

**SYLLABUS**  
**For**  
**Bachelor of Business Administration**  
**(HONS.)**  
**Under**  
**Gauhati University (CBCS)**

*(This is approved in the Academic Council held on 08.11.2019)*

**REGULATIONS AND SYLLABI FOR THREE YEAR BBA (HONS.) COURSE IN SEMESTER UNDER CBCS FOR THE STUDENTS ADMITTED W.E.F 2019.**

**1.**The Bachelor of Business Administration Course called the BBA Course hereafter shall comprise of three academic years and each academic year shall consist of two semesters. Each semester shall approximately consist of 19 weeks of teaching, 3 weeks of academic and other formalities including the semester examination and 4 weeks of semester break.

**2.Eligibility Criteria:** A (10 +2) degree in Arts, Science, Commerce or a Diploma in Engineering with minimum **45%** marks in aggregate from a recognized Board/ Council.

**3.Admission Criteria:** The selection of eligible applications will be based on the applicant's overall performance in (10+2) examination.

**4.Examination:**

- a) There will be 6 (six) examinations, one at the end of each semester  
Duration of the semester period will be as follows:  
First, Third, Fifth semester : June to December (July– Summer vacation)  
Second, Fourth and Sixth semester : January to May.
- b) A candidate for the examination shall be examined as per syllabi where each written paper shall be of 3 hours' duration.
- c) A candidate shall not be sent up for a semester examination if he/ she has not attended at least 75% of the classes held for each subject including lectures, seminars, tutorials and case analysis.
- d) Each paper shall carry 100 marks, out of which 20 marks shall be allocated to internal evaluation. The minimum marks required for passing the examination shall be **35%** both in internal evaluation and written examination, in each paper separately and **45%** in the aggregate separately for each semester examination.
- e) If a candidate fails to secure pass marks in a subject paper in the internal evaluation, he/ she shall be debarred from appearing in the Term end Semester examination and he/ she will have to seek re- admission into that semester when it is offered.
- f) A candidate shall submit a Summer Project Report here in after referred to as Report, in duplicate to the Head of the Dept. within 2 weeks of completion of the project; generally by **31<sup>st</sup> August** in the 5<sup>th</sup> semester period. The Report shall carry 100 marks in total, out of which 20 marks be allotted for internal evaluation. The remaining 80 marks be divided into 50 marks for evaluation of the text of the report and 30 marks for Viva Voce . The Report shall be prepared under the guidance of a teacher of the Department. Who shall be referred to as the Guide for the purpose. The Guide in consultation with the candidate concerned shall determine the topic and exact title of the Report.  
Two examiners to be appointed by the Controller of Examinations shall evaluate each Report. The average of the marks awarded to the candidate on the text part of the Report. The Guide and the external examiner shall conduct the Viva Voce examinations jointly.

The Viva Voce marks obtained by the candidate together with the average marks obtained in the text shall be the final marks awarded to the candidate on the Report.

- g) A failed candidate is eligible to appear in a maximum of 2 back papers in Term End semester examination, provided he/ she has secured minimum **45%** marks in aggregate in the concerned examination. A student will be allowed to clear six semesters in maximum five years. He/ She will not be allowed to take more than three chances in any semester.
- h) A student who could not appear or failed in any semester, will be allowed to clear the same as follows:
  - i. First semester with the regular Third/ Fifth semester.
  - ii. Second semester with the regular Fourth/ sixth semester
- i) If a candidate secures pass marks in internal evaluation but has not cleared any of the semester examination then he/ she will be allowed to appear in the next semester examination, but his/ her final results after Fourth semester will be kept with held until he/ she clears all the back log.
- j) If a candidate fails in a semester examination, the marks secured ny him/ her in internal evaluation in each subject shall be carried over to the next semester examination, provided he/ she obtains the minimum pass marks which shall remain valid for two years only.

**Results:** A candidate shall be awarded BBA Degree on passing all the six semester examination.

Final results will be worked out by adding up total marks secured in all the six semester examinations. Those candidates who **45%** or more but less than 60 percent in aggregate will be declared as having passed the examination in Second Class and those securing 60 percent or above will be declared as having passed in First Class.

