

**B.A. (VS) Small and Medium Enterprises CBCS**

<b>B.A. (Vocational Studies) Small and Medium Enterprises Three-Year (6-Semester) CBCS Programme:</b>			
<b>Basic Structure: Distribution of Courses</b>			
1	Ability Enhancement Compulsory course	2 Papers of 2 Credit Hrs. each (Total Credit Hrs. 2X2)	<b>04</b>
2	Skill Enhancement Course	4 Papers of 4 Credit Hrs. each (Total Credit Hrs. 4X4)  (4 Lectures and 1 Tutorial)	<b>16</b>
3	Core Discipline	12 Papers of 6 Credit Hrs. each (Total Credit Hrs. 12X6)  (5 Lectures and 1 Tutorial)	<b>72</b>
4	Elective Courses (Core Discipline)	3 Papers of 6 Credit Hrs. each (Total Credit Hrs. 3X6)  (5 Lectures and 1 Tutorial)	<b>18</b>
5	Elective Courses (Inter Disciplinary)	3 Papers of 6 Credit Hrs. each (Total Credit Hrs. 3X6)  (5 Lectures and 1 Tutorial)	<b>18</b>
	<b>Total Credit Hrs</b>		<b>128</b>

**B.A. (Vocational Studies) Small and Medium Enterprises  
: Three-Year (6-Semester)****CBCS Programme****Course Structure****B.A. (VS) Small and Medium Enterprises**

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<b><u>Semester – I</u></b>		
1.1	Environmental Studies/ Language: English/Hindi/Modern Indian Language	Ability Enhancement Compulsory Course (AECC)
1.2	English/ MIL I	Core Discipline
1.3	Fundamentals of Entrepreneurship and MSMEs	Core Discipline
1.4	Principles of Microeconomics	Core Discipline
<b><u>Semester – II</u></b>		
2.1	Language: English/Hindi/Modern Indian Language/ Environmental Studies	Ability Enhancement Compulsory Course (AECC)
2.2	MIL / English I	Core Discipline
2.3	Organization and Management of MSMEs	Core Discipline
2.4	Macroeconomics	Core Discipline
<b><u>Semester – III</u></b>		
3.1	English/ MIL II	Core Discipline
3.2	Institutional Support to MSMEs	Core Discipline
3.3	Indian Economy – Sectoral Issues	Core Discipline
3.4	Computer Concepts and Software Packages	Skill Enhancement Course (SEC)
<b><u>Semester – IV</u></b>		
4.1	MIL / English II	Core Discipline
4.2	MSMEs Policy Framework	Core Discipline
4.3	Labour and Development in India	Core Discipline
4.4	Business Communications	Skill Enhancement Course (SEC)
<b><u>Semester – V</u></b>		
5.1	Financial Management in MSMEs	Elective Core – Discipline Based
5.2	Internship Project / Project	Core Discipline

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<b>5.3</b>	Financial Accounting Corporate Laws	Elective Core – Generic
<b>5.4</b>	Contemporary Environment of MSMEs	Skill Enhancement Course (SEC)
<b><u>Semester – VI</u></b>		
<b>6.1</b>	Marketing Management in MSMEs	Elective Core – Discipline Based
<b>6.2</b>	Globalization Human Resource Management in MSMEs	Elective Core – Discipline Based
<b>6.3</b>	Business Law Marketing Strategy and relationship marketing	Elective Core – Generic
<b>6.4</b>	E-Commerce	Skill Enhancement Course (SEC)

## B.A. (Vocational Studies) Small and Medium Enterprises

### Semester I

#### Paper 1.3 Fundamentals of Entrepreneurship and MSMEs

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

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

**Unit I** **20**

**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

**Unit II** **15**

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

**Unit III** **10**

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

**Unit IV** **10**

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

**Unit V** **10**

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

#### Suggested Readings

- Wickham, Phillip A (1998); Strategic Entrepreneurship, Pitman, UK.
- Shukla, MB, (2011), Entrepreneurship and Small Business Management, KitabMahal, Allahabad

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- 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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**Semester I**

**Paper 1.4 Principles of Microeconomics**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:** This course intends to expose the student to the basic concepts in Microeconomics, Which is the study of the economic behaviour of small economic groups such as families and firms. The broad subject matter of Microeconomics is making decisions on the allocation of limited resources available with individuals, firms and organizations. Typically, it applies to the markets where goods and services are bought and sold with a goal of maximizing benefits.

