

## Introduction

Content: BA (VS) in Small and Medium Entrepreneurship program is designed to prepare future entrepreneurs with the skills and knowledge to start their own businesses. It develops their skills as a passionate, self-motivated entrepreneur within a close-knit driven community. This course prepares students for the intricacies of planning, launching and leading a new business with a focus on creativity and innovation, new venture planning, entrepreneurial finance, managing and growing a new business. In the classroom, student will learn how to grow their commercial or social venture and develop tools and resources for their business. Most significantly, through lessons of market strategies, institutional support mechanism, human resource management, leadership, innovation, economy, various act related to MSMEs taxation benefit to SSI, policy on handling sickness in small industries, measures for export promotion, rural entrepreneurship, women entrepreneurship, international entrepreneurship, product life cycle, e-Marketing, etc. they will discover how their business ideas fit into the greater world picture.

### Learning Outcome based approach to Curriculum Planning

>> Aims of Bachelor's degree programme in (CBCS) B.A.(VOCATIONAL STUDIES) SMALL AND MEDIUM ENTERPRISES

Content: 1. B A (VS) SME course is most engaging for all those students interested in turning ideas into action through starting ventures, working in a startup environment or applying entrepreneurial thinking skills to an existing organization.

2. Students will have the opportunity to explore entrepreneurial thinking in the arts, the social entrepreneurship sector, non-profits, for-profits, start-ups, growth ventures, and other areas of interest.

3. Unemployment is the single greatest problem for most governments. That's why one of the aim of this course is to make them financial independent.

4. The students are oriented at realizing opportunities through opening a new business often as part of a venture creation program and push to promote innovation or introduce new products, services or markets.

5. Students will be able to find jobs in a range of sectors such as business or financial consultant, research developer, management analyst, franchise owner, project manager and more.

### Learning Outcome based approach to Curriculum Planning

>> Nature and extent of the B.Sc/B.A./B.Com Programme

Content: 1. It is Bachelor degree programme by which the students will have the opportunity to explore entrepreneurial thinking in the arts, the social entrepreneurship sector, non-profits, for-profits, start-ups, growth ventures, and other areas of interest.

2. This programme will promote entrepreneurship. An entrepreneur plays the role of a leader by uniting the people that work under him/her. He/she is responsible for the running of the business and taking various decisions that give direction to all the activities of a business.

3. An entrepreneur acts as a link between the business and various parties that have a stake in the business such as media, suppliers, government, investors etc. He/she provides them with the necessary information and handles any communication with them.

4. An entrepreneur looks to solve their problems and increase job satisfaction by aligning their goals with the goals of the organization.

5. This programme covers different aspects of setting up of small and medium enterprises and equip them to manage finances, manpower and marketing.

#### Graduate Attributes in Subject

>> Lifelong learning

Content: Update their subject knowledge and skills for continuous academic and professional growth.

#### Graduate Attributes in Subject

>> Disciplinary knowledge

Content: To have knowledge of their discipline and will attain professional and technical skills to effectively integrate knowledge with practice.

#### Graduate Attributes in Subject

>> Communication Skills

Content: To equip them with verbal and written communication skills to be able to communicate with all the stakeholders confidently and with clarity.

#### Graduate Attributes in Subject

>> Information/digital literacy

Content: demonstrates basic knowledge of computers and use of softwares such as word, excel & power point.

## Graduate Attributes in Subject

>> Cooperation/Team work

Content: A graduate entrepreneur uses his creativity and applies strategic thinking to create effective business plans along with creative social opportunities to strengthen his coursework and build his professional network with real-world experience.

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Graduate Attributes in Subject

>> Disciplinary knowledge

Content: Graduates will have the skills and knowledge to start their own ventures across a range of sectors such as business or financial consultant, research developer, management analyst, franchise owner, project manager and more.

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Graduate Attributes in Subject

>> Problem solving

Content: As a student in the program, one learns to work effectively as both a member and a leader in team problem-solving and decision-making situations, incorporate the perspectives and contributions of individuals from diverse groups to create inclusive work environments, demonstrate professional preparation and conduct to meet professional standards in business settings, and employ multiple mediums of communication in a variety of business settings to express, assimilate, and analyze information and ideas to facilitate collaboration and achieve goals.

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Graduate Attributes in Subject

>> Leadership readiness/qualities

Content: Students will be able to develop resilience, creativity, risk tolerance, creativity and the right mindset and learn how to think big and lead teams to success. Gain access to real-world placement opportunities in incubators, technology parks and innovation centres. Get the ultimate edge from creative ideas through the sustainable development of an idea into a lean start-up.

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Graduate Attributes in Subject

>> Critical thinking

Content: A student will be able to develop a suite of critical business skills designed to enable him to succeed as an entrepreneur in a competitive global market.

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Graduate Attributes in Subject

>> Research-related skills

Content: To comprehend, consolidate, extend, apply and update their discipline's knowledge and skills for undertaking research proposals and continuous academic and professional growth.

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#### Graduate Attributes in Subject

>> Self-directed learning

Content: To take initiatives for some topics and identify resources and study material for additional learning, individually or in groups and to use the strategies to meet learning goals in self-learning environment, under the guidance of the mentor.

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#### Qualification Description

Content: 1. A degree in Small Medium Enterprise provide focused training for developing innovative approaches to e-commerce and facing the unique challenges of small business growth.  
 2. Students enrolled in an entrepreneurship course will develop communication skills in order to become good negotiators and they will also learn basic management and leadership skills.  
 3. Student will be able to understand entrepreneurial concepts such as marketing strategy, financial planning, sources of capital, financing, legal problems related to beginning and operating a business, family-owned businesses, valuation, succession, entrepreneurial opportunities for women and minority entrepreneurs.  
 4. The course aims to guide students through all phases of their entrepreneurship journey: from forming a team to helping with pitching their ideas to potential investors and developing strategies for obtaining funding.

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#### Programme Learning Outcome in course

Content: BA (VS) in Small and Medium Entrepreneurship program is designed to prepare future entrepreneurs with the skills and knowledge to start their own businesses. This course prepares students for the intricacies of planning, launching and leading a new business with a focus on creativity and innovation, new venture planning, entrepreneurial finance, managing and growing a new business. A Bachelor's degree in entrepreneurship includes theoretical knowledge and practical activities which will focus on learning how to grow one's commercial or social venture and to develop tools and resources for a business. Each student will acquire a unique understanding of the entrepreneurial process - a process of opportunity recognition, resource marshaling, and team building driven by business methodologies in idea generation, feasibility analysis and business plan communications. The present course concentrates on developing entrepreneurial plan, setting up a small business, assessment of different forms of business organizations, market strategies, institutional support mechanism, human resource management, leadership, innovation, economy, various act related to MSMEs taxation benefit to SSI, policy on handling sickness in small industries, measures for export promotion, rural entrepreneurship, women entrepreneurship, international entrepreneurship, product life cycle, e-Marketing, etc.

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## Course Objective(2-3)

Objectives: To give the basic understanding of the various concepts and factors of entrepreneurship and MSME.

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## Course Learning Outcomes

1. Students will be able to understand the reality of small and medium size enterprises (SME) in different cultural and socio-economic settings.
  2. Students will be able to demonstrate the importance and role of the SME in the economic development.
  3. Students will be able to assess different aspects of environment so as to frame appropriate business plan.
  4. Students will be able to compare and contrast managerial and organisational strategies and its perspectives in different cultural environments.
  5. Students will appreciate the conditions for SME with particular focus on growth and sustainability.
  6. Students will be able to identify and deal with the problems associated with entrepreneurship such as succession, innovation, changes, etc.
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## Unit 1

Basic Aspects: Concept, nature of Entrepreneur & Entrepreneurship, Classification of entrepreneurs, Distinction between Entrepreneur and Manager, Entrepreneurship and Entrepreneurship, Theories of Entrepreneurship: Schumpeter, McLelland and Drucker, Medium, Small and Tiny Business : Definition, Role in the economy and significance

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## Unit 2

Developing Entrepreneurial Plan: Environment assessment: political, legal, economic, social, Technological, global environment, Developing effective business plan.

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## Unit 3

Entrepreneurial Venture Initiation: Assessment of business opportunities, Entrepreneurial Motivation, Government initiatives and private sector opportunity.

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## Unit 4

Growth and Development of Entrepreneurial Venture: Strategic planning for emerging venture, Managing entrepreneurial growth, Role of venture capital and their problems.

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## Unit 5

Challenges in Entrepreneurship: Business Succession and continuing from family Business perspective, Succession policy, problems of innovation and change.

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## References

- Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
- Shukla, MB, (2011), Entrepreneurship and Small Business Management, KitabMahal, Allahabad.
- Hill, Michal A., Inland Durama R et al; Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.
- Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston
- Sahay A., V. Sharma (2008), Entrepreneurship and New Venture Creation, Excel Books, New Delhi.
  - Lall, Sahai (2006), Entrepreneurship, Excel Books, New Delhi.

