

**Master of Business Administration  
(M.B.A.)**

**Prospectus  
(I to IV Semester)  
2006 onwards**



**Department of Business Administration**

**A.P.S. UNIVERSITY  
REWA (M.P.) 486001**

**Revised Ordinance 55**  
**For the Degree of Master of Business Administration**

**Awadhesh Pratap Singh University,**  
**Rewa (M.P.)**

1. The MASTER OF BUSINESS ADMINISTRATION (M.B.A.) Programme shall be a full-time two-year programme of teaching and learning.
2. Only such candidate of any faculty of a statutory university who have secured at least 50 marks at the degree examination or the post-graduate examination shall be eligible to apply for admission to M.B.A. course through an Admission Test, conducted by the university. The nature, scope and other necessary details of admission test and the rules of the admission shall be such as may be decided and notified by the university from time to time. Reservations and Relaxation may be made in a case of ST and SC candidates as per the admission rules.
3. The scheme of the examination and the scope of the studies in various subjects for MBA Programme examination may be prescribed and notified in the prospectus for the concerned examination by the university from time to time.
4. English shall be the medium of the test, instructions and the examination.
5. MBA Previous and final Examination shall comprise a total of seven papers including viva – voice test (subject to change by the Board of studies). Every paper shall carry 70 marks. An extra 30 mark is allowed for internal assessment in each paper. The viva-voice shall carry 100 marks.
6. A candidate who has completed his regular course of studies in the university for one academic semester may be admitted to MBA Previous, First Semester Examination.
7. A candidate who was passed the MBA Previous, First Semester Examination and has completed a regular course of studies for the second semester may be admitted to the MBA Previous, Second semester Examination.
8. A Candidate who was passed the MBA Previous, Second Semester Examination and has completed a regular course of studies for the MBA Third semester may be admitted to the MBA Final semester Examination.

In order to pass MBA Previous and Final Examination a candidate must obtain in each paper as well as in internal assessment a minimum of 36% marks and a minimum of 48% in the aggregate. Candidate obtaining between 48% and less than 60% in the aggregate in the prev/Final shall be declared passed in the second Division. Candidate obtaining 60% and above in the aggregate shall be declared passed the first Division.

In the case of candidates appearing as Ex- Students, marks assigned to class participation and written assignment for each paper shall be carried over from the year in which the candidate was a regular student.

10. Pending the declaration of result of the first semester (in previous and final) candidates may be allowed to pursue provisionally the course of studies for the second semester in their respective classes. However, if a candidate fails to pass in as many as three papers of a particular semester he will be dropped. Those who fail only in one or two papers will be given a chance to clear the rest of the paper along with the papers of subsequent semester. Thus a candidate shall be given only one additional chance to clear the backlog of the papers in which he/she has failed.
11. All the students will have to undergo sixty days practical training in an industrial/ commercial organisation of repute duly approved- by the director of the MBA Course. They will have to submit a training report for evaluation to the Director of the MBA Course within ninety days of the completion of their training. The training report will carry 50 marks will form part of MBA (Final) semester Course.
12. Matter not provided for in this ordinance shall be governed by the provision of general ordinance. Matters not provided for even in the general ordinances shall be governed by order passed by the vice- chancellor either on a reference made to him or suo-moto.

## CURRICULUM

The MBA programme is a full time postgraduate degree course, spread over a period of two years divided in to four semesters. Semester Ist deal with the basic foundation areas Viz. Management Concept, Quantitative Aptitude Accounting for Managers, Managerial Economics, Organisational Development, Business Laws and Computers, Semester IInd deals with the basic functional areas Viz. Finance, Marketing, Personnel, Operations an Information Technology. At the end of the second semester the student have to under go a vocational training of six week in any of the industrial/commercial establishment of repute and have to submit a project report in duplicate (to be evaluate in the semester III in the department after completing the training.

Semester III & IV expose the student to four specialization areas out of which the students is required to study a compulsory specialisation of Marketing Management and select one optional specialisation with a few compulsory papers. At the end of Semester IV the students have to submit a Researc Report in duplicate (to be evaluated by one external and one internal examiner in the semester IV), on their area of specialization.

In all, the students have to study 28 papers (including 4 optional papers) in the complete curriculum. The grand total of maximum marks is 3200.

At the end of I & IV semester the students have to give viva-voce on their curriculum (to be evaluated by one external and one internal) and at the end of III semester the student has to give viva-voce on their project study

## THE PROGRAMME

The Master of Business Administration (MBA) is a two year full-time programme. The course structure and programme administration are as follows:

### COURSE STRUCTURE

The programme has been organised in two years- First Year and Second Year, each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

FIRST YEAR	Semester – I
CP-101	Management Process
CP-102	Quantitative Methods
CP-103	Managerial Economics
CP-104	Environment and Management
CP-105	Managerial Skill Development
CP-106	Organisational Behaviour
CP-107	Accounting For Managers
CP-108	Computers Applications in Management
	Semester – II
CP-201	Research Methodology
CP-202	International Business Environment & Management
CP-203	Human Resource Management
CP-204	Financial Management
CP-205	Marketing Management
CP-206	Production and Operations Management
CP-207	Organisational Effectiveness and Change
CP-208	Viva-voce (50 Marks) (on the papers of semester I & II)
CP-209	Computer Lab (50 Marks)

### Summer Training

At the end of the second semester, all students will have to undergo summer training for 6-8 weeks with an industrial business or service organisation by taking

up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organisation as approved by the Department from time to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

## **SECOND YEAR**

During Second Year, in addition to compulsory papers (including Marketing as specialization paper) and project studies, a student shall have to choose any one elective group of specialisation. Three elective groups of specialisation (Finance, IT, HRM) are offered out of which the student will choose any one as optional paper. Each area of specialization (group) contains four papers.

### **Semester – III**

CP-301	Operation Research
CP-302	Decision Support System and M.I.S
CP-303	Business Legislation
CP-304	Summer Training Project
CP-305	Consumer behavior
CP-306	Sales and Distribution Management

[Plus two paper of elective specialisation]

### **Semester – IV**

CP-401	Strategic Management
CP-402	Project Study (100 Marks)
CP-403	Viva-voce (100 Marks) (on paper of Semester III & IV)
CP-404	Advertising Management
CP-405	International Marketing
CP-406	Marketing of Services

[Plus two paper of elective specialisation]

**OPTIONAL GROUPS**  
**(Areas of Elective Specialisation)**

From the following four optional groups the student will choose any two as their area of specialisation. First two papers in each group will be taken in the III Semester while the other two papers will be taken in the IV Semester.

**Financial Management**

- M-311 Security Analysis and Portfolio Management
- M-312 International Financial Management
- M-411 Project planning, Analysis and Management
- M-412 Corporate Taxation

**Information Technology Management**

- M-321 Management Support System
- M-322 Data Base Management System
- M-421 System Analysis and Design
- M-422 RDBMS & SQL Concepts

**Human Resource Management**

- M-331 Management of Industrial Relations
- M-332 Human Resource Development: Strategies and System
- M-431 Compensation Management
- M-432 Organisational Change and Intervention Strategies.

## PROGRAMME ADMINISTRATION

### Evaluation

- (i) Each paper will carry 100 marks (Except papers CP-208 & CP-209) of which 30% of marks will be for internal assessment and remaining percentage of marks for written examination (except CP-208 & CP 403).

The duration of written examination for each paper shall be three hours.

- (ii) The internal assessment marks shall be based on factors such as %

Class test	15 marks (each paper)
Class participation	10 marks (each paper)
Term paper	05 marks (each paper)

**Note:** The department reserves all the rights to make any necessary changes in the internal assessment valuation system, as and when required without giving prior notice.

- (iii) The Scheme of evaluation of project studies shall be as follows:

(a) For Paper CP-304, a project report based on the summer training will have to be submitted within three weeks from the commencement of third semester.

(b) Paper CP-402, final project study shall commence from third semester and the report should be submitted toward the end of fourth semester.

The written part for each of the project studies shall account for 70% of the marks and the viva-voce to be conducted by a duly constituted board for the remaining 30% of marks

### Promotion and Span Period

- (a) The span period of the programme is four years from the date of registration in the programme.



The minimum marks for passing the examination for each semester shall be 36% in each paper and 48% in aggregate for all the courses of the semester.

(b) To be eligible for promotion to the second year of the programme, a student must clear successfully at least 12 papers out of the 16 papers offered during first year of the programme.

(c) The degree shall be awarded to successful students on the basis of the combined results of first year and second year examinations as follows:

Securing 60% and above : 1st Division.

