



Programme of Study
Master of Business Administration
(Dual Specialisation)
(Functional Specialisation and Entrepreneurship &
Family Business Management)
MBA (Dual Specialization)

Admission session 2019

Semester I Exam (December, 2019)

Semester II Exam (May, 2020)

Semester III Exam (December, 2020)

Semester IV Exam (May, 2021)

Maharshi Dayanand Saraswati University
Ajmer 305009 Rajasthan

Master of Business Administration (Dual Specialization)

Ordinance for MBA (DS) Programme

Master of Business Administration (Dual Specialization) in Entrepreneurship and Family Business Management and Functional Area is a unique innovative professional program conceived, designed by and to be offered at Center for Entrepreneurship and Small Business Management at Maharshi Dayanand Saraswati University Campus Ajmer.

The programme of study aims at preparing graduates for taking up self employment preferably and / or carrying forward their family businesses and to take up the managerial responsibilities in the corporate sector. The objectives of this programme of study are threefold-

- i. Enable young entrepreneurs/ managers develop a business sense
- ii. Learn principles and practice of management.
- iii. Equip and enable learners to start a new business venture/ manage family businesses / to work for corporate houses.

Accordingly, the programme has a large component of working in real world situations under the careful guidance of mentors.

1. Eligibility

- a. Candidates seeking admission to the MBA (Dual Specialization) programme shall be required to possess a bachelors degree in any discipline with 50% marks in aggregate of this University or equivalent thereto (45% for SC/ST/OBC). Admission to the programme shall be through an admission process of 200 points.
- b. **Admission Process:** A weight of 100 points shall be for the performance in a centralised All Indian Admission Test (as per directions of UGC) to be specified by Center from time to time. 50 points are for Personal Interview and/or Group Discussion. Another 50 points will be for marks in graduation. Merit for admission to the programme shall be determined by the Center. If the number of applicants is less admission may be offered on the merit based on marks obtained in qualifying exams.

2. Programme

Master of Business Administration (Dual Specialization) is a professional program to be offered at Center for Entrepreneurship and Small Business and is a 2-year MBA programme. Each year consists of two semesters. There shall be four semesters of taught programmes. Total credits for the programmes are equivalent to 31 papers. Each paper will be of 30-40 hours instruction and equal hours of self study. There shall be an examination at the end of each semester as determined by the university.

3. Scheme of examination, evaluation and progression:

- i. Every prescribed paper shall carry a total of 100 marks. There shall be 50 marks for term end examination and 50 marks for internal examinations until and unless indicated otherwise.

- ii. **A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass.**
- iii. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-11 hours of teaching. Feedback test may be a written exam, quiz, presentation and class participation, exercise, essay, personal interview, simulation etc. Each feedback test shall be of 25 marks. Two best scores shall be added to obtain the total of internal scores.
- iv. There shall be a semester-end external examination of 50 marks. A student shall generally be required to answer any five questions out of the seven questions asked. An examiner may choose to give a case study worth 20 marks analysed. In that case the student shall answer any three questions out of five questions asked in addition to the case study.
- v. Courses E5, 308, 402 and 407 shall be evaluated as per scheme given in syllabus.

4. Examination:

- a. **Examination Result:** To pass a semester a student has to score 40% marks in each course and also 50% marks in aggregate.
- b. **Division:** Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the Four (04) semester examinations as follows:
 - a. First Division 60% and above
 - b. Second Division 50% and above & below 60%
- c. **Due Papers:** To pass each semester a student will be Allowed To Keep Term (ATKT) in three (03) papers in one (01) semester and maximum six (06) papers during one year (two semesters). Candidate should obtain 50% marks in aggregate of the remaining papers (other than ATKT). A student can hold at most 40% ATKTs at any point of time. A student has to clear all the papers of Semester I to be eligible for appearing in IV semester / II year. Wherever a student appears at an ATKT examination she/he will do so according to the syllabus at that time and fulfill the requirements of the course **in force at that time.**

5. Attendance: As per prevalent university rules

6. There will be reservation for SC/ST/ OBC candidates as per rules of Maharshi Dayanand Saraswati University, Ajmer.

7. There shall be upto 10 super ordinate seats for business families' candidates. There shall be a 5% point relaxation in minimum admission eligibility for business families' candidates (45% for General candidates and 40% for SC/ST/OBC candidates).

8. There will be one super numeral seat for ward of Maharshi Dayanand Saraswati University employees/ teachers. The admission would be based on merit in specified admission test and interview and GD.

9. Course Structure

Structure of MBA (DS) programme				
Semester 1		Internal	External	Total
101	Management Concepts	50	50	100
102	Managerial Economics	50	50	100
103	Individual and Organisational Behaviour	50	50	100
104	Financial Statement Analysis	50	50	100
105	Statistics for Management	50	50	100
106	Business Law for Management	50	50	100
107	Quantitative Techniques for Management	50	50	100
108	Computers for Management	50	50	100
Total				800
Semester 2				
201	Business Communication	50	50	100
202	Marketing Management	50	50	100
203	Financial Management	50	50	100
204	Human Resources Management	50	50	100
205	Production and Operations Management	50	50	100
206	Research Methods	50	50	100
207	Business Environment	50	50	100
208	Information System for Management	50	50	100
Total				800
Semester 3				
301	Entrepreneurship and Entrepreneurial Development	50	50	100
302	Small Business Management	50	50	100
303	Small Business Environment	50	50	100
304	Electives of Entrepreneurship and Family Business Management (Any four)	50	50	100
305		50	50	100
306		50	50	100
307		50	50	100
308	Summer Training Project	50	50	100
Total				800
Semester 4		Internal		
401	Business Policy and Strategic Management	50	50	100
402	Project Study	100		200
403	Electives of Functional Management (Any four of any one functional area)	50	50	100
404		50	50	100
405		50	50	100
406		50	50	100
407	Viva	100		100
Total				800
GRAND TOTAL				3200