## Additional References:

- Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
  - Shukla, MB, (2011), Entrepreneurship and Small Business Management, KitabMahal, Allahabad.
  - Hill, Michal A., Inland Durama R et al; Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.
  - Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston
  - Sahay A., V. Sharma (2008), Entrepreneurship and New Venture Creation, Excel Books, New Delhi.
    - Lall, Sahai (2006), Entrepreneurship, Excel Books, New Delhi.
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## Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

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### Assessment Methods

Descriptive/critical reasoning home assignments, MCQ, Quizes, problem solving exercises, case studies, role plays, presentations, assignments, internal test and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

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### Keywords

Entrepreneur, Entrepreneurial environment, Venture Capital, Business Succession, Entrepreneurial Motivation

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## Indian Economy (SME 3.3) Core Course - (CC) Credit:6

### Course Objective(2-3)

The objective of the course is to provide the students a basic understanding of evolution of different sectors of Indian economy in the course of its development after independence. It would help them meaningfully reflect on the issues that the individual sectors are currently embroiled.

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### Course Learning Outcomes

After studying these units, students should be able to

1. Appreciate the indispensability of agricultural growth for economic development.
2. Understand the concept and rationale of land reforms and conduct a critically analysis of the status of land reforms.
3. Critically appraise the role of different inputs in boosting agricultural production through green revolution and undertake a critical analysis of the impact of green revolution.
4. Develop an understanding of the status of agricultural labour with special reference to wage and employment and assess the role played by the government in ameliorating their conditions.



- 5 Evaluate government role in developing agricultural infrastructure in terms of credit, irrigation, marketing and crop insurance.
6. Acquire knowledge of relative trend in public and private investment in agriculture and their implication.
7. Understand the rationale behind different instruments of price and subsidy and conduct a critical assessment of their impact on the agricultural economy.
8. Evaluate the role of PDS in providing food security.
9. Develop an understanding of growth process of agriculture during the course of economic development with special reference to cropping pattern changes and crop diversification.
10. Understand how different factors lead to agricultural diversification and changes in cropping pattern.
11. Learn about different growth phases and the evolving structure of industries in India since Independence.
12. Understand the different types of industrial policies pursued in different phases including NEP 1991.
13. Understand the concept of MSMEs and their role in the Indian Economy.
14. Learn about the problems faced by MSEs (Micro and Small Enterprises) and the steps taken by the Government to promote MSEs.
15. Learn about different sources of financing industries.
16. Appreciation of the role of services in the economy and understand the process of evolution of service sector with special reference to its components.
17. Understand the issues related to service sector led growth and evaluate its viability as an engine of growth for the economy.

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## Unit 1

Agriculture: Institutional Framework and Inputs

Agriculture and Economic Development.

Institutional framework of Indian agriculture: Land tenure system and land Reforms.

Agricultural inputs: Seeds, fertilizers, agro-chemicals, machinery with special reference to green revolution;

Agricultural labour and issues related to wage and employment.

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## Unit 2

## Policy Instruments in Agriculture and Agricultural Growth

Agricultural price policy, Food management & food security in India

Agricultural marketing in India: issues, challenges & recent developments

Role of institutional and technological factors in agricultural growth: new technology – Green revolution and post reform developments.

Agricultural investment - Public and Private

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### Unit 3

Industrial Development

Phases of growth and evolving structure of industry

Industrial and Licensing Policies in the Pre-and Post-reform periods: Role of large, medium, small and micro industries

Reforms and changing role of public sector

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### Unit 4

Industrial Finance and Foreign Investment

Changes in the pattern of industrial financing - SFCs, PIs, corporate debt market, bank finance, microfinance

Foreign Direct investment

Foreign Institutional Investment

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### Unit 5

Service Sector

Importance of service sector in Indian economy

Growth and changes in the structure of service sector - the role of reforms

Major components of service sector

The issue of service sector led growth in India.

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### References

1. S.K. Mishra and V. K. Puri, Indian Economy: Its Development Experience, 67th edition.
2. Uma Kapila, Indian Economy: Performance and Policy, latest edition
3. Gaurav Datt and Ashwani Mahajan, Datt and Sundharam Indian Economy, latest edition
4. <https://epgp.inflibnet.ac.in/ahl.php?csrno=11>, EPG Pathshala, Sectoral Growth of Indian Economy(P 10) Module Nos 1, 2, 3, 4,5, 6,7,8 , 9, 10, 11,13, 18.

#### Additional References:

1. The New Oxford Companion to Economics in India (2 Volumes): 2 Vols 2011 by [Kaushik Basu](#) and [Annemie Maertens](#)
2. Indian Economy: Reforms and Development (Springer, Forthcoming)

Edited by Pradip Kumar Biswas and Panchanan Das

### Teaching Learning Process

A well laid out lesson plan needs to be worked out, which will act as a core of teaching-learning process. Details of the teaching learning process will vary depending on the preference of the teacher, topics being covered, and the level of the students. A continuous innovation in teaching learning process is called for in order to optimise learning by the students from the curriculum.

### Assessment Methods

Internal assessment (class tests, oral presentation, group discussion and assignments) as well as end-semester examination covering the entire syllabus

### Keywords

Agriculture, manufacturing, trade, services, finance, SME, productivity, green revolution, FDI.

Institutional Support to MSMEs  
(SME 3.2)  
Core Course - (CC) Credit:6

### Course Objective(2-3)

To provide the basic understanding of the Institutional support system available to MSMEs and

their functioning.

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### Course Learning Outcomes

- 1) Familiarize the students with basic understanding of the institutional support system.
  - 2) Inculcate in the students the institutional support mechanism to MSMEs.
  - 3) Demonstrate to the students how the institutional support to MSMEs helps in their growth and development.
  - 4) Articulate the students about incentives schemes given by the government to MSMEs.
  - 5) Create in the students' awareness about the various RBI schemes and its guidelines to commercial banks regarding the credit guarantee schemes to MSMEs.
  - 6) Inculcate in the students procedure for procuring the institutional support.
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### Unit 1

Institutional Support Mechanism: Need and Importance of finance in MSMSEs SIDO, SIDBI, NSIC, SISI, Commodity Boards, State Directorate of Industries, SIDC'S, SFC, MUDRA Bank.

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### Unit 2

Institutional Support Mechanism: Testing Laboratories, Product and Process Development Centres, NISEBUD, National Service and Technology Entrepreneurship Development Board.

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### Unit 3

Institutional Support Schemes: Role of RBI in respect of MSMEs, RBI Guidelines to commercial banks, lending by Commercial and Development Banks, Equity Fund Scheme, Credit Guarantee Scheme,

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### Unit 4

Institutional Support Schemes: Interest Subsidy, Seed/Margin Money, DRI, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, Bills Re-discounting Scheme.

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### Unit 5

Marketing Assistance, Research Development and Training Facilities, Export Assistance to MSMEs, Technology Upgradation, Assistance to Ancillary Industries, Incentives for MSMEs in Backward Areas

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### References

- S.C. Kuchhal, "Corporation Finance".
  - P.V. Kulkarni, "Corporation Finance".
  - P.V. Kulkarni & S.P. Kulkarni, "Corporate Finance".
  - R.M. Srivastava, Essentials of Business Finance."
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### Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

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### Assessment Methods

Descriptive/critical reasoning home assignments, MCQ, Quizes, problem solving exercises, case studies, role plays, presentations, assignments, internal test and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

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### Keywords

NSIC, Mudra Bank, NISEBUD, Equity Fund Scheme, Single Window Scheme,

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Labour and Development in India  
(SME 4.3)  
Core Course - (CC) Credit:6

### Course Objective(2-3)

The course is designed to equip the students with conceptual, empirical and legal issues with special reference to India.the focus of the course would be on the changing profile and position of labour in modern India and the specific problems in the post reform period. The role of state, nation and international labour organisations will be emphasized.

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## Course Learning Outcomes

- At the end of the course the students can understand the contemporary developments in Indian economy and society from the point of labour.
- The students will know the intricacies of the labour market in India.
- They will be aware about the characteristics of the labour market in India and the challenges it faces.
- They will also be aware about the basic labour legislation which protect workers.
- Thus equipped, they may have the opportunities to work in the various organizations, NGO,s as well as corporate sector.

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### Unit 1

#### Economics of labour market

1.1 Wage rate determination in labour market: Labour Demand, Labour Supply, Determination of wages, Minimum wage laws, Minimum wage legislation

1.2 India's labour market

- a) Employment and unemployment: Concepts, measurement, trends and types of unemployment
- b) Dynamics of economic and occupational structure: Growing importance of tertiary sector

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### Unit 2

#### Forms of labour

2.1 Evolution of Labour market in India:

- a) Pre- colonial pattern of Industrial Development
- b) Post-colonial Pattern of Development: Industrialisation, Planning and achievements

2.2 Types of labour and associated labour legislation

- a) Organised and unorganised labour
- b) Rural Labour
- c) Migrant Labour
- d) Bonded labour
- e) Women and child labour

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### Unit 3

#### Labour protest and Trade union movement

3.1 Evolution and growth of trade union movement in India- Pre and post independence period

3.2 Forms of Industrial action and Labour Protests

(Forms of Industrial action, Types of Disputes, Causes of Industrial disputes, Industrial Dispute act 1947, Modes of Protest)

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### Unit 4

#### State and Labour

4.1 a) Labour Administration – Union government and state government Machinery

b) Mechanism of Dispute settlement: Arbitration, Adjudication and other methods of dispute settlements

4.2 Regulation of Labour

(Factories act, Employees state Insurance act, Worker's compensation act etc.)

