

**DEPARTMENT OF MANAGEMENT STUDIES  
UNIVERSITY OF KASHMIR**

**Syllabus for  
Diploma in Business Entrepreneurship  
(DBE)**



**DIRECTORATE OF DISTANCE EDUCATION**

# POST GRADUATE DIPLOMA IN BUSINESS ENTREPRENEURSHIP (DBE)

(Distance mode through Directorate of Distance Education)  
University of Kashmir

## Course Structure & Scheme of Examination (Effective from session 2018)

- 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-18101	Entrepreneurship Development	80	20	100
DBE-18102	Management of Small and Medium Enterprises	80	20	100
DBE-18103	Project Management	80	20	100
DBE-18104	Accounting & Finance for Managers	80	20	100
DBE-18105	Functional Management	80	20	100
DBE-18106	Strategic 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.

# DBE-18101: ENTREPRENEURSHIP DEVELOPMENT

<b>Maximum Marks</b>	<b>100</b>
<b>External Exam.</b>	<b>80</b>
<b>Internal Assessment</b>	<b>20</b>

## **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**

Development of entrepreneurship; Challenges of entrepreneurship, Functions of an Entrepreneur; Classification of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurial opportunities; Success factors for entrepreneurs, entrepreneurial opportunities in J&K.

## **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**

Entrepreneurship process; entrepreneurial mindset: concept and impact; Entrepreneurial growth strategies; Entrepreneurship/ corporate entrepreneurship: concept, need, Hurdles and benefits; Ideal and successful Intrapreneurship;

## **Unit-V**

Business modelling: concept, types and functions; Innovation and Entrepreneurship: concept and challenges, Trends in entrepreneurship: Rural, Social and women entrepreneurship; Family businesses and entrepreneurship; entrepreneurship education ad research: need, obstacles, opportunities and developments.

## **Suggested Readings**

1. David A.Kirby, " Entrepreneurship " Tata McGRaw Hills
2. Jasmer singh Sain, "Entrepreneurship and small Business" Deep and Deep publication
3. Shankar Raj, "Entrepreneurship Theory and Practice" Vijay Nicole Imprints Pvt ltd.
4. Khanka, S.S, "Entrepreneurship Development", S. Chand & company
5. Vasant Desai, "Fundamentals of Entrepreneurship "Himalaya Publishing House.,

## **INSTRUCTIONS 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-18102: MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES**

<b>Maximum Marks</b>	<b>100</b>
<b>External Exam.</b>	<b>80</b>
<b>Internal Assessment</b>	<b>20</b>

### **Objectives;**

*The objective of this course is to inculcate knowledge among students about the formation, operation and management of small and medium-sized enterprises in India. It also provides information about management and economy of operations and corporate governance mechanism to help small and medium-sized enterprises development.*

### **Unit-I**

Micro, Small and Medium enterprises–Definition, characteristics and their role in economic development, Problems of small–scale industries, Growth of small scale sector in India; Issues and challenges of Small and medium enterprises in J&K.

### **Unit-II**

Self Employment: Introduction, need, parameters; Setting up a new venture or starting the business through franchising, Location strategy, Preliminary Registration with State Directorate of Industries; Financing of Small Enterprises; scope and trends of small enterprises in India;

### **Unit-III**

Financing small industries; Need, Types of loan – Financial institutions – IDBI, IFCI, SIDC, SFC, Commercial banks; 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 in J&K and backward areas.

### **Unit-IV**

Role of various agencies in Development of small and medium business; DIC – District Industrial Center, SISI – Small Industries Services Institute, EDII – Entrepreneurship Development Institute of India, Role of EDI in development of entrepreneurship in J&K; Khadi and Village industries commission; NIESBUD – National Institute of Entrepreneurship and Small Business Development, NEDB.

### **Unit-V**

Changing scenario of SMEs in the era of liberalisation and globalisation, Competitiveness, Quality control and branding, Need for professionalism in management of small business in India, social responsibilities of small business owners, Micro, Small and Medium Enterprises Development Regulations-objectives, Provisions pertaining to promotion and development of MSMEs.