All other pass students : 2nd Division

(d) A student to be eligible for award of degree has to clear all the papers offered during two-year programme within the span period. In all, the students have to study 27 papers (including 8 optional papers) in the complete curriculum. The grand total of maximum marks is 3200.

#### **Re-examination**

Pending the declaration of the result of the first semester (in previous and final) candidates may be allowed to pursue provisionally the course of studies for the second semester in their respective classes. However, if candidate fails to pass in as many as three papers of a particular semester, he will be dropped. Those who fail only in one or two papers will be given a chance to clear the rest of the paper along with the paper of the subsequent semester. Thus, a candidate shall be given only one additional chance to clear the backlog of the papers in which he/she has failed.

#### **Attendance**

No candidate shall be considered to have pursued a regular course unless he/she is certified by the Head/Dean of the department/Faculty to have attended the three-fourths of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this

requirement will not be allowed to appear in the semester examination. However, the head/Dean may condone the require percentage of attendance by not more that 10 percent during a semester.

A student not allowed to appear in the preceding semester examination due to shortage of attendance, may appear in the papers of the preceding semester along with the paper of the current semester after making up the attendance shortfall. Remedial classes, how ever, will not be arranged by the department for the purpose.

### **Pedagogy and Teaching schedule:**

The pedagogy to be followed for this course is as under.

- Regular class room lectures by the core faculty.
- Use of audio-Visual Aides viz. Overhead projector, videocassettes, PA systems etc.
- Class participation through Class Seminars, Case Studies, Management Games, Role-Play Exercise, Business Quizzes, Personality Development Exercises, etc.
- Organising work shops on Advertising, sales, Portfolio and conflict management.
- Extension lectures by visiting faculties from the reputed institutes across the country.
- Interaction with the personalities from the corporate world.

Industrial Visits and Tour in each session to ensure practical exposure and interactive learning for the student.

## COURSE STRUCTURE FOR MBA PROGRAMME AT A GLANCE

### Ist Semester

- 101 Management Process
- 102 Quantitative methods
- 103 Managerial Economics
- 104 Environment and Management
- 105 Managerial Skill & Development
- 106 Organisational Behaviour
- 107 Accounting for Managers
- 108 Computer Applications in Management

### IInd Semester

- 201 Research Methodology
- 202 International Business & Environment
- 203 Human Resource Management
- 204 Financial Management
- 205 Marketing Management
- 206 Productions & Operations management
- 207 Organisational Effectiveness and Change
- 208 Comprehensive Viva Voice
- 209 Computer Lab Viva Voice

### IIIrd Semester\*

- 301 Operations Research
- 302 Decision Support System & Management Information System
- 303 Business Law
- 304 Summer Training Project & Viva Voice
- 305 Consumer Behaviour
- 306 Sales & Distribution Management

#### *Electives*

- 311 Security Analysis and Portfolio Management
- 312 International financial management
- 321 Management support System
- 322 Data base management System
- 331 Management of Industrial Relations
- 331 HRD: System and Strategies

### IVth Semester\*\*

- 401 Strategic Management
- 402 Project Study Viva Voice\*\*\*
- 403 Comprehensive Viva Voice
- 404 Advertising Management
- 405 International Marketing
- 406 Marketing of Services

#### *Electives*

- 411 Project Planning, Analysis & Management
- 412 Corporate Taxation
- 421 System Analysis & Design
- 422 RDHMS & SQL Concepts
- 431 Compensation Management
- 431 Organisational Change & Intervention Strategies

The students are required to take any two elective groups.

The students are to continue with those two elective groups already selected in III Semester.

To be submitted in the area/s of specialisation.

## COMPULSORY COURSES- SEMESTER – I : CP – 101 TO CP – 108

### CP-101 MANAGEMENT PROCESS

#### Objectives :

The objective of this paper is to familiarise the student with basic management concepts and behavioral process in the organisation.

#### Course contents :

##### UNIT I : Introduction.

Concept and significance of Management: Management as a science or an art, Distinction between Management and Administration Functional Management. Principles of Management. Evolution of Management thought: Classical School, Neo-Classical School & Modern School.

##### UNIT II : Planning and Decision Making.

Planning : Nature, Process, Types, Principles & Significance. Planning Vs Forecasting. Objectives, Meaning, Characteristics, Types, & Importance of MBO Decision Making : Meaning & Significance, types, process, rationale & limitations.

##### UNIT III : Organizing.

Concept & Process of Organizing, Organisation Structures & Design, Departmentation Meaning, Needs and Considerations, Span of Management, Authority, Power and Responsibility, Delegation of Authority: Meaning, Advantages and Limitations, Centralization and Decentralization of Authority.

##### UNIT IV : Direction, Motivation & Leadership.

Direction -Meaning, Principles and Techniques, Motivation - Meaning, Significance and Theories, Leadership- Concept, Theories and Styles, Leadership & decision making.

##### UNIT V : Controlling & Co-ordination.

Controlling -- Meaning, Characteristics and Steps, Prerequisites of effective control, Co ordination - Meaning, Importance and Principles, Co-ordination as an essence of management.

#### Suggested readings

- |                         |  |
|-------------------------|--|
| (a) Koontz, "O" Donnell | : Essentials of Management               |
| (b) Terry and Frankl    | : Principles of Management               |
| (c) Drucker Peter       | : Principles of Management               |
| (d) Prasad, L.M         | : Principles and Practice of Management. |
| (e) Narayan & Rao       | : Principles of Management               |
| (f) Jain, J.K.          | : Principles of Management.              |

List of Cases, Recent Articles and Specific References will be announced in the Classroom at the time of launching of the course.

## CP-102 QUANTITATIVE METHODS

### Objectives :

The objective of the course is to provide elementary knowledge of the concepts of Quantitative Techniques and their application in business field .

### Course contents :

#### UNIT I : Matrices.

Elementary introduction to Vectors & Determinants.

Matrices : Meaning, Definition, Kinds, Equality, Transpose and basic operations on matrices.

Business Application of Matrices : Representation of data , Solution to the simultaneous equations.

#### UNIT II : Probability

Introduction, Basic terminologies, Simple problems related to addition, multiplication and division of probability, Conditional probability.

#### UNIT III : Introduction to Statistics.

Arithmetic mean, Median, Mode and Weighted Average, Geometric Mean, Range, Quartile, Percentile, Deciles, Mean Deviation, Standard Deviation, and coefficient of variation.

#### UNIT IV : Statistical Analysis (a).

Correlation and Regression Analysis, Scatter diagram and Karl Pearson's Co-efficient of Correlation. Index number : Quantity and Price Indexes, Fisher's Ideal Index Number.

#### UNIT V : Statistical Analysis (b).

Time series Analysis and Forecasting : Components of Time series, Measurement of trend forecasting by Graphical, Moving average, and Least square methods.

### Suggested Readings :

- |                      |  |
|----------------------|--|
| (a) Levin Richard I. | : <i>Statistics for Management.</i>        |
| (b) Gupta, C.B.      | : <i>An Introduction to Statistics</i>     |
| (c) Gupta, S. C.     | : <i>Fundamentals of Statistics.</i>       |
| (d) Saka.            | : <i>Business Statistics.</i>              |
| (e) Elhance, D.N.    | : <i>Fundamentals of Statistics.</i>       |
| (f) Ray & Sharma     | : <i>Statistics.</i>                       |
| (g) Raghavchari, C.  | : <i>Business Mathematics.</i>             |
| (h) Gupta & Gupta.   | : <i>Business Mathematics.</i>             |
| (i) Thukral, J.K.    | : <i>Mathematics for Business Studies.</i> |

List of Cases, recent articles and specific references will be announced in the Class Room at the time of launching of the course.

## CP-103 MANAGERIAL ECONOMICS

### Objectives :

The objective of this course is to acquaint the participants with concepts and techniques used in Micro-Economics and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature of business firms in the context of Globalisation.

### Course contents :

#### UNIT - I : Introduction to Managerial Economics.

Meaning, Scope, Relationship with other disciplines and its significance in decision making process, Demand Analysis, Elasticity of Demand, Indifference Curve Analysis, Demand Forecasting.

#### UNIT - II : Production Theory and Cost Analysis.

Production Theory: Short Period Production Function, The Law of Variable Proportions, Long Period Production Function- The Law of Returns to Scale.  
Cost Analysis – Cost Concept, Cost in Managerial Decisions.

#### UNIT - III : Theory of Firm & Market Structure

Theory of Firm – Profit maximisation, Sales maximisation, organisational slack, ownership and control, Market Structure – Competition, Monopoly, Oligopoly, non – Price competition.

#### UNIT - IV : Employment Theory & Business Cycle.

The Classical Theory of Employment, The Keynesian Theory of Employment, Business Cycles, Phases, Govt. Policies and Impact on Society.