#### 4.3 Role of the state in skill formation

### Unit 5

#### UNIT V: International Labour Organisation

- a) Structure and role of ILO
- b) ILO programmes in India

### References

1. Mankiw, Principles of Economics, Cengage learning, 6th edition
2. Case, Karl E, and Fair, Ray, Principles of Economics, Pearson 8th edition
3. India Labour and employment Report 2014: Institute of Human development, Academic Foundation
4. Uma Kapila, Indian economy: Performance and Policies, Academic Foundation, latest edition
5. Uma Kapila, Indian economy since independence, Academic Foundation, Latest edition
6. Thirthankar Roy, the Economic history of India 1857-1947, Oxford Publication, second edition, (Chapter6: small scale industry, Chapter7: large scale Industry)
7. UNICEF Report, Overview of Internal Migration in India
8. Ravi.S. Srivastava, Bonded Labour in India: its incidence and pattern- working paper ILO
9. Shervick, Women's labour force participation in India: Why is it low? - ILO
10. Azadeh Barati, Rooh ollah Arab & Seyed Saadat Masoumi, Challenges and problems faced by women workers in India
11. Majnu, Women in Unorganised sector: problems and issues in India, International Journal of Applied Research 2017
12. Organising the unorganised- IGNOU BLD\_102(2004)
13. P N Singh and Neerja Kumar, Employee relations management, Pearson
14. Sinha, PRN, Sinha, Indubala and shekhar, Seema Priyadarshini, Industrial Relations, Trade Unions and Labour legislation, Pearson

### Assessment Methods

The maximum marks for the final examination would be 75, with the remaining 25 (5 marks for attendance, 10 marks for class test 10 marks for Project Assignment presentation for internal assessment. Students shall be asked to answer 5 questions in all.

Unit wise indicative percentage of mark:

- Unit I -20%
- Unit II-30%
- Unit III- 20%
- Unit IV – 20%
- Unit V- 10%

MSMEs Policy Framework  
(SME 4.2)  
Core Course - (CC) Credit:6

### Course Objective(2-3)

To familiarize students with the different policies applicable to MSMEs and their implications on MSMEs.

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### Course Learning Outcomes

1. Students will be able to recognize about the different policies on MSMEs and how they would affect them.
  2. Students will be able to demonstrate different taxation benefits to SSI and how the tax helps in performance of SSI.
  3. Students will be able to explain concepts related to the policy support mechanism along with different policies applicable to MSMEs.
  4. Students will be able to open their own small units keeping in mind the support mechanism provided by government both at the centre and the state level.
  5. Students will be able to explain the steps taken for export promotion for MSMEs and how organizational support is helping in export promotion.
  6. Students will be able to demonstrate the concept of sickness in MSMEs and hoe to avoid it.
  7. Students will be able to learn and understand policies on handling sickness and technology backwardness in small industries.
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### Unit 1

Policy Environment for Small Scale Sector, Pre and Post 1991 Industrial Policy, New Policy Measures, Reports of various Working Groups on SSIs: Kohli Committee 2,000, Ganguly Committee 2004.

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### Unit 2

Policy Support Mechanism: Reservation of Items for Small Scale Industries, Rationale, Procedures, Criticism, De-reservation, Removal of Quantity Restrictions, Government's Purchase Preferences Policy for Small Industries Products, Price Preference Policy for SSI products.

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### Unit 3

Policy of Priority Credit, Equity Participation, Equity issues of small enterprises through OCTEI, Policy of Technology Upgradation in small enterprises, Technology Bureau for Small Enterprises.

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### Unit 4



Taxation Benefit to SSI:

Need for tax benefits, Tax Holiday, Rehabilitation Allowances, Expenditure on Scientific Research, Amortization of certain Preliminary Expenses, Tax concession to SSI in rural and backward areas, Expenditure on acquisition of Patents and Copyrights.

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### Unit 5

Policy on Handling Sickness in Small Industries: Causes and consequences of Sickness, Measures to prevent sickness in small units

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### Unit 6

Measures for Export Promotion:

Export Processing Zones (EPZs), Special Economic Zones (SEZ), Measures for Export Promotion, Organizational support for Export Promotion

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### References

- Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata McGraw Hill Publishing Company Ltd. New Delhi.
  - Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers
  - Kothari Committee Report
  - SSI Policy
  - Sick Industries Companies Act'
  - [www.iasb.org](http://www.iasb.org)
  - Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc
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### Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

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### Assessment Methods

Descriptive/critical reasoning home assignments, MCQ, Quizes, problem solving exercises, case

studies, role plays, presentations, assignments, internal test and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

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## Keywords

Industrial Policy, OTCEI, Tax holidays, Export processing zone, Special economic zones

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## Organization and Management of MSMEs (SME 2.3) Core Course - (CC) Credit:6

### Course Objective(2-3)

Objectives: To provide the basic understanding of the various concepts related to setting up of a small business and management

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### Course Learning Outcomes

1. Students will be able to explain different investment criteria for Micro, Small and medium enterprises.
  2. Students will be able to assess the pros and cons of starting a business fresh or by acquiring an existing one.
  3. Students will be able to explain the process of Franchising and weighing its merit and demerits.
  4. Students will be able to recognize skills to make effective decisions for starting a new enterprise starting from procedure of registration for a small scale industry to optimal layout of plant and adopt best purchase practices.
  5. Students will be able to demonstrate strategies for internal and external growth of business under MSMEs.
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### Unit 1

Setting up a Small Business:

Determination of the nature of the business unit : Micro, Small and Medium enterprise,  
Comparative evaluation of feasibility of buying an existing enterprise , setting up a new venture or starting the business through franchising, Location strategy, Preliminary Registration with State

## Directorate of Industries

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### Unit 2

Assessment of different forms of business organizations: Sole Proprietorship, Partnership, LLP, Joint Stock Companies, HUF.

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### Unit 3

Production Planning: Layout and Control, Types of manufacturing process, Selection of manufacturing process, Purchase Management, Inventory Management.size and Technology Planning

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### Unit 4

Productivity Improvement Strategies: Integration and Diversification, Internal Expansion, Quality Management, Recent trends

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### References

- Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
- Shukla, MB, (2011), Entrepreneurship and Small Business Management, KitabMahal, Allahabad
- Hill, Michal A., Inland Durama R et al; Strategic Entrepreneurship: Creating a New Mindset, Blackwell Publishers, Oxford.
- Zenas Block and Ian C Macmillan, Corporate Venturing, Harvard Business School Press, Boston
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- Lall, Sahai (2006), Entrepreneurship, Excel Books, New Delhi.

### Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

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### Assessment Methods

Descriptive/critical reasoning home assignments, MCQ, Quizzes, problem solving exercises, case studies, role plays, presentations, assignments, internal test and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

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## Keywords

Small and Medium Enterprise, Purchase management, Inventory management, Quality management, diversification

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## Financial Management in MSMEs (SME 5.1) Discipline Specific Elective - (DSE) Credit:6

## Course Objective(2-3)

To familiarize the students with the concepts of financial management in the MSMEs and their use.

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## Course Learning Outcomes

1. Students will be able to explain financial management concept and role of a financial manager in an organisation.
  2. Students will be able to understand the evolution and importance of financial management and the objective of wealth maximization over profit maximization.
  3. Students will be able develop an ability to make capital budgeting decisions using techniques such as, NPV, IRR, payback period, profitability index, etc.
  4. Students will be able assess the cost of capital for different sources of finance, recognising the best source for the business, and thorough knowledge of capital structure theories.
  5. Students will be able to demonstrate techniques of budgeting control and develop skills to make various financing decisions using break even analysis, EBIT, indifference point and profitability ratios.
  6. Management of different elements of working capital like, establish and maintain optimal cash balance, improve the methods of credit control, analyze techniques of inventory control so as to maintain optimal levels.
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## Unit 1

Financial Management - Nature, scope objectives and significance Time Value of Money.

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## Unit 2

Project Appraisal Techniques – Traditional Technique – Payback Period, Average rate of return (ARR), Modern techniques- Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI)

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## Unit 3

Cost of capital and capital structure. Financial Planning, Estimation of Financial Requirements, Sources of Finance: Internal sources and External sources of Financing including Term Loans and Financial Accommodation from Financial Institutions, Venture Capital Private Equity, Crowd Funding, Operating and Financial Leverage, EBIT-EPS Analysis.

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## Unit 4

Working Capital Management: Concept, Importance. Estimation of Working Capital, Cash Management, Inventory Management, Receivables Management.