**Master of Business Administration - Dual Specialization (MBA-DS) Examination
(Semester Examination Scheme)**

Regulation 22C

- i. There shall be 31 Papers (08 papers in Semester I and 08 papers in Semester II of Part I, 08 papers in Semester III and 07 papers in Semester IV of Part II). Every prescribed course shall carry a total of 100 marks except Project Study (402) Paper of Semester IV of Part II. There shall be 50 marks for term end examination and 50 marks for internal examination until and unless indicated otherwise.
- ii. **A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass.**
- iii. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-11 hours of teaching. Feedback test may be a written exam, quiz, presentation and class participation, exercise, essay, personal interview, simulation etc. Each feedback test shall be of 25 marks. Two best scores shall be added to obtain the total of internal scores.
- iv. There shall be a semester-end external examination of 50 marks. A student shall generally be required to answer any five questions out of the seven questions asked. An examiner may choose to give a case study worth 20 marks analysed. In that case the student shall answer any three questions out of five questions asked in addition to the case study.
- v. Courses E5, 308, 402 and 407 shall be evaluated as per scheme given in syllabus.
- vi. The medium of instruction will exclusively be in English and student has to answer all the question papers in the prescribed course in English only in both internal and external examinations.
- vii. At the end of second semester, student is expected to learn on the job by way of association with a business organization. The student will undergo a part-time on the job training under the close supervision of a supervisor in the business organization. This training should help him develop a perspective of wholesome management of business activities. This would enable him to appreciate the importance of different business activities and see how different business activities are interrelated. He will have to submit a report on the organization he has undergone training and make a presentation before a panel of faculty members. There are 25 marks for report, 25 marks for presentation and 50 marks for viva-voce.
- viii. In third semester, student is expected to opt from five papers of Entrepreneurship and Family Business Management. Those who have opt for Business Plan Development (E4) will have to submit a Business Plan based on survey and research. The student has to make a presentation, which will be evaluated by experts including invitee from financial institution and an internal examiner. There are 100 marks for the Business Plan (50 marks for report and 50 marks for the evaluation of the presentation).
- ix. The number of courses and the maximum marks for each course (internal and external separately) shall be shown in the syllabus for the subject concerned. In order to pass a semester a student shall have to score 40 % marks in each course in both external and internal examinations and also 50% marks in aggregate in remaining papers except ATKT (Allowed To Keep Terms) papers.
- x. To pass each semester a student will be Allowed To Keep Term (ATKT) in three (03) papers in one (01) semester and maximum six (06) papers during one year (two

semesters). Candidate should obtain 50% marks in aggregate of the remaining papers (other than ATKT). A student can hold at most 40% ATKTs at any point of time. A student has to clear all the papers of Semester I to be eligible for appearing in IV semester / II year. Wherever a student appears at an ATKT examination she/he will do so according to the syllabus at that time and fulfill the requirements of the course **in force at that time** and fulfills the requirements of the course enforced at that time.

- xi. A student shall be required to successfully complete the programme within a continuous span of six year from the date of admission. During this period if there is any ATKT in any course/s, the same has to pass with a maximum of next three chances within a span of six year from the date of admission.
- xii. A student shall be eligible for the award of MBA (DS) degree only if he/ she fulfills the following conditions:
 - (a) Passes all the four semesters/ Two years as laid down in the syllabus as well as all the viva-voce examination and also secures minimum prescribed pass marks in the Summer Training Project.
 - (b) Fulfills all other requirements prescribed by the competent authority from time to time for satisfactory completion of each course of study in each of the three year.
 - (c) Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the four semesters/ two year examinations as follows:

Passed with I Division

Aggregate marks taken together of the Part I and Part II of MBA (DS) examinations should be 60% and above.

Passed with II Division

Aggregate marks taken together of the Part I and Part II of MBA (DS) examinations should be more than 50% and less than 60%.

SEMESTER I

101 Management Concepts

Unit 1 Nature, meaning and significance of management; Managerial processes, functions, skills, and roles in organisation.

Unit 2 Overview of functions of planning, organising, staffing, directing and controlling.

Unit 3 Concept of Managerial Ethics, Social responsibility, and Value based Management.

Suggested Readings **Koontz "O" Donnell**. Management, 8th Ed. International Student and Weihrich Edition, Kogakusha, Tokyo

Stoner, Management, Prentice Hall of India, New Delhi, 1992

L M Prasad, Principles and Practices of Management, Sultan Chand & Sons, New Delhi

J S Chandan, Management Theory and Practice, Vikas Publishing House Pvt Ltd, New Delhi

102 Managerial Economics

Unit 1 Introduction to managerial economics, Fundamentals of Demand and Supply analysis, Consumer Demand Theory (Cardinal & Ordinal measures), Concept, determinants and importance of elasticity

Unit 2 Theory of production, laws of production, Stages of production, Concepts of cost and revenue.

Unit 3 Pricing Decision: Pricing and output decision under perfect and imperfect competition, oligopoly and monopoly

Suggested Readings **Ahuja H. L.** Micro Economics, Himalaya Publishing House, New Delhi

Mehta P. L., Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, New Delhi.

Siddiqui S A and Siddiqui A S, Managerial Economics and Financial Management, New Age International Publishers, New Delhi

103 Individual and Organisational Behaviour

Unit 1 Introduction to Organisation Behaviour: nature, scope and approaches of OB. Understanding and managing individual behaviour – Personality, Perception, Values, attitudes, Learning, Work motivation, Individual decision making and problem solving.

