



पाठ्यक्रम SYLLABUS

SCHEME OF EXAMINATION AND COURSES OF STUDY

FACULTY OF MANAGEMENT

**Master of Business Administration (Dual Specialisation)
(Functional Specialisation and Entrepreneurship
& Family Business Management)**

Semester-I, II, III, IV

2011-12 से प्रभावी(w.e.f.)

सत्र 2013-14

महर्षि दयानन्द सरस्वती विश्वविद्यालय, अजमेर

NOTICE

1. Change in Statutes/Ordinances/Rules/Regulations/ Syllabus and Books may, from time to time, can be made by amendment or remaking, and a candidate shall, except in so far as the University determines otherwise, comply with any change that applies to years he has not completed at the time of change. The decision taken by the Academic Council shall be final.

सूचना

1. समय-समय पर संशोधन या पुनः निर्माण कर परिनियमों / अध्यादेशों / नियमों / विनियमों / पाठ्यक्रमों व पुस्तकों में परिवर्तन किया जा सकता है, तथा किसी भी परिवर्तन को छात्र को मानना होगा बशर्ते कि विश्वविद्यालय ने अन्यथा प्रकार से उनको छूट न दी हो और छात्र ने उस परिवर्तन के पूर्व वर्ष पाठ्यक्रम को पूरा न किया हो। विद्या परिषद द्वारा लिये गये निर्णय अन्तिम होंगे।

Master of Business Administration (Dual Specialization)

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.

1.0 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.

2.0 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.

3.0 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.

4.0 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.

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

6.0 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).

7.0 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.

8.0 Attendance

As per prevalent university rules

9.0 Course Structure**Structure of MBA (DS) programme**

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

Rao V S P and Krishna V Hari, Management, Excel Books.

Readings**Reference Books:**

Newman and Warren, The Process of Management, Prentice Hall India.
Hannagan Timm, Management – Concepts & Practices, MacMillan.
Koontz "O" Donnell, Management, 8th Ed. International Student and Weihrich Edition, Kogakusha, Tokyo
Stoner, Management, Prentice Hall of India, New Delhi
Prasad L. M., Principles and Practices of Management, Sultan Chand & Sons, New Delhi
Chandan J. S., 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	<p>Text Book: Mehta P. L., Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, New Delhi.</p> <p>Reference Books: Ahuja H. L. Micro Economics, Himalaya Publishing House, New Delhi Siddiqui S A and Siddiqui A S, Managerial Economics and Financial Management, New Age International Publishers, New Delhi</p>
103	Individual and Organisational Behaviour
Unit 1	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	<p>Text Book: Luthans, F., Organisational Behaviour. <i>Prentice Hall of India</i>, New Delhi.</p> <p>Reference Books: Robbins, S., Organisational Behaviour. <i>Pearson Education</i>, New Delhi. Khanka S S, Organizational Behaviour, S Chand and Company, New Delhi Jit S Chandan, Organizational Behavior, Vikas Publication.</p>
104	Financial Statement Analysis
Unit 1	Overview of Accounting process, Final Accounts: Trading Account, Profit & Loss Account, Balance Sheet
Unit 2	Financial statement analysis techniques – Ratio analysis and Inventory Valuation and estimation.
Unit 3	Funds flow statement & Cash flow statement analysis, Sources of long term finance.
Suggested Readings	<p>Text Books: Maheshwari, S.N., Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi. Agarwal M.R., Financial Management, Garima Publications.</p> <p>Reference Books: Pandey I.M., Financial Management, Vikas Publications. Bhattacharya, S.K. and Dearden, J. (1996). <i>Accounting for Management: Texts and Cases</i>. <i>Vikas Publishing</i>, New Delhi.</p>
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	<p>Text Book: Levin and Rubin. Statistics for management, Prentice Hall of India Ltd., New Delhi</p> <p>Reference Books: Sharma J. K., Business Statistics, Pearson Education Gupta S.P., Statistics, Sultan Chand & Sons</p>
106	Marketing Management I
Unit 1	Role and importance of marketing in business; meaning, definition, and basic concepts of marketing, Marketing Plan & introduction to marketing mix
Unit 2	Meaning and concept of consumer behaviour; buying decision process and issues in consumer behaviour, Market Research
Unit 3	Market segmentation, targeting, positioning and differentiation.
Suggested Readings	<p>Text Book: Kotler, P., Marketing Management. Prentice Hall of India, New Delhi.</p> <p>Reference Books: Ramaswamy, V.S. and Namakumari, S., Marketing Management, Planning and Control, <i>Macmillan India Ltd.</i>, New Delhi. Saxena Rajan, Marketing Management, Tata McGraw Hill, New Delhi</p>
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
Suggested Readings	<p>Text Book: Kapoor, V.K., Operations Research. <i>Sultan Chand and Sons</i>, New Delhi.</p> <p>Reference Books: Levin, R.I. and Rubin, D.S., Statistics for Management, <i>Prentice Hall of India</i>, New Delhi. Vohra N. D., Quantitative Techniques in Management. <i>Tata McGraw Hill</i> Sharma, J.K., Fundamentals of Operations Research, <i>Macmillan India Ltd.</i>, New Delhi.</p>
108	Computer for Management
Unit 1	Computer System Concept: Characteristics, Generations, Basic computer organization, Computer Memory, Input and output devices, Secondary storage devices.
Unit 2	Computer software: application and system software, operating systems, computer languages.
Unit 3	MS-Office: Word, Excel, Access and PowerPoint; Basics of internet; e-mail, etc.
Suggested Readings	<p>Text Book: Taxali R. K., PC Software for Windows, <i>Tata McGraw Hill</i></p> <p>Reference Books: Sanjay Saxena, A First Course in Computers, <i>Vikas Publishing House Pvt Ltd.</i>, New Delhi</p>