**Unit- I**

**15**

**Introduction:** Scarcity, choice, opportunity cost and production possibility frontier;  
**Demand and supply:** law of demand, determinants of demand, shifts of demand curve versus movements along a demand curve, market demand; law of supply, determinants of supply, shifts of supply versus movements along a supply curve, market supply, market equilibrium.

**Unit- II**

**10**

**Demand and Supply:** Applications of demand and supply: price rationing, price floors, consumer surplus, producer surplus.

**Elasticity:** price elasticity of demand, calculating elasticity, determinants of price elasticity, cross and income elasticity.

**Unit- III**

**10**

**Consumer Theory:** Budget constraint, concept of utility, diminishing marginal utility, indifference curves, Price, income and substitution effects.

**Unit- IV**

**15**

**Production and Costs:** Production: production functions, law of variable proportions, returns to scale, isoquant and isocost lines, producer equilibrium

**Costs:** costs in the short run, costs in the long run, revenue and profit maximizations, economies and diseconomies of scale,

**Market Structures**

**Perfect Competition:** theory of a firm under perfect competition, equilibrium of the firm in the short run and long run

**Imperfect Competition:** Monopoly: short run and long run equilibrium; comparison of perfect competition and monopoly, price discrimination;

**Suggested Readings:**

- Lipsey, R. and Alec Chrystal: Economics, Oxford University Press, Twelfth Edition, 2011
- Case, Karl E. & Ray C. Fair: Principles of Economics, Pearson Education, Inc., 8th edition, 2007.

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**Semester II**

**Paper 2.3 Organization and Management of MSMEs**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

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

**Unit I** **20**

**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

**Unit II** **15**

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

**Unit III** **15**

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

**Unit IV** **15**

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

**Suggested Readings**

- 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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**Semester II**

**Paper 2.4 Macroeconomics**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:** This course introduces students to the basic concepts in Macroeconomics. In this course the students are introduced to the definition, measurement of the macroeconomic variables. It explains how and why the economy grows and fluctuates over time based on the decisions made, in the aggregate, by consumers, businesses, and governments. As the world is shifting toward a global economy, the study of Macroeconomics helps the student to understand the overall macroeconomic environment under which one has to take economic decisions.

**Unit-I** **10**

Introduction: Basic concepts and issues of Macroeconomics.

**Unit-II** **15**

**National Income Accounting:** Concepts of GDP and National Income; measurement of national income and related aggregates; nominal and real income; limitations of the GDP concept.

**Unit-III** **15**

**Determination of GDP:** consumption and saving functions, investment function, equilibrium GDP; concepts of MPS, APS, MPC, APC; Concept of multiplier, fiscal and monetary policies.

**Unit-IV** **10**

**IS-LM Analysis:** Derivations of the IS and LM functions; effects of fiscal and monetary policies on equilibrium income

**Unit-V** **15**

**Balance of Payments and Exchange Rate:** Meaning, Factors, current account and capital account, determination of exchange rate.

**Suggested Readings:**

1. Case, Karl E. & Ray C. Fair, Principles of Economics, Pearson Education, Inc., 8th edition, 2007.

2. Lipsey, R. and Alec Chrystal: Economics, Oxford University Press, Twelfth Edition, 2011

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**Semester III**

**Paper 3.2 Institutional Support to MSMEs**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:**

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

**Unit I** **15**

**Institutional Support Mechanism:** SIDO, SIDBI, NSIC, SISI, Commodity Boards, State Directorate of Industries, SIDC'S, SFC, District Industries Centre. MUDRA Bank.