### **Suggested Readings**

1. C.B. Gupta and S.S. Khanka, Entrepreneurship and Small Business Management, Sultan Chand and Sons, New Delhi
2. M.B. Shukla, Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad
3. A. Sahay and V. Sharma, Entrepreneurship and New Venture Creation , Excel Books, New Delhi
4. V. Desai, Dynamics of Entrepreneurial Development and Management, Himalya Publishing House
5. V. Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House

### **INSTRUCTIONS 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-18103: PROJECT MANAGEMENT**

<b>Maximum Marks</b>	<b>100</b>
<b>External Exam.</b>	<b>80</b>
<b>Internal Assessment</b>	<b>20</b>

### **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; 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; Economic analysis-Social Cost Benefit Analysis of Project; Environmental Analysis of Projects; Management Analysis of Projects.

### **Unit-III**

Project estimation; 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.

### **INSTRUCTIONS 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-18104: ACCOUNTING AND FINANCE FOR MANAGERS**

<b>Maximum Marks</b>	<b>100</b>
<b>External Exam.</b>	<b>80</b>
<b>Internal Assessment</b>	<b>20</b>

### **Objectives:**

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

### **Unit-I**

Financial accounting, development and functions; generally accepted accounting principles- Concepts & Conventions; accounting cycle, 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**

Financial Management– Nature and scope of finance; Financial Goal- Profit vs. Wealth maximization; Finance Functions – financing, investment and dividend decisions. Time value of money; Capital Structure and sources of finance. Leverage analysis and indifference level; Cost of capital and its computation.

### **Unit V**

Working Capital Management - Concept and Objectives; Factors affecting Working Capital requirements; Estimating Working Capital requirements; Management of Cash, Inventory and Receivables.

### **Suggested Readings**

1. Batacharya S.K. and DeardenJ. “Accounting for Management- Text and Cases” Vikas Publishing House, New Delhi.
2. Sahaf M.A. Management Accounting: Principles and Practices- Vikas publishing House, New Delhi
3. Gupta R.L. and Radhaswamy M. “Advanced Accountancy” Sultan Chand and Sons.
4. Pandey I.M., “Financial Management”, Vikas Publishing, New Delhi.
5. Chandra P, “Financial Management – Theory and Practice”, Tata McGraw Hill, New Delhi.

### **INSTRUCTIONS 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-18105: FUNCTIONAL 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 human, operations and marketing activities of a small business from entrepreneurial perspective.*

### **Unit-I**

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

### **Unit-II**

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-III**

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

### **Unit-IV**

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.

### **Unit-V**

Production Management: Nature and Significance of Production Management; Types in manufacturing systems project, jobbing, batch, line, mass, continuous; Plant location; factors affecting plant location; Plant Layout: concept and scope. Factors influencing facility layout. Principles of layout, Layout types and planning.

### **Suggested Readings**

1. Kotler Philip; Marketing Management (Millenium Edition); Prentice Hall of India, New Delhi .
2. Pattanayak b: Human Resource Management : Prentice Hall of India, New Delhi
3. Chary, S.N: Production and Operations Management, Tata McGraw Hill.
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

### **INSTRUCTIONS 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-18106: STRATEGIC MANAGEMENT**

<b>Maximum Marks</b>	<b>100</b>
<b>External Exam.</b>	<b>80</b>
<b>Internal Assessment</b>	<b>20</b>

### **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 – Introduction; Business strategy, Strategy forms and types, strategy and policy, strategy and tactics; Dimensions of strategic decision, Corporate level and business level strategists

### **Unit-II**

Environmental Analysis ; External, general and competitive environment; environment analysis process of general and competitive environment; internal analysis ; company profile development – functional approach and value chain approach; Methods for assessing internal strengths and weaknesses.

### **Unit-III**

Corporate level strategies, Growth strategies, stability strategies; Retrenchment strategies; Business- level strategies; Generic Business strategies; 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; strategy implementation issues; Change and 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; Ethics 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.
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, New Delhi.
5. Glueck, William F. *Strategic Management and Business Policy*. 3<sup>rd</sup> ed New York, McGraw Hill

### **INSTRUCTIONS 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.*