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## Unit 5

Profitability Analysis: Profit Planning, Factors Affecting Profits, Break Even Analysis, Profitability Ratios, Cash Flow Statement.

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## References

- Singh, Surender and Kaur, Rajeev. Basic Financial Management Mayur Paperbacks, New Delhi
- S.N. Maheshwari, Management Accounting & Financial Analysis S. Chand & Sons
- S.C. Kuchhal, Financial Management, Vikas Publishing House
- Steward C. Myers, Richard A. Brealey Principles of Corporate Finance (International Edition)
- M.Y. Khan & R.K. Jain "Financial Management Text & Problems" Tata McGraw
- Khatri, P.V. & Verma S. Management Accounting 2011, Global Vision Publishing House

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## Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

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## Assessment Methods

Descriptive/critical reasoning home assignments, MCQ, Quizzes, problem solving exercises, case studies, role plays, presentations, assignments, internal test and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

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## Keywords

Financial Management, Financial Planning, Crowd Funding, Break Even Analysis, Venture Capital

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Globalization  
(SME 6.2.1)  
Discipline Specific Elective - (DSE) Credit:6

## Course Objective(2-3)

The paper is designed to familiarise the students with the concept of globalisation and integration of developing countries with the world economy. The aim of the paper is to provide a critique of globalisation and stress on local/ national policies than follow the one - size - fits - all approach.

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## Course Learning Outcomes

Globalization is gradually becoming unavoidable phenomenon worldwide which dominates political and economic discourse. It is making the world smaller by increasing the international exchange of goods, resources, services, information, knowledge and culture. It helps in improving a social and academic life. It is therefore very much the need of the hour as the student acquires knowledge about this aspect. After studying the subject the student is capable of thinking globally and deliver the best available in the global market.

- The course aims to widen the outlook of students in understanding of our economy in the backdrop of world economy.

- The course gives an overview of how the process of globalization has changed over time.
- It gives an understanding of not only economic but also social impact of globalization.
- It explains to the students how production process is no more limited to the boundaries of nations, but it is integrated with other nations through global value chain.
- It explains how globalization requires new approaches to economic and social policies due to decline in authority of nation-state.
- The students also get an overview of the impact of globalization on environmental conditions.
- The course makes the students avail of existing global organizations that govern the process of globalization.

### Unit 1

Meaning and contents of globalization.

Comparative analysis of past and present of globalization.

### Unit 2

Benefits of globalization: role of globalization in reducing inequality and poverty, expansion of markets, free movement of goods, services and factors of production.

Distribution of benefits of globalization shared by developing and developed countries.

### Unit 3

Globalization and the world economy- production, global value chains. A case of simultaneous integration and segmented production.

### Unit 4

Critique of globalization: globalization and neo-liberalism.

Decline in authority of nation state and reduction of policy space.

The way forward-stress on local/ regional/ national than global economy.

Environment and globalization.

### Unit 5

Global governance: IMF, World Bank, WTO.

Role of WTO in global governance.

Missing institutions.

## References

Unit 1:

:

- Nayyar, Deepak. Rethinking Development Economics. Ch-3 Globalization and development (Pg 64-70)

- Reddy, D. Narashima. Globalization and its discontents, Revisited. Economic globalization: Past and present.

Veltmeyer, Henry and James Petras. Globalization Unmasked. Ch-1 Globalization or Imperialism.

Unit 2:

- Nayyar, Deepak. Trade and Globalization. Ch-3 and Ch-14.

- Nayyar, Deepak. Governing Globalization. Ch-6 Cross border movements of people.

- Nayyar, Deepak. Rethinking Development Economics. Ch-3 Globalization and Development (Pg 70-79)

Unit 3:

- Nathan, Dev, Meenu Tiwari and Sandip Sarkar. Labour in Global Value Chain in Asia. Ch. 1 Introduction.

Ritzer, George. Globalization: A basic Text. Ch-8 Global Economic Flows.

Unit 4:

- Munck, Ronald. Global and Social Exclusion. Ch-2 and 3.

- Ritzer, George. Globalization: A Basic Text. Ch-5 Neo- liberalism.

- Nayyar, Deepak. Trade and Globalization. Ch-13 Globalization and development strategies (Pg 360-365).

- Kumar, Vinod and Manju Joshi. Challenges of Globalization. Economic, social and environmental challenges of globalization.



Unit 5:

Nayyar, Deepak. Trade and Globalization. Globalization and development strategies (Pg 417-427).

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### Teaching Learning Process

The teaching learning process will consist of lectures, tutorials, PowerPoint presentations, class discussions with the students and group discussion amongst students.

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### Assessment Methods

The assessment will be done with the help of class tests, assignments, multiple choice questions based test and viva.

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### Keywords

Globalisation, Global value chain, neo- liberalism, WTO, World Bank, IMF.

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Human Resource Management in MSMEs  
(SME 6.2.2)  
Discipline Specific Elective - (DSE) Credit:6

### Course Objective(2-3)

To familiarize the students with the concepts of Human Resource management in the MSMEs and their use

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### Course Learning Outcomes

1. Students will be able to explain the process of human resource planning, identify the problems associated with it and guidelines to make it effective.
2. Students will be able to understand about acquiring human resources and various practices such as, recruitment selection and various types of selection tests

3. Students will be able to understand the importance of training and development and on the job and off the job training and executive development programs.
4. Students will be able to appreciate various performance appraisal techniques, its process, problems, and techniques to improve it.
5. Students will be able to explain principles of sound compensation structure, factors affecting it and methods of wage determination and payment.
6. Students will be able to identify the causes of industrial disputes, how to prevent these and actions required for their settlement.
7. Students will be able to explain the legal aspects of human resource management such as factories act, minimum wages act, provident fund act, trade union act, industrial disputes act, etc.

## Unit 1

Role of HRD in MSMEs:

Manpower Planning in MSMEs, Hiring Process - Recruitment and Selection, Training and Evaluation of Performances, Wage and Salary Administration in MSMEs, Employment Motivation

## Unit 2

Management of Industrial Relation:

Causes of Industrial Dispute, Methods of Resolution of Disputes, Procedure and Role of Arbitration and Conciliation, Strikes, lockout, lay off

## Unit 3

Relevant Regulations for MSMEs: Factories Act 1948, definition, approval, licensing and registration, health safety hazardous process, working hours, holidays, employment of young persons and women, annual leave with wages and penalties Industrial Employment (Standing Orders) Act 1946, objective, scope and application, definition procedure for submission of draft, standing orders, procedure for certification of standing orders, Minimum Wages Act 1948- object, definitions, fixation and revision of wages, advisory board, central advisory board, enforcement of the act, offences and penalties. Employment Provident Fund and Miscellaneous Provisions Act 1952, application definition, EPF schemes, E pension schemes and fund, employees deposit link insurance scheme and fund, administration penalties and offences

## Unit 4

Relevant Regulations for MSMEs: Trade Union Act 1926, definition registration, cancellation of TU and appeals, rights and privileges of registered TU, duties and liabilities, amalgamation, dissolution of TU and penalties Bonus Act, 1965. Meaning, object, definition, eligibility, disqualification,

determination, penalties and offences Industrial dispute Act 1947 object, definitions, references of individual to dispute, conciliation machinery, unfair labour practices and penalties.

## Unit 5

Executive Development Programme: Meaning, Need, Relevance, Holistic Training Model, Evaluation of EDPs, Techniques for enhancing effectiveness of EDPs

## References

- Dessler Garry & Biju Varkky, "Human Resource Management" 10<sup>th</sup> edition, Pearson education.
- Dessler Garry & Biju Varkky, "Fundamental of HRM" Pearson education Ivancevich M John "HRM" 10<sup>th</sup> Edition, The McGraw Hill company
- Prasad LM "HRM" Sultan Chand & Sons.
- Gupta CB "HRM" Sultan Chand & Sons.
- Wilson P John "Human Resource Development " Kogan Page 2<sup>nd</sup> Edition.

## Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys

## Assessment Methods

Descriptive/critical reasoning home assignments, MCQ, Quizzes, problem solving exercises, case studies, role plays, presentations, assignments, internal test and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

## Keywords

Manpower planning, Industrial dispute, Strike, lay off, Executive development programme (EDP)

Marketing Management in MSMEs  
(SME 6.1)  
Discipline Specific Elective - (DSE) Credit:6

## Course Objective(2-3)

To familiarize the students with the concepts of marketing management in the MSMEs and their use

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### Course Learning Outcomes

1. Students will be able to understand the concept of marketing, logistics functions and how its scope has changed over the time.
  2. Students will be able to demonstrate the market segmentation on the basis of demographic, geographic, psychographic, behavioral, value based factors and knowledge about elements of marketing mix.
  3. Students will be able to recognize the importance of branding, maintaining brand equity, qualities of a good brand and knowledge to take branding decisions.
  4. Students will be able to demonstrate product life cycle stages of introduction, growth, maturity and decline and framing strategies for each stage.
  5. Students will be able to explain attributes of a product, appropriate promotion mix its affects, sales promotion and how it is use in day to day basis.
  6. Students will be able to understand effective channels of distribution, levels, types and factors affecting this choice.
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### Unit 1

Small Business Marketing:

Concept of Marketing, Scope of Marketing, Assessment of Demand, Market Segmentation Target and Positioning, Marketing Mix, Product Mix

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### Unit 2

Pricing - Concept, need importance, factors affecting price, and strategies of Pricing, Role of Middlemen, Distribution Strategies

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### Unit 3

Sales Promotion, Advertising and Publicity, Personal selling, Packaging Strategies, Branding Strategies, Managing Brand Systems.