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
Text Book:
 Gupta C.B., Business Communication & Customer Relations, Sultan Chand & Sons.

Reference Books:

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.
 Pearce, C Glenn, Business Communications: Principles and Applications, Prentice Hall of India, New Delhi.

202 Marketing Management II

Unit 1 Product – Characteristics and Classification, Positioning, Differentiation, Packaging and Labelling, Product Life Cycle, New Product Development. Price - Setting and adapting the price

Unit 2 Place – Role of Marketing Channels, Channel Design Management and Integration, Introduction to e-commerce.

Promotion- Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity

Unit 3 Marketing Strategy, Introduction to International Marketing

Suggested Readings
Text Book:
 Kotler, P., Marketing Management. Prentice Hall of India, New Delhi.

Reference Books:

Ramaswamy, V.S. and Namakumari, S., Marketing Management, Planning and Control, Macmillan India Ltd., New Delhi.
 Saxena Rajan, Marketing Management, Tata McGraw Hill, New Delhi

203 Financial Management

Unit 1 Meaning, scope, aims and objectives of financial management; finance function; cost of capital. Capital Structure: Planning & Theories; Dividend policy.

Unit 2 Capital budgeting- concepts, risk analysis of capital investments, Marginal

Costing & Profit Planning; Management of working Capital: Meaning, principles and methods

Budgeting & Budgetary Control; Standard Costing & Variance Analysis.

Text Book:

Pandey I.M., Financial Management, Vikas Publishing House.

Reference Books:

Chandra, P., Financial Management: Theory & Practice, Tata McGraw Hill, New Delhi.

Bhattacharya, Financial Accounting for Business Managers, Prentice Hall of India, New Delhi.

Pandey, I.M., Finance: A Management Guide for Managing Company Funds and Profits. Prentice Hall of India, New Delhi.

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.

Text Book:

Aswathappa, K., Human resources and Personnel Management, Tata McGraw Hill, New Delhi.