Unit 2 Understanding and managing group processes – interpersonal and group dynamics, application of emotional intelligence in organizations, communication, group decision making, Transactional analysis

Unit 3 Leadership and influence process, understanding and managing organizational system- organizational design and structure, change and development, work stress & stress management, conflict management

Suggested Readings **Luthans, F** (2002). **Organisational Behaviour**. Prentice Hall of India, New Delhi.

Robbins, S. (2003). **Organisational Behaviour**. Pearson Education, New Delhi.

Khanka S S, Organizational Behaviour, S Chand and Company, New Delhi

104 Financial Statement Analysis

- Unit 1** Introduction to accounting, concepts & conventions of accounting, Basic terminology, Various accounting standards and IFRS, Contents of annual reports, Recording of Business Transactions: Brief outline of Journalizing, Posting & Trial Balance.
- Unit 2** Trading, Profit & Loss Accounting, Balance Sheet, Adjustment Entries, Tools and techniques of financial statement analysis, Ratio Analysis, reporting to management, window dressing.
- Unit 3** Marginal costing, CVP & BEP analysis, Types of Decision , make or buy, addition/ discontinuation of a product line, sell or process further, operate or shut down, exploring new markets, product mix, maintaining a desired level of profit; Standard Costing & Variance Analysis.

Suggested Readings **Maheshwari, S.N.**, Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
Bhattacharya, S.K. and Dearden, J. (1996). **Accounting for Management: Texts and Cases.** *Vikas Publishing*, New Delhi.

105 Statistics for Management

- Unit 1** Statistics; Characteristics, functions, limitations and scope; statistics in business management; Data collection and presentation, frequency distribution and analysis, measure of central tendency and dispersion, correlation and regression.
- Unit 2** Basic concepts of probability and probability distribution- binomial, poisson and normal; Probability and non probability sampling, sampling distribution of means and proportions, estimation.
- Unit 3** Hypothesis testing of means and proportions for large and small samples, X^2 test & ANOVA.

Suggested Readings **Sharma J K**, Business Statistics, Pearson Education
S.P. Gupta. Statistics, Sultan Chand & Sons
Levin and Rubin. Statistics for management, Prentice Hall of India Ltd., New Delhi

106 Business Law for Management

- Unit 1** Main provisions of Contract Act 1872, Sale of Goods Act 1930, Negotiable Instruments Act 1881, Indian Partnership Act 1932,
- Unit 2** Main provisions of Companies Act 2013, Competition Act, Child Rights Act
- Unit 3** Main Provision of: Consumer Protection Act (CPA) 1986,
The Information Technology Act, 2000, Cyber Law

Suggested Readings **K R Bulchandani**, Business law for Management, Himalaya Publishing House
Porwal, L. M. and Kumar Sanjeev, Legal Regulatory Framework, Vrinda Publications (P) Ltd.
Sheth, Tejpal, Business Law, Pearson Education, New Delhi

107 Quantitative Techniques for Management

Unit 1 Linear programming- Graphical and simplex method, sensitivity analysis; assignment and transportation problems.

Unit 2 Decision theory; game theory; replacement analysis; elementary queuing theory; simulation.

Unit 3 Networking techniques- PERT & CPM, crashing; Simulation and Markov Analysis, Learning Curve.

Suggested Readings **Kapoor, V.K.** (1999). **Operations Research.** *Sultan Chand and Sons*, New Delhi.
Sharma, J.K. (2001). **Fundamentals of Operations Research.** *Macmillan India Ltd.*, New Delhi.

108 Computer for Management

Unit 1 Computer System Concept: Introduction, characteristics, basic organization, Computer Memory (primary, secondary, cache and others), Input devices, output devices, Computer languages- Introduction and need, Difference between High level and low level language. Computer software: system software vs application software, application software (features, various applications across organisation)

Unit 2 Operating systems- definition, types, functions. MS-Office: Word, Excel, Access and PowerPoint,

Unit 3 E commerce: Introduction, advantages, features of E-Commerce, The Anatomy of E-commerce, Business model (B2B, B2C, C2C, C2B, B2G , G2B, G2C), Payment System- Credit card payment system, Debit card, smart card, E-money, Electronic fund transfer. Electronic data Interchange (EDI), M Commerce- Introduction, need and difference between E commerce and M Commerce. Basics of internet, Database Management System- Traditional file management system vs DBMS, DBMS components, types, Introduction to Data warehousing (DWH), difference between DBMS and DWH

Suggested Readings **Sanjay Saxena**, A First Course in Computers, Vikas Publishing House Pvt Ltd., New Delhi
PK Sinha- Computer Fundamentals, BPB Publications, New Delhi
Sanjay Saxena, MS Office 2000 for Everyone, Vikas Publishing House Pvt Ltd., New Delhi
Leon Alexis and Leon Mathews, Introduction to Computers, UBS Publishers Limited, Chennai

SEMESTER II

201 Business Communication

Unit 1 Business Communication: Nature, scope, processing role of Business Communication, listening, qualities of a good listener essentials of good communication, Relationship between Communication morale productivity & objectives.

Unit 2 Barriers of Business communication and management of barriers, Types of communication: Formal - informal, inter personal Intra personal, Verbal; non-verbal; individual and group Communication network.

Unit 3 Communication Media: Individual oriented: Letters memo, reports, presentations, legal oriented; proposals, agreements, directives; organization oriented; manuals, forms, brochures, notices, Telecommunication, Negotiations

Suggested Readings **Meenakshi Raman and Singh Prakash**, Business Communication, Oxford University Press, New Delhi
Sharma R.C. and Mohan K. Business Report, Writing & Correspondence, Tata McGraw Hill, New Delhi.

