

Challenges of marketing for small businesses; sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations.

Arora, R. and Sood, S.K. (2003). Fundamentals of Entrepreneurship and Small Business Management. Kalyani Publishers, Ludhiana.

Desai, Vasant (1997). Small-Scale Industries and Entrepreneurship. 3/re, Himalayan Publishing House, Mumbai.

Ramachandran, K. (1993). Managing a New Business Successfully. Global Business Press, New Delhi.

Ministry of small, micro and Medium Enterprise -www.msme.gov.in

### 303 Small Business Environment

Unit 1 Policy interventions for small sector development- central and state government; Sickness and challenges before small scale industries.

Unit 2 Institutional support for small scale industries- SIDO, DIC, NSIC, SIDBI, RFC, RIICO etc.

Unit 3 Other related agencies- NISIET, NIESBUD, EDI, IIE, etc., Subsidies and incentives; governmental and non-governmental assistance- assistance from financial institutions

#### Suggested Readings

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

Ministry of small, micro and Medium Enterprise -www.msme.gov.in, Policy documents of government,

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

### Entrepreneurship Optional Papers

#### E1 Family Business Management

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

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

Professionalizing the boardroom: the role of balanced board of directors  
Cousin companies: family governance in multigenerational family firms

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

#### Suggested Readings

Peter Leach, Family Business

- 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

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

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

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

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

### E3 New Venture Creation

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

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

Unit 3 Problems and pitfalls in starting new ventures, failure symptoms and management, risk management.

#### Suggested Readings

Timmons A Jeffry and Spinelli Stephen, New Venture Creation- Entrepreneurship for the 21st century, Tata Mc Graw Hill.

Kuratko F Donald& Hornsby S Jeffry., New venture Management- The Entrepreneur's Roadmap, Pearson Education.

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

### E4 Growth Strategy

Unit 1 Managerial issues in managing a growing organization; Growth - how to manage and sustain it

Unit 2 Finance - how to institute appropriate disciplines and controls: Executive Leadership - the role of the founder/MD. Building the Management Team.

Unit 3 Crisis - how to analyse and resolve critical situations; Product and market expansion: risks and returns

Suggested Readings To be suggested by the instructor.



**E5 Business Plan Development**

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

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

There are 50 points for the business plan and 50 points for the negotiation presentation.

**308 Summer training Project**

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

**Work outline** The student will undergo a part-time on-the job training under the close supervision of an entrepreneur/ in an organization for minimum four weeks(24 working days). 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.

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

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**

Kazmi, A. (2002). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.

Heelen, T.L. and Hunger, J.D. (2003). Strategic Management and Business Policy.

Pearson Education, (LPE), New Delhi.

**402 Project Study**

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

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

There will be 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 strategies; globalization of services, Introduction to CRM.

**Suggested Readings**

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

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

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

**M2 Brand Management**

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

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

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

**Suggested Readings**

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

Kumar Ramesh S, Managing Indian brands: Marketing Concepts and Strategies, Vikas Publishing House Pvt Ltd, New Delhi

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



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Aaker A David, Managing Brand Equity

Subroto Sengupta Brand Positioning, TMH, New Delhi

**M3 Sales and Distribution Management**

- Unit 1 Nature and Scope of Sales Management; Selling Process, Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and administering Compensation Plans
- Unit 2 Supervision and Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.
- Unit 3 An Overview of Marketing Channels: functions and relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Organizational Patterns in Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; Contemporary developments in sales and distribution scenario in India.

**Suggested Reading**

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

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

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

**M4 Consumer Behaviour**

- Unit 1 Introduction to Consumer Behaviour, Models of Consumer Behaviour, Consumer Involvement and Decision Making
- Unit 2 Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change;
- Unit 3 Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Reference Group Influence Diffusion of Innovation, Industrial Buying Behaviour, Contemporary issues in Consumer Behaviour & studies of Indian Consumer.

**Suggested Reading**

Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hall of India, (Latest Edition).

Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995.

Engle, J F etc. Consumer Behaviour. Chicago, Dryden Press, 1993.

**M5 Advertising Management**

- Unit 1 Introduction to Advertising Management, Role of Advertising in Marketing, DAGMAR Approach, Determination of Target Audience
- Unit 2 Strategy and planning process in advertising campaigns, advertising research, creative strategy and development (appeals), Media strategy & planning (Media Buying).

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- Unit 3 Legal, Ethical and Social Aspects of Advertising, Advertising agency; structure and processes, Rural advertising in India

**Suggested Reading**

Batra, Myers and Aaker, David A., Advertising Management, Prentice Hall of India, New Delhi,

Jethwaney & Jain: Advertising Management, Oxford University Press, New Delhi

**M6 Retail Management**

- Unit 1 Introduction to Retailing; Role, relevance & trends, Retail organization, Retail Customer, Retail Market Segmentation
- Unit 2 Retail location strategy, Product and merchandise management, atmospherics and retail space management, Retail pricing
- Unit 3 Retail promotion strategy, Relationship marketing in retailing, Retail Equity, Technology in Retailing - Retailing through the Internet, New emerging formats of retailing

**Suggested**

Reading Bajaj, Tuli, Srivastava; Retail Management, Oxford University Press, New Delhi

**Finance Electives**

**F1 Investment and Portfolio Management**

- Unit 1 Investment: Meaning, Principles and Avenues, Operations of Indian Stock Market; New Issue Market; Valuation Theories of Fixed and Variable Income Securities.
- Unit 2 Stock Market Analysis - Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market.
- Unit 3 Portfolio Management: Meaning, Importance, Markowitz Theory, Capital Asset Pricing Model, Arbitrage Pricing Theory, constructing efficient frontier and optimum portfolio.

