

BHARATHIAR UNIVERSITY : COIMBATORE
M. Phil. / Ph.D. – MANAGEMENT

PART I - SYLLABUS
(For the candidates admitted from the academic year 2018 - 19 onwards)

Paper I : Research Methodology

Paper II: Contemporary Management Practices

Paper III: Special Papers

1. Strategic Human Resource Management
2. Applications in Marketing Research
3. Advanced Operations Management
4. E-Business Applications and Technologies
5. Security Analysis and Portfolio Management
6. Advanced Financial Management
7. International Business
8. Urban Management
9. Entrepreneurship Development
10. Agri - Business Management

Paper – I : RESEARCH METHODOLOGY

Unit: I Introduction to Business Research: Research – Meaning – Scope and Significance – Characteristics of Good Research- Types of Research – Research Process – Research Design: Features of good design – Scientific method –Identifying Research Problem – Concepts, Constructs, Variables, Proposition, and Theoretical framework.

Unit: II Hypothesis: Meaning – Sources – Types – Role of Hypothesis formulations - Qualitative Research – Process – Qualitative Research Methodologies – Quantitative Research - Measurement – Meaning – Need -Errors in Measurement – Test of Sound Measurement –Scaling Techniques – Meaning –Construction techniques.

Unit: III Sampling design – Meaning – Concepts – Steps in Sampling – Criteria for Good Sample Design – Types of Sample Designs – Probability and Non-Probability Samples – Sample Size Determination – Data collection: Types of Data – Sources – Tools for Data Collection – Constructing Questionnaire – Reliability and Validity – Pilot Study – Data Pre-Processing: Coding and Editing Data analysis : Exploratory, Descriptive and Inferential Analyses.

Unit: IV Test of Significance: Parametric and Non-Parametric Tests. Parametric Tests - t test, F test and Z test - Non Parametric Tests –U Test, Kruskal Wallis, Sign test- Multivariate Analysis – Factor analysis, Cluster analysis, MDS, Discriminate Analysis Correlation and Regression analyses – Statistical Packages and its Applications – Other Tools of Model Building.

Unit: V Report Writing:- Significance - Steps in Report Writing – Types of Reports- Layout of Report - Executive Summary - Precautions for Writing Report - Norms for using Tables, Charts And Diagrams Appendix:- Norms for using Index and Bibliography.

References:

1. Donald R. Cooper and Pamela S. Schindler, “Business Research Methods”, Tata McGraw Hill, 9th Edition, 2007.
2. Rajendra Nargundkar, “Marketing Research” Tata McGraw Hill Education, 3rd Edition.
3. William G. Zigmund, “Business Research Methods”, Cengage Learning India Pvt Ltd, 2006.
4. Naresh K Malhotra, “Marketing Research: An Applied Orientation”, Pearson Education” 4th Edition, 2004
5. Rao K.V. Research “Methods for Management and Commerce”, Sterling Publishers, 1993.
6. Uma Sekaran, “Research Methods for Business”, Wiley India Publications, 4th Edition - 2009.
7. Wilkinson Bhadarkar “Methodology and Techniques of Social Research”, Himalaya Publisher, Students Edition.
8. Anderson et al., “Assignment and Thesis writing”, Wiley Publications, 4th Edition- 2008.

Paper – II : CONTEMPORARY MANAGEMENT PRACTICES

Unit I: Innovative Management for Turbulent Time – Human Aspects of Management

Understand dynamics of people behavior in organization – Attitudes, Perception, Personality, stress, Interpersonal relations, Managing interpersonal conflict, Managing and developing a creative organization, Management in Small business and Nonprofit Organizations, Management and New work place.

Unit II: Strategic Market Management

External and customer analysis, Competitor analysis, Market analysis, Environmental analysis and dealing with strategic uncertainty, Internal analysis, Achievement of sustainable competitive advantage, alternative strategies for business success.

Unit III: Management Functions and Techniques

Strategic Planning and Goal setting, Strategy formulation and implementation, Design adaptive organizations, Human resource management, Leadership, Motivation, Decision Making, Management and quality control, operations and value chain management.

Unit IV: Innovation and Technology Management

Competitive advantages through new technologies, Technological Forecasting, Technology strategy, Technology diffusion and absorption, Human Aspects in Technology Management, Social Issues in Technology Management.