**Unit II** **10**

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

**Unit III** **15**

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

**Unit IV** **10**

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

**Unit V** **15**

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

**Suggested Readings**

- 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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**Semester III**

**Paper 3.3 Indian Economy – Sectoral Issues**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:** This paper provides an overview of the development of the different sectors and their interrelations of the Indian economy. The study of the three broad sectors namely agriculture, industry and services would help the students understand the developments in different policy environment.

**Unit-I**

**15**

**Agriculture:** Trends in production and productivity, land reforms, land tenure system, land distribution. Agricultural labour, wages and employment and issue of under-employment. Capital investment, credit, Irrigation and supply of other inputs.

**Unit-II**

**10**

**Agricultural Policies-** Green revolution, pricing and procurement policies, PDS and support price.

**Unit – III**

**15**

**Industry:** Growth and Structure of industry. Industrial and licensing policies, large, small and cottage industries.

**Unit-IV**

**10**

Industrial finance, capital and multinationals. Cost of each source of finance

**Unit –V**

**15**

Service Sector: Growth and Structure of service sector – major components, linkages with other sectors, and importance in the national economy, informal sector.

**Suggested Readings**

- Uma Kapila Indian Economy: Performance and Policy: Performance and Policy
- Dutt&Sundaram - Indian Economy

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### Semester III

#### Paper 3.4 Computer Concepts and Software Packages

**Duration: 3 hours**

**Marks: 75**

**lectures: 50**

#### **Unit I**

**5**

**Basic Concepts:** Meaning, characteristics and applications of a Computer, Advantages and limitations of a computer, Meaning of Data, Information and Knowledge, Data types, data storage, data representation such as ASCII.

#### **Unit II**

**5**

**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.

#### **Unit III**

**15**

**Operating System:** Need and functions of an Operating System, Graphic user interface and character user interface. 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 IV**

**10**

**Introduction to Networks and Internet:** Meaning and types of networks - LAN, MAN and WAN, 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.

#### **Unit V**

**15**

**Office Applications:** Meaning and applications of word processing,

**MS-Word** – formatting text, writing basic document using Word, Header and Footer, Page formatting, paragraph formatting, saving a document, printing a document. Meaning and applications of spreadsheets.

**MS-Excel** – creating a workbook, saving a workbook, editing a workbook, creating a series, use of basic formulae in Excel, use of functions in Excel, sorting data, creating simple charts. Meaning and applications of presentation.

**MS-PowerPoint** – creating simple presentation including slide transitions, bullets, etc.

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The Theory paper will be based on Units 1-4 only and the practical component will be based on Unit 5 only.

### Suggested Readings

- Absolute Beginner's Guide to Computer Basics by Michael Miller
- Fundamental of Computers by AkashSaxena, Kratika Gupta
- Fundamentals of Information Technology, Alexis and Mathew
- Computers Today, Donald H. Sanders.
- Basic Financial Accounting, J.R. Monga
- Computer Fundamentals, P.K. Sinha
- Double Entry Book-Keeping, T.S. Grewal and Grewal.

### **GUIDELINES FOR THE CONDUCT OF PRACTICAL EXAMINATION**

Computer Concepts, Software Packages and Computerized Accounting

Time: 60 Minutes

Practical 20

Maximum Marks: 25

Ques. No.	Description of Question	Marks	Time Allowed
1	Lab testing of various concepts MS word, PPT and Excel as mentioned in Unit V.	25	60 minutes

- Note
1. There will be no internal assessment in Practical component of this Paper.
  2. 10 minutes time may be given to the examinees for adjustment of computers before the practical.
  3. Hard Copy of evaluation sheet and question paper will be given to examinees  
And they will produce soft copy as answer sheet for evaluation.