Pearse, C Glenn etc. (2000). Business Communications: Principles and Applications, Prentice Hall of India, New Delhi.

202 Marketing Management

Unit 1 Introduction: Concept and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System, Functions of Marketing Management, Marketing – Mix, Strategic Marketing Planning.

Unit 2 Market Segmentation, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting: Procedure, Product Positioning - Introduction, Objectives, Product Positioning Strategy. Consumer Behaviour Concept, Theories and Pattern.

Unit 3 Marketing Mix Decisions: Product Decisions- New Product Development- Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. Pricing Decisions- Pricing Objectives, Policies, Methods of Setting Price, Pricing Strategies. Place Decisions- Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion Decisions: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations.

Suggested Readings **Kotler, P.**, Marketing Management. Prentice Hall of India, New Delhi.
Ramaswamy, V.S. and Namakumari, S. (2002). Marketing Management, Planning and Control. Macmillan India Ltd., New Delhi.

203 Financial Management

Unit 1	Meaning, scope, aims and objectives of financial management; finance function; Fund Flow Statement & Cash Flow Statement Analysis, cost of capital.
Unit 2	Capital budgeting- concepts, Capital Structure: Planning & Theories, Dividend policy.
Unit 3	Management of working Capital, Budgeting & Budgetary Control.
Suggested Readings	<p>Chandra, P. (2000). Financial Management: Theory & Practice. <i>Tata McGraw Hill</i>, New Delhi.</p> <p>Bhattacharya (2003). Financial Accounting for Business Managers. <i>Prentice Hall of India</i>, New Delhi.</p> <p>Pandey, I.M. (2003). Finance: A Management Guide for Managing Company Funds and Profits. <i>Prentice Hall of India</i>, New Delhi.</p>

204 Human Resources Management

Unit 1	Concept, meaning and importance of human resources management; Corporate objectives and human resource planning, Job design.
Unit 2	Recruitment and selection; induction; training and development; career planning;
Unit 3	Principles of wage determination, salary structure; job evaluation; and performance appraisal; wage policies, monetary and non-monetary incentives.
Suggested Readings	<p>Aswathappa, K., Human resources and Personnel Management, Tata McGraw Hill, New Delhi.</p> <p>Dressler (2000). Human Resource Management. <i>Prentice Hall of India</i>, New Delhi.</p>

205 Production and Operations Management

Unit 1	Role of operations management in business; Operations strategy; types of production systems; plant location and layout; new product development; managing processes;
Unit 2	Production planning and control- forecasting; routing, scheduling, expediting; aggregate planning; master scheduling, MRP; PPC in job shop, batch production, mass production and projects; Inventory control- quantity control and selective control;
Unit 3	Quality control; maintenance; materials handling, work study- method study and work measurement; Contemporary issue- JIT, lean manufacturing, Concurrent, engineering, optimised production technology, etc.
Suggested Readings	<p>Aswathappa K, Bhat Sridhar K, Production & Operations Management, Himalaya Publication Ltd.</p> <p>Chase, Aquilino, Jacobs Agarwal, Operations Management for Competitive Advantage, Tata McGraw Hill.</p> <p>Krajewski L., Rizman L. & Malhotra M., Operations Management- Process value chains, Pearson Educations.</p> <p>Bedi Kanishka, production and Operations Management, Oxford University Press, New Delhi</p> <p>Adam, E. Everett, Ebert J. Ronald, Production and Operations Management <i>concept, models, and behaviour</i>, Fifth Ed. Prentice Hall of India, New Delhi.</p> <p>Russell S. Roberta, Taylor W. Bernard, Operations Management, Fourth Edition, Pearson Education.</p>

206 Research Methods

- Unit 1** Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs;
- Unit 2** Primary methods of Data Collection - Observational and Survey Methods, Measurement & Scaling, Attitude Measurement Techniques; Questionnaire Design, Administration of Surveys; Sample Design, Secondary methods of Data Collections.
- Unit 3** Analysis of Data: Selecting an Appropriate Statistical Technique; Field work and Tabulation of Data, Techniques for Data Analysis- ANOVA, nonparametric tests: chi square, sign test, Mann Whitney U test, Kruskal Wallis H test; Introduction to multivariate analysis-concept, definition and differences of Factor, Cluster, Discriminant and Conjoint Analysis, Report writing.

Suggested Readings **Donald R. Cooper, Pamela S. Schindler.** Business Research Methods, *Tata McGraw Hill Publication*, New Delhi.
Kothari C.R. (2006). *Research Methodology Methods and Techniques*, New Age International Publication, New Delhi

207 Business Environment

- Unit 1** Nature and significance of business environment, Economic role of government, Industrial policy, Industrial sickness, NRI investment policy, Indian banking system.
- Unit 2** Monetary and Fiscal policy, Basic concepts of: National Income, Business cycle, Balance of Payments, Economic growth. .
- Unit 3** Foreign Exchange, FEMA , Role and functions of SEBI, Contemporary Issues in Indian economy.

Suggested Readings **Francis Cherunilam**, Business Environment: Text and Cases, Himalaya Publishing House
Mishra S K and Puri V K, Economic Environment of Business, Himalaya Publishinh House, New Delhi

208 Information System for Management

- Unit 1** Introduction to Management information System: definition, components, types; informational needs; systems concept; application of information systems in business organisation;
- Unit 2** Introduction to information system technology: hardware and software resources, database management systems, telecommunication and networking systems.
- Unit 3** Building information systems: Life cycle and prototype approach; Decision support system and enterprise information system; information system security and control

Suggested Readings **Laudon K C and Laudon J P**, Management Information systems: Managing the digital Firm, Prentice Hall India Ltd., New Delhi
O Brain, Management information System, *PHI*, New Delhi
Jaiswal Mittal, Management information System, Oxford, New Delhi

SEMESTER III

301 Entrepreneurship and Entrepreneurial Development

- Unit 1** Concept of entrepreneurship- nature and historical evolution; entrepreneurship and economic development
- Unit 2** Characteristics of an entrepreneur, entrepreneur vs. manager; types of entrepreneur, entrepreneurial development- role of training facilities, incentives, protection
- Unit 3** Effects of culture on Entrepreneurship; Theories of entrepreneurship: sociological and psychological theories.

