

SYLLABUS FOR THE BATCH FROM YEAR 2026 TO 2027

FOR

Certificate/Diploma in Start Up and Family Enterprise Management

(Credit Based Evaluation and Grading System)

Semester: I-II

EXAMINATIONS: 2026-2027

The Certificate/Diploma Programme Offered:

- **Certificate Course in Start Up and Family Enterprise Management (6 Months duration)**
- **Diploma in Start Up and Family Enterprise Management (6+6 = 12 Months duration)**



Program Outcomes:

- **Comprehensive Entrepreneurial Literacy:** Equips individuals with essential knowledge of business principles, market analysis, financial management, innovation, and strategic planning, enabling them to effectively launch, manage, and grow successful ventures in competitive environments.
- **Business Strategy Development:** Learners gain the ability to craft effective business strategies, enabling them to identify opportunities, create sustainable business models, and implement long-term growth plans in startup or family-run ventures.
- **Innovation & Problem-Solving:** Graduates enhance their creativity and critical thinking to solve complex business challenges, promoting innovative solutions that drive business development, operational efficiency, and market differentiation.
- **Career Building:** The program prepares the students for successful careers as business leaders, managers, or entrepreneurs. It equips them with the skills to launch and scale ventures, manage family business transitions, and drive innovation, positioning them for leadership roles in startups, SMEs, and family enterprises

Name of the Department: University Business School

In collaboration with

Directorate of Open & Distance Learning and Online Studies

GURU NANAK DEV UNIVERSITY
AMRITSAR

Certificate/Diploma in Start Up and Family Enterprise Management (Semester System) Offered by Department of University Business School in Collaboration with Directorate of Open & Distance Learning and Online Studies, Guru Nanak Dev University Amritsar

Eligibility

- +2 or equivalent examination
- Any student pursuing Bachelor Degree, Master Degree, M.Phil., Ph.D. from GNDU campus constituted or affiliated college.

SEMESTER-I

Paper Code	Subject	Marks			Credits
		Internal Assessment	End Term	Total	
ODSEM101T	Fundamentals of Family Business Management	30	70	100	4
ODSEM102T	Business Environment	30	70	100	4
ODSEM103T	Business Finance for Start Ups and Growth	30	70	100	4
ODSEM104T	Family Business Models	30	70	100	4
Total Marks & Credits		120	280	400	16

SEMESTER-II

Paper Code	Subject	Marks			Credits
		Internal Assessment	End Term	Total	
ODSEM201T	New Enterprise Management	30	70	100	4
ODSEM202T	Business Law and Taxation	30	70	100	4
ODSEM203T	Strategic Management	30	70	100	4
ODSEM204T	Entrepreneurial Leadership	30	70	100	4
Total Marks & Credits		120	280	400	16

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Subject Name: Fundamentals of Family Business Management

Subject Code: ODSEM101T

(Semester – I)

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction to Family Business: Definition, Types of family businesses, Difference between family firms and non-family firms, Importance of family firms, Strengths and weaknesses of family businesses.

Family Business dynamics: The three circle model of family business system, Emotions in family business: Concept and Framework of emotions in family business.

Section – B

Theories of a family firm: Systems theory, Agency theory, Stewardship theory, Resource-based view, Socio-emotional wealth theory, Transactions cost theory.

Family business decision making: Types of family business decisions, Model of family business decision making.

Section – C

Succession in family business: Concept, Management succession planning, Ownership succession planning, Essentials of effective succession planning.

Conflicts in family business: Introduction, Types of family business conflicts, Conflict process, Sources of conflicts, Conflicts resolution techniques.

Section – D

Family governance in family business: Concept, Components of family business governance, Family governance mechanisms.

Success tips for family business owners: Trends in family business.

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Suggested Readings:

- Agarwal, R. (2023). Managing Family Business (1st ed.). Routledge India.
- Family Business Management By Dr. Mayanka Sharma and Prof. M. R. Mundada, Chairman, Shashwat Publications
- Family business management by Rodrigo Basco, Routledge
- Understanding the Family Business: Exploring the Differences Between Family and Nonfamily Businesses, Second Edition by Keanon J. Alderson

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Subject Name: Business Environment

Subject Code: ODSEM102T

(Semester – I)

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Business Environment: Meaning of Business, Nature of Modern Business, Environment of Business: Internal and External Environment.

Economic Reforms: Liberalisation, Privatisation, Globalisation and its Impact on Indian Economy

Section – B

Salient features of Economic Systems: Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy.