Unit V: Emerging Trends in Business Environment

ERP, Six Sigma, Mind maps for business, Business Process Re-engineering (BPR), Business Process Outsourcing (BPO), Corporate Social Responsibility (CSR), Total Quality Management (TQM), Economic Environment of Business, Political and Legal Environment of Business, International and Technological Environment,

References:

1. David A. Whetten, Kim S. Cameron (2008), Developing Management Skills, Printice Hall of India Private Limited.
2. David A. Aaker, Stratgic Market Management, John Wiley and Sons, Inc.
3. Harold Koontz (2004), Principles Of Management, Tata Mcgraw Hill Education Private Limited
4. Robbins, Stephen P, and Coulter Mary. (2007) Management, 9 Edition, Prentice Hall
5. Schilling (2008), Strategic Management of Technological Innovation, Tata Mcgraw Hill Education Private Limited.
6. Tudor Rickards, Creativity And The Management Of Change (Manchester Business And Management Series), Wiley-blackwell
7. Guide To Managing Creativity And Innovation, Harvard Business School Press
8. Managing for Creativity, Richard Florida (HBR reprint R0507L) How to Kill Creativity, Teresa Amabile (HBR reprint 98501)
9. Narayanan V. K (2001), Managing Technology and Innovation for Competitive Advantage, Pearson Publisher.
10. Peter S. Pande, Robert P. Neuman, Rolan R. Cavangh (2003), The Six Sigma Way – Team field book – An implementation guide for process improvement teams, Tata McGraw Hill Publishing Company Limited.
11. Richard L. Daft (2009), Principles Of Management,1st edition, Cengage Learning Thompson
12. Zabair H. Shaikh (2009), ERP – The future of business Automation, Atlantic Publishers and distributors.
13. Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi, 2003

Paper – III -1. STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit I

Strategic Human Resource Management: Nature of strategies and strategic Management process; Environmental Scanning, Scenario Planning, Strategy formulation, Kinds and Types of Strategies, Strategy implementation, Strategy evaluation, importance of strategic management, Role of HRM in Strategic management, Meeting Competitive Challenges via HRM Practices, SHR philosophy.

Unit II

Human resource planning- Job Analysis & design- recruitment & selection – IT enabled recruitment & Selection practices, Recent Trends in Recruitment and Selection Practices, Placement and induction, Compensation management, Developing Pay Levels – Internal Equity and Job Evaluation, Methods and recent trends in compensation management.

Unit III

Training and development, Training systems view, Needs assessment, Methods of training and techniques, Management Development, Managing Organizational change and Development, Evaluating training effort.

Unit IV

Performance Management and Appraisal, Steps in appraising performance, Types of Appraisal Interviews, 360 Degree Feedback, Balanced Score Card, HR Analytics, Career Planning and Development: Factors Affecting Career Choices, Responsibilities of Employers/Manager, Career Counseling-Designing Career Development System, Employee Counseling.

Unit V

Global perspective of SHRM, Managing International HR activities: Implementation of Global HR System, Staffing the Global Organization, Improving productivity through HRIS, Major issues and challenges of SHRM: Outsourcing HR activities, Balancing work and life, Managing cross cultural diversity, Changing demographics of work force and changed employee expectations-loss of joy and pleasure.

Reference Books:

1. Srinivas R.Kandula, “Strategic Human Resource Development”, PHI Publication.
2. Jeffery A Mello “Strategic Human Resource Management” Cengage South – Western
3. Aswathappa K, “Human Resources &Personnel Management”, McGraw Hill Publication.
4. Stone, “Human Resources Management” Eastern Economy Edition.
5. Gary Dessseler, “Human Resources Management”, PHI Publication.
6. Raymond Noe, “Training and Development” Mc Graw Hill.
7. Prem Chadha “Performance Management ” Macmillan
8. Jerry M. Newman, Barry Gerhart, George T. Milkovich “Compensation Management” Mc Graw Hill.

Paper –III. 2. APPLICATIONS IN MARKETING RESEARCH.

Unit – I

Introduction to Market Research – Market Potential Analysis- Sales Analysis- Marketing Mix modeling – Marketing Metrics- Measuring Brand Equity and Brand Loyalty- Competitor analysis.

Unit –II

Consumer Research- Analyzing consumer behavior, Profiling, Measuring consumer attitudes, Motivation Research, Measuring the influence of Family, Reference Groups, Opinion Leaders, Social class and Culture on consumer behavior; Measuring customer satisfaction, Customer relationship management and Customer loyalty.