Suggested Readings **Gupta C B and Khanka S S**, Sultan Chand and Sons, New Delhi
Khanka S S, Entrepreneurial Development, S Chand, New Delhi
Desai, Vasant (1997). **Small-Scale Industries and Entrepreneurship**, 3/re, Himalayan Publishing House, Mumbai.

302 Small Business Management

- Unit 1** Role and importance of small business; defining small business; forms of organisation for small business.
- Unit 2** Setting up a SSI; formalities of launching a new venture; product selection; problems of SSI
- Unit 3** Challenges of marketing for small businesses; sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations.

Suggested Readings **Arora, R. and Sood, S.K.** (2003). **Fundamentals of Entrepreneurship and Small Business Management**. Kalyani Publishers, Ludhiana.
Desai, Vasant (1997). **Small-Scale Industries and Entrepreneurship**. 3/re, Himalayan Publishing House, Mumbai.
Ramachandaran, K. (1993). **Managing a New Business Successfully**. Global Business Press, New Delhi.
Ministry of small, micro and Medium Enterprise –www. msme.gov.in

303 Small Business Environment

- Unit 1** Policy interventions for small sector development- central and state government; Sickness and challenges before small scale industries.
- Unit 2** Institutional support for small scale industries- SIDO, DIC, NSIC, SIDBI, RFC, RIICO etc.
- Unit 3** Other related agencies- NISIET, NIESBUD, EDI, IIE, etc., Subsidies and incentives; governmental and non-governmental assistance- assistance from financial institutions

Suggested Readings **Francis Cherunilam**, Business Environment: Text and Cases, Himalaya Publishing House
Ministry of small, micro and Medium Enterprise –www. msme.gov.in, Policy

documents of government,

To familiarize students with the functioning of various organizations, instructor can ask students to collect the relevant information and disseminate information in the campus through setting up Kiosk in the campus on the mutually decided day. This activity consumes around 5 hours in preparation and 2 hours in information dissemination.

Entrepreneurship Optional Papers

E1 Family Business Management

Unit 1 Defining family business; Why family businesses are special, Family business dynamics: people, systems & growing complexity, The family's relationship with the business: developing a strategic vision & building teamwork

Unit 2 The next generation: Human resource management and leadership perspective, Getting help: making the most of outside resources

Professionalizing the boardroom: the role of balanced board of directors

Cousin companies: family governance in multigenerational family firms

Unit 3 Succession Planning: Managing succession: the leadership challenge, Building financial security and relinquishing control, Wealth management: family offices and philanthropy.

Suggested **Peter Leach**, Family Business

Readings **Jain, Rajesh**, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.

E2 Creativity and Innovation

Unit 1 Creativity; creativity Tools and techniques; Lateral thinking, Enablers and barriers to creativity; Creative Personality; Brainstorming, Entrepreneurial creativity.

Unit 2 Innovation; Innovation process, Commercialization of innovation, Imperatives to Innovation, Enterprise Innovation, Types of innovations, Innovative organizations, barriers and enablers to enterprise innovation.

Unit 3 Diffusion of innovation, Trends in technical innovation, Technopreneurs, Exercises in brainstorming, creative problem solving and business innovation.

Suggested **Rastogi P.N.** - 'Managing Creativity for corporate Excellence', Macmillan India Ltd.

Timple, A. Dale- 'Creativity', Jaico Publishing House.

Martal, Shlomo & Seshadri, Dve - 'Innovation Management-:Strategies, Concepts & Tools for Growth & Profit', Response Books, Sage Publication.

Prahalad, C.K., Krishnan M.S., 'The New age of Innovation', Tata McGraw Hill.

E3 New Venture Creation

Unit 1 Entrepreneurial revolution and entrepreneurial process, Analyzing and Evaluating Business Opportunities, Structural analysis of industries, Criteria for New Venture Screening

Unit 2 Resources one needs to start a new business, Financial issues in New Venture Creation, New Venture Team: the role of teams in entrepreneurial process. Forms of Business Ventures: Retail, Franchising, Manufacturing, Service Enterprise.

- Unit 3** Problems and pitfalls in starting new ventures, failure symptoms and management, risk management.
- Suggested Readings **Timmons A Jeffrey and Spinelli Stephen**, New Venture Creation- Entrepreneurship for the 21st century, Tata Mc Graw Hill.
Kuratko F Donald& Hornsby S Jeffrey,, New venture Management- The Entrepreneur's Roadmap,pearson Education.
Sahay A, Sharma V, Entrepreneurship and New Venture Creation, Excel Books.

E4 Growth Strategy

- Unit 1** Managerial issues in managing a growing organization; Growth – how to manage and sustain it
- Unit 2** Finance – how to institute appropriate disciplines and controls; Executive Leadership – the role of the founder/MD, Building the Management Team
- Unit 3** Crisis – how to analyse and resolve critical situations; Product and market expansion: risks and returns
- Suggested Readings To be suggested by the instructor.

E5 Business Plan Development

This component of program would result in development of a business plan based on research and survey.