Reference Books:

Dressler, Human Resource Management, Prentice Hall of India, New Delhi.

Chadha, Human Resource Management, Macmillan Publishers.

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.

Text Book:

Chase, Jacobs, Aquilino and Agarwal, Production and Operations Management, Tata McGraw-Hill

Reference Books:

Bedi Kanishka, production and Operations Management, Oxford University Press, New Delhi

Adam, E. Everett, Ebert J. Ronald, Production and Operations Management concept, models, and behaviour, Fifth Ed. Prentice Hall of India, New Delhi.

Russell S. Roberta, Taylor W. Bernard, Operations Management, Fourth Edition, Pearson Education.

12 / M.D.S.U. Syllabus / MBA (Dual Specialisation)

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** Methods of Data Collection - Observational and Survey Methods; Questionnaire Design, Attitude Measurement Techniques; Administration of Surveys; Sample Design
- 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; Report writing.

Suggested

Text Book:
Donald R. Cooper, Pamela S. Schindler, Business Research Methods, Tata McGraw Hill Publication, New Delhi.

Reference Books:
Naresh Malhotra, Marketing research, Prentice Hall of India
Kothari C.R., 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, Foreign Exchange.
- Unit 3** Main provisions of: Companies Act, MRTP and Competition Act, FEMA and Consumer Protection Act, Role and functions of SEBI, Contemporary Issues in Indian economy.

Suggested Readings

Text Book:
Francis Cherunilam, Business Environment: Text and Cases, Himalaya Publishing House

Reference Books:
Mishra and Puri, Economic Environment of Business, Himalaya Publication House.
Vaishney Swami Gupta, Business Environment, Swami Book Depot.
Chidambaram and Alagappan, Business Environment, Vikas Publishing House.

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

Text Book:
Laudon K C and Laudon J P, Management Information systems: Managing the digital Firm, Prentice Hall India Ltd., New Delhi
Munness Kumar, Business Information System, Vikas Publishing House

Pvt Ltd, New Delhi

Reference Books:

Dekar W. Jawa., Management information System, Tata McGraw Hill, New Delhi
Goyal D. P., Management Information System, Macmillan Publishers.
Bruch and Grudnitski, Information Systems - Theory & Practice
Jerme Kanter, Management Information Systems.
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, role of entrepreneur in export promotion and import substitution, social responsibility of entrepreneur
- Unit 2** Characteristics of an entrepreneur, entrepreneur vs. manager; types of entrepreneur, Entrepreneurial traits and behaviour, entrepreneurial development; role of training facilities, incentives, protection
- Unit 3** Effects of culture on Entrepreneurship; Theories of entrepreneurship: sociological and psychological theories.

Note: Instructor should make the class to meet and interview atleast two entrepreneurs

Suggested Readings

Text Book:
Gupta C B and Khanka S. S., Sultan Chand and Sons, New Delhi

Reference Books:
Holt, Entrepreneurship and New Venture Creation, Prentice-Hall Of India Pvt Ltd
Khanka S. S., Entrepreneurial Development, S Chand, New Delhi
Desai Vasant, 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

Text Book:
Arora, R. and Sood, S.K., Fundamentals of Entrepreneurship and Small Business Management, Kalyani Publishers, Ludhiana.

Reference Books:
Desai, Vasant, Small-Scale Industries and Entrepreneurship, 3/re, Himalayan Publishing House, Mumbai.
Ramachandaran, K., Managing a New Business Successfully, Global Business Press, New Delhi.

303 Small Business Environment

- Unit 1** Policy interventions for small sector development- central and state government; Sickness and challenges before small scale industries and role of socio-economic environment in small business.

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

Text Books:

Francis Cherunilam, Business Environment: Text and Cases, Himalaya Publishing House

Reference Books:

Mishra and Puri, Economic Environment of Business, Himalaya Publishing House.