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### Semester IV

### Paper 4.2 MSMEs Policy Framework

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

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

#### **Unit I**

**10**

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

#### **Unit II**

**15**

**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.

#### **Unit III**

**10**

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

#### **Unit IV**

**15**

**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.

#### **Unit V**

**15**

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

**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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### **Suggested Readings**

- 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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### Semester IV

#### Paper 4.3 Labour and Development in India

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:** The course is intended to equip the students with conceptual, legal, and empirical issues pertaining to labour in India. The focus of the course would be on the changing profile and position of labour in modern India. The role of the state, nation and International labour organisations will be emphasized.

**Unit-I** **10**

Patterns of development and changing forms of labour in india, Labour, employment and work – Meanings and changing forms .

**Unit-II** **15**

Pre and post-colonial pattern of development –industrialization, planned development-pre and post reforms, Regulation of labour. Workers in unorganized sector-agricultural, Rural, Migrant, Bonded, Child and Women etc. Workers in Organized sectors- Industrial - Blue and White collar workers. Workers in Tertiary sector.

**Unit-III** **10**

Labour protest and Trade Union Movement: Evolution of Trade Union Movement, Trade Union Movement in India. Labour protest and Industrial action

**Unit-IV** **15**

State and Labour: Labour administration- union Govt. and State Govt., Mechanism of wage settlement, National commission on labour

**Unit-V** **15**

International labour Organisation in India: Role and structure of ILO, India and ILO

#### **Suggested Readings:**

- Report of second National commission on Labour (2002)
- SukomalSen, Working Class movement in India
- Empowering Rural labour in India (ed), 1998, New delhi, R. RadhaKrishna and A.N Sharma
- Rehabilitation of Child labour in India V.V Giri National Labour Institute, NOIDA.



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#### Semester IV

#### Paper 4.4 Business Communications

**Duration: 3 hours**

**Marks: 100**

**lectures: 50**

**Objectives:** 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.

#### **Unit I**

**10**

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

#### **Unit II**

**10**

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.

#### **Unit III**

**10**

Report Writing Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

#### **Unit IV**

**10**

Vocabulary Words often confused, Words often mis-spelt, Common errors in English.

#### **Unit V**

**10**

Oral Presentation Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

#### **Suggested Readings**

- Lesikar, R.V. & Flatley, M.E.; *Basic Business Communication Skills for Empowering the Internet Generation*, Tata McGraw Hill Publishing Company Ltd. New Delhi.
- Sinha, K.K., *Business Communication*, Galgotia and Sons, New Delhi.
- Bovee, and Thill, *Business Communication Today*, Pearson Education
- Shirley Taylor, *Communication for Business*, Pearson Education
- Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH

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Note: Latest edition of text books may be used.

### **B.A. (Vocational Studies) Small and Medium Enterprises**

#### **Semester V**

#### **Paper 5.1 Financial Management in MSMEs**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

#### **Objectives:**

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

#### **Unit I**

**10**

Meaning, objectives and significance of Financial Management, Project Appraisal Technique- Payback Period, NPV, IRR, PI,

#### **Unit II**

**15**

Cost of capital and capital structure. Sources of Finance, Working Capital Management : Concept, Importance, Cash Management, Inventory Management, Management of Accounts Receivables. Budgeting Control : Meaning, Importance, Limitation, Types of Budgets, Fixed vs Flexible Budget

#### **Unit III**

**15**

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,

#### **Unit IV**

**15**

**Profitability Analysis:** Factors Affecting Profits, Profit Planning: characteristics, advantages and limitation, Break Even Analysis, Profitability Ratios, Cash Flow Statement.

