

SYALLABUS FOR PGDBE

(For Academic Session : 2009)

**DIRECTORATE OF DISTANCE EDUCATION
University of Kashmir.
Hazratbal, Srinagar-190006**

DIRECTORATE OF DISTANCE EDUCATION THE UNIVERSITY OF KASHMIR

POST GRADUAE DIPLOMA IN BUSINESS ENTREPRENEURSHIP Course Structure & Scheme of Examination (Effective from session 2005)

- I. The following shall be the course structure for one year Post Graduate Diploma in Business Entrepreneurship:

Course No.	Title of the Course	Distribution of Marks		
		Semester Examination	Internal Assessment	Total
DBE-101	Entrepreneurship Development	80	20	100
DBE-102	Functional Management	80	20	100
DBE-103	Strategic Management	80	20	100
DBE-104	Project Management	80	20	100
DBE-105	Accounting for Managers	80	20	100
DBE-106	Information Management	80	20	100

- II. Each paper shall contain 100 marks with the following break up:
- Theory 80 Marks
 - Internal Assessment 20 Marks
- III. Each paper shall contain 5 units. The question paper shall contain 10 questions, two from each unit. Students shall be required to attempt 05 questions selecting one from each unit within a period of 3 hours.
- IV. The internal assessment marks shall be awarded by the counselor(s) of the respective courses on the basis of performance of the candidate in the test / assignments / case studies, etc.
- V. The examination shall be conducted after the completion of one academic year by the Controller of examinations.
- VI. The programme administration shall be as per the procedure / guidelines adopted by Directorate of Distance Education for other programmes.

DBE-101: ENTREPREVEURSHIP DEVELOPMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The objective of this course is to equip students with the basic understanding of entrepreneurship development and to enable them to provide an insight into the entrepreneurship development and new venture management.

Unit I

Evolution and development of entrepreneurship; Challenges of entrepreneurship, Functions of an Entrepreneur; Classification of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurial opportunities; Innovations and Entrepreneurship; Success factors for entrepreneurs.

Unit-II

Entrepreneurial growth in India; sources of entrepreneurship in India; Entrepreneurial development programmes in India-concept , need and phases; Institutions conducting entrepreneurial development programmes in India; Problems in institutional framework; evaluating development programmes.

Unit-III

Role of an entrepreneur in economic growth as an innovator ; Generation of employment opportunities; Complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and Import Substitution; Forex earning and augmenting & meeting local demand.

Unit-IV

Nature and characteristic of small business; steps for starting a small industry; Forms of ownership-Sole proprietorship, partnership company and cooperative society; Factors influencing the choice; Procedure and formalities for registration; incentives and subsidies –need and problems; Incentives for development of backward areas.

Unit-V

Institutions assisting entrepreneurs- District industries Centres, Directorate of industries, state regional and National level institutions; Khadi and Village industries commission; technical consultancy organizations , Commercial banks, development banks , development banks..

Suggested Readings

1. David A.Kirby, “ Entrepreneurship “ Tata McGRaw Hills
2. Jasmer singh Sain, Entrepreneurship and small Business” Deep and Deep publication
3. Robert D. Hisrich , “The Entrepreneurship Perspective ”.
4. Michel P. Peters, “ The Entrepreneurship Practice” ,
5. Vasant Desai, “ Entrepreneurship Development” ,

INSTRUCTINS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

DBE-102: FUNTIONAL MANAGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The course is designed to prepare students how to deal effectively with issues and problems concerning the various functional areas of the business. This course helps them to develop practical skills for managing financial human, operations and marketing activities of a small business from entrepreneurial perspective.

Unit-I

Nature and cope of management ; Management and Administration; Levels of management and sills requirement, processes and principles of management; Evolution of management thought-scientific management, Fayols Administrative theory , Modern and contingency approach.

Unit-II

Concept and goals of Financial Management; Role of financial Manager; Financial planning- Characteristics of a sound financial plan; Factors effecting financial planning ; Capitalization theories; overcapitalization and under capitalization; leverage analysis; Indifference level; Working capital Management - Management of cash, receivable and inventory.

Unit-III

Human Resource Management- Nature and significance; Job Analysis; Human Resource planning and Policies; Recruitment and Selection; training and Development-Methods. Plant Location and Layout; Production planning and control – steps and requirements; Statistical Quality Control-Techniques.

Unit-IV

Different approaches to the study of Marketing ; Marketing Concepts; marketing environment; Marketing Research-Concept and procedure; Market segmentation-Targeting and Positioning.