Unit – III

Product and Distribution Research – Product research; Development product specifications- Measurement of price sensitivity-Distribution research- Study of Channel member's activities, attitude and performance. Retail Research – Consumer shopping behavior, Retail Models, Trading area analysis, store design and layout evaluation, Merchandise evaluation, Supply chain and logistics issues, Retail branding, Pricing and Customer service Strategies, Measurement of retail image, Store loyalty.

Unit- IV

Services Marketing: Delivery of Quality services – Concept and Service Marketing its implement- Service Mix- Gap Models of Service Quality- SERQUAL- SERVQUAL- SERVPERF- Service Failure-Recovery Guarantee- Complaint Management.

Unit- V

Promotion and Recent Advancements: IMC- Direct Marketing- Tools and Strategies – Internet and IMC- Web Participants, Role of Social Media in Research- Social Media Companies – Social Media and usage- Motives and Attitudes- Social Media Measurement- Social Media Marketing Metrics- Digital Shopping.

References:

1. Kinnear and Taylor, Marketing Research- Applied approach, McGraw Hill International.
2. Boyd, Westfall and Starch, Marketing Research, All India Travelers Booksellers.
3. Aaker, Kumar and Day, Marketing Research, John Wiley and sons Inc.
4. Naresh k. Malhotra, Marketing Research, Pearson Education.
5. George E. Belch and Micheal A. Belch, Advertising and Promotion, Tata Mc. Graw Hill.

Paper – III - 3. ADVANCED OPERATIONS MANAGEMENT

UNIT -1

Concept of Operations Management - Characteristics of Manufacturing sector and service sector - Evolution of Operations Management Discipline - Concepts and Calculations of Productivity - Productivity Techniques, **Learning Curve And Productivity** - Productivity improvement measures – **Services Operations Planning & Scheduling, operations Strategy. Competiveness and Productivity.**

UNIT - 2

Types of production systems - Job shop , Process , Project , Mass production. Types of layout - product layout, process layout and cellular Manufacturing system – **Product and Services design** and Process selection – Factors affecting location decision -Make or buy, **Work design and measurement.**

UNIT - 3

Supply chain Management and strategy-Measures of supply chain performance - Forecasting Techniques Aggregate planning - Inventory Management and techniques - MRP I and MRP II. ERP, **Strategic Capacity Planning for Products and Services.**

UNIT - 4

Concept of Total Quality Management - Quality Philosophies of Deming, Crosby and Miller -Statistical Quality Control technique - Continuous“ Improvement Strategies, Deming Wheel -Taguchi Techniques- 7S, QC tools - TQM culture -Quality Circle -Six Sigma - ISO Certification Process, **Quality Management in Services.**

UNIT - 5

Principles of organizational transformation, **Value Engineering** and re-engineering - fundamentals of process re-engineering, preparing the work force for transformation and re-engineering process- Analytical techniques and process tools - Information and communication technology , Role of IT in re-engineering, **Project Planning and Scheduling.**

References :-

1. Edward S. Buffa and Rakesh Sarin, "Modern Production and Operations Management, John Wiley & sons., 1987.
2. Lee J. Krajewski and Larry P. Ritzman, "Operations Management: Strategy and Analysis", Addison Wesley, 2000.
3. Chase, Aquilano & Jacobs ""Production and Operations Management", Tata McGraw Hill, 8th Edition, 1999.
4. Everett E Adam Jr. and Ronald J. Edbert, 'Production and Operations Management, Prentice Hall of India, 1992.
5. Edsomwan, JA., Organisational transformation and process re-engineering, British Library Cataloging in Pub.data 1996.
6. Samuel K.Ho, TQM, An Integrated approach, Kogan Page India Pvt Ltd, 2002.

Paper – III - 4. E-BUSINESS APPLICATIONS AND TECHNOLOGIES

Unit: I Business Function and Business Process - Integrated Management Information-Business Modeling - Integrated Data Model, Role of CIO - Justifying ERP investments - Risk Factors of ERP implementation - Operation and Maintenance Issues - Benefits of ERP - Future Directions and Trends in ERP - Current Business scenario, Impact of Web 3.0 on ERP/SAP.

Unit: II Business Process Re-Engineering (BPR) – BPR Transition and Implementation - Preparing Organization for Change - Data Warehousing-Data Mining - Online Analytical Processing (OLAP) - Business Analytics - Customer Relationship Management(CRM) - Benefits and Challenges - Supply Chain Management (SCM)- The Business Network-Benefits and Challenges - Enterprise Application Interface- Geographical Information System (GIS).