#### **Unit V**

**10**

Concept of Risk, Types of Risk, Risk mitigation Strategies

#### **Suggested Readings:**

- 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

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- Khatri, P.V. & Verma S. Management Accounting 2011, Global Vision Publishing House

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### **Semester V**

#### **Paper 5.2 Internship Project/ Project**

**Marks: 100**

**lectures: 20**

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

**Note:**

Each student of Vocational Courses shall undergo Practical Internship of four weeks during the vacations after fourth semester in an approved Business/Industrial/Govt./Service organization. The objective of this training is to make the student acquainted with the industrial / business working environment. After completion of the training they will have to submit a training report. The internship/project reports will carry 100 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 he/she undertook the training. This report will also be considered while evaluating the training report by examiners.

Alternatively, if it is not possible to do industrial internship the students will prepare a project report on a topic assigned to him/ her by the college. The project report will be evaluated as above.

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**Semester V**

**Paper 5.3 Financial Accounting**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:**

To make the student familiar with generally accepted accounting principles of financial accounting and their applications in business organizations excluding corporate entities.

**Unit- I**

**15**

Financial Accounting: Nature and scope, Limitations of Financial Accounting. Basic Concepts and Conventions, Accounting Standards: Meaning, Significance, Generally Accepted Accounting Principles (GAAP). Accounting Process: From recording of transactions to preparation of final accounts. Rectification of errors and Bank Reconciliation statement.

**Unit- II**

**15**

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

(ii) Joint Ventures: Accounting procedures: Joint Bank Account, Records Maintained by co-venturer of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).

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

**Unit- III**

**10**

Depreciation Accounting: Meaning of depreciation, causes, objects of providing depreciation, factors affecting depreciation, accounting treatment including provision for depreciation accounting. Methods of depreciation: straight line method and diminishing balance method. Accounting for Hire Purchase Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire Purchaser for large value items including Default and repossession.

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### **Unit- IV**

**10**

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

### **Unit- V**

**15**

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

### **List of Reading**

1. J.R. Monga, Basic Financial Accounting, Mayur Paper backs, Darya Gang, New Delhi
2. S.N. Maheshwari, Financial Accounting, Vikas Publication, New Delhi
3. P.C. Tulsian, Financial Accounting, Tata McGraw Hill, New Delhi
4. Ashok Sehgal and Deepak Sehgal, Fundamentals of Financial Accounting, Taxmann, New Delhi
5. R. NarayanaSwamy, "Financial Accounting" PHI Pvt., New Delhi
6. S.P. Jain and K.L. Narang, Advanced Accounting, Kalyani Publishers New Delhi
7. Ashok Sehgal and Deepak Sehgal, Fundamentals of Financial Accounting, Taxmann, New Delhi
8. Naseem Ahmed, Nawab Ali Khan, M.L. Gupta, Financial Accounting, Ane Books Pvt. Ltd. New Delhi

**Note: Latest edition of text book may be used.**

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#### **Semester V**

##### **Paper 5. 3 Corporate Laws**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

#### **Objectives**

The objective of the course is to impart basic knowledge of the provisions of the Companies Laws and the Depository Laws along with relevant case law.

#### **Unit I**

**15**

Introduction: Characteristics of a company, concept of lifting of corporate veil, Types of companies, association not for profit, illegal association, Formation of company – Promoters, their legal position, pre-incorporation contract and provisional contracts. Documents – Memorandum of Association, Articles of Association, Doctrine of Constructive Notice and Indoor Management, Prospectus and Book Building process.

#### **Unit II**

**15**

Share Capital – issue, allotment and forfeiture of share, demat of share, transmission of shares, buyback, share certificate and share warrant, Members and shareholder – their rights and duties. shareholders meetings, kinds, convening and conduct of meetings, AGM, EGM, Class meetings.

#### **Unit III**

**10**

Management – Directors, classification of directors, dis-qualifications, appointment, legal position, powers and duties, disclosures of interest, removal of directors, board meetings, Key managerial personnel and remuneration, Dividend Provisions and issue of bonus shares. Investigations. Audit and accounts

#### **Unit IV**

**15**

Winding up – concept and modes of winding up, **Emerging issues in company law:** One Person Company (OPC), Small Company, Postal Ballot, Small Shareholders on Board, Director Identity Number (DIN), Corporate Identity Number (CIN), MCA-21, Online Filing of Documents, Online Registration of Company, National Company Law Tribunal (NCLT), Limited Liability Partnership (LLP), Insider Trading, Rating Agencies, Producer Company – concept and formation.