- Work outline** Based on academic inputs and training, the candidate would finally develop a business plan that can be submitted for funding. The candidate will undertake the necessary research, survey and field work to develop a viable business plan in a format acceptable to financial institutions. This will be evaluated by experts including invitee from financial institution and an internal examiner.
- There are 50 points for the business plan and 50 points for the negotiation and presentation.

308 Summer training Project

Student is expected to learn on-the-job by way of association with a small business she/ he expects to take up after graduation.

- Work outline** The student will undergo a part-time on-the job training under the close supervision of an entrepreneur/ in an organization for two (02) months. This training should help him develop a perspective of wholesome management of business activities. This would enable him/ her to appreciate the importance of different business activities and see how different business activities are interrelated. He/she will have to submit a report on the organisation he/she has under gone training and make a presentation before a panel of experts, which includes one external and an internal. There are 25 marks for report, 25 marks for presentation and 50 marks for

viva-voce.

The student is also required to undergo an Entrepreneurship development Programme (EDP) of 30 hours duration to be conducted at the Center. The students will be exposed to practical inputs from academicians/ Professionals/ experts/ officials/ successful entrepreneurs on the nitty-gritty of starting one's own business.

SEMESTER IV

401 Business Policy and Strategic Management

Unit 1 Nature, importance and concept of strategy; process of strategic management; strategic intent, vision, mission, objectives and goals; components of environmental scanning- SWOT analysis, capability factors, and organisational appraisals.

Unit 2 Grand strategies, different types of strategies; corporate portfolio analysis; industry and competitor analysis, subjective factors in strategic choices; strategic plan.

Unit 3 Project and procedural implementation; resource allocation, structural behavioural and functional implementation, Managing Change.

Suggested Readings **Kazmi, A.** (2002). **Business Policy and Strategic Management.** *Tata Mcgraw Hill*, New Delhi.

Wheelen, T.L. and **Hunger, J.D.** (2003). **Strategic Management and Business Policy.** *Pearson Education*, (LPE), New Delhi.

402 Project Study

To enable learner to study, analyse, interpret and report one or more management problem faced by small business/ entrepreneurs.

Work outline Project study would be based on work undertaken by the candidate under the supervision of a guide allotted to him/ her. Coordinator would make available the list of experts who would be available as supervisors. Students may discuss their projects with experts and after such mutual consultation and agreement a project proposal may be finalised. Coordinator in consultation with Director-Center for ESBM will also determine the maximum number of candidates a supervisor can supervise at a time.

There will be 100 points for evaluation by the supervisor. Project will be evaluated by a panel of experts for 100 points based on report (50 points) and viva voce (50 points).

Marketing Electives

M1 Marketing of Services

Unit 1 Nature of service economy; characteristics of services; classification of services; service quality; consumer behaviour; segmentation and targeting

Unit 2 Services marketing triangle; implications for marketing mix; marketing mix for

services- product, place, price, promotion, people, process and physical evidence.

Unit 3 Strategic options for services- marketing strategies; globalization of services, Introduction to CRM.

Suggested Readings **Chowdhary Nimit & Chowdhary Monika** (2005). Textbook of Marketing of Services The Indian Experience. Macmillan India Ltd.

Lovelock, C. (2003). **Services Marketing: People Technology, Strategy 5/e**, Pearson Education, New Delhi.

Zeithaml, V. and Bitner, M. (2003) **Services Marketing**, McGraw Hill, New York.

M2 Brand Management

Unit 1 Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity;

Unit 2 Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio;

Unit 3 Brand Assessment through Research - Brand Assessment and Change; Brand Revitalization; Branding in Different Sectors: Customer, Industrial, Retail and Service

Suggested Readings **Keller Kevin Lane**, Strategic Brand Management, Pearson Education, New Delhi
Kumar Ramesh S, Managing Indian brands: Marketing Concepts and Strategies, Vikas Publishing House Pvt Ltd, New Delhi

Moorthi Y L, Brand Management: The Indian Context, Vikas Publishing House Pvt Ltd, New Delhi

Aaker A David, Managing Brand Equity

Subroto Sengupta Brand Positioning, TMH, New Delhi

M3 Sales and Distribution Management

Unit 1 Nature and Scope of Sales Management; Selling Process, Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and administering Compensation Plans

Unit 2 Supervision and Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.

Unit 3 An Overview of Marketing Channels: functions and relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Organizational Patterns in Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; Contemporary developments in sales and distribution scenario in India.

Suggested Reading **Panda T K and Sahadev Sunil**, Sales and Distribution Management, Oxford University Press, New Delhi

Stanton, William J etc. Management of a Sales Force. Chicago, Irwin, 1995.

Still, R R., Cundiff, Govoni, Sales Management: Decisions, Strategies and Cases, Prentice Hall India Pvt Ltd.

M4 Consumer Behaviour

- Unit 1** Introduction to Consumer Behaviour, Models of Consumer Behaviour, Consumer Involvement and Decision Making
- Unit 2** Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change;
- Unit 3** Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence Diffusion of Innovation, Industrial Buying Behaviour, Contemporary issues in Consumer Behaviour & studies of Indian Consumer.
- Suggested Reading **Schiffman, L G and Kanuk, L L.** Consumer Behaviour. New Delhi, Prentice Hall of India, (Latest Edition).
Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995.
Engle, J F etc. Consumer Behaviour. Chicago, Dryden Press, 1993.