Unit: III Competing with Information Technology - Competitive Strategy concepts - Strategic uses of IT- Knowledge Management Systems - AI Technologies in Business: Fuzzy logic systems, Neural network, Virtual Reality Applications - Functional Business systems - Marketing systems-Interactive marketing - Targeted marketing – Sales Force Automation. Manufacturing Systems- Computer Integrated Manufacturing - Human Resource systems - Change Management Processes - Managing change – people, tools processes.

Unit: IV Introduction to E-Commerce: E-commerce Technologies - The driving forces of E-Commerce - Advertisement in E-Commerce – Web Advertisements - Advertisement Strategies - Electronic Payment Systems- Electronic Funds Transfer - E-cash. E-business models: direct to customer, full-service provider, whole of enterprise, portals, agents, auctions, aggregators, shared infrastructure, virtual community, value net integrator, content provider, etc.

Unit: V Security and Ethical Challenges – Business and Technology ethics, Ethical guidelines – Computer Crime: Cyber Theft, Hacking, Software Piracy – Privacy Issues – Current state of Cyber Law. Establishing a Management Framework for Security and control - Technological and tools for security and Control – Firewalls – Information system controls and Audits.

References:

1. Alexis Leon, "Enterprise Resource Planning", 3rd Edition, Prentice-Hall India, 2014.
2. Vinod Kumar Garg, N.K. Venkitakrishnan, "Enterprise Resource Planning, Concept and Practice", 2nd Edition, Prentice-Hall India. James A. O'Brien, "Introduction to Information Systems", 14th Edition, Tata McGraw Hill.
3. S.Sadagopan, "ERP – A Managerial Perspective", Tata McGraw Hill.
4. Sock Hwa Chung and Charles A. Snyder (2000), ERP adoption: a technological evolution approach, International Journal of Agile Management Systems, Vol.2, No.1, pp.24-32.
5. Kenneth C.Laudon, Jane P. Laudon, "Management Information Systems, Managing the digital firm", 9th Edition, Prentice-Hall India.
6. Ezzy Oz, "Management Information Systems", 3rd Edition, Thomson, 2002.
7. Efraim Turban, Jae Lee et.al, "Electronic Commerce, A Management Perspective" Pearson Education Asia.
8. Jefferey F.Rayport, Bernard J.Jaworski, "E-Commerce" Tata McGraw Hill.
9. Kenneth C.Laudon and Grol Guericio Traver, "E-Commerce: Business, Technology, Society," Addison-Wesley Publishing Company (2002).

Paper – III - 5. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT I : Investment Process – Investment Alternatives – Risk and Return – Types of Investment Risks – Return Predictability in the Stock Market – Primary Market and Secondary Market – Capital, Money and Debt Market – Futures and Options Market – SEBI: Futures, Functions and Guide Lines. Investor Protection Measures and Investor Education Initiatives in the Indian Capital Market. Emerging Issues in Indian Stock Market.

UNIT II : Markowitz Portfolio Theory: Portfolio Analysis: Estimating the Portfolio Return and Portfolio Risk, Formation of Efficient Frontier of Portfolio and Portfolio Selection – Modern Portfolio Theory – Capital Asset Pricing Model (CAPM) – Evaluation of CAPM – Construction of CML, SML and Characteristics Line – Arbitrage Pricing Theory (APT).

UNIT III : Option Basics – Option Types – Option Strategies – Option Pricing; Black – Scholes – Option Pricing Models - Structure and Growth of Futures and Options Market in India Fundamental Analysis and Technical Analysis – Factors to be Considered in Economic Analysis, Industry Analysis and Company Analysis.

UNIT IV : Portfolio Management: Equity Shares: Valuation and Approaches – Bond: Valuation and Strategies – Portfolio Management: Objectives and Constraints – Measuring the Investors Risk – Selection of Securities Portfolio Revision – Assessment of Portfolio Performance.

UNIT V : Behavioural Finance – Methodologies and Strategies – Gambler’s Fallacy – Social and Emotional Influence on Investment Behavior – Efficient Market Hypothesis – Forms and Testing the EMH – Market Anomalies – Non-Traditional Preferences – Prospect Theory and Loss Aversion: Bubbles and Systematic Investor Sentiment.

