



Course Outline for Entrance Exam

Ph.D. in Entrepreneurship

Unit – 1 Introduction

Meaning and Importance, Evolution of term 'Entrepreneurship'; Factors influencing entrepreneurship'; Psychological factors; Social factors; Economic factor; Environmental factors; Characteristics of an entrepreneur, Developing Entrepreneurial Competencies; Entrepreneur and Intrapreneur; Types of entrepreneur: According to Type of Business, According to Use of Technology; According to Motivation; According to Growth; According to Stages; New generations of entrepreneurship viz. social entrepreneurship, Edupreneurship, Health entrepreneurship, Tourism entrepreneurship, Women entrepreneurship, Rural entrepreneurship etc. Family businesses and entrepreneurship; entrepreneurship education and research: need, obstacles, opportunities and developments; Business Plan and Feasibility Analysis: Concept and Process of Technical, Market, and Financial Analysis. Business modelling: concept, types and functions; Project Report: Introduction; Idea Selection; Selection of the Product / Service; Aspects of a Project; Phases of a Project; Project Report; Contents of a Project Report; Barriers to entrepreneurship.

Unit – 2: Agencies, Rules And Legislation

Role of various agencies in Development of small and medium business; DIC – District Industrial Center, SISI – Small Industries Services Institute, Khadi and Village industries commission (KVIC); NIESBUD – National Institute of Entrepreneurship and Small Business Development, NEDB. Industrial Park (Meaning, features, & examples); Special Economic Zone (Meaning, features & implications for entrepreneurship with examples); MSME Act Small Scale Industries; Role of Government in Promoting SSI Sickness in Small Industries – Reasons and Rehabilitation; Carry on Business (COB) licence; Environmental Clearance; National Small Industries Corporation (NSIC); Government Stores Purchase scheme (e-tender process); Excise exemptions and concession; Exemption from income tax; ; Quality Standards with special reference to ISO; Financial assistance to MSME; Modernisation assistance to small scale unit; The Small Industries Development Bank of India(SIDBI); The State Small Industries Development Corporation(SSIDC); Export oriented units; Incentives and facilities to exports entrepreneurs, Export oriented zone, Export-Import Bank of India; Role of Government in Promoting SSI , Sickness in Small Industries – Reasons and Rehabilitation; Other agencies for industrial assistance, State Industrial Development Corporation (SIDC), State Financial Corporation (SFCs); Directorate General of Supplies and Disposals(DGS & D), Registration with DGS & D, Registration Categories, Registration Procedure, Benefits of DGS & D, Information facilities centre in DGS & D; Industrial Estate: Financing of Industrial Estates; Legislations Applicability; Industries Development (Regulations) Act, 1951; Factories Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947.

Unit - 3 Management of Small and Medium enterprise

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.

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; Financing small industries; Need, Types of loan – Financial institutions – IDBI, IFCI, SIDC, SFC, Commercial banks; Cooperative Banks, Micro Finance.

Unit 4: Strategic Management

Strategic Management – Concept, Process, Decision & Types, 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 Haryana and backward areas.

Strategic Analysis – External Analysis, PEST, Porter’s Approach to industry analysis, Consumer behaviour, Internal Analysis – Resource Based Approach, Value Chain Analysis
Strategy Formulation – SWOT Analysis, Corporate Strategy – Growth, Stability, Retrenchment, Integration and Diversification, Business Portfolio Analysis - BCG, GE Business Model, Ansoff’s Product Market Growth Matrix; Strategy Implementation – Challenges of Change, Developing Programs McKinsey 7s Framework; Decision Making – Concept, Process, Techniques and Tools; Managerial Economics – Concept & Importance, Demand analysis – Utility Analysis, Indifference Curve, Elasticity & Forecasting, Market Structures – Market Classification & Price Determination, National Income – Concept, Types and Measurement, Inflation – Concept, Types and Measurement, Business Ethics & CSR, Ethical Issues & Dilemma; Corporate Governance, Value Based Organisation

Unit- 5 Creativity, design thinking and entrepreneurial motivation

Creativity and entrepreneurship, Steps in Creativity; Innovation and inventions: Innovations in Business - Types of Innovations, Using left brain skills to harvest right brain ideas, Legal Protection of innovation, Skills of an entrepreneur, Design thinking, Decision making and Problem Solving, Creating and Identifying Opportunities, Screening of Business Ideas. Entrepreneurial Motivation – Motivation, Maslow’s theory, Herzberg’s theory, McGregor’s Theory, McClelland’s Need – Achievement Theory, Risk taking behaviour, Culture & Society, Values and Ethics, Vision, Mission, Leadership styles

Unit 6: Researching for Entrepreneurial success

Marketing Research-Concept and procedure; Market ; Statistics for Entrepreneurship: Concept, Measures Of Central Tendency and dispersion, Probability Distribution – Binominal, Poison, Normal and Exponential, Data Collection & Questionnaire Design, Sampling – Concept, Process and Techniques, Hypothesis Testing – Procedure; T, Z, F, Chi-square tests, Correlation and Regression Analysis; Operation Research – Transportation, Queuing Decision Theory, PERT / CPM

Unit – 7: Functional Management

Functional Management: Management concept; Management and Administration; Levels of management, processes and principles of management; Evolution of management thought-scientific management, Fayol’s Administrative theory, Modern and contingency approach.

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

Planning Marketing Mix; Determinants of Consumer Behaviour; Product Life cycle and New product Development; Pricing – Determinants and methods; Role of marketing communication - Advertising, selecting and scheduling media; sales promotion, personal selling, direct marketing, public relations and publicity, Designing and Managing Channels of Distribution.

Human Resource Management- Nature and significance; Organisation Structure and Design – Types, Authority, Responsibility, Centralisation, Decentralisation and Span of Control; Job Analysis; Human Resource planning and Policies; Recruitment and Selection; training and Development-Methods. Team work and team building

Production management - Plant Location and Layout; Facility Location and Layout – Site Selection and Analysis, Layout – Design and Process, Production planning and control – steps and requirements, jobbing, batch, line, mass, continuous; Enterprise Resource Planning (ERP) and implementation, Scheduling; Loading, Sequencing and Monitoring, Quality Management and Statistical Quality Control, Quality Circles, Total Quality Management – KAIZEN, Benchmarking, Six Sigma; ISO 9000 Series Standards

Unit – 8 Accounting and Finance

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.

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.

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. Preparation of Cost Sheet, Marginal Costing, Cost Volume Profit Analysis Standard Costing & Variance Analysis

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. Sources and Finance Budgeting and Budgetary Control, Types and Process, Zero base Budgeting Leverages – Operating, Financial and Combined Leverages, EBIT–EPS Analysis, Financial Breakeven Point & Indifference Level.

Value & Returns – Time Preference for Money, Valuation of Bonds and Shares, Risk and Returns; Capital Budgeting – Nature of Investment, Evaluation, Comparison of Methods; Risk and Uncertainly Analysis; Dividend – Theories and Determination

Mergers and Acquisition – Corporate Restructuring, Value Creation, Merger Negotiations, Leveraged Buyouts, Takeover

Portfolio Management – CAPM, APT

Derivatives – Options, Option Payoffs, Option Pricing, Forward Contracts & Future Contracts Working Capital Management - Concept and Objectives; Factors affecting Working Capital requirements; Estimating Working Capital requirements; Management of Cash, Inventory and Receivables. International Financial Management, Foreign exchange market

Unit- 9 Project management:

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.

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.

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.

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.

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.