#### UNIT - V : Macro Economics Aggregates and Concepts.

Aggregate Consumption – Gross Domestic Savings, Gross Domestic Capital Formation, GNP and GDP, WPI, CPI and Inflation – Employment – Balance of Payment – Money Supply and Monetary Policy – Fiscal Policy, Concept and Measurement of National Income, Determination of National Income.

### Suggested Readings :

(a) Varshney & Maheshwari	.....	<i>Managerial Economics.</i>
(b) Mehta, P. L.	.....	<i>Managerial Economics.</i>
(c) Sinha & Zachariah	.....	<i>Principles of Economics.</i>
(d) Dean, Joel	.....	<i>Managerial Economics.</i>
(e) Gopa, Krishna, D.	.....	<i>A Study in Managerial Economics</i>
(f) Jhingan, M.L.	.....	<i>Micro Economic Theory</i>
(g) Maheshwari, K.L.	.....	<i>Managerial Economics</i>

List of Cases, recent articles and specific references will be announced in the Class-Room at the time of launching of the course.

## CP - 104. ENVIRONMENT MANAGEMENT

### Objectives :

The aim of this paper is to acquaint the students with the Environmental factors and their relevance in the Business and to expose them to the latest changes in the economic scene of the country as well as the Global Business Scenario.

### Course contents :

#### UNIT - I : Introduction.

Environment Management: Fundamentals – Sustainable Development, Environment and Business Schools, Environmental Management System : EMS Standards, ISO - 14000, Environment Auditing.

#### UNIT - II : Economic Environment.

Nature of Economic Environment. Economic Factors. Growth Strategies. Basic Economic Systems. Economic Planning. Industrial Policy and Industrial Licensing in India. India's New Economic Policy & Economic Development in India.

#### UNIT - III : Technological Environment.

Technology and Business. Micro Level Problems and Prospects. Status of Technology in India. Technology Policy. Introduction to new managerial tool Viz. Six Sigma, Kaizen, Kazan, e-crm, Esop.

#### UNIT - IV : Socio-cultural & Political Environment.

Social Responsibility of Business, Social Audit, Culture and Business, State Intervention in Business - Reasons, Types and Problems.

#### UNIT - V : Environmental Law

Acts, Patents, IPRS, Role of NGO's, PIL., Pollution & Waste Management, Air, Water, Land Pollution, Trade in Wastes, Water, Forest & Bio-diversity Management : Water Resources, Dams and their Role, Forest products and Trade.

### Suggested Readings :

- |                         |   |  |
|-------------------------|---|--|
| (a)Aswathappa, K.       | : | <i>Business Environment for Strategic Mgt.</i> |
| (b)Mishra & Puri.       | : | <i>Indian Economy.</i>                         |
| (c)Dutt & Sundaram.     | : | <i>Indian Economy.</i>                         |
| (d)Kuchal, S. C.        | : | <i>Industrial Economy in India.</i>            |
| (e)Cherunilam, Francis. | : | <i>Business and Environment.</i>               |
| (f)Dhingra, I. C.       | : | <i>Indian Economy.</i>                         |

List of Cases, recent articles and specific references will be announced in the Class-room at the time of launching of the course.

## CP-105 MANAGEMENT SKILL DEVELOPMENT

### Objectives :

The course is aimed at equipping the students with the necessary techniques and skills of communication to inform others, inspire them and enlist their activities and willing cooperation in the performance of their jobs.

### Course Content

#### Unit-I : Introduction

Definition and process of communication, Essentials of effective communication, Barriers to communication, Communication networks, Role of communication in organisational effectiveness, Use of grapevines.

#### Unit-II : Oral Communication

Public Speech- Composition, Principles, Speech delivery and speech skills, Interview- Pre-planning for the interview, facing the interview board, Group discussion- Qualities looked for in GD's, Do's & Don't's of GD's, Communication in committees, Seminars, Conferences.

#### Unit-III : Non-Verbal Communication

Importance of Non-Verbal Communication, Facial Expression, Postures, Body Movement, Gestures, Eye Control, Haptics, etc. Listening- Differences between listening and hearing, Listening Process & Types.

#### Unit IV : Report Writing and Job Application

Structure of Reports, Preparatory steps to writing reports, use of illustrations and questions, Process of writing the report, Importance and functions of Job application letters, Drafting the application, Preparation of curriculum vitae.

#### Unit-V : Business Correspondence

Essentials of effective business correspondence, Structure of a Business letter, Forms of letter layout, Types of business letters - Enquiries and replies, orders and their execution, complaint and response letter, sale letter, Thanks letter etc.

### Suggested Readings

- 1) Bowman, Joel P and Branchaw, Bernadine P. "Business Communication : From process to product " 1987, Dryden Press, Chicago.
- 2) Rodrigues M V, Effective Business Communication, 1992, Concept Publication Co. New Delhi.
- 3) Kothari C.R, Research Methodology

List of Cases, recent articles and specific references will be announced in the Class-room at the time of launching of the course.



## CP : 106 ORGANISATIONAL BEHAVIOUR

### Objectives :

The objectives are to impart an understanding of resource component in the process of management and to develop an understanding of organisational and individual variants which affect organisations, amongst the course participants.

### Course content

#### Unit-1: Introduction

Concept of Organisational Behaviour, Contributing Disciplines to organisational Behaviour; Background/Historical perspective and Framework of OB; OB in the Learning organisation.

#### Unit-2: Individual Behaviour

Perception- Perceptual Selectivity, Perceptual Organisation, Perceptual Distortion, Social Perception and Impression Management, Personality- Concepts and Determinants, Attitudes and Values

#### Unit-3: Group Dynamics

Group Dynamics- Group Formation, Nature of groups, Group Norms, Reasons for joining Groups, Types of Individual's Role In Group, Functions Of Group Within Organisation.

#### Unit-4: Stress Management

Stress Management- Meaning, Cause, Effect and Coping Strategies for Stress and Interpersonal Behaviour.

#### Unit-5: Other Issues

International Dimensions of Organisational Behaviour; Equal Employment Opportunities and Managing Diversity in Organisation.

### Suggested Readings:

1. Gupta Rakesh, Organisational Behaviour, New Delhi, Kitab Mahal, 2001
2. Davis Keith, Organisational Behaviour, New Delhi, TMH, 1991
3. Robbins, S P, Organisational Behaviour, 7<sup>th</sup> ed., New Delhi, PHI, 1996
4. Staw., B.M., Psychological Dimensions of Organisational Behaviour, 2<sup>nd</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc, 1995
5. Luthans Fred, Organisational Theory of Behaviour, PHI, New delhi, 1996
6. Shekharan Uma, Organisational Behaviour, Text & Cases, New delhi, TMH, 1989

List of Cases, recent articles and specific references will be announced in the Classroom at the time of launching of the course.

## CP – 107 ACCOUNTING FOR MANAGERS

### Objectives :

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision making and control.

### Course contents

#### UNIT-I: Basic Accounting Concepts.

Financial Accounting : Concept, Importance and scope, Generally accepted accounting Principles, Preparation of Financial Statement with special reference to analysis of a balance Sheet and Measurement of Business Income.

#### UNIT-II: Financial Statements.

Financial Statement Analysis, Funds Flow Analysis, The Statement of Cash Flows, Ratio Analysis, Meaning, Importance and Limitations, Preparation of Various types of Statements.

#### UNIT-III: Management Accounting

Management Accounting: Concept, Need, Importance and Scope. Cost Accounting, Records and Process, Cost Ledger and Control Accounting, Reconciliation and Integration Between financial and cost Accounting, Job and Process Costing.

#### UNIT-IV: Budgeting

Various Types of Budget and their Preparation, Master Budget, Flexible Budget, Budgetary Control, Performance Budgeting, Zero Based Budgeting.

#### UNIT-V: Costing

Costing for Decision Making: Standard Costing and Variance analysis, Marginal Costing and Absorption Costing.

### Suggested Readings :

- |                           |                                    |
|---------------------------|------------------------------------|
| (a) Shukla, S.M.          | : Advance Accounting.              |
| (b) Sharma & Gupta        | : Management Accounting.           |
| (c) Jain & Narang.        | : Accountancy.                     |
| (d) Guthmann              | : Analysis of Financial Statements |
| (e) Gupta R.L.            | : Advanced Accountancy             |
| (f) Pandey I. M.          | : Case in Management Accounting    |
| (g) Shukla & Grewal       | : Advanced Accountancy             |
| (h) Monga, Ahuja & Sehgal | : Advanced accountancy             |

List of Cases, recent articles and specific references will be announced in the Classroom at the time of launching of the course.