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Unit V :

10

**Depositories Act 1996:** Definitions, Rights and Obligations of Depositories, Participants Issuers and Beneficial Owners, Inquiry and Inspections, Penalty.

### Suggested Readings:

- Kuchhal MC "Company law " Mahavir Publications
- Dagar Inderjeet and AgnihotriAnurag "Corporate laws" Galgotia publishing company, New Delhi
- Sharma J. P, "*An Easy Approach to Corporate Laws*", Ane Books Pvt Ltd, New Delhi.
- Singh Avtar "Company Law" Allahabad Law House
- Bharat Law House, New Delhi, "*Manual of Companies Act, Corporate Laws and SEBI Guidelines*".
- Kannal, S., & V.S. Sowrirajan, "*Company Law Procedure*", Taxman"s Allied Services (P) Ltd., New Delhi (Latest Edn)
- Charlesworth& Morse, "*Company Law*", Sweet & Maxwell", London, U.K.
- Gowar, LCB, "*Principles of Modern Company Law*", Stevens & Sons, London.

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#### **Semester V**

#### **Paper 5.4 Contemporary Environment in MSMEs**

**Duration: 3 hours**

**Marks: 100**

**lectures: 50**

**Objectives:** To familiarize them with the understanding of contemporary environment of MSMEs.

#### **Unit I**

**10**

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 II**

**10**

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

#### **Unit III**

**10**

Rural Entrepreneurship: Concept, Need, Problems, Methods of Developing Rural Entrepreneurship.

#### **Unit IV**

**10**

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

#### **Unit V**

**10**

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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### **Suggested Readings**

- Hisrich, Robert D., Michael P Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin, London
- Shukla, MB, (2013), Entrepreneurship and Small Business Management, KitabMahal, 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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**Semester VI**

**Paper 6.1 Marketing Management in MSMEs**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

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

**Unit I**

**15** **Small Business Marketing:** Concept of Marketing, Scope of Marketing, Assessment of Demand, Market Segmentation, Marketing Mix, Product Mix, Processing of Products and Processing Strategies

**Unit II**

**15** **Channels** of Distribution, Role of Middlemen, Distribution Strategies, Franchising – Concepts and Benefits.

**Unit III**

**10** **Sales** Promotion, Advertising and Publicity, Packaging Strategies, Branding Strategies, Managing Brand Systems.

**Unit IV**

**10** **Product Life Cycle** – Introduction Stage Strategies, Growth Stage Strategies, Maturity Stage Strategies, Decline Stage Strategies

**Unit V**

**15** **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)

**Suggested Readings:**

- 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, VaibhavLaxmiPrakashan
- 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

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**Semester VI**

**Paper 6.2 Globalization**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:** 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 Globalisation

**Unit I**

**15**

Meaning and contents of globalization- First and second phases of modern economic globalization.  
Benefits of globalization, expansion of markets, freer movement of goods, services and factors (labour and capital).

**Unit II**

**10**

Role of globalisation in reducing inequality and poverty.  
Distribution of benefits of globalisation shared by developed and developing countries

**Unit III**

**10**

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

**Unit IV**

**15**

Critique of globalisation – To what extent globalisation implies a rise of neo-liberalism.  
To understand the decline in the authority of the Nation-state and reduction of policy space. Major brunt borne by social spending and decline of safety nets.