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### Unit 4

Product Life Cycle - Introduction Stage Strategies, Growth Stage Strategies, Maturity Stage Strategies, Decline Stage Strategies

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### Unit 5

Place: Concept, Objectives & Importance of Channels of Distribution Of Consumer Goods, Types Of Channels Of Distribution, Factors Affecting Choice Of Distribution Channels. Logistics: Meaning, Importance, Objectives, Marketing Logistics Task, Approaches Of Logistics (Total Cost & Total System Approach)

## References

- Kotler, Keller, Koshy and Jha, Marketing Management, 13<sup>th</sup> Edition Pearson Education
- Ramaswamy Vs. Namakumari, Marketing Management, 4<sup>th</sup>, Macmillan Shukla A.K., Marketing Management, 1<sup>st</sup> Edition,
- Vaibhav Laxmi Prakashan Lamb Charless W. et. Al; Principals of Marketing; South Western Publishing Cravens David Wet al; Marketing Management
- Richard D. Irwin Kotler Philip and Armstrong Gary, Principles of Marketing,
- Pearson Bushkirk, Richard H: Principles of Marketing; Dryden Pren, Illinois

## Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

## Assessment Methods

Descriptive/critical reasoning home assignments, MCQ, Quizes, problem solving exercises, case studies, role plays, presentations, assignments, internal test and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

## Keywords

Market Segmentation, Product Mix, Distribution strategies, Product life cycle, Logistic

Business Communications and Personality Development  
(SME 4.4)  
Skill-Enhancement Elective Course - (SEC) Credit:4

## Course Objective(2-3)

To equip students of the B.A(VS) course to effectively acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

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### Course Learning Outcomes

The course on Business Communication and Personality Development will help the learner to exhibit the following competencies and skills:

1. Demonstrate enhanced skills in reading, writing, comprehension and business communication.
  2. Suitable use of language and communication skills specifically within professional spaces.
  3. Enhanced knowledge of the theory of Communication leading to a more adequate understanding of the nature and process of communication.
  4. Deeper familiarity with different types of business correspondence, better writing skills and knowledge of various types of formal and informal communication including emails and social media generally employed in work spaces.
  5. Enhanced verbal skills to improve speaking abilities through participation in group discussions and oral presentations.
  6. Greater acquaintance with soft skills including social and professional etiquette leading to personality development and increased confidence.
  7. Recognition of and need for leadership qualities in a globalized work space and the necessity of developing these for success in the professional field.
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### Unit 1

Nature of Communication, Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication, Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

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### Unit 2

Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter -office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

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### Unit 3

Report Writing Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports. Vocabulary Words often confused, Words often misspelt, common errors in English.

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#### Unit 4

Business Etiquettes, Business manners. Body language gestures, Etiquette of the written word, Etiquette of the telephone, Handling business meetings, Role play on selected topics with case analysis and real life experiences. Aids to correct Business writing, Practical Grammar (basic Fundamentals), Sentence errors-Punctuation, Vocabulary building.

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#### Unit 5

Oral Presentation, Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids. How to make a presentation, the various presentation tools, along with guidelines of effective presentation, boredom factors in presentation and how to overcome them, interactive presentation & presentation as part of a job interview, art of effective listening. Leadership – quality of a leader, leadership quiz with case study, knowing your skills and abilities. Introduction to group discussion techniques with debate and extempore, increase your professionalism. Audio Video recording and dialogue sessions on current topics, economy, education system, environment, politics.

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#### References

1. Lesikar, R.V. & Flatley, M.E.; Basic Business Communication Skills for Empowering the Internet Generation, Tata McGraw Hill Publishing Company Ltd. New Delhi.
  2. Bovee, and Thill, Business Communication Today, Pearson Education
  3. Shirley Taylor, Communication for Business, Pearson Education
  4. Locker and Kaczmarek, Business Communication: Building Critical Skills, TMH
  5. Sinha, K.K., Business Communication, Galgotia and Sons, New Delhi.
  6. Reuben, Ray; Communication today – understanding creating skills, Himalaya Publishing House, 2001.
  7. E. H. McGraw, S. J.; Basic Managerial Skills for All. Fourth Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
  8. Stephen R. Covey; The seven habits of highly effective people
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#### Teaching Learning Process

The teaching learning process will consist of lectures, tutorials , Power point presentations, class discussions with students and group discussions among the students themselves.

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### Assessment Methods

The assessment will be done on the basis of class tests, assignments, multiple choice questionnaires, semester exams.

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### Keywords

Communication skills , Globalisation, Business correspondence, Verbal skills,Vocabulary , Social/Business etiquette,Leadership skills.

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## Computer Concepts and Software Packages (SME 3.4) Skill-Enhancement Elective Course - (SEC) Credit:4

### Course Objective(2-3)

By the end of the semester each student will be able to:

- understand and appreciate the application of computers including their evolution and characteristics
  - grasp and perform number system conversion
  - understand the fundamental hardware components, memory storage devices and software aspect required to resolve everyday issues
  - understand the importance of operating system and demonstrate the use of different services provided by an OS
  - fully grasp the networking concepts including architecture and topology, Internet terminology and working efficiently on a web browser
  - comprehend the need and used of MS-Office and demonstrate the use of software for the word processing, spreadsheet related tasks and presentations
  - outline the latest development in the field of computers such as artificial intelligence, virtual reality and Information System
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### Course Learning Outcomes

- When given a number system, the student will be able to convert it into any other number



system with ease

- When given a task, the students will be able to identify the required MS-Office component and apply the comprehensive knowledge to deliver the task
- Identify components of a computer system and recognize their application to achieve a task
- Grasp the significance and terminology of computer networking and Internet. The students can apply their comprehensive knowledge to real life situations
- Whenever required, the students will be able to demonstrate the Explorer and File functions in an operating system
- When given a new or an unfamiliar situation, the students will be able to apply their disciplinary knowledge and professional skills to identify and solve the issue at hand
- Fully appreciate and comprehend the latest development in the field of computers

## Unit 1

### Basic Concepts

Meaning, characteristics and applications of a computer, advantages and limitations of a computer, classification of computers based on technology, application and size, generation of computers, meaning of Data, Information and Knowledge, Data types, data storage, data representation such as ASCII, number system conversion.

## Unit 2

### Components of Computers

Hardware components: input devices, output devices, system unit, Software components: Application software: general purpose packaged software and tailor – made software, System software: operating system, interpreter, compiler, linker, loader, Memory Storage devices, Types of programming languages.

## Unit 3

### Operating System

Need and functions of an operating system, graphic user interface and character user interface, types of operating system-(Batch Operating system, Real-time operating system, Time sharing operating system, Distributed operating system and Multiprogramming operating system )

Windows environment: application and document, Windows interface such as icons, lists, menus, dialog box, etc., Desktop, control panel, system tools, utilities such as calculator, calendar, etc., Explorer: file types, attributes, names, folders, drives, devices, File functions: create, open, close, delete, rename, move, cut, copy, paste, etc.

## Unit 4

### Introduction to Networks and Internet

Meaning and types of networks - LAN, MAN and WAN, network topologies, network architecture, Internet, difference between internet and intranet, Basics: functions, growth, anatomy, uses, wireless and wifi, Internet services: ISP, types of accounts, World Wide Web: websites file transfer, browsing, searching, network and Internet terminology

**Unit 5**

Office Applications

Meaning and applications of word processing, spreadsheets and presentation,

MS word: formatting text, writing basic document using word, Header and Footer, page formatting, paragraph formatting, saving a document, printing a document. Mail Merge

MS excel: creating a workbook, saving a workbook, editing a workbook, creating a series, use of basic formulae in Excel, sorting data, creating simple charts, use of functions in Excel: Mathematical, Logical- IF, AND, OR , NOT, Statistical. Application of Excel: Payroll, Basic Lease statement, Loan statement.

MS PowerPoint: create animation of text, creating simple presentation including slide transitions, bullets etc

**Unit 6**

Latest developments

Internet of things, Artificial Intelligence and virtual Reality, Meaning of Information systems, Types of IS-MIS, DSS, TPS

**Practical**

Time: 60 Minutes

Maximum Marks: 25

Description of Question	Marks	Time Allowed
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Lab questions testing various concepts MS-Word, MS-PowerPoint and MS-Excel as mentioned in Unit V (Office Applications) ONLY	25	60 minutes
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- There is no Internal Assessment in the practical component of this paper.