**Suggested Readings**

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

Pandian Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd, New Delhi.

Avadhani V A, Security Analysis and Portfolio Management., Himalaya Publishing House, New Delhi

Avadhani V A, Investment Management., Himalaya Publishing House, New Delhi

Sharpe W F, Alexander G J and Bailey J V, Investments, Prentice Hall India Ltd., New Delhi

**F2 Working Capital Management**

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



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

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

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

Mathur S B, Working Capital Management and Control: Principles and practice, New Age International Publication, New Delhi

Sharma Dheeraj, Working Capital Management: A conceptual approach, Himalaya Publishing House, New Delhi

### F3 Management of Financial Institutions

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

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

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

Suggested Readings

Bhalla, V K. Management of Financial Services. Anmol, New Delhi, 2001

Bhalla, V K And Dilbag, Singh. International Financial Centres. Anmol, New Delhi, 1997.

Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services. Heinemann Professional Pub., 1990

### F4 Project Management

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

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

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

Suggested Readings

Chandra Prasanna, Project Management, Tata McGraw Hill, New Delhi

Maylor, Harvey (2004), Project Management, 3/e, Pearson Education, New Delhi.

### F5 Management Control Systems

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

Control System.

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

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

Suggested Readings

Anthony, R N and Govindraj V. Management Control Systems. 8th ed., Taraporevala, Chicago, Irwin, 1995.

Emmanuel, C and Otley D. Accounting for Management Control. London, Nostrand Reinhold, 1985.

Ghosh, P K and Gupta, G S. Cost Analysis and Control. New Delhi, Vision 1985.

Glynn, J J. Value for Money: Auditing in Public Sector. London, Prentice Hall Inc., 1985,

Hersey, P and Blanchard, H B. Management of Organization Behaviour: Utilising Human Resources. New Delhi, Prentice Hall of India, 1988.

Maciariello, J A and Kirby C J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

### F6 FINANCIAL DERIVATIVES

Unit 1 Derivatives: Meaning, Concept, Forward Contracts, Future Contracts, Other Derivative Securities, Types of Traders, Futures Markets and the use of Futures for Hedging.

Unit 2 Forward and Futures Prices, Interest Rate Futures, Swaps, Options Markets, Properties of Stock Option Prices, Trading Strategies Involving Options, Black-Scholes Option Model, Binomial Model.

Unit 3 Options on Stock Indices, Currencies and Futures Contracts, General Approach to Pricing Derivatives Securities, Interest Rate Derivative Securities, Derivatives Market in India.

Suggested Readings Gupta S.L., Financial Derivatives – Theory Concepts and Problems, Prentice Hall of India.

Hull, Introduction to Futures and Options Markets, Prentice Hall of India.

Bell E David, Schleifer, Risk Management Vikas Publishing House.

### F7 CORPORATE TAXATION

Unit 1 Basic Concepts of Income Tax, Residential status of a Company, Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act, Computation of Tax Liability.

Unit 2 Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy. Is-



sue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning Relating to Amalgamation and Merger of Companies.

- Unit 3 Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc, Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance of Double Taxation Agreements.

**Suggested Readings** Ahuja, G K & Gupta, Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1999.

Iyengar, A C. Sapat 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 Recknor, Taxman

Ahuja & Gupta - Income Tax (Bharat Law house Pvt. Ltd.)

## **F8 INTERNATIONAL FINANCE**

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

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

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

### **Suggested Readings**

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

Human Resource Management Electives

## **H1 Industrial Relations and Legislations**

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

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

- Unit 3 Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment through Total Quality Management.

Industrial Relations and Technological Change.

### **Suggested Readings**

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

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

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

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

## **H2 Human Resources Development**

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

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

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

### **Suggested Readings**

T Deb, HRD Theory and Practice, Ane Books, New Delhi

Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi

Dayal, Ishwar. Designing HRD Systems. New Concepts, New Delhi

Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 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 Readings** Ghaiye, B R. Law and Procedure of Departmental Enquiry in Private and

Public Sector. Lucknow, Eastern Law Company, 1994.

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

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

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

## **H4 Training and Development**

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



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

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

**Suggested Readings**

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

**H5 Human Resource Planning**

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

Unit 2 Models and Techniques of Manpower Demand and Supply Forecasting; Behavioral Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;

Unit 3 HRD Climate; Culture; OWL and Management of Change; TOM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

**Suggested Readings** To be suggested by the instructor.

**H6 Organisational Change and Development**

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

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

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

**Suggested Readings**

- 1 French and Bell, Organisational Development, PHI, New Delhi
- 2 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.