**Unit V**

**15**

Global governance - IMF, World Bank and the WTO. Role of the WTO in governing the world trading systems.  
The way forward - stress on local/regional/national (context-specific) than global economy`

**Suggested Readings**

- Deepak Nayyar, Globalisation
- Joseph Stiglitz, Globalisation and its discontents

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**Semester VI**

**Paper 6.2 Human Resource Management in MSMEs**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

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

**Unit I** **15**

**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 II** **10**

**Management of Industrial Relation:** Causes of Industrial Dispute, Methods of Resolution of Disputes, Procedure and Role of Arbitration and Conciliation, Strikes, lockout

**Unit III** **15**

**Relevant Regulations for MSMEs:** Factories Act 1948, Industrial Employment ( Standing Orders) Act 1946, Minimum Wages Act 1936, Employment Provident Fund and Miscellaneous Provisions Act 1952,

**Unit IV** **15**

**Relevant Regulations for MSMEs:** Trade Union Act 1926, Bonus Act, Industrial dispute Act 1947

**Unit V** **10**

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

**Suggested Readings**

- 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.

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**Semester VI**

**Paper 6. 3 Business Law**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:** The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

**Unit I: The Indian Contract Act, 1872** **20**

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

**Unit II: The Indian Contract Act, 1872: Specific Contracts** **10**

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

**Unit III: The Sale of Goods Act, 1930** **10**

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.

**Unit IV: Partnership Law** **15**

**The Partnership Act, 1932:** Nature and Characteristics of Partnership, Registration of Firms, Types of Partners, Rights and Duties of Partners, Implied Authority of a Partner, Incoming and outgoing Partners, Mode of Dissolution of Partnership

**The Limited Liability Partnership Act, 2008:** Salient Features of LLP, Difference between LLP and Partnership, LLP and Company, LLP Agreement, Partners and Designated Partners, Incorporation Document, Incorporation by Registration, Partners and their Relations, winding up

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### **Unit V: The Negotiable Instruments Act, 1881**

**10**

Meaning and Characteristics of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque, Holder and Holder in due Course, Privileges of Holder in Due Course, Negotiation: Types of Endorsements, Crossing of Cheque, Bouncing of Cheques

#### **Suggested Readings**

1. Kuchhal, M.C. and VivekKuchhal, *Business Law*, Vikas Publishing House, New Delhi.
2. DagarInderjeet&AgnihotriAnurag "Business Law" Galgotia Publishing Company, New Delhi
3. Singh, Avtar, *Business Law*, Eastern Book Company, Lucknow.
4. Sharma JP, KannojiaSunayana, *An easy approach to business Law*, Ane books pvt.Ltd.
5. Maheshwari&Maheshwari, *Business Law*, National Publishing House, New Delhi.
6. GoyalBhushan Kumar and Jain Kinneri, *Business Laws*, International Book House

**Note: Latest edition of text books may be used.**

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**Semester VI**

**Paper 6. 3 Marketing Strategy And Relationship Marketing**

**Duration: 3 hours**

**Marks: 100**

**lectures: 65**

**Objectives:**To familiarize the students with the marketing strategy and relationship marketing in SME.

**Unit I**

**15**

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. Segmentation, Targeting and positioning principles - The process of market definition - Determining alternative market or segment attractiveness - Making market and segment choices - Alternative targeting strategies - Principles of competitive positioning - Communicating the competitive position.

**Unit II**

**15**

Product & Industry Life Cycle - Marketing strategy formulation across PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature, declining, fragmented markets for products (goods and services). 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

**Unit III**

**10**

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.

**Unit IV**

**15**

Paradigm shift in marketing: The evolution of marketing theory - 4Ps to 7Ps, 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 V**

**10**

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

### **Suggested Readings**

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.



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**Semester VI**

**Paper 6.4 E - Commerce**

**Duration: 3 hours**

**Marks: 100**

**lectures: 50**

**Objectives:** 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

**Unit I: 10**

**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.

**Unit II 10**

**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)

**Unit III 15**

**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, cybervandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients), IT Act 2000 (meaning and provisions)

**Unit IV 10**

**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.

**Unit V 5**

**Online business transactions:** meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance,

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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)

### **Suggested readings**

- 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