## CP- 108 COMPUTER APPLICATION IN MANAGEMENT

### Objective:

The objective of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and building up the experience of the computer usage in the business organisation with the specific reference to the commercial data processing systems.

### Course contents:

#### Unit-I: Introduction

Computers- An Introduction, Development of Computer, Components of Computer System: - CPU, Input and Output Devices, Storage media, Computer Generation, Classification of Computer Language, Overview of Number System

#### Unit-II: Computer in Business

Computers in Business- An Introduction, Indian Computing Environment, Personal Computers in Business.

#### Unit-III: PC Software

PC Software Package- Introduction To Operating System (DOS & Window). Word Processing - Introduction & Features, Getting Started, Entering Text, Creating, Saving, Opening and editing a Document, Select, Find, Replace, Cut, Copy and Paste Text. Spreadsheet - Introduction, Creation of spreadsheet Application, range, Formulae, Functions, Auto fill, Cell Reference. Creating a PowerPoint Presentation on PC.

#### Unit-IV: Software Development & Data Management

Software Development Life Cycle - File Design, Report Design, Data Files- Types & Organisation, Master & Transaction File. Data base Management System - Data Processing, Data Hierarchy & File Structure. Program Development Cycle.

#### Unit-V: Computer Network

Computer Network- LAN, WAN, MAN, Network Topology- Linear, Bus, Star, Ring and Tree. Internet- Introductory Concept, Introduction to E-Mail, Telnet, FTP, Gopher, WWW.

### Suggested Readings:

1. Burch, John and Grudnitski Gary. Information System: Theory and Practice, 5<sup>th</sup> Ed., New York, John Wiley, 1989.
2. David, van Over, Foundation of Business System, Fort Worth, Dryden, 1992
3. Eliason, A L. On-Line Business Computer Application, 2<sup>nd</sup> ed. Chicago, Science Research Associates, 1987.

List of Cases, recent articles and specific references will be announced in the Classroom at the time of launching of the course

## SEMESTER – II : CP – 201 TO CP – 208.

### CP-201: RESEARCH METHODOLOGY

#### OBJECTIVES

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

#### Course Content:

##### UNIT I : Introduction

Nature and Scope of Research Methodology, Problem Formulation and Statement of Research, Cost and Value of Information, Types of Research, Research objectives, Criteria for a good research, Research organisation in India.

##### UNIT II : Research Process.

Steps in the Process of Research. Research Design - Exploratory, Descriptive and Experimental Research Designs. Sample Design - Steps in Sampling criteria for selecting a sample procedure. Sampling method and sample size

##### UNIT III : Methods of Data Collection

Collection of Primary data: Observation, Interview and Questionnaire Method, Questionnaire Design, Questionnaire vs Schedule, Attitude measurement techniques, motivational research techniques.

##### UNIT IV : Methods of Data Representation & Analysis.

use of graphs, Charts and maps in data representation, Measures of Central Tendency and dispersion measures of relationship. Statistical test. Advance Technique for data analysis ANOVA, multivariate Analysis.

##### UNIT V : Research Report Preparation

Preparation of Research Report, Layout of Report, Preparatory steps in writing research. Use of computers in research. Statistical Software package.

#### Suggested Readings

1. Kothari C.R., Research Methodology, Wiley Eastern Limited, New Delhi 1994
2. Bennet, Roger: Management Research, ILO, 1983.
3. Gupta S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001

*The list of cases and specific references including recent articles will be announced in the class.*

## CP-202 : INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT

### OBJECTIVES

The primary Objective of this course is to acquaint the students to emerging global trends in business environment.

### Course Content

#### UNIT I : Introduction

International Business: An overview - Types of International Business; The External Environment; The Economic and Political Environment, The Human Culture Environment; Influence on Trade and Investment Patterns.

#### UNIT II : World Trade

Recent World Trade and Foreign Investment Trends; Balance of Payments Accounts and World Economic growth & The Environment Theories of International Trade.

#### UNIT III : International Finance

World Financial Environment; Cross-national Cooperation and Agreements; Tariff and Non Tariff Barriers, WTO, GATT, Regional Blocks.

#### UNIT IV : Financial Institutions

World Financial Environment : Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-Currency Market; Offshore Financial Centers; International Banks; Non Banking Financial Service Firms; Stock Markets;

#### UNIT V : Global Issues & Perspectives

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resources Development; Globalisation with Social Responsibility; World Economic Growth and the Environment.

#### Suggested Readings

1. Bhalla, V.K. and S. Shivaramu, International Business Environment and Business, NewDelhi, Anmol, 1995.
2. Bhalla, V.K. International Economy : Liberalisation Process, NewDelhi, Anmol, 1993.
3. Parks, Yoon and Zwick, Jack, International Banking in Theory and Practice, New York, Addison-Wesley, 1985.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## CP - 203 : HUMAN RESOURCE MANAGEMENT

### Objectives

In a complex world of industry and business, organisational efficiency is largely dependent on the contribution made by the members of the organisation. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

### Course Content

#### UNIT I : Introduction

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment; Corporate Objectives and Human Resource Planning; Career and Succession Planning ; Job Analysis and Role Description;

#### UNIT II : Recruitment & Training.

Methods of Manpower Search; Attracting and Selecting Human Resources; Induction and Socialisation; Manpower Training and Development; Performance Appraisal and Potential Evolution;

#### UNIT III : Compensation

Job Evaluation, Wages and Salary Administration, Employee's Benefit Programmes, Groups and Individual Incentives and Fringe Benefits, Organisational Participation and Productivity sharing.

#### UNIT IV : Managerial Skills

Introducing Change and its managerial problems, Discipline, Absenteeism and Employee Turnover, Conflict Management, Grievance Handling.

#### UNIT V : Industrial Relations.

Employee Welfare; Industrial Relations & Trade Unions ; Dispute Resolution & Grievance Resolution & Grievance Management; Employee Empowerment.

### Suggested Reading

1. Aswathappa. K. Human Resources and Personnel Management Tata Mc Graw Hill, New Delhi, 1997
2. De Cenzo, DA & Robins S.P. Human Resource Management 5th ed. New York, John Wiley, 1994.
3. Monappa, A & Saiyadain M. Personnel Management, 2nd ed. New Delhi, Tata Mc Graw Hill 1966.
4. Mammoria C.B. Personnel Management, New Delhi, HPH, 1996.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## CP - 204 : FINANCIAL MANAGEMENT

### Objectives

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

### Course Content

#### UNIT I : Introduction

Functions and Objectives of Financial Management; Financial Analysis and Control; Cost-Volume-Profit Analysis; Valuation of a Firm; Financial Forecasting.

#### UNIT II : Short Term Financing

Working Capital Management; Management of Cash and Market Securities; Management of Accounts and Receivables; Inventory Management; short-term Loans - Intermediate Term; Debt Financing Bank Financing.

#### UNIT III : Capital Structure & Dividends

Capital Structure Decisions of the firm; Dividend and Valuation; Dividend Policy of the firm; Dividend Decisions.

#### UNIT IV : Long Term Financing

Obtaining Long Term Funds externally; Long Term Debt; Preferred Stock and Common Stock; Convertibles Securities and Warrants; Lease Financing.

#### UNIT V : Investment Decisions.

Methods of Capital Budgeting; Cost of Capital for Risky Investment; Multiple Risky Investment; Portfolio Management.

### Suggest Readings

1. Bhalla, V.K. Financial Management and Policy, NewDelhi, Anmol, 1995.
2. Hampton, John, Financial Decision Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997
3. Van Horne, James C. Financial Management and Policy, 10th ed. NewDelhi, Prentice Hall of India, 1977.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## CP - 205 : MARKETING MANAGEMENT

### Objectives

The purpose of this course is to develop and understanding of the underlying concepts strategies and issues involved in the marketing of products and services.

### Course Contents

#### UNIT I : Introduction.

Basic Concepts and Approaches, Selling vs Marketing, Marketing Process, Marketing System and Environment, Marketing Mix and Market Segmentation.

#### UNIT II : Consumer behaviour & Marketing research

Factor affecting Consumer's Behaviour viz Culture, Social Psychological and Personal, Decision Making Process in buying, Concept and Component of MkIS. Marketing Research - Meaning, Significance, Scope and Methods.

#### UNIT III : Product & Distribution

Product Mix, Product Classification, Product Life Cycle, Launching of a New Product, Branding and Packaging, Types of Marketing Channels, Factors influencing Channel usage, Channel management - Selection Cooperation and conflict management, Vertical Marketing, Types of Middlemen their role in channel management.