Unit-V

Planning Marketing Mix; Determinants of Consumer Behaviour; Product Life cycle and New product Development; Pricing – Determinants and methods; Role of Advertising, selecting and scheduling media; Designing and Managing Channels of Distribution.

Suggested Readings

1. Kotler Philop; Marketing Management (Millenium Edition); Prentice Hall of India, New Delhi .
2. Pattanayak b: Human Resource Management : Prentice Hall of India, New Delhi
3. Pandey I M : Financial Management ; Vikas Publishing house
4. Adam EE and Ebert R J: Production and Operations Management Prentice Hall of India, New Delhi
5. Longenecker JG, Moore C W and Petty J. W. Small Business Management

INSTRUCTINS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

DBE-103: STRATEGIC MANGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The objectives of this course are to integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of enterprise, critical from the point of view of the top executives.

Unit-I

Strategic Management – Nature, Scope and Process; Business strategy, Different forms of Strategy, strategy and policy , strategy and tactics; Dimensions of strategic decision, Corporate level and business level strategists and their role in strategic management.

Unit-II

External Analysis ; the general environment and the competitive environment; environment analysis process; The importance of internal analysis ; developing the company profile – functional approach and value chain approach; Methods for assessing internal strengths and weaknesses.

Unit-III

Corporate level strategies, Grand Strategies, stability strategies, growth strategies; Retrenchment strategies; Business- level strategies; Generic Business strategies; Strategic analysis and choice- strategic analysis and choice-strategic analysis at the corporate level-BCG Matrix; Grand Strategy selection at the business level-SWOT analysis.

Unit-IV

Strategy implementation; issues in strategy implementation; Change and its impact on Strategy implementation, Organizational learning and strategy implementation; Organizational structure and strategy fit, Leadership and strategy Implementation.

Unit-V

Strategy importance of Corporate Culture ; Social Responsibility and Strategic Management; Strategic evaluation and control; strategic control, operational control, Techniques of Strategic evaluation and control.

Suggested Readings

1. Ansoll, H. Igor, Implanting Strategic Management. Englewood Cliffs, New jersey, Prentice Hall Inc. 1984.
2. Dess and Miller, "Strategic Management" Tata McGraw Hill , New Delhi.
3. Kazmi, A. " Business Policy and Strategic Management "Tata McGraw Hill , New Delhi.
4. Thompson and Strickland, " Strategic Management " McGraw Hill International Edition (1999).
5. Glueck, William F. Strategic Management and Business Policy. 3rd ed New York, McGraw Hill, 1988.

INSTRUCTINS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

DBE-104: PROJECT MANAGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The objective of the course is to acquaint the budding entrepreneurs in evaluating and selection of the project proposals and also the planning and management of the projects undertaken.

Unit-I

Identification of investment opportunities –Generation and Screening of Project Ideas, Capital Investment –Importance and difficulties, Classification of Capital expenditure; Capital Budgeting – Phases; Environmental Analysis of Projects; Management Analysis; Preparation and contents of feasibility study reports.

Unit-II

Market and Demand Analysis-Conduct of Market Survey, Demand Forecasting; Technical Analysis of Projects.- Technical and Engineering aspects; Social Cost Benefit Analysis of Project; Environmental Analysis of Projects; Management Analysis of Projects.

Unit-III

Estimation of cost of projects-Objectives, Components and basis of estimation; Working Capital Requirements and its Estimation; Sources of Finance- Short Term and Long Term sources; Capital Structure.

Unit-IV

Estimation of sales and production, Cost of production, profitability Projections; Projected Cash Flow statements and Balance Sheet; Investment Appraisal Techniques- pay Back Period Average Rate of Return, Net Present Value and Internal Rate of Return; Risk Analysis for Projects and Sensitivity Analysis.

Unit-V

Project Organization –Need and Forms of Project organization; Project Implementation –Pre-requisites for successful project implementation; Monitoring and Controlling –Parameters and Process ; Post Project Evaluation and Post Completion audits.

Suggested Readings:

1. Candra P “ Projects- Planning, Analysis, Financing, Implementation and Review” Tata Mcgraw Hill, New Delhi.
2. Gordon L A and George EP “ Improving Capital Budgeting- A Decision Support System Approach” Addison-Wesley Publishing Co. Massachusetts.
3. Desai V “Project Management “ Himalaya Publishing House.
4. Singh N “ Project Management and Control” Himalaya Publishing House.
5. Gupta C.B. and Srinivasan N.P. “Entrepreneurship Development in India” Sultan Chand and Sons.