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## References

1. Computer Fundamentals and Essential Tools by H N Tiwari and Hem Chand Jain
2. Computer Applications in Business by Dr. Sushila Madan, Scholar Tech Press

## Additional References:

1. Computer Fundamentals by Dr. Anita Goel, Pearson Publication.
2. Microsoft Office 2010 by Bittu Kumar, V&S Publishers

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## Teaching Learning Process

The programme of study in computer concepts and software packages focuses on acquiring subject knowledge, understanding and skills to identify and resolve computer related issues in a professional setup. As a result thereof, the learning process must revolve around active and participative learning. The teaching-learning process should incorporate the development of practical skills. An amalgamation of engaging pedagogy must be used including group discussions, case studies, practical implementation of actual scenarios, e-learning resources, use of prescribed textbooks and other references.

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## Assessment Methods

The assessment of students taking this programme of study must be aligned to the course learning outcomes. The assessment methods must identify the academic and professional skills in the students for the course learning outcomes to be successfully delivered. A variety of assessment methods must be used such as:

- open-book tests to evaluate the student's academic and professional orientation
- closed-book tests
- case-study analysis and reports
- viva-voce
- practical assignments
- observation and evaluation of practical skills

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## Keywords

Data, Information, Knowledge, number conversion, hardware, system software, application software, operating system, network, Internet, artificial intelligence, Information Systems

Contemporary Environment of MSMEs  
(SME 5.4)  
Skill-Enhancement Elective Course - (SEC) Credit:4

### Course Objective(2-3)

To familiarize students with the understanding of contemporary environment of MSMEs.

### Course Learning Outcomes

1. Students will be able to explain concept such as international entrepreneurship, contemporary environment and its impact on MSMEs.
2. Students will be able to students with the concept of rural entrepreneurship and its related problems.
3. Students will be able to explain methods involved in developing rural entrepreneurship.
4. Students will be able to demonstrate the legal aspect with MSMED Act, 2006 and its impact on MSMEs.
5. Students will be able to understand provisions pertaining to promotion and development of MSMEs
6. Students will be able to prepare themselves with the various strategic issues in international entrepreneurship and enumerate the barriers to international trade.

### Unit 1

Changing scenario of MSMEs in the era of Liberalisation & Globalisation, Competitiveness, Quality control and Branding, Need for professionalism in management of small business in India, social responsibilities of small business owners

### Unit 2

Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006, Objective, Definition, Provisions pertaining to promotion and development of MSMEs

### Unit 3

Rural Entrepreneurship: Concept, Need, Problems, Methods of Developing Rural Entrepreneurship, Govt. initiative to support rural entrepreneurship

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### Unit 4

Women Entrepreneurship: Concept, Challenges, Strategies, Institutional Support to Women Entrepreneurs, Self Help Groups (SHG)

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### Unit 5

International Entrepreneurship: Concept and Nature, International versus Domestic Entrepreneurship—Political, Legal, Cultural and Technological Environment; Strategic Issues in International Entrepreneurship; Barriers to International Trade- Protectionism, Trade Blocs; GATT: Entrepreneurial entry into International Business- Exporting, Licensing, Turnkey Projects, Joint Ventures, Management Contracts

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### References

- Hisrich, Robert D., Michael P Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin, London
  - Shukla, MB, (2013), Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad
  - Baporikar, Neeta, Entrepreneurship Development and Project Management: Text & Cases, Himalaya Publishing, Mumbai.
  - Charantimath, Poornima M, (2009), Entrepreneurship Development Small Business Enterprise , Dorling Kindersley India Pvt Ltd.( Pearson), Delhi
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### Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

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### Assessment Methods

Quiz, problem solving exercise, presentations, assignments, class tests and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

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## Keywords

Liberlisation, Globalisation, Women entrepreneurship, Self help group, GATT

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### E-Commerce (SME 6.4) Skill-Enhancement Elective Course - (SEC) Credit:4

## Course Objective(2-3)

To give on hand knowledge on the issues related to E- Commerce. So that student should become familiar with mechanism for conducting business transactions through electronic means

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## Course Learning Outcomes

1. All students regardless of discipline and function understand the basic economic and business forces driving e commerce that is to create market where prices are transparent, global and highly efficient.
2. Students will able to understand the direct impact of e commerce on firm's relationship with third parties and how e commerce technologies reduce supply chain costs, increase production efficiency and tighten the relationship with customers.
3. Students will also appreciate that without internet e commerce would be virtually nonexistent so the technology behind e commerce such as wireless and mobile commerce technology, new software languages and new types of internet based information system which supports electronic b2b markets.
4. Students will get to know the concept of privacy; intellectual property and the idea of national sovereignty and governance and creates awareness about insecurities and threats prevailing in the e-commerce industry.
5. Students will recognize the concept of e-commerce business models and different ways in which business can be conducted amongst different parties.
6. Students will demonstrate the knowledge of Information Technology Act, 2000 which help them to know about legal, social and technical aspects under it and how are they beneficial for them.
7. It also gives an exposure to the students on various methods of payments available for online transactions and the various risks involved with it. To make the students familiar with popularity, benefits, characteristics of concept of online services and to make use of them in their routine life.
8. The subject gives in hand knowledge on the applications and importance of e-commerce in

industries such as banking, insurance, marketing etc.

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### Unit 1

Introduction: Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of E-Commerce, e-commerce business models (introduction ,key elements of a business model and categorizing major E-commerce business models), forces behind e-commerce.

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### Unit 2

Technology: Technologies used in E-commerce , The dynamics of world wide web and internet( meaning, evolution and features) ; Designing, building and launching E-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

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### Unit 3

Security and encryption: Need and concepts, The E commerce security environment: (dimension, definition and scope of E-security), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients), IT Act 2000 (meaning and provisions)

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### Unit 4

E- Payments system: Models and methods of E - payments (Debit Card, Credit Card, smart cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting etc.), risks involved in E-payments.

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### Unit 5

Online business transactions: meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, E-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment)

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## References

- Management Information System: Jawadekar
- Management Information System: Laudon & Laudon
- The Essential Guide to Knowledge management: AmritTiwana
- The GIS Book: George B. Karte.
- Internet (Use of Search Engines Google & yahoo etc.)
- E - Commerce: Milind Oka
- E - Commerce: C.V.S. Murty
- Fire Wall and Internet Security: William Cheswick, Stevens, Aviel Rubin

E-Governance Case Studies - Ashok Agarwal

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## Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

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## Assessment Methods

Quiz, problem solving exercise, presentations, assignments, class tests and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

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## Keywords

E-Commerce, Information Technology Act, 2000, E-Payment Gateways, E-tailing

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Business Law  
(SME 6.3.1)  
Generic Elective - (GE) Credit:6

## Course Objective(2-3)

The objective of this course is to impart basic knowledge of the important business legislations along with relevant case laws to the students in order to make them better corporate professional



who will be an asset to their organizations.

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### Course Learning Outcomes

- The students will have skills to understand the concepts of contract Act and to understand the provisions of any contract.
  - The students will have understanding of specific contracts like indemnity, bailment and agency.
  - The students will be able to distinguish between condition and warranty, Performance of contract of sale and rights of unpaid seller.
  - The students will be able to understand consumer rights and consumer grievance redressal mechanism.
  - The students will be able to know the process of creation and dissolution of LLP. Students will also learn the issue of negotiable instruments and understanding of different provisions of Negotiable Instrument Act.
  - The students will be equipped with the various provisions of Information Technology Act such as digital signature and E-Governance.
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### Unit 1

The Indian Contract Act, 1872

Contract – meaning, characteristics and kinds, Essentials of valid contract - Offer and acceptance, consideration, capacity to contract, free consent, legality of objects, Void agreements, Discharge of contract – modes of discharge including breach and its remedies, Contingent contracts, Quasi contracts.

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### Unit 2

The Indian Contract Act, 1872: Specific Contracts

Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency

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### Unit 3

The Sale of Goods Act, 1930

Contract of sale, meaning and difference between sale and agreement to sell, Conditions and warranties, Transfer of ownership in goods including sale by non-owners, Performance of contract of sale, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

Consumer Protection Act-Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers, Grievance redressal mechanism.

## Unit 4

LLP 2008 and Negotiable instruments Act

The Limited Liability Partnership Act, 2008: Salient Features of LLP, Difference between LLP and Partnership, LLP Agreement, Partners and Designated Partners, Incorporation of LLP,

The Negotiable Instruments Act, 1881

Meaning and Characteristics of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque, Holder and Holder in due Course, Privileges of Holder in Due Course, Crossing of Cheque, Dishonour of Cheques.

## Unit 5

Information Technology Act 2000: Introduction, Digital Signature, difference between digital and E-signature, Electronic Governance, Attribution, Acknowledgement and Dispatch of Electronic Records, Secure Electronic Records and Secure Digital Signatures, Regulation and powers of Certifying Authorities, Digital Signature Certificates, Offences.