#### UNIT IV : Pricing and Promotion.

Pricing methods and strategies, Factors influencing pricing, Promotion decisions - Promotion Mix, Advertising, Sales Promotion, Publicity and Personal Selling

#### UNIT V : Specific Marketing Areas.

Service Marketing, Rural Marketing, Social Marketing, Marketing for non profit organisation, International Marketing.

### Suggested Readings

1. Stanton, William, J. Fundamental of Marketing, New York, Mc Graw Hill 1994.
2. Kotler, Philip and Armstrong, G. Principles of Marketing, PHI New Delhi, 1997.
3. Sontakki C.N., Marketing , Kalayani Publisher, 1995.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*



## CP- 206 : PRODUCTION AND OPERATIONS MANAGEMENT

### Objectives

The course is designed to acquaint the students with decision making in Planning, Scheduling and control of Production and Operation function in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organisations.

### Course Content

#### UNIT I : Introductory Concept to Operations.

Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing systems & Layouts; Layout Planning and Analysis; Material Handling - Principles - Equipments, Line Balancing - Problems.

#### UNIT II : Operational Planning.

Operations decisions- Production Planning and Control - In Mass Production - In Batch/ Job manufacturing Capacity Planning - Models.

#### UNIT III : Process Planning.

Process Planning - Aggregate Planning - Scheduling- Maintenance Management Concepts- Work Study, Method Study, Work Measurement, Work Sampling, Work Environment - Industrial Safety.

#### UNIT IV : Material Management

Material Management : An Overview of Material Management, Material Planning and Inventory Control, JIT; Materials Planning Budgeting and Material Requirement planning; Purchase management; Stores Management.

#### UNIT V : Quality Control.

Quality Assurance; Acceptance Sampling, Statistical process Control, TOM, ISO - 9000; Maintenance; Safety Management.

#### Suggested Reading.

1. Buffa, E.S. Modern Production Management., New York, John Wiley, 1987.
2. Chary S.N. Production and Operations Management NewDelhi, Tata McGraw Hill, 1989.
3. Chunawalla, Patel, Production and Operation Management. HPH 1998.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## CP-207: ORGANISATIONAL EFFECTIVENESS AND CHANGE

### Objectives

To familiarise the students with the basic organisational process to bring about organisational effectiveness

### Course Content

#### Unit I Overview

Overview and Concept Of Organisational Change, Effectiveness and Development, Forces of Change, Resistance to Change, Process and Management of Change ;Change Agents, Organisational Effectiveness- Concept, Approaches and Control.

#### Unit II Organisational Climate and Culture

Organisational Climate- Concept & Impact; Organisational Culture- Characteristics, Types, Uniformity and Creating and Sustaining Culture; Organisational Development – Concept & Process and Intervention.

#### Unit III Power and Politics and Organisational Conflict

Power and Politics- Meaning of Power and Political Implication of Power; Process of Empowerment; Organisational Conflict- Role and Management and Negotiation Skill.

#### Unit IV Organisational Learning and Creativity

Organisational Learning – Concept, Theories of Learning and Behavior Modification, Creativity and Innovation: The Process of Creativity, Techniques of Enhancing Creativity & Killing Creativity

#### Unit V Other Issues

Business Ethics and Corporate Governance, Management of Gender Issues, Cross Cultural Dynamics.

#### Suggested Readings:

1. French, W.E. and bell C.H., organisational Development, New Delhi PHI- 1995
2. Kao, S R etc, Effective Organisations and Social Values, New Delhi, Sage, 1994
3. Robbins, S.P., Organisational Behaviour, 7<sup>th</sup> ed, New Delhi, PHI, 1996
4. Luthans, F., Organisational Behaviour, 7<sup>th</sup> ed, New York, Mc Graw Hill
5. Mendonca, M and Kanungo R N., Work Motivation, New Delhi, Sage, 1994
6. Khandwalla, P N., Organisational Design For Excellence, New Delhi, TMH, 1992

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

### **CP - 208 VIVA VOCE**

viva-voce on the papers of MBA I & II Semester shall be organised at the end of the semester ( to be evaluated by one external and one internal examiner)

### **CP – 209 COMPUTER LAB**

Viva-voce on the Computer shall be organized at the end of II semester ( to be evaluated by one external and one internal examiner)

**SEMESTER : III**  
**CP-301 TO CP - 304**  
**CP - 301 : OPERATIONS RESEARCH**

**Objectives:**

The objective of this paper is to give the students a firm grasp of quantitative techniques, which are useful to them in the field of management, the emphasis is mainly laid on Operational Research.

**Course Content**

**UNIT I : Introduction to OR**

Introduction, Nature, Scope and managerial Application, Methodology and Modeling in OR, Types of Models, Principles of Modeling in OR, Overview of various OR models used in Business.

**UNIT II : Linear Programming.**

Linear Programming, Introduction, Formulation, Graphical and Simplex Method for solving L.P.P. Maximisation & Minimisation Type Problems, Big m and Two-Phase Methods.

**UNIT III : Operational Models**

Transportation Problems: Formulation Basic Feasible solution and optimality test, Assignment Problems : Minimisation types, constraints, unbalanced and maximisation type, Monte Carlo's simulation (Elementary).

**UNIT IV : Operational Network:**

PERT & CPM : Basic concepts, Rules of Network construction, Determination of critical path, Determination of float, Determination of Project completion time, Dynamic Programming. (Elementary).

**UNIT V : Operational Theories**

Game Theory: Types of Game, Two person Zero Sum Game, Saddle point, Dominance rule, solution to  $2 \times 2$ ,  $2 \times n$  and  $m \times 2$  games. Queuing theory: General Structure of a queuing system. Queuing Theory, Operating characteristics of a Queuing system. Simple problems related to Queuing, Replacement theory, (Elementary concept)

**Suggested Readings**

1. Vohra N.D., Quantitative Techniques in Management, NewDelhi, TMGH 1990.
  2. Sharma SD, Operations Research.
  3. Sharma JK, Operational Research: Theory and Applications, NewDelhi, Macmillan India Ltd. 1997.
  4. Narag A. S. Linear programming and Decision Making, New Delhi, Sultan Chand, 1995.
- The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## CP – 302 DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM

### Objective

The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.

### Course Contents

#### UNIT I : Introduction to MIS

Management Information System: Definitions: Basic Concepts Frameworks – Major Trends in Technology, Applications of Information Technology, System & Design : System Development initiative Different Methodologies – Life Cycle & prototype approach role of MIS at various managerial levels, viz operational, planning and control.

#### UNIT II : Structure of MIS.

System Approach to MIS. Operating element of a MIS, MIS and Decision making, MIS structure on the basis of Management activity and organisational functions. Synthesis of MIS structure evaluation.

#### UNIT III : Data Management & Information Handling.

Need of Information: Level of Information handling; Characteristics of Information at various control levels. Advantage of computensation; Data flow diagram, Data dictionary, Data Base management and Word Processing; Electronic Spreadsheet and its managerial application

#### UNIT IV Decision Support System (DSS)

Characteristics, Structure and Classes of DSS, DSS as an aid to Decision Making, Support for intelligence, Design and choice, Decision Trees, Approaches to development of DSS.

#### UNIT V : Managerial Applications of Computers

Use of Computers in Management functions, Viz Finance, Marketing, Operations etc. Computer based Financial System: Financial analysis and Planning, Financial Management Software. Computer based Inventory system: Computensed Inventory Management, Inventory system Design.

Computer based HRM: System design, Data requirement and use of computers in HRM.

### Suggested Readings

- 1 David Olson : Management Information System.
- 2 Mudick, Ross : Information Systems for Modern Management.
- 3 Andrew P : Decision Support System Engineering , Sage.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## CP- 303: BUSINESS LEGISLATION

### Objectives

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise

### Course Contents

#### UNIT I : Contract Act.

The Indian Contract Act, 1872. Essentials of Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its remedies. Quasi-Contracts. Indemnity, Guarantee, Contingency, Bailment and Agency.

#### UNITII : Sales of Goods Act & Negotiable Instruments Act.

The Sale of Goods Act, 1930: Formation of a Contract. Right of Unpaid Seller. The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument.

#### UNIT III: Introduction to Company Law.

The Companies Act 1956. Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus.

#### UNIT IV : Share Capital

Allotment of Shares. Shares and Share Capital. Shares vs Debentures Membership. Borrowing Powers. Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction.

#### UNIT V : Other Issues

Prevention of Oppression and Mismanagement. Winding UP, Consumer Protection Act and Cyber Laws.

### Suggested Readings

1. Avtar Singh, Company Law, 11<sup>th</sup> ed. Lucknow, Eastern, 1996.
2. Gang & Chanda, Merchantile Law.
3. Kapoor N.D, Mercantile Law.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## CP – 304 : SUMMER TRAINING PROJECT

At the end of second semester all students will have to undergo summer training of 6 – 8 weeks with an industrial business or service organisation by taking up a project study.