M5 Advertising Management

- Unit 1** Introduction to Advertising Management, Role of Advertising in Marketing, DAGMAR Approach, Determination of Target Audience
- Unit 2** Strategy and planning process in advertising campaigns, advertising research, creative strategy and development (appeals), Media strategy & planning (Media Buying),
- Unit 3** Legal, Ethical and Social Aspects of Advertising, Advertising agency; structure and processes, Rural advertising in India
- Suggested Reading **Batra, Myers and Aaker, David A.,** Advertising Management, Prentice Hall of India, New Delhi,
Jethwaney & Jain: Advertising Management, Oxford University Press, New Delhi

M6 Retail Management

- Unit 1** Introduction to Retailing; Role, relevance & trends, Retail organization, Retail Customer, Retail Market Segmentation
- Unit 2** Retail location strategy, Product and merchandise management, atmospherics and retail space management, Retail pricing
- Unit 3** Retail promotion strategy, Relationship marketing in retailing, Retail Equity, Technology in Retailing - Retailing through the Internet, New emerging formats of retailing
- Suggested Reading **Bajaj, Tuli, Srivastava;** Retail Management, Oxford University Press, New Delhi

Finance Electives

F1 Investment and Portfolio Management

Unit 1 Investment: Meaning, Principles and Avenues, Operations of Indian Stock Market; New Issue Market; Valuation Theories of Fixed and Variable Income Securities.

Unit 2 Stock Market Analysis - Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market.

Unit 3 Portfolio Management: Meaning, Importance, Markowitz Theory, Capital Asset Pricing Model, Arbitrage Pricing Theory, constructing efficient frontier and optimum portfolio.

Suggested Readings
Bhalla, V K. Investment Management: Security Analysis and Portfolio Management., S. Chand, New Delhi
Pandian Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd, New Delhi.
Avadhani V A, Security Analysis and Portfolio Management., Himalaya Publishing House, New Delhi
Avadhani V A, Investment Management., Himalaya Publishing House, New Delhi
Sharpe W F, Alexander G J and Bailey J V, Investments, Prentice Hall India Ltd., New Delhi

F2 Working Capital Management

Unit 1 Working Capital management: Meaning, Concept, Importance, Levels of Working Capital Investment, Working Capital Policies, Cash Management Systems.

Unit 2 Managing Corporate Liquidity and Financial Flexibility: Determining the optimum levels of Cash Balance- Baumol Model, Beranek Model, Miller-Orr Model, Stone Model, Receivable Management --Determining the Appropriate Receivable Policy.

Unit 3 Inventory Management: Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models, Short-term financing.

Suggested Readings
Bhalla V.K., Working Capital Management: Text and Cases, Anmol, New Delhi
Mathur S B, Working Capital Management and Control: Principles and practice, New Age International Publication, New Delhi
Sharma Dheeraj, Working Capital Management: A conceptual approach, Himalaya Publishing House, New Delhi

F3 Management of Financial Institutions

Unit 1 Financial Institution: Meaning, Nature, Role of Financial Institutions, Types of Financial Institution: Kinds of Money Market and Capital Market Institutions, Challenges before Financial Institution in India.

Unit 2 Management of Commercial Banks in India: Overview of Commercial banks in India, Corporate Governance in banks, Liquidity Management, Management of Deposits, Management of Loans and Asset-Liability Management in Commercial Banks, Non Performing Assets in Banks.

Unit 3 Management of Development Banks & Investment Institutions: Overview of Development Banks and Investment Institutions in India, Resource Planning, Resource Mobilisation and Project Evaluation by Development Banks in India.

Suggested Readings **Bhalla, V K. Management of Financial Services.** *Anmol*, New Delhi, 2001
Bhalla, V K And Dilbag, Singh. International Financial Centres. *Anmol*, New Delhi, 1997.
Ennew,C, Trevor Watkins & Mike Wright: Marketing of Financial Services, *Heinemann Professional Pub.*,1990

F4 Project Management

Unit 1 Concept, Characteristics and types of Project, Project Management: Concept, Meaning, Objectives, Participants in Project Management, Project Life Cycle.

Unit 2 Project Planning, Project Organisation, Project Report, Project Design and Network Analysis: PERT, CPM, crashing, levelling and smoothing

Unit 3 Cost benefit Analysis, Project Financing, Incentives and Subsidies, Project Monitoring and Control.

Suggested Readings **Chandra Prasanna,** Project Management, Tata McGraw Hill, New Delhi
Maylor, Harvey (2004), Project Management, 3/e, *Pearson Education*, New Delhi.

F5 Management Control Systems

Unit 1 Management Control: Concept, Nature, Purpose and Importance, Impact of Inadequate Controls, Management Control Process, Requirement of effective Control System.

Unit 2 Types of Control, Overview of Management Control Techniques i.e. Budgetary Control, Standard Costing, Financial Ratio Analysis, Internal Audit, Performance Budgeting, Zero base budgeting, Performance Planning and Budgetary System, Statistical Quality Control, PERT, CPM, Responsibility Accounting.

Unit 3 Information needs in the Management Control Process, Measures of Performance, Key variables and Evaluation of Performance, Control of important functions and Activities, Management Reporting System, Strategic Planning and Management Control.

Suggested Readings **Anthony, R N and Govindrajana V. Management Control Systems.** 8th ed., Taraporevala, Chicago, Irwin, 1995.
Emmanuel, C and Otley D. Accounting for Management Control. London, Nostrand Reinhold, 1985.
Ghosh, P K and Gupta, G S. Cost Analysis and Control. New Delhi, Vision 1985.
Glynn, J J. Value for Money: Auditing in Public Sector. London, Prentice Hall Inc., 1985,
Hersey, P and Blanchard, H B. Management of Organization Behaviour: Utilising Human Resources. New Delhi, Prentice Hall of India, 1988.
Maciariello, J A and Kirby C J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

F6 FINANCIAL DERIVATIVES

- Unit 1** Derivatives: Meaning, Concept, Forward Contracts, Future Contracts, Other Derivative Securities, Types of Traders, Futures Markets and the use of Futures for Hedging.
- Unit 2** Forward and Futures Prices, Interest Rate Futures, Swaps, Options Markets, Properties of Stock Option Prices, Trading Strategies Involving Options, Black-Scholes Option Model, Binomial Model.
- Unit 3** Options on Stock Indices, Currencies and Futures Contracts, General Approach to Pricing Derivatives Securities, Interest Rate Derivative Securities, Derivatives Market in India.
- Suggested Readings **Gupta S.L.**, Financial Derivatives – Theory Concepts and Problems, Prentice Hall of India.
Hull, Introduction to Futures and Options Markets, Prentice Hall of India.
Bell E David, Schleifer, Risk Management Vikas Publishing House.