## References

Essential Readings

1. Kuchhal, M.C. and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi.
2. Dagar Inderjeet & Agnihotri Anurag “Business Law” Galgotia Publishing Company, New Delhi
3. Singh, Avtar, Business Law, Eastern Book Company, Lucknow.

Additional References

1. Maheshwari & Maheshwari, Business Law, National Publishing House, New Delhi.

Note: Latest edition of text books may be used.

## Teaching Learning Process

Teaching learning process: The teaching learning process will involve two way communication between teacher and students. It will include Lecture, Tutorial, seminar, lecture by industry experts for enriching the learning experience for students.

Tools: The tools to be used by teachers include PPT, Lecture, case study, role playing, Field visit to court.

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## Assessment Methods

Evaluation and assessment: Assignment, Group discussion, MCQ, Case study, term paper, Test, Viva for internal assessment. For end term assessment university written examination will be held.

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## Keywords

Key words: Contract, breach, condition , warranty, unpaid seller, cheque, LLP, digital signature

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# Corporate Laws (SME 5.3.2) Generic Elective - (GE) Credit:6

## Course Objective(2-3)

- To introduce students to the legal nature,structure and functioning of a company and encouraging students to develop basic understanding of case laws and regulatory framework in corporate practice.
- To provide comprehensive knowledge and understanding of the provisions of Companies Act, 2013.
- To provide students knowledge of fundamental topics in company law including the inferences of separate corporate identity, limited liability, role and legal duties of promoters, board of directors and legal relationship with its various stakeholders.
- To provide basic understanding of Insolvency and Bankruptcy Code, 2016, regarding winding up of the corporate entities.

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## Course Learning Outcomes

After completing this course, the learners would be able to :

- understand and acquire knowledge of the regulatory framework of companies under the provisions of Companies Act, 2013.
- comprehend the legal nature, structure and functioning of a company.

- classify different types of companies on the basis of share capital, ownership, and liability .
- understand the online incorporation process of the company which will help the students in acquiring entrepreneurial skills.
- acquire knowledge of the role and legal duties of key managerial personnel of a company and their interrelationship with the shareholders.
- know about relevant provisions regarding the convening and conducting of company meetings .
- develop cognitive skills and analytical skills to apply legal reasoning to analyse relevant case laws and understand the regulatory practice in the core topics in company law.
- comprehend various modes of company's winding up and relate to the provisions of Insolvency and Bankruptcy code, 2016.

## Unit 1

### Introduction

Characteristics of a company; concept of lifting of corporate veil; Types of companies including private and public company, government company , foreign company, holding and subsidiary company, one person company , small company, producer company, association not for profit, illegal association ; Formation of company , Promoters and their legal position, pre-incorporation contract , online registration of a company.

## Unit 2

### Documents

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Memorandum of association, articles of association, Alteration and doctrine of ultra vires, doctrine of constructive notice and Indoor Management, prospectus , shelf prospectus and red herring prospectus, misstatement in a prospectus; Book Building process, Online filing of documents.

## Unit 3

### Share Capital

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Issue, allotment and forfeiture of shares, issue of bonus shares, transmission of shares; buyback and provisions regarding buyback; share certificate and share warrant; Members and shareholder – their rights and duties; Depositories Act 1996 - definitions, rights and obligations of depositories, participants, issuers and beneficial owners. Prohibition of insider trading. Provisions relating to payment of dividend, provisions relating to books of account, provisions relating to audit.

## Unit 4

### Management

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Directors, classification of directors: additional , alternate, women director, independent director, small shareholders' director; legal position; appointment, disqualifications, removal of directors;

powers and duties; board meetings; key managerial personnel, managing director, manager, corporate social responsibility.

Types of general meeting: annual general meeting, extraordinary meeting, convening and conduct of meetings, requisites of a valid meeting; postal ballot, e –voting.

## Unit 5

Winding up of companies

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Concept and modes of winding up, compulsory winding up by the tribunal under Companies Act; voluntary liquidation of corporate persons under the insolvency and Bankruptcy Code, 2016, corporate insolvency resolution process. National Company Law Tribunal (NCLT), Appellate Tribunal (NCLAT).

## Unit 6

### References\

1. Kuchhal MC “Company law ” Mahavir Publications
2. Dagar Inderjeet and Agnihotri Anurag “Corporate laws” Galgotia publishing company, New Delhi
3. Sharma J. P, “An Easy Approach to Corporate Laws”, Ane Books Pvt Ltd, New Delhi
4. Singh Avtar “Company Law” Allahabad Law House

Note: Latest edition of text books may be used.

### Additional References:

1. Charlesworth& Morse, “Company Law”, Sweet & Maxwell”, London, U.K.
2. Gowar, LCB, “Principles of Modern Company Law”, Stevens & Sons, London.
3. Bharat Law House, New Delhi, “Manual of Companies Act, Corporate Laws and SEBI Guidelines”.
4. Kannal, S., & V.S. Sowrirajan, “Company Law Procedure”, Taxmans Allied Services(P) Ltd., New Delhi (Latest Edn)

## Teaching Learning Process

Students will be taught the subject mainly through oral lectures and presentations by the teacher. Further, discussion method, on topics and leading cases, to encourage participation and interaction of students, will be used. Furthermore, case studies and other techniques, specific to the paper can be used by the teacher, according to student's need.

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### Assessment Methods

Students' learning will be assessed analytically and objectively, on a continuous basis through regular assignments and class tests (oral and mock) for the award of internal assessment marks. Besides, there will be a term end exam. The term end question paper will include questions, of descriptive, objective and problem solving nature to test students' ability. It will be evaluated objectively and marks awarded on the basis of students performance in exam.

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### Keywords

Companies Act 2013 ,Lifting of corporate veil, Memorandum of association, Articles of association, Prospectus, Meetings, Dematerialisation, Shares, Dividend, Directors, Winding up.

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## Financial Accounting (SME 5.3.1) Generic Elective - (GE) Credit:6

### Course Objective(2-3)

The objective of the course is to make the students familiar with the basic theory, concepts and practices of financial accounting. It aims to enable the students to understand the techniques for preparing accounts in different business organizations excluding corporate entities.

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### Course Learning Outcomes

After completing the course, the students will be able to:

- Understand the theoretical and practical framework of financial accounting and to acquire a basic understanding of IFRS, Ind-AS and latest Accounting Standards.
- Understand the concept of Consignment, Joint Venture ,Inland Branches and Hire-purchase transactions and learn the techniques of preparing accounts under each of these cases.

- Develop understanding of Depreciation Accounting as per AS-10 ( PPE) .
- Explain the concept of Partnership and preparation of accounts for reconstruction as well as dissolution of partnership firms.
- Analyse the financial statements by preparing common size Balance Sheet, calculating various ratios and preparing Cash Flow statement.

## Unit 1

### Introduction to Accounting

Financial Accounting: Nature , scope and limitations. Generally Accepted Accounting Principles (GAAP). Basic Concepts and Conventions, Accounting Standards: Meaning, Significance. IFRS and IndAS.

Accounting Process: From recording of transactions to preparation of final accounts. Rectification of errors. Bank Reconciliation statement.

## Unit 2

### Accounting for Consignment, Joint venture and inland branches

(i) Consignments: Features, Accounting treatment in the books of the consignor and consignee.

(ii) Accounting for Joint Ventures. When separate set of books are maintained. When records are maintained by a co-venturer of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).

(iii) Accounting for Inland Branches( Dependent branches only) .Ascertainment of Profit by Debtors method and Stock and Debtors method.

## Unit 3

### Depreciation Accounting and accounting for Hire purchase transactions

i) Depreciation Accounting . Meaning of depreciation. Causes and need for providing depreciation. Accounting treatment including provision for depreciation accounting. Straight line method and diminishing balance method of charging depreciation .

AS 10. Concept of cost model and revaluation model.

ii) Accounting for Hire Purchase Transactions. Journal entries and ledger accounts in the books of Hire Vendor and Hire Purchaser for large value items, including Default and repossession.

## Unit 4

### Partnership

Admission, Retirement, Dissolution of Partnership Firms: Legal Position, Accounting for simple dissolution.

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## Unit 5

### Managerial decision making

Analysis of financial statements, Common size balance sheet, Ratio analysis, Cash Flow statement.

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## References

1. J.R. Monga, Basic Financial Accounting, MKM Publication pvt ltd, Darya Gang, New Delhi
2. S.N. Maheshwari ,Suneel K Maheshwari,Sharad K Maheshwari;Introduction to Accountancy, Vikas Publications, New Delhi.
3. R. NarayanaSwamy, "Financial Accounting" PHI Pvt., New Delhi
4. P.C. Tulsian, Financial Accounting, Tata McGraw Hill, New Delhi

### Additional References:

1. Charles T.Horngren,Gart L.Sundem,J.A.Elliot,D.R.Philbrick,Introduction to Financial Accounting, Pearson.
  2. T.S Grewal,,Introduction to Accounting ,S.Chand and Co.,New Delhi.
  3. Ashok Sehgal and Deepak Sehgal, Fundamentals of Financial Accounting, Taxmann, New Delhi
  4. S.P. Jain and K.L. Narang, Advanced Accounting, Kalyani Publishers New Delhi
  5. Naseem Ahmed, Nawab Ali Khan, M.L. Gupta, Financial Accounting, Ane Books Pvt. Ltd. New Delhi
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## Teaching Learning Process

The teaching learning process will be student focussed to help students gain requisite knowledge. A variety of approaches will be adopted . Formal lectures will be supplemented with less formal tutorials in small groups.This will enable students to develop written and oral communication skills, problem solving skills, ability to reason and analyse .