## CP-305 : CONSUMER BEHAVIOUR

### Objectives

The basic objectives of this course is to develop and understanding about the consumer decision – making process and its applications in marketing function of firms.

### Course Content

#### UNIT I : Introduction

Introduction to consumer Behaviour: Consumer Behaviour and Marketing Strategy, Consumer involvement and Decision Making; Information Search Process; Evaluation criteria and Decision rules.

#### UNIT II : Motivation & Perception

Consumer Motivation; Need and Goals, Positive & Negative motivation, Dynamic Nature of Motivation, Consumer Perception; Conceptual Framework, Dynamics of Perception, Consumer Imaging.

#### UNIT III : Attitude & Personality

Consumer Attitude and Attitude Change; Influence of personality and self concept on Buying Behaviour; Psychographics and Lifestyle; AIO & VALS Classification.

#### UNIT IV : Influence on CB

Reference Group Influence; Diffusion of Innovation; Diffusion Process, Adoption Process, Profile of Consumer Innovation and Opinion Leadership Family Decision Making, Family functions and Family life style.

#### UNIT V : CB Models & Application

Models of Consumer Behaviour; Nicosia Model; Howard Sheth Model, Engel Blackwell Jullat Model, Industrial Buying Behaviour; Consumer Behaviour Studies in India.

### Suggested Readings

1. Schiffman, LG and Kanuk, LL. Consumer Behaviour New Delhi, PHI 1994.
2. Mowen, John C. – Consumer Behaviour, New York, Mac Millan 1993.
3. Engle JF etc. Consumer Behaviour in Marketing, Engle wood Cliffs, New Jersey, PHInc.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*



## CP-306 : SALES AND DISTRIBUTION MANAGEMENT

### Objectives

The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channel

### Course Content

#### UNIT I : Selling Process & Concepts.

Nature and Scope of sales management; Setting and Formulating Personal Selling Objectives Sales Theories, Steps in Selling Process, Pre-requisite of a Good Sales Personnel.

#### UNIT II : Management of Sales Force

Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programme; Designing and Administrating Compensation Plans; Supervision of Salesman; Motivating Sales Personnel: Sales Meeting and Sales Contest.

#### UNIT III : Sales Planning & Evaluation

Process of Sales Planning, Designing Territories and Allocating Sales Efforts; Size and Type of Sales Force. Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme.

#### UNIT IV : Channel Structure & Types

Structure and types of Marketing Channels. Functions of Intermediaries, Wholesaling, Nature, Important, Classification & Selling patterns, Retailing: Nature and Types, Store and Non Store retailing, strategic issues in retailing.

#### UNIT V : Channel Planning

Channel Planning: Channel Integration, Intensity of Market Coverage, Selection of Distribution channels, Behaviour of Channel Member, Legal issues in channel Management, Emerging trend in Channel Management.

### Suggested Readings

1. Stanton, William J. Management of Sales Force. Chicago, Irwin, 1995.
2. Johnson, E. M etc. sales management : Concepts, Practices and Cases. New York, John Wiley, 1989.
3. Anderson, R. Professional Sales Management; Englewood Cliffs, New Jersey, PHinc. 1992.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course*

**SEMESTER – IV : CP – 401 TO CP – 406**  
**401: STRATEGIC MANAGEMENT**

**Objectives**

The objective of this course is to impart an understanding of the comprehensive process of top management of a business enterprise so as to develop the ability to analyse business problems and provide an opportunity to experience the process of decision making.

**Course Content**

**UNIT I: Introduction**

Business Policy Nature, Importance, Purpose & Objective. Concept of strategy, Mission Policy, Purpose Objective, Goal & Tactics. Strategic Management an Overview.

**UNIT II: Strategy Formulation.**

Environmental Appraisal – Mega, Micro & Relevant, organisational Appraisal, SWOT Analysis  
BCP, OCP & SAP profiles, Environment Scanning & Sources of Information,

**UNIT III: Strategic Alternative & Choice**

Various Strategic Alternative – Grand Modernisation, Diversification, Integration, Merger, Acquire, Joint Venture, Turn Around, Divestment & Liquidation, Strategic Choice and its process.

**UNIT IV: Strategic Implementation.**

Issues Involved, Project & procedural Implementation, Resources Allocation, Structural & behavioral Implementation.

**UNIT V: Strategic Evaluation & Control.**

Overview, Strategic and Operational Control, Techniques and Role of organisation System.

**Suggested Readings**

Kazmi Azhar, Business Policy, New Delhi, TMH, 1997.

Drucker P. Changing World of the Executive, New York, 1982

Prahalad CK. Competing for Future. Boston, Harvard Business School Press, 1994

*A list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

### **CP – 402 : PROJECT STUDY**

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of the two papers.

### **CP – 403 : VIVA VOCE**

A viva-voce on the papers of MBA III & IV Sem will be organised at the end of MBA IV Sem ( To evaluated by one External and One Internal Examiner).

## CP-404 : ADVERTISING MANAGEMENT

### Objectives

The aim of the paper is to acquaint the students with concept, techniques and give experience in the application of concept for developing an effective advertising programme.

### Course Content

#### UNIT I : Introduction

Definition, Objectives, Functions and classification of advertising as a component of Marketing Mix, Stimulating of Primary demand and Selective demand, DAGMAR approach

#### UNIT II : Advertising as Communication.

Process of marketing Communication, Advertising vs other forms of mass communication, Communication Mix, Determination of Target Audience; Building of Advertising programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Copy Testing; PreTest & Post Test, Ad Effectiveness.

#### UNIT III : Advertising Media

General and Special Characteristics of different media, Media Planning and Media strategy, Media Tactics: Media Class, Vehicle, Option and timing Decision. Media Buying

#### UNIT IV : Advertising Organisation and Budgets

Advertising Agency – Function of a modern agency, functions of the advertising department and advertising manager, Advertising Budget – Approaches and Procedures for determining the size of the budgets, characters of items to be charged to advertising.

#### UNIT V : Social & Economics Aspects of Advertising

Productive of Advertising – its contribution to economic development and standard of living, its economic and social relevance Ethics and truth in Advertising. Public Service Advertising.

### Suggested Readings

1. Aaker David a. Advertising Management, 4<sup>th</sup> ed., PHI NewDelhi, 1985.
2. Ogilvy, David, Ogilvy on Advertising London, Lonfman, qq983.
3. Sontakki Advertising Management
4. Mohan M Advertising Management

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*



## CP:406- MARKETING OF SERVICES

### Objectives

The objective of this course is to develop insight into emerging trends in the service sector in developing economy and tackle issues involved in the management of services on national basis.

### Course Content

#### Unit-I Introduction

Service Marketing- Origin, Concept and Growth, I's of service marketing; Designing of Service strategy in context to Indian Scene; Salient features of services; Significance of service marketing.

#### Unit-II Phases of Service Marketing-

Emergence of service economy; Nature of services; Goods and Services marketing; Marketing Challenges in service business; Marketing Framework for service business;

#### Unit-III Classification of Service Marketing-I

Service Classification; Banking- The concept of Bank and Insurance Marketing; Factors governing customers psychology; Factors influencing the consumer behavior; Market segmentation; Marketing mix for banking and insurance services.

#### Unit-IV Classification of Services Marketing-II

The concept of Transport, Tourism, Hotel and Hospital services and their marketing patterns; The effecting issues of their customers and Marketing Mix and Segmentation

#### Unit-V-Marketing Issues of Services

Advertising-Issues involved in advertisement; Branding and Packaging of services; Relationshi Marketing and CRM

### Suggested Readings

Jha S.M. : Services Marketing Himalay Publishing House, 1994, 1<sup>st</sup> ed.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

**FINANCE AREA : FM**  
**FM – 311 : SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT**

**Objectives**

The objectives of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and practice of Portfolio Management.

**Course Contents**

**UNIT I : Investment Management**

Investment – Return and Risk : Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies, Market Indices and Return.

**UNIT II : Security Analysis**

Security Credit Ratings; Objective of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities; The Return to Risk and the Investment Decision; Government Securities; Non Security Form of Investment.

**UNIT III : Stock Market**

Market: Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Recent development in Indian Stock Market; Investment Instruments of the Money. Derivatives – Contract, Future market & Hedging, Swap, Option pricing, Derivative markets in India.

**UNIT IV : Portfolio Management**

Introduction to portfolio Management – An optimum portfolio – Selection Problem, Markowitz Portfolio Theory, The Nature of Investment Risk MVC and Portfolio Selection, Portfolios of Two Risky Securities, A Three Security Portfolio, The Efficient Frontier.