REFERENCES:

1. Reilly, Frank.K and Keith C Brown, Investment Analysis and portfolio Management, 8th edition ,Cengage Learning, NewDelhi(2006).
2. Fischer, Donald E,Ronald J Jordan, Security Analysis and Portfolio Management,6 th Edition , Prentice Hall India (P.) Limited, New Delhi (1996).
3. Mayo, Herbert B., Investments -An Introduction, 7th edition ,Thomson/Southwestern., (2006).
4. Jones, Charles. P, Investments : Analysis and Management, 9th Edition, JohnWiley & Sons (P.) Ltd, New Delhi (2008).
5. Bodie, Zvi, Alex Kane, Alan J Marcus, Pitabus Mohanty, Investments, 6th edition.,Tata-McGraw Hill, New Delhi (2006).
6. Hirschey,Mark and John Nofsinger, Investments : Analysis and Behavior, Tata McGraw-Hill Publishing Company Limited New Delhi (2008).
7. Fabozzi, Frank J, Investment Management, 2nd edition, Prentice Hall International Inc(1999).
8. Chandra, Prasanna, Investment Analysis and Portfolio Management,3rd edition,Tata-McGraw Hill Publishing Company Limited, New Delhi (2008).

Paper – III - 6. ADVANCED FINANCIAL MANAGEMENT

Unit – 1

Financial management- Shareholder value Analysis- Functions of Financial Management - Capital Structure decisions- factors influencing Capital Structure- Importance of Capital Structure- Theories of Capital Structure- Capital Structure Planning: Role of EBIT-EPS Analysis- Cost of Capital - Computation of Cost of Capital for each source of Finance- Weighted Average cost of capital-Industry Practices

Unit - 2

Valuation of Bonds and Shares: Valuation of Bonds- Valuation of Equity Shares: Parameters in the Dividend Discount Model- Dividend Growth Model and the NPVGO Model- P/E Ratio Approach- Book Value Approach-Dividend Policies - Dividend Theories- Factors affecting dividend policy.

Unit- 3

Components of Working Capital - Factors determining Working Capital- Sources of Working Capital Finance- Inventory Management- Receivables Management- - Working Capital Financing- Working Capital Policies- Ratios used in Working Capital Control.

Unit-4

Corporate Restructurings-Merger and Acquisitions-Motives for Mergers- Basic forms of Acquisitions - NPV of a merger- Defensive strategies to prevent takeover attempts - Benefits of Merger of shareholders- Leveraged Buyouts Spin- Offs - Financial Distress -Re-Organisation of firms - Share Buy Backs and Stock Splits.

Unit- 5

Financial Planning Model- Percent of sales Method and other methodologies- Determinants of Growth- Sustainable Growth Modeling Measures of Corporate Performance: ROI, ROE, EVA, MVA, Balanced Scorecard-Practices of Indian Companies. Risk Management Tools- Hedging- Options, Futures and Swaps.

References :

1. Bodie, Zvi, Robert C Merton. David L Cleeton, Financial Economics, 2nd edition, Pearson Education, (2009)
2. Foster. George, „Financial Statement Analysis“, 2nd edition, Prentice Hall International, (1986).
3. Brigham, Ehrhardt, Financial Management Text and Cases, South Western Cengage Learning (2005).
4. Prasanna Chandra, Financial Management – Tata McGraw Hill
5. Brealy and Myers, Principles of Corporate finance , Tata Mc Graw Hill.
6. Ross, Westerfield and Jafee, Corporate Finance, Tata Mc-Graw Hill.

Paper – III -7. INTERNATIONAL BUSINESS

UNIT I:

WTO and International trade and Investment - Political Institutions and Constitution in India - State Intervention in Indian Business.

UNIT II:

Economic Environment in India - Industrial Policy - Foreign Exchange Management Act - Companies Act - Small Scale Enterprises - Banks and Stock Exchanges - Monetary and Fiscal Policy in India - Agriculture - Price and distribution control - Deregulation and Reforms in India.

UNIT III:

Socio Cultural Environment in India - Corporate Governance and Ethics - Indian Economy since Independence - Evolution of Economic Policies in India.

UNIT IV:

Difference in Culture between Countries and Impact on International Business - Regional Economic Integration - Foreign Exchange Market and International Monetary System.

UNIT V:

Exports and Imports - Global Production, Outsourcing and Logistics - Global Marketing and Research and Development - Global Human Resource Management - Financial Management in International Business.