Lectures will be augmented by presentations ,quizzes, oral tests, interactive discussions, case



studies etc

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## Assessment Methods

Appropriate assessment methods will be used to evaluate progress towards the course learning outcomes . Internal assessment will be based on assignments ,projects, tests, presentations, quizzes and oral tests. Semester end assessment will be based on university written examination .

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## Keywords

Assets,Liabilities,Profit,,Transactions,Journal entry,Ledger account,consignment,hire-purchase,joint venture,partnership,branch.

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### Internship Project / Project (SME 5.2)

Generic Elective - (GE) Credit:6

(2 Lectures+2 Tutorials per week per group+ 2 hours of field/library work per week)

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## Course Objective(2-3)

The objective of the course is to provide basic and hands on understanding of the issues facing business and industry. The course acquaints the student with the practical aspects of the vocational specialisation. This is an opportunity for the student to become familiar with industry practices related to the vocation that supplement classroom teaching. Also, working on a project enables the student to focus on the contemporary problems and challenges facing the industry.

Each student of a vocational course shall undergo practical internship of four weeks during the vacation in any approved business/ industrial/ government/ service organisation. The objective of this training is to get acquainted with the industrial/ business working environment. After completion of the training the student is required to submit a training report at the end of the semester. The student is also required to submit a performance certificate from the company/ organisation where she/he undertook the training.

The whole course is divided into two parts:-

Part A

It will provide the theoretical knowledge about research methods, data analysis, interpretation of

data, report writing etc. This component of the course carries 50 marks and the student will be examined at the end of the semester.

## Part B

It will comprise the internship/ project report and also carries 50 marks. It will be evaluated by two examiners one internal and one external. The exact date of submission of the Report will be notified by the college. Alternatively, if it is not possible to do industrial internship, the students will prepare a project report on a topic assigned to her/ him by the college. The project report will be evaluated as above.

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## Course Learning Outcomes

This course ensures that the students know about the different aspects of the vocational subject. The practical knowledge gained in this course commensurate with the classroom teaching will equip the student to make a place for himself in the competitive business industry. Awareness about data analysis, different statistical techniques, data interpretation as well as the understanding of the practices adopted by organizations adds to the theoretical knowledge gained in the classroom.

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## Unit 1

### Part A

Max. Marks: 50

Time Duration: 2 Hours

#### Unit 1

Introduction: Research: meaning, objectives, types, approaches, significance, methods, process, criteria of good research, problems encountered

#### Unit 2

Selecting and defining the research problem; literature Review; Research & Sampling design; Measurement & Data collection (primary & secondary); construction of questionnaire

#### Unit 3

Parametric & non parametric tests (basic understanding); Data Analysis (central tendency, dispersion, correlation, t test, f test, z test), interpretation of results & presentation

#### Unit 4

Report writing: significance, steps, layout, types of Reports, contents, Referencing

### Part B

Max Marks 50

Objectives: to provide basic and hands on understanding of the industry.

Each student on vocational course shall undergo practical internship of four weeks during the vacation approved business/ industrial/ government/ service organisation. The objective of this training is to get acquainted with the industrial/ business working environment. After completion of the training they will have to submit a training report. The internship/ project report will carry 50 marks. It will be evaluated by two examiners- one internal and one external. The training report is part of the fifth semester. It is to be submitted by the date fixed by the college.

The students will also have to submit a performance certificate from the company where she/he undertook the training. This report will also be considered while evaluating the training report by the examiners. Alternatively, if it is not possible to do industrial internship, the students will prepare a project report on a topic assigned to her/ him by the college. The project report will be evaluated as above.

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## References

1. Kothari CR & Garg Gaurav (2019) Research Methodology: Methods & Techniques, New Age International Publishers.
2. Chawla Deepak & Sodhi Neena (Kindle edn) Research Methodology: Concept & cases 2nd edn, Vikas Publishing House Pvt. Ltd.
3. Kumar Ranjit (2014) A step by step guide for beginners, Sage Publications
4. Kiran Pandya, Smruti Bulsari, Sanjay Sinha (2011 kindle edn), SPSS in simple steps, dreamtech Press
5. SPSS in simple steps - Kiran Pandya, Smruti Bulsari, Sanjay Sinha

The book on the topic selected by the student and the teacher.

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## Teaching Learning Process

- Lecture
  - Use of power point presentations
  - Case studies
  - Field surveys
  - Use of MS excel
  - Softwares for data analysis
  - Internship
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## Assessment Methods

- Semester exam to evaluate theoretical knowledge
- Classroom discussions,
- Presentations
- Project evaluation by external and internal examiner\
- MCQs on the subject
- Oral presentation of research papers in the classroom for further improvement

## Keywords

Small industries, medium scale industries, institutional support, sample design, research problem, primary data, secondary data, techniques of data analysis, report writing

## Marketing Strategy and relationship marketing (SME 6.3.2) Generic Elective - (GE) Credit:6

### Course Objective(2-3)

To familiarize the students with the marketing strategy and relationship marketing in SME

### Course Learning Outcomes

- 1) Students will be able to explain marketing strategy and relationship marketing in SME with marketing principles and evolution of marketing theory.
- 2) Students will be able to understand the concept of product, industry life cycle and factors responsible for growth markets and fragmented markets.
- 3) Students will be able to demonstrate the trends of emerging markets, marketing niche strategies and competing through e –marketing.
- 4) Students will be able to understand marketing strategies its application to different business sectors.
- 5) Students will be able to recognize transactional marketing approach to relationship marketing philosophy and how to sustain customer relationships.

### Unit 1

Overview of Marketing Strategy: Relationship with Corporate Vision, Mission and Objectives.

Market-led strategic management. Strategic Marketing analysis - Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.

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## Unit 2

New product development and introduction strategies - Speeding new product development - Organizing for new product development - Planned innovation - Planned or unplanned strategy withdrawals / obsolescence Offensive and defensive competitive strategies - Build strategies - Hold strategies - Market nicher strategies - Harvesting strategies - Divestment/deletion Competing through superior service and customer relationships - The three 'S's of customer service - Providing superior service - Measuring and monitoring customer satisfaction

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## Unit 3

Competing through e-Marketing - The impact of e-Marketing on marketing Strategy Integration of Marketing Strategies - Application to different business sectors - FMCG, Industrial, & Services. Constraints in marketing strategy implementation. Periodical assessment

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## Unit 4

Paradigm shift in marketing: The evolution of marketing theory - 4 Ps to 7 Ps, Transactional marketing approach to relationship marketing philosophy - competitive advantage through Relationship Marketing - RM in industrial markets and consumer markets, services. Key concepts in relationship marketing concepts: Characteristics of relationships - promise - trust - commitment - satisfaction - quality - Service competition - customer value - customer defections - customer loyalty - loyalty programs. Planning for relationship marketing: Internal marketing - communication, cooperation - network view of the firm - The six markets framework - partnering to build customer relationships - learning organization - customer culture

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## Unit 5

Customer lifetime value: Customer life cycle - attracting - retaining and growing customers - lifetime customer value (LCV) - Customer equity - Recency-Frequency Monetary value (RFM) model. Customer - product profitability analysis - value profit chain - differences between customer retention and acquisition orientation of a firm. IT enabled RM: Emergence of CRM - database marketing - data warehousing and data mining - pitfalls of IT focus in RM - ethical issues - customer privacy. Sustaining Customer Relationships: The role of service in building relationships, segmentation of service, measurement of service - Monitoring of customer satisfaction - Analyzing customer defections

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## References

1. Marketing Strategy - Boyd Walker, Mullins Larrech, TMGH
2. Strategic Marketing Management - David Aaker
3. Principles of Marketing - Philip Kotler, Gary Armstrong
4. Handbook of Relationship Marketing - Jagdish Sheth, Atul Parvatiyar
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing - S.Shajahan, TMGH, 1st ed., 2006 reprint.
7. Customer relationship Management - Sheth, Parvatiyar, Shainesh
8. For contemporary case studies students should refer to the periodicals and journals.

### Teaching Learning Process

Question Answer, Lecture, Case Study, Class Room Discussion, Demonstration, Field Trips, Role playing, Surveys,

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### Assessment Methods

Quiz, problem solving exercise, presentations, assignments, class tests and end-semester examination constitute the different components of the overall assessment. Moreover, students are provided feedback on their work with a view to improve their academic performance.

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### Keywords

Marketing Strategy, New Product Development, E - Marketing, Relationship Marketing, Customer Lifetime Value

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