**UNIT V : Managed Portfolios and Performance Measurements.**

Sharpe: Single Index Model; Application of Market Model in Portfolio Construction Capital Asset Pricing Model, Constructing the Optimum Portfolio, Portfolio Investment Process; Bond Portfolio Management Strategies; Investment Timing and Portfolio Performance Evaluation; Corporate Portfolio Management in India.

**Suggested Readings**

1. Bhalla, V.K. , Investment Management: Security Analysis and Portfolio Management, 8<sup>th</sup> ed. NewDelhi, S Chand, 2001.
2. Fisher, Donald E and Jordan, Ronald j. Security Analysis and Portfolio Management. 6<sup>th</sup> ed. NewDelhi, PHI 1995.
3. Sharpe, William F. etc. Investment. NewDelhi, PHI 1997.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## FM – 312 : INTERNATIONAL FINANCIAL MANAGEMENT

### Objectives

The objectives of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

### Course Contents

#### UNIT I : Introduction

Meaning and Scope of International Finance. The Emerging Challenges, Recent Changes in Global Financial Markets. Risk Management & Wealth Maximisation. Foreign Exchange Exposure & Risk.

#### UNIT II : International Monetary System

Introduction, Exchange Rate Regimes, International Monetary Fund (IMF), The Problem of Adjustment. The European Monetary System (EMS). Economic and Monetary Union (EMU).

#### UNIT III : Balance of Payment

Introduction, Accounting, principles in BOP, Valuation and Timing, Components of BOP, Deficit & Surplus in BOP, Exchange Rates, Interest Rates & Inflation Rates.

#### UNIT IV : Foreign Exchange Market

Structure, Mechanics of Currency Trading, Types of Transactions and Settlement date, Exchange Rates, Quotation & Arbitrage, Pricing of Short Date and Broken Date Contracts, Foreign Exchange Market in India.

#### UNIT V : Short Term & Long Term Borrowing.

Short Term Borrowing: Introduction, Investment Pattern & Cash management. Long term borrowing: Cost & Risk of Long Term Foreign Borrowings. Syndicated Loans, International bonds, Risk and Return from Foreign Equity Investment. Project Finance. Leasing, Hire Purchase and factoring.

### Suggested Readings.

1. Bhalla, V.K. International Financial Management, 2<sup>nd</sup> ed. , NewDelhi, Anmol,2001.
2. Shapiro, Alan C. Multinational Financial Management, NewDelhi, PHI 1995.
3. Abdullah, F.A. Financial Management for Multinational Firm, Englewood Cliffs, New Jersey, PH Inc., 1987.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*



## FM - 411: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

### Objective:

The basic purpose of this course is to understand the framework for evaluating Capital expenditure Proposals, their planning & management in the review of the projects undertaken

### UNIT I Introduction

Generation and Screening of Project idea; Capital Expenditure; Importance & Difficulties.

### UNIT II Project Analysis

Market demand & situational analysis; technical analysis; analysis of project risk; firm risk & market risk; social cost benefit analysis.

### UNIT III Project Management

Multiple projects & constraints; Network Techniques for project management; Project Review & Administrative Aspects.

### UNIT IV Project Financing

Project Financing in India; problem of time & cost overrun in public sector enterprises in India.

### UNIT V Project Appraisal

Assessment of tax burden of various projects, making comparative analysis; Environmental appraisal of projects- Financial & Technical Environment.

### Suggested readings

1. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting & Implementation.
2. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, BharatLaw House, 1997.
3. Bhalla V. K. Modern Working Capital Management, New Delhi, Anmol, 1997.
4. Bhalla V. K. Financial Management & Policy, II ed., New Delhi, Anmol, 1998.
5. Dhankar, Raj S. Financial Management of Public Sector Undertaking, New Delhi, West Vile, 1995.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## FM - 412 : CORPORATE TAXATION

### Objective:

The objective of the course is to acquaint the participant with the implication of tax structure and corporate profit planning in operational as well as strategic term.

### Course Contents

#### UNIT I : Introduction

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

#### UNIT II : Deduction & Exemptions

Filing of returns, Self assessment of Tax, Tax deduction at source, Tax rebates and relief, Computation of Tax Liability.

#### UNIT III : Tax Planning

Meaning & Scope of Tax Planning, and Location of Under Taking, Types of activity, Ownership Pattern, Tax planning regarding Dividends Policy, Issue of Bonus Shares, Intercorporate Dividends, and Transfers. Tax planning Relating to amalgamation and merger of companies

#### UNIT IV : Tax considerations in respect of specific managerial decision.

Tax considerations in respect of specific managerial decision like Make or Buy, Own or Lease, Close or Continue Sale in Domestic Market or Exports, Replacement and Capital Budgeting decisions etc.

#### UNIT V : Taxing and Strategic Alliances

Tax planning in respect of managerial remuneration, Foreign collaboration and joint ventures, implications of avoidance of double taxation agreements.

#### Suggested Readings

1. Ahuja, GK & Gupta, Ravi Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1999.
2. Singhania, VK Direct Taxes: Law and Practices, Delhi, Taxman.
3. Srinivas, EA. Handbook of Corporate Tax Planning, NewDelhi, TMGH 1988

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

**INFORMATION TECHNOLOGY MANAGEMENT AREA : ITM**  
**ITM – 321 : MANAGEMENT SUPPORT SYSTEMS**

**Objectives**

This course has been designed to develop an understanding of the concepts and application of Information Technology based Management Support System.

**Course Contents**

**UNIT I : Introduction**

Overview of CBIS Applications; Decision Making Concepts – A Need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business.

**UNIT II :**

Modeling in Decision Support; Spread Sheet Software Systems as DSS Tool;

**UNIT III : Functional Application**

Models in various Functional Areas; Introduction to Integrated Financial Planning System for Financial Modeling; Group Decision Support System; Use of DSS Technology for Marketing, Finance, Production and HRM.

**UNIT IV : Artificial Intelligence**

Artificial Intelligence; Need and Application; AI based Systems; Fuzzy Knowledge in Rule Based Systems.

**UNIT V : Expert System.**

Expert System Model for a Functional Area; Expert System Shells; Working on an Expert System Shell; Development of a Executive Information Systems and their Applications.

**Suggested readings**

1. Bratko, Ivan, Prolog : Programming for Artificial Intelligence, 2<sup>nd</sup> ed. California, Addison – Wesley, 1990.
2. Davis, Michael W, Decision Support, Englewoos Cliffts, NewJersey, PHInc, 1988
3. Jayashankar, R, Decision Support Systems, NewDelhi, Tata McGraw Hill, 1989.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## ITM – 322 : DATA BASE MANAGEMENT SYSTEMS

### Objectives

This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organisations. It provides the participants an opportunity to study the hands on implementation of a database in corporate environment.

### Course Contents

#### NIT I : Introduction

Data Base Management Models. Data Processing Concepts: Data Structures: File processing and Access Methods:

#### NIT II : Evaluation & transaction

Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs among Cost, Capacity, and Responsiveness; Functions of Transaction Process and their Communications Interface with Database Management System.

#### NIT III : Data Processing

Distributed Data Processing Systems and a Need for database Environment for such a system. Physical Database Structure: Normalisation and Logical Design; Query Language for Relational Database Management Systems; Structured Query Language.

#### NIT IV : Database Types

Distributed Data Base System: On-Line Data Bases: Object Oriented Data Bases. Managerial Issues Related to Data Base Management. Evaluation Criteria; Performance Analysis;

#### NIT V : Data Recovery

Recovery Issues; Re-organisation Problems; Implementation and Maintenance Issues; Database Administration.

### Suggested Readings

Coad, Peter and Edward, Yourdon. Object-Oriented Analysis, 2<sup>nd</sup> ed. Englewood Cliff, New Jersey, Yourdon Press, 1991

Kroenke, David M. Database Processing : Fundamentals, Design, Implementation 4<sup>th</sup> ed New York, McMillan, 1992.

Systems and Developers Manuals for an RDBMS such as Oracle.

A list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## ITM – 421 : SYSTEM ANALYSIS AND DESIGN

### Objectives

This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

### Course Contents

#### UNIT I : Introduction

Overview of systems Analysis and Design; Software applications today – the changing scenarios – Introduction to different methodologies and structured System Analysis – Problem identification – Requirement analysis : Tools and techniques – Feasibility analysis – Operational, technical and Economical Feasibility – Details of SDLC approach.

#### UNIT II : System Concept

Business Systems Concepts; System Development Life Cycle; Project Selection; Feasibility Study; Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structures Techniques Available System Requirement Specification and Analysis.