Policy documents of governments, < www.smallindustryindia.com >
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
Unit 3 Cousin companies: family governance in multigenerational family firms
Succession Planning: Managing succession: the leadership challenge, Building financial security and relinquishing control, Wealth management: family offices and philanthropy.

Suggested Readings

Text Book:

Leach Peter, Family Business - The Essentials, Profile Books

Reference Book:

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 Readings

Text Book:

To be suggested by the instructor.

Reference Books:

Rastogi P.N., Managing Creativity, Macmillan Publishers India

Shlomo Maitala and D.V.R. Seshadri, Innovation Management- Strategies, Concepts and Tools for Growth and Profit.

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, Forms of Business Ventures: Retail, Franchising, Manufacturing, Service Enterprise

Unit 3 Financial issues & resources in New Venture Development, New Venture Team: The role of teams in entrepreneurial process

Suggested Text Book:

Jeffery A. Timmons, New Venture Creation, Tata McGraw-Hill

Reference Books:

Sahay A., Entrepreneurship and New Venture Creation, Excel Books.

Holt, Entrepreneurship and New Venture Creation, Prentice-Hall Of India Pvt Ltd

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 Text Book:

Jeffery A. Timmons, New Venture Creation, Tata McGraw-Hill

Reference Books:

Holt, Entrepreneurship and New Venture Creation, Prentice-Hall Of India Pvt Ltd

Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd., Entrepreneurship

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 (learnt through attending a 30 hrs compulsory Entrepreneurship Development Program conducted by the Center), 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 presentation.

Reference Books:

Business Plan Development, Unit 6, Entrepreneurship Development Institute Publication.

Timmons Jeffery A., New Venture Creation, Tata McGraw-Hill

Sahay A., Entrepreneurship and New Venture Creation, Excel Books.

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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 and through Industrial Tour organised by Center during the academic session. 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 50 points for report and its presentation (25 for report and 25 for presentation) and 50 points for Viva-Voce.

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 **Text Book:** Kazmi, A., Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.

Reference Books:

Wheelen, T.L. and Hunger, J.D., 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 80 points for evaluation by the supervisor. Project will be evaluated by a panel of experts for 120 points based on report (60 points) and a presentation (60 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 strategy, Globalization of services, Introduction to CRM.

Suggested Reading

Text Book:

Chowdhary Nimit & Chowdhary Monika, Textbook of Marketing of Services The Indian Experience. Macmillan India Ltd.

Reference Books:

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

Zeithaml, V. and Bitner, M., 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 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

Text Book:

Keller Kevin Lane, Strategic Brand Management, Pearson Education, New Delhi

Reference Books:

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, Tata McGraw Hill, 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 - Wholeselling 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

Text Book:

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

Reference Books:

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

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	Skt. 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	Text Book: Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hall of India, (Latest Edition). Reference Books: Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995. Engle, J F etc. Consumer Behaviour. Chicago, Dryden Press, 1993 Raju MS & Xardel Dominique, Consumer Behavior, Vikas Publishing House.
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	Text Book: Chunnawala S.A. and Sethia K.C., Foundations of Advertising, Himalaya Publishing House. Reference Books: Batra, Myers and Aaker, David A., Advertising Management, Prentice Hall of India, New Delhi Percy and Elliott, Strategic Advertising Management, Oxford University Press 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	Text Book: Bajaj, Tuli, Srivastava, Retail Management, Oxford University Press, New Delhi

Reference Books:

Swapna Pradhan, Retail Management, Tata McGraw Hill
Berman & Evans, Retail Management, Pearson Education
Suja Nair, Retail Management, 2006
Singh Harjeet, Retail Management: A global Perspective, S. Chand & Sons
Cox & Brittain, Retailing, Pearson Education
Rosemerry and Mohd. Raffik, Principles of Retail Management, Palgrave

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 Reading

Text Book:
Bhalla, V K. Investment Management: Security Analysis and Portfolio Management, S. Chand, New Delhi.