Meaning and Rationale of Economic Planning in India; Objectives & features of NITI Aayog

Section – C

Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

Social Responsibility of Business: Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR;

Section – D

Regulatory Policies of Government: Fiscal and Monetary Policy Changes in India

Introduction to Foreign Trade: Concept of Balance-of-Payments, Balance-of-Trade.

Suggested Readings:

- V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.

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- V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
- Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi.

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Subject Name: Business Finance for Start-ups and Growth

Subject Code: ODSEM103T

(Semester – I)

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section-A

Importance of Finance in Start-ups; Financial Challenges for Entrepreneurs; Role of Incubators and Accelerators; Key Financial Ratios and Performance Indicators

Section-B

Strategies for Self-funding; Bank Loans; Angel Investors; Crowd Funding; Venture Capital; Preparing an Investor Pitch; Negotiating with Investors; Managing Expenses Efficiently

Section-C

Creating a Start-up Budget; Financial Projections; Subscription-based and Freemium Models; Competitive Pricing Strategies; Break-even Analysis

Section-D

Types of Industrial Finance; Sources of Industrial Finance; Identifying Financial Risks; Business Taxes and Compliance; IPOs; Pradhan Mantri Mudra Yojana (PMMY)

Suggested Readings:

- Financial Management: Theory Concepts and Practices by R. P. Rustogi, Taxmann Publication.
- Financial Management: Theory and Practices by I.M. Pandey, Vikas Publishing House

**Certificate/Diploma in Start Up and Family Enterprise Management (Semester System) Offered by
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Subject Name: Family Business Models

Subject Code: ODSEM104T

(Semester – I)

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub- parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

History of Family Business Management: First perspective : issues facing family business, Second perspective : succession planning , Third perspective : drafting a family constitution , Fourth perspective : governance , Fifth perspective : family communication

Section – B

Family Business management formula : Structural management of family business, family complexity , business complexity , effects of complexity on the family business , structure.

Section – C

Family Business Models : Captain model , Emperor model, Family team model , Professional family model , Corporation model , Family Investment Group (FIG) model , comparative analysis of models , Mindset and Thoughts how thoughts influence deeds

Section – D

Family Business Management : Management in captain model ,Management in emperor model , Management in family team model ,Management in PFM model ,Management in corporation model , Management in family investment group model , mixed models , Family business management triangle

Suggested Readings:

- 1.Family Business Models: Practical Solutions for the Family Business ,Book by A. Gimeno, G. Baulenas, and Joan Coma-Cros , published in May 2010 (first edition)
- 2.Family Business Management by Rajiv G Agarwal , published in May 13 2022 (first edition)

**Certificate/Diploma in Start Up and Family Enterprise Management (Semester System) Offered by
Department of University Business School in Collaboration with Directorate of Open & Distance
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Subject Name: New Enterprise Management

Subject Code: ODSEM201T

(Semester – II)

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub- parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Entrepreneurship and enterprise: concept, characteristics of an entrepreneur, types of entrepreneurs, factors influencing entrepreneurship, role in economic development. **New generations of entrepreneurship:** social entrepreneurship, tourism entrepreneurship, women entrepreneurship, barriers to entrepreneurship

Section – B

Entrepreneurial motivation: meaning, motivational process, theories of entrepreneurial motivation. **Property rights & Businesses:** Patents, Copyrights, Trademark, Geographical indications, Industrial designs

Section – C

Financing of Enterprise: need for financial planning, sources of finance, venture capital, institutional finance for entrepreneurship. **Micro and small enterprises:** definitions, features, scope, problems and prospects of micro & small enterprises.

Section – D

Taxation benefits to small scale enterprises: Tax holiday, rehabilitation allowance, incentives and concessions for small scale enterprises, government policy for small scale enterprises. **Special Economic Zones:** Meaning, features, tax benefits & examples.

Suggested Readings:

- Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, Entrepreneurship, Tata McGraw Hill, sixth special Indian edition New Delhi.
- Khanka, S.S. (2023). Entrepreneurial Development. Sultan Chand Publishers, New Delhi.

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Subject Name: Business Law & Taxation

Subject Code: ODSEM202T

(Semester – II)

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub- parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Companies Act, 2013: Company and its Characteristics; Company vis-à-vis other Forms of Business. Kinds of Companies: Classification on the Basis of Incorporation; on the basis of Members - Private and public; on the basis of Liability; on the basis of control - Holding and Subsidiary Company; One-Person Company; Small Company and Dormant Company, On-line Registration of a Company.