REFERENCES:

1. K.Aswhathappa, Essentials of Business Environment, Himalaya Publishing House Pvt.Ltd
2. Charles W.L.Hill and Arun Kumar Jain, International Business - Competing in the Global Market place, Tata McGraw Hill Education Private limited, New Delhi.
3. Amarthya Sen, Jean Dreaze - Indian Economic Development and Social Opportunity, Oxford University Press, New Delhi.
4. Rudder Dutt and K.P.M Sundaram -- Indian economy, S. Chand, New Delhi.
5. Buyers, T.J (ed) Indian Economy: Major debates since Independence - Oxford University Press - New Delhi.
6. Isher Judge Ahluwalia and I.M.D.Little (eds) - India's Economic Reforms and Development - Oxford university Press. New Delhi.

Paper – III - 8. URBAN MANAGEMENT

Unit - I: Urban Governance: Legal and Institutional - 74th Constitutional Amendment Act - Urbanisation in India – Functions of central and state finance commissions - Historical perspective of urban governance in India - emerging issues in urban governance - principles of good urban governance - Twelfth Schedule to the Constitution - Powers and responsibilities of Municipal Council and Executive authorities Urban Local Bodies [ULBs].

Unit - II: Urban Infrastructure Management: Infrastructure planning for physical and social developments. Financing of urban infrastructure -Financial Institutions, Commercial Banks, Central and State Governments, public, municipal bonds etc., - Urban Project Management - project appraisal methods - planning techniques - Critical Path method [CPM] - Project Evaluation and Review Technique (PERT). City Development Plan [CDP] - Economic and social aspects of CDP.

Unit III: Urban Finance: Urban finance issues - strategies - raising additional revenue - expenditure planning. Sources of revenue - tax revenues and non-tax revenues - assigned revenues. Sources of funds for capital works - government capital grants - Central and state government schemes - M.P's/M.L.A's constituency development fund. Financial analysis – ratio analysis – tools and techniques.

Unit IV: Urban Service Management: Service level benchmarks -Water supply - present situation in India and Tamil Nadu - standard norms for water supply; - sewerage - sanitation - public health - education - roads - streets and street lights -- public convenience - urban planning - maintenance of vital city statistics. Municipal Solid Wastes [Management and Handling] Rules 2016 - methods of composting solid wastes.

Unit V:Personnel Management - organization structure of urban local body - classifications -- categories of personnel in ULBs - officials and staff - training and development - types of training - comprehensive training refresher training -1 orientation training - motivation - Institutional arrangements for training - role of Tamil Nadu Institute of Urban Studies - Communication skill development -importance of communication- types –process, barriers to communication - principles of effective communication.

REFERENCES:

1. Tamil District Municipalities Act 1920
2. Chennai City Corporation Acts
3. Madurai City Corporation Act
4. Coimbatore City Corporation Act
5. Municipal Manual
6. 74th Constitutional Amendment Act
7. Urban Financial Management
8. Singh.I.B, 1997, Administrative System in India. IPH, New Delhi
9. Barthwal.C.P, 2002, Understanding Local Government, Bharat Book, Lucknow.
10. Arora.R.K, 1999, District Administration, Aalekh Pub., Jaipur.
11. Hoshiar Singh, 1997, Local Government, Kitab Mahal, Allahabad
12. Norms and Standards of Municipal Basic Services in India.
13. Municipal Solid Wastes [Management and Handling] Rules 2000

Paper – III – 9. ENTREPRENEURSHIP DEVELOPMENT

Unit I:

Understanding the Entrepreneurial Mind-set – Individual and corporate mind-set – Social and Ethical Perspectives of Entrepreneurship – Entrepreneurial Innovation: Types – Resting and Theory of Environmental Determinations – Entrepreneurial Heuristics – Rules Thumb that help Innovators Choice – Entrepreneurial Motivation: Major Work Motives, Entrepreneurial Motives and Satiable and Non – Satiable.

Unit II:

Launching Entrepreneurial Ventures: Creativity and Innovation – Methods to Initiate Venture – Legal Challenges in Entrepreneurship Venture – The Search for Entrepreneurial Capital - Entrepreneurial Partnership: Individual Learning and Organizational Learning - MSMEs Advantages – Managing R & D in MSMEs – Growth Venture Policies – Founder Characteristics – Distinguishing Characteristics – Factors of Distinguishing Variables.