Reference Books:

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, Programming Working Capital Management.

Suggested Reading

Text Book:
Bhalla V.K., Working Capital Management: Text and Cases, Anmol, New Delhi

Reference Books:

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,

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	<p>Text Book: Bhalla V. K., Management of Financial Services. Anmol, New Delhi, 2001</p> <p>Reference Books: Bhalla V. K and Singh D., International Financial Centres, Anmol, New Delhi. Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub., 1990 Machiraju H. R., Indian Financial System, Pearson Education Vasant Desai, The Indian Financial System and Development Shrivastava and Nigam, Managing Indian Financial Institutions, Himalaya Publishing house.</p>
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	<p>Text Book: Maylor, Harvey, Project Management, Pearson Education, New Delhi.</p> <p>Reference Books: Chandra Prasanna, Project Management, Tata McGraw Hill, New Delhi Patel, Project Management, Vikas Publishing House.</p>
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,

Suggested Readings	
<p>Strategic Planning and Management Control.</p> <p>Text Book: Ghosh, P K and Gupta, G S, Cost Analysis and Control. New Delhi, Vision 1985.</p> <p>Reference Books: Anthony, R N and Govindrajana V. Management Control Systems., Taraporevala, Chicago, Irwin, 1995. Emmanuel, C and Otley D. Accounting for Management Control. London, Nostrand Reinhold, 1985. Glynn, J J. Value for Money: Auditing in Public Sector. London, Prentice Hall Inc., 1985, Hersey, P & Blanchard, K. D. Management of Organization Behaviour: Utilising Human Resources. New Delhi, Prentice Hall of India. Maciariello, J A and Kirby C J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall Inc.</p>	
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	<p>Text Books: Hull John C., Options, Futures and Other Derivatives, Pearson Hull J., Introduction to Futures and Options Markets, Prentice Hall of India.</p> <p>Reference Books: Gupta S.L., Financial Derivatives – Theory Concepts and Problems, Prentice Hall of India. Bell E David, Schaeffer, Risk Management Vikas Publishing House.</p>
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	Text and Reference Books:

- 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, VOL-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 Reckoner, 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 Co-ownership; Productive Bargaining and Gain Sharing” Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings **Text Book:** Suri and Chhabra, Industrial Relations- Concepts and Issues, Dhanpat Rai & Co.

Reference Books: Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas Publishing House Pvt Ltd, New Delhi

Kochan, T.A. & Katz Henry, Collective Bargaining and Industrial Relations. Homewood, 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 Text Book: Dayal, HRD Theory and Practice, Anc Books, New Delhi

Reference Books:

- 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 A.D., ISTD, New Delhi

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 Text Book: Ghaiye, B R Law and Procedure of Departmental Enquiry in Private and Public Sector, Eastern Law Company, 1994, Lucknow.

Reference Books: Malhotra, O P, The Law of Industrial Disputes Vol. I and II, Bombay

Malik, P. L., Handbook of Industrial Law, Eastern Book, 1995, Lucknow

Srivastava S C, Industrial Relations and Labour Law, Vikas 1994, New Delhi.

H4 Training and Development

- Unit 1** Training Process - an Overview, Role, Responsibilities and Challenges to Training Managers, Organization and Management of Training Function methods of training and development
- Unit 2** Learning and training, Identification of training needs and Action Research
- Unit 3** Planning, Designing and conducting training and development programme, , evaluation of training and development programmes, Training and

	Development in India.
Suggested Readings	Text Book: T Deb , Training and Development, Ane Books, New Delhi Reference Books: 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; TQM 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	Organisation structure and Development
Unit 1	Organizational structure 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
Unit 3	OD Interventions, structural and comprehensive intervention.
Suggested Readings	Text Book: French and Bell, Organisational Development, PHI, New Delhi Reference Book: 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.