Section – B

The Indian Contract Act, 1872: Meaning of Contract, Essentials of a valid contract, Kinds of contract, Offer and acceptance, Consideration, Contractual capacity, Free consent, Legality of objects, Modes of discharge, Breach and remedies against breach of contract. .

Section – C

The Negotiable Instruments Act 1881: Characteristics and Types of Negotiable Instruments, Negotiation: Types of Endorsements, Crossing of Cheque. **The Sale of Goods Act, 1930:** Contract of sale, difference between sale and agreement to sell, Conditions and warranties, Performance of contract of sale, Rights of an unpaid seller against the goods and the buyer.

Section – D

GST Act, 2017: Introduction, GST Eco-system, Registration Procedure, GST Council, Brief Introduction to IGST, CGST, SGST and UGST. Exemption from GST, Composition Scheme, Concept of Composite Supply, Mixed Supply, Interstate Supply, Intra-State Supply, Input Tax Credit, E-Way bill

Suggested Readings:

- Kucchal, M.C., “Business Law”, Vikas Publishing, House (P) Ltd, 7th edition, 2018.
- Datey V.S., “Taxmann’s GST Ready Reckoner” Taxman, Publications (P) Ltd, 11th edition, 2019.
- S.N. Maheshwari and S.K Maheshwari, “Company Law”, Himalaya Publishing House, 2018.
- <https://pblabour.gov.in>

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Subject Name: Strategic Management

Subject Code: ODSEM203T

(Semester – II)

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Understanding Strategic Management: Definition, Benefits, Risks, Levels of Strategy, Strategic Management Process.

Defining Strategic Intent: Vision, Mission, Goals and Objectives. Formulating a Mission Statement.

Section – B

External Environment: Remote Environment, Industry Environment: Porter's Five Forces Model; Operating Environment.

Internal Environment Analysis: SWOT Analysis; Resource Based View of an Organization: VRIO Framework.

Section – C

Generic Strategies: Cost Leadership, Differentiation and Focused Strategies.

Grand Strategies: Concentrated Growth, Market Development, Product Development, Horizontal Acquisition, Vertical Acquisition, Concentric Diversification, Conglomerate Diversification.

Section – D

Innovation: Types and risks.

Social Responsibilities of Business: Stakeholder Approach, Types of Social Responsibility

Suggested Readings:

- Pearce III, John A, Robinson, Jr., Richard B and Mittal, A "Strategic Management: Planning for Domestic and Global Competition. Tata McGraw Hill (14th edition).

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- Wheelen, Thomas L., Hungerford J. and Rangarajan Krish, “Concepts in Strategic Management and Business Policy”, Pearson Education, India.
- David, R Fred, “Strategic Management-Concepts and Cases”, Pearson Education, India. Hill, Charles W L and Jones Gareth R, “ An Integrated Approach to Strategic Management” Cengage Learning
- Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and
- Executing Strategy. The Quest for Competitive Advantage.-Concepts and Cases”, TMH, New Delhi.
- Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India

**Certificate/Diploma in Start Up and Family Enterprise Management (Semester System) Offered by
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Subject Name: Entrepreneurial Leadership

Subject Code: ODSEM204T

(Semester – II)

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

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2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section-A

Classification and Types of Entrepreneurs; Importance of Entrepreneurial Leadership; Key Traits of Entrepreneurial Leaders; Emotional Intelligence and Self-Awareness; Entrepreneurs vs Managers

Section-B

Identifying and Testing Business Ideas; Budgeting; Fundraising for Startup; Challenges and Opportunities Associated with Scaling a Startup; Building a Sustainable Competitive Advantage

Section-C

Identifying and Recruiting the Right Team; Negotiation Skills for Entrepreneurs; Decision-Making Under Uncertainty; Motivating Teams and Employees; Handling Disagreements and Conflicts; Successful Entrepreneurs of India

Section-D

Crisis Management; Reinventing a Business; The Role of Technology in Entrepreneurial Leadership; Emerging Trends in Entrepreneurship; Ethics and Social Responsibility in Leadership

Suggested Readings:

- Small scale industries and entrepreneurship by Vasant Desai, Himalaya publishing house Pvt. Ltd
- Entrepreneurship theory and practice by Raj Shankar, Mcgraw Hill education