Unit III:

Formulation of the Entrepreneurial Plan – The Assessment Function with Opportunities- The Marketing Aspect of New Ventures – Financing Statements in New Ventures – Mobilizing Resources: Buying a Business – Entrepreneurial Finance- Business Models - Business Plan Preparation of New Ventures: Making a Business Plan.

Unit IV:

Entrepreneurial Operations and Management: Managing Operations – Human Resource Management – Entrepreneurial Marketing – New Product Management – E-Business - Entrepreneurial Networking – Project Management- Setting Up a MSMEs: Location – Steps – Selection of Business – Incentives and Subsidies – Exploring Export Possibilities.

Unit V:

Strategic Perspectives in Entrepreneurship: Strategic Growth – The Valuation Challenge – The Final Harvest of New Venture – Growth and Social Responsibility: Entrepreneurial Growth – Exit Strategy – Social Responsibility: Corporate Social Responsibility – Dimensions of CSR – Role of Government and Market – The Social Entrepreneur Motivation and Characteristics.

References:

Mathew J. Manimala (2008). **Entrepreneurship Theory at the Crossroads: Paradigms and Praxis**. Biztantra (Second Edition), New Delhi.

Kuratko, D. F and Rao, T.V (2012). **Entrepreneurship: A South-Asian Perspective**. Cengage Learning India Pvt. Ltd., New Delhi.

Rajeev Roy (2012). **Entrepreneurship**. Oxford University Press. YMCA Lib, New Delhi.

Daniel Goleman (2005). **Emotional Intelligence: 10th Anniversary Edition; Why It Can Matter More Than IQ**. Bantam; Anniversary edition.

Vasant Desai (2009). **Dynamics of Entrepreneurial Development and Management**. Himalaya Publishing House, New Delhi.

Khanka, S.S (2009). **Entrepreneurial DEVELOPMENT**. S. Chand & Company Ltd., New Delhi.

Paper – III – 10. AGRI-BUSINESS MANAGEMENT

Unit – I : Agribusiness Management – Indian Agricultural Economy, Principles of Management, Functions of Management, Agribusiness – importance for developing countries, Agribusiness Management – Nature, definition, scope and functions. Agribusiness input and output services, agricultural credit and foreign trade, Importance of small agribusiness, Contract farming.

Unit – II : Agricultural Marketing – Definition of market and agricultural marketing, Royal Commission on Agriculture and various committee reports, classification of markets. Markets and market structure. Marketing functions and services, marketing development and planning, Agricultural Marketing Organizations, Co-operative Management, Co-operative Marketing, Cooperative Institutions. Grading and Standardization, Bureau of Indian Standards (BIS). Marketing of Agricultural Inputs – Fertilizer, seeds, pesticides, Agricultural Machinery, Production, consumption, pricing, Marketing and Subsidies, State intervention and Policy. Business Legislation – Essential Commodities Act, Food Adulteration Act, Food safety and standards, consumer protection Act. Role of Marketing Institutions in Agribusiness

Unit –III : Commodity Marketing and Futures trading- Overview of commodity marketing system. Production pattern, regional variation in trends, marketing channels, marketing problems such as storage, transport, grading, processing and packaging, marketing costs and margins, price spread and pricing of agricultural products, Commodity Boards and Market intervention. Functions of National Commodity Exchanges - MCX, NCDEX, NMCX, NSE, BSE, process of trading and contracts.

Unit – IV: I T in Agribusiness - Information Technology, Information concept and processing, Information Technology tools, Advantages of IT in agribusiness, Impact of IT on Agribusiness sector in India, Problems in using IT, Strategies for application of IT in agribusiness. IT for agricultural production and marketing, Agricultural Implications of IT. IT and Computers, E-Commerce.

Unit – V : Agribusiness Entrepreneurship and Project Management - Key Concepts in entrepreneurship. The entrepreneur in economic theory – Types of entrepreneur and the entrepreneurial process. Innovation and exploitation of opportunity, Innovation and entrepreneurship- Modules of innovation. Business planning process Institutions supporting entrepreneurs. Project planning & Appraisal

References

1. Frank J. Dooley, Freddie L. Barnard, Jay T. Akridge, “Agribusiness Management”, IV Edition, Routledge.,2012.
2. James G. Beierlein, Kenneth, C. Schneeberger, Donald D. Osborn, “Principles of Agribusiness Management”, Fifth Edition.,2017.
3. Commodity Markets: Operations, Instruments, and Applications (2009) by Dr. Niti Nandini Chatnanai.