and its impact on business 4. To provide an overview of selling the business 5. To emphasize the importance of estate planning – outline of comprehensive succession plan 	<ol style="list-style-type: none"> 1. The students would have gained an understanding on the basics of starting a family business and the importance of yearly strategic planning 2. The students shall have realized the need for choosing the form of business for the family situation 3. The students shall know the process of planning the gifting program and its impact on business 4. To students shall be aware of the process of selling the business 5. The students shall have realized the importance of estate planning – outline of comprehensive succession plan 	

PFB705 FINANCE AND TAX STRATEGIES FOR FAMILY BUSINESS 3 0 0 3

UNIT I : STARTING A FAMILY BUSINESS 9

Family Business – Running a business a that’s all in the family – Business plan essentials – Yearly strategic planning.

UNIT II: 9

Organizing the business – Entity choices – Sole proprietorship – partnership – Limited partnership – Limited Liability corporation – choosing the form of business for the family situation – Choosing leadership in family business.

UNIT III: 9

Reasons for gifting interests in the business – Gift tax basics – Gifts to grandchildren – Valuation discounts – Gifting to minors – Grantor retained annuity trusts – Planning gifting program and its impact on business – Gifting shares in S corporation – Family limited partnership – Recapitalization.

UNIT IV: SELLING THE BUSINESS 9

Overview of selling the business – Straight sale to children – Installment sales rules – Special methods of selling your business to children – Selling the business to outsiders.

UNIT V : ESTATE PLANNING FOR FAMILY BUSINESS 9

Estate Planning – outline of comprehensive succession plan – overview of estate tax – deduction of family owned business – special use valuation for real estate used in business – using charitable arrangements to minimize estate taxes.

TOTAL : 45 Periods

TEXT BOOKS

1. J.K. Lasser’s Financial and Tax Strategies for Family Business by Barbara Weltman
Publisher : Wiley, Year : 2001.