INSTRUCTINS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

DBE-105: ACCOUNTING FOR MANAGERS

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives:

The objective of the course is to acquaint the students with the principles and techniques of accounting for decision making and controlling of operations.

Unit-I

Financial accounting –Need, development and functions; Generally accepted accounting principles-Concepts & Conventions; Journalizing Transactions-Rules of debit and Credit; Ledger Accounts-Ledger Posting from Journal Proper & Subsidiary books.

Unit-II

Trail Balance-Preparation, features and objectives; Depreciation, Provisions and reserves; Measurement of income-preparation of Trading, Profit and Loss account & Profit and Loss Appropriation Account; Balance sheet.

Unit-III

Financial statement analysis –Comparative financial statements, common size statement and trend analysis; Ratio Analysis –analysis of liquidity, leverage, profitability and activity; Fund flow analysis-uses and construction of Funds flow statement; Cash flow analysis-Uses and preparation of cash flow statement.

Unit-IV

Cost accounting-concepts and elements of cost. Evolution of cost accounting, costing procedure; Preparation of cost sheet, tenders/ quotations; marginal costing and absorption costing. Determination of marginal cost, segregation of semi-variable costs. Managerial application marginal costing ; Break even analysis –Mathematical and graphical approach to break even, Margin of safety.

Unit V

Standard costing-budgets and standards, levels of standards, setting of standards; variance analysis-Uses and features of variance, types of variances, material, labour, overhead and sales variances; Inflation accounting –concept and issues, techniques of inflation accounting; Management reporting- concepts and types of reports.

Suggested Readings

1. Batacharya S.K. and Dearden J. “ Accounting for Management- Text and Cases” Vikas Publishing House, New Delhi.
2. Heitger L.E. and Matulich S “ Financial Accounting” Tata McGraw Hills.
3. Gupta R.L. and Radhaswamy M. “Advanced Accountancy” Sultan Chand and Sons.
4. Anthony R.N. and Reece J.S. “ Accounting Principles “ Homewood illinois .
5. Nigam BML and Sharma G.L. “Cost Accounting –Principles and Applications” Himalya Publishing House.

INSTRUCTINS FOR PAPER SETTER

The question paper shall contain ten questions, two questions from each unit. Candidates would be required to attempt 5 questions in all, selecting not more than one question from each unit in 3 hours duration.

DBE-106: INFORMATION MANAGEMENT

Maximum Marks	100
External Exam.	80
Internal Assessment	20

Objectives;

The objective of this course are to acquire students with the basic concept and techniques information technology and to enable them to apply this knowledge in business decisions.

Unit-I

Nature and scope of statistical enquiry and business research, types and methods of research . Problems Selection and formulation, statement of research objectives; Hypothesis – Concept , types and source Problem in formulating hypothesis; Methods of Data collection-Primary and Secondary sources; Dat gathering instruments-observation, questionnaire, interviewing and other technique.

Unit-II

Census and sampling methods, theoretical basis of sampling, techniques-Probability and Non probability sampling; Sample Design and choice of sampling techniques,-Precision and confidence it determining sample size ; Measurement of variables-scales and measurement of variables. Processing of Data-Classification , tabulation and graphic presentations.

Unit-III

Statistical Analysis of Data-Correlation and Regression Analysis, Testing of Hypothesis-Chi-Square and testing ; Data interpretation and report writing .

Unit-IV

Introduction to computers; Components of computer system (Central Processing units, input/output devices, secondary storage devices) and their working; Classification, types and generation of computers; Introduction to computer software-Application software, system software and operating system.

Unit-V

Data Communication Networks-modes and medium of data communication; Network topologies, LAN, WAN and MAN, Internet, Intranet, Extranet; Batch processing, on-line system, Real-Time System, Multiprocessor system, Multiprogramming system, Concept s of information and data, extracting information form data; Transaction Processing system, office automation system, office automation system; management Information system.

Suggested Readings

1. Donald R. Cooper and Ramela S. Schindler, "" Business Research Methods" Tata McGraw Hills Publishing Company Ltd. New Delhi 2000.
2. Uma Sekaran, " Research Methods for Business John Wiley and Sons, New York 2000
3. Richar Levin's Rubin " Statistics for Management " PHI
4. BASandra "Computers Today" Galgotia Publishing.
5. Rajaraman " Fundamentals of Computers " Computer " Prentice-Hall of India New Del

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