F7 CORPORATE TAXATION

- Unit 1** Basic Concepts of Income Tax, Residential status of a Company, Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act, Computation of Tax Liability.
- Unit 2** Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning Relating to Amalgamation and Merger of Companies.
- Unit 3** Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc, Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance of Double Taxation Agreements.
- Suggested Readings **Ahuja, G K & Gupta**, Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1999.
Iyengar, A C. Sampat Law of Income Tax. Allahabad, Bharat Law House, 1981.
Kanga, J Band Palkhivala, N A. Income Tax. Bombay, VOI.1-3, N.M. Tripathi.
Ranina, H P. Corporate Taxation: A Handbook. 2nd ed., New Delhi, Oriental Law House, 1985.
Singhania, V K. Direct Taxes: Law and Practice. Delhi, Taxman, 1991.
Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill, 1986.
V. K. Singhania, Direct Taxes Ready Recknor, Taxman
Ahuja & Gupta – Income Tax (Bharat Law house Pvt. Ltd.)

F8 INTERNATIONAL FINANCE

- Unit 1** Introduction: growing importance of international finance – foreign Exchange markets, exchange rate determinants, supply and demand conditions in the forex market, exchange rate theories, exchange rate systems. International financial systems – international parity principles, purchasing power parity, interest rate

parity.

Unit 2 Foreign exchange exposure and risk – hedging risk and exposure. International Financing: equity financing – ADRs and GDRs – international credit syndication – international credit instruments.

Unit 3 International Investing: Capital budgeting foreign direct investments – valuation of cash flows – cash management from international business – international portfolio investing. Institutional structure of International finance – multinational banking institutions – financing arrangements for international trade.

Suggested Readings **Sharan V**, International Financial Management, Prentice Hall of India, New Delhi

Human Resource Management Electives

H1 Industrial Relations and Legislations

Unit 1 Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations;;

Unit 2 Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Management; Negotiation and Collective Settlements;

Unit 3 Participative Management and Go-ownership; Productive Bargaining and Gain Sharing" Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings **Chhabra T N, Suri R K**, Industrial Relations Concept and Issues, Dhanpat Rai & Co. (P) Ltd.

Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. Hornewood, Illinois,

Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO

Rarnaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. Oxford University Press, New Delhi

H2 Human Resources Development

Unit 1 Introduction to HRD - Concepts, Goals, Challenges; HRD system and strategies, HRD Climate;

Unit 2 Designing HRD Systems: Development system; Career system; Employee counseling, coaching and mentoring

Unit 3 HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations.

Suggested Readings **T Deb , HRD Theory and Practice**, Ane Books, New Delhi
Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi
Dayal, Ishwar. Designing HRD Systems. New Concepts, New Delhi
Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000

H3 Labour Laws

Unit 1 Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws - Laws Relating to Industrial Disputes, Trade Unions, and Standing Orders;

Unit 2 Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief

Unit 3 Wages and Bonus Laws - The Law Of Minimum Wages, Payment of Wages, Payment Of Bonus; Laws Relating to Working Conditions - The Laws Relating to Factories, Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; The Economy and the Industry

Suggested Readings
Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company, 1994.
Malhotra, O P. The Law of Industrial Disputes. Vol. I and II, Bombay
Malik, P. L., Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
Srivastava S C, Industrial Relations and Labour Law, New Delhi, Vikas 1994.

H4 Training and Development

Unit 1 Training - an Overview; Role, Responsibilities and Challenges to Training Managers, Organization and Management of Training, Function methods of training, Development: concept, overview and methods.

Unit 2 Learning and training, Identification of training needs and Action Research

Unit 3 Training Process: Planning, Designing and conducting training and development programme, evaluation of training and development programmes, Training and Development in India.

Suggested Readings
T Deb , Training and Development, Ane Books, New Delhi
Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower
Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page
Lynton, R & Pareek, U., Training for Development, Vistaar Publications, New Delhi
Pepper, Allan D., Managing the Training and Development Function. Aldershot, Gower, 1984.
Rae, L. How to Measure Training Effectiveness. Aldershot, Gower
Reid, M A. etc. Training Interventions: Managing Employee Development. London, IPM
Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century

H5 Human Resource Planning

Unit 1 Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping;

Unit 2 Models and Techniques of Manpower Demand and Supply Forecasting; Behavioral

- Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
- Unit 3** HRD Climate; Culture; OWL and Management of Change; TOM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

Suggested Readings To be suggested by the instructor.

H6 Organisational Change and Development

Unit 1 Organizational change and development, meaning and definition, OD in perspective, assumptions and values in OD

Unit 2 Operational component of OD: Characteristics and foundation of OD process, Action Research and OD, issues in consultant- client relationships.

Unit 3 OD Interventions: structural, team and comprehensive intervention.

Suggested Readings **French and Bell**, Organisational Development, PHI, New Delhi
Chris Arygis, Management and Organization Development: The Path from XA to YB, Tata McGraw Hill, New Delhi.

407 Viva Voce

For the programme end viva-voce, candidate shall be evaluated for 100 marks by a panel of external experts and internal expert and the Director or his/ her nominee.