#### UNIT III : System Analysis Techniques

Data Flow Diagrams; Data Dictionaries; Decision Analysis; Process organisation and Intersections; Decision trees and tables; Normalization, Detail Design; Modulation; Module Specification; File Design; Data Base Design, System Control.

#### UNIT IV : Documentation & testing

Documentation Tools; Testing Techniques Available; System Controls System Administration and Training; Hardware and Software Selection; Operating System Selection, Performance and Acceptance Testing Criteria.

#### Unit V : Project Management

Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

### Suggested Readings

1. Awad, Elias M. Systems Analysis and Design, 2<sup>nd</sup> ed. New Delhi, PHI 1990.
2. Coad, Peter and Edward. Yourdon, Object-Oriented Analysis 2<sup>nd</sup> ed. Englewood Cliff, New Jersey, Yourdon Press 1991
3. Rajaraman, V. Analysis and Design of Information System, New Delhi, PHI, 1991.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## ITM – 422 : RDBMS & SQL CONCEPT

### Objective

The students are to be provided basic understanding of the RDBMS & SQL and the skills to make use of these in business organisations.

### Course Content

#### UNIT I : Introduction

RDBMS : Introduction – Database and DBMS Software. Three Layered Architecture. Advantage and Disadvantages of a Database. History.

#### UNIT II : Data Modelling

Data Modeling – Object Oriented and Record Based Models, E-R Model and E-R diagram Examples and Exercise. Hierarchical Model, Network Model E.F. Codd's 12 Rules for a relational Database.

#### UNIT III : Database Concepts

Database Concepts- Transaction Management, Properties of a Transaction, Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup and Recovery; Data Dictionary – System Catalogue.

#### UNIT IV : Basic Database Operations

Introduction to Client- Server and ODBC connectivity, SQL : SQL Language DML commands – Select, Insert, Update, Delete – retrieving data, summarising data, adding data to the database updating data to the database and deleting data.

#### UNIT V : Database questions

Simple queries – use of WHERE, Arithmetic, Comparison and logical operators, ORDER BY, GROUP BY and Group Function, Multi table queries, Sub-queries, Views: DDL Commands – Table and view Create, Alter, Drop Integrity Constraints: Transaction processing - Commit, Rollback, Savepoint.

#### Suggested Readings

1. Coleman, Pat and Peter Dyson Internets BPB Pub., delhi, 1997.
2. Bayars, Ivan Commercial application Dev. Using trade, BPB Pub., Delhi 1997
3. Rich, Jason R. Starting an E-Commerce Business, IDG Books, 2000.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

**HUMAN RESOURCE MANAGEMENT  
AREA : HRM**

**HRM – 331 : MANAGEMENT OF INDUSTRIAL RELATIONS**

**Objectives**

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the micro and macro levels.

**Course Contents**

**UNIT I : Introduction**

Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial relations and the State; Legal framework of Industrial Relations.

**UNIT II : Trade Unionism**

Role and Future of Trade Union; Trade Union and the Employee; trade Union and The Management; Trade Union Act, 1926.

**UNIT III : Employee Grievance & Participation**

Discipline and Grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive bargaining.

**UNIT IV : ILO & IR**

Industrial unrest in India, ILO, India and ILO. Dunlop's Industrial Relations Model. Employee Empowerment, Quality Management.

**UNIT V : IR & Laws**

Industrial Disputes Act, 1947. Contract Labour Act, Factories Act 1948, Industrial Employment (Standing Order) Act, 1946.

**Suggested Readings**

1. Das R.P. Management of Industrial Relations, Varanasi, Kkrishna Trading Corp., 2001
2. Agrawal SN Labour Relations Law in India.
3. Taxmann Labour Laws, 1999
4. Menal Arora Industrial Relations. Exel Books, 1997

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## HRM – 332 : HUMAN RESOURCE DEVELOPMENT

### Objectives

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

### Course Contents

#### UNIT I : Introduction

Fields of HRD-Concept, Goals, HRD department and its function, HRD Climate and Practices in India, Staffing HRD Function, Developing HR Strategies and their strategies in India.

#### UNIT II : Enriching Employees

Training and Development – Needs, designing and administration of Training and Development programmes, Training effectiveness and its evaluation method, Importance of feedback for Trainee and Trainer.

Performance Appraisal, Nature and Methods of appraisal, Potential Appraisal – Its utilization and implementation, Benchmarking, Career Planning, Job Change, Career Management, New trends in Career Management, Counselling and Mentoring.

#### UNIT III : HR with cross culture

Human and Cultural variables in Global organization, Cross cultural differences and managerial implications, HRM factor in Global Organisation – Leadership, Decision Making, Communication and negotiation, Selection and Compensation Management.

Emerging trends in Global Business and consideration by HR – BPO, Off shoring

#### UNIT IV : Organisation for HRD

HRD SYSTEM: Design & Administration of HRD Systems: HRD for workers: HRD Intervention; HRD Approaches for coping with organisational Changes; Case Studies of HRD in Indian Organisations.

#### UNIT V : Human Resource Information System, Auditing & Accounting

HR Information System – Introduction, Job Information and families, Job competency

HR Audit, HR Report and research keeping mode, HR Accounting – Nature and Objective Models of HR Accounting and its prospects, Emerging issues.

### Suggested Readings

1. Rao, TV Alternative approaches & Strategies of Human Resources Development, Jaipur, Rawat, 1988.
2. Pareek, U. Managing Transitions, The HRD Response, NewDelhi, TataMcGraw Hill, 1992.
3. Dayal, Ishwar, Successful Applications of HRD, NewDelhi, NewConcepts, 1995.
4. Tripathi PC Personnel Management & IR

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*



## HRM – 431 : COMPENSATION MANAGEMENT

### Objectives

The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the corporate sector, Public services and other forms of organisations and to impart skills in designing, analysing and restructuring reward management system, policies and strategies.

### Course Content

#### UNIT I : Compensation Theories & practices

The Market forces of Demand and Supply : The concept of Demand for and Supply of Labour, Effectiveness of the forces of Demand and Supply, Competitive Imperatives: Perfect and Imperfect competition, Conceptual and Theoretical Understanding of Economic Theory related to the Reward Management: Classical, Neo-Classical, and Modern theory, Demand and Supply theory, Competitive theory, Productivity, Bench Marking.

#### UNIT II : Compensation Methods

Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages.

#### UNIT III : Compensation Packages

Compensation Design for Specific Type of Human Resources like Compensation of Chief Executives Senior Managers, R&D Staff, etc. Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans.

#### UNIT IV : Wage Boards & Laws

Working of Different Institutions Related to Reward system like Wage Boards, Pay Commissions, Wage Laws- The Law of Minimum Wages, Payment of Wages.

#### UNIT V : Special Provision

Employee Provident Fund & Misc. Provision Act, 1952. Employee State Insurance Act, 1948. Payment of Gratuity Act, 1972. Payment of Bonus Act, 1955. Maternity Benefit Act, 1961.

### Suggested Readings

1. Srivastava S.C. Industrial Relations and Labour Laws. NewDelhi, Vikas, 1994.
2. Malhotra OP The Law of Industrial Disputes. Vol. I & II Bombay. N.M tripathi, 1985.
3. Seth DD, Industrial Disputes Act 1947, Vol. I & II Bombay, 1995

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*

## HRM- 432 : ORGANISATIONAL CHANGE AND INTERVENTIONAL STRATEGIES

### Objectives

The objective of this paper is to prepare students as organisational change facilitator using knowledge and techniques of behavioral science.

### Course Contents

#### UNIT I : Introduction

Organisation Change – An overview, Approaches to problem Diagnosis, some major techniques of Planned Change. Steps in OD, general OD Competencies, OD skills.

#### UNIT II : O.D. Intervention – I

An overview of OD Interventions, Classification of OD, Team Interventions, Inter-Group and third Party Peace Making Interventions. Training Experiences; Behaviour Modeling and Life.

#### UNIT III : O.D. Intervention – II

Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Strategic Management Activities and Grid OD, Structural Interventions - Job Design, Job Enrichment, MBO, Quality Circle, QWL, TOM, Parallel Learning Structure.

#### UNIT IV : Key Consideration & Issue on OD

Issue in Consultant – Client Relationship, Power and Politics in OD, System Ramification: Resistance to Change, leadership and Labour Relations.

#### UNIT V : Research on OD

Assessing effect of OD, Recent Development in research on OD, Future of OD, Condition of optimal Success of OD.

### Suggested Readings

1. French W H and Bell CH , Organisational Development, NewDelhi, PHI, 1991
2. Bennis WG : Organisational Development
3. Pareek U : Managing Organisation Change.

*The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.*