A candidate will be declared to have passed with Distinction in the appropriate class provided the candidate passes all the semester examinations from First to Sixth regularly, without keeping any arrear subject at any semester and completes the BBA Course in three academic years from the date of his/ her admission and secures at least 75 percent marks.

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**BACHELOR OF BUSINESS ADMINISTRATION (HONS.) 3 YEAR DEGREE COURSE  
UNDER CBCS PROGRAMME**

<b>COURSE STRUCTURE</b>		
<b>1<sup>ST</sup> SEMESTER</b>		
BBA-AE-1014	BUSINESS COMMUNICATION (LANGUAGE : ENGLISH)	<b>AECC-1</b>
BBA-HC-1026	PRINCIPLES OF MANAGEMENT	<b>CORE COURSE -1</b>
BBA- HC-1036	MANAGEIAL ECONOMICS	<b>CORE COURSE-2</b>
BBA- HG-1046	MATHEMATICAL TECHNIQUES IN BUSINESS	<b>GE- 1</b>
<b>2<sup>ND</sup> SEMESTER</b>		
BBA-AE-2014	ENVIRONMENTAL SCIENCE	<b>AECC-2</b>
BBA-HC-2026	FINANCIAL ACCOUNTING	<b>CORE COURSE-3</b>
BBA- HC-2036	STATISTICS FOR BUSINESS DECISIONS	<b>CORE COURSE- 4</b>
BBA- HC-2046	INDIAN ECONOMIC SCENARIO	<b>CORE COURSE- 5</b>
BBA- HG-2056	COMPUTER FUNDAMENTALS	<b>GE-2</b>
<b>3<sup>RD</sup> SEMESTER</b>		
BBA-HC-3016	COST AND MANAGEMENT ACCOUNTING	<b>CORE COURSE-6</b>
BBA-HC-3026	HUMAN RESOURCE MANAGEMENT	<b>CORE COURSE-7</b>
BBA-HC-3036	PERSONALITY AND PERSONAL SKILL DEVELOPMENT	<b>CORE COURSE- 8</b>
BBA- HG-3046	OPERATIONS MANAGEMENT AND CONTROL	<b>GE-3</b>
BBA- SE-3054	COMPUTER APPLICATIONS	<b>SEC-1</b>
<b>4<sup>TH</sup> SEMESTER</b>		
BBA-HC-4016	ORGANIZATIONAL BEHAVIOUR AND INDUSTRIAL PSYCHOLOGY	<b>CORE COURSE-9</b>
BBA-HC-4026	FINANCIAL MANAGEMENT	<b>CORE COURSE-10</b>
BBA-HC-4036	PRINCIPLES OF MARKETING	<b>CORE COURSE-11</b>
BBA- HG-4046	BUSINESS RESEARCH	<b>GE-4</b>
<b>5<sup>TH</sup> SEMESTER</b>		
BBA-HC-5016	LEGAL ASPECTS OF BUSINESS	<b>CORE COURSE- 12</b>
BBA- SE-5024	SUMMER PROJECT	<b>SEC-2</b>
BBA-HE-5036 BBA-HE-5046	A student would be free to choose any four papers from one group. In 5 <sup>th</sup> and 6 <sup>th</sup> semester they have to choose two papers in each semester from the group given below. The course offers three groups namely Finance (DSE I), Marketing (DSE II) and Human Resource (DSE III)	<b>DSE-1 &amp; 2</b>
<b>6<sup>TH</sup> SEMESTER</b>		
BBA-HC-6016	BUSINESS POLICY AND STRATEGY	<b>CORE COURSE-13</b>
BBA-HC-6026	TAXATION LAWS	<b>CORE COURSE- 14</b>
BBA-HE-6036 BBA-HE-6046	A student would be free to choose any four papers from one group. In 5 <sup>th</sup> and 6 <sup>th</sup> semester they have to choose two papers in each semester from the group given below. The course offers three groups namely Finance (DSE I), Marketing (DSE II) and Human Resource (DSE III)	<b>DSE 3 &amp; 4</b>

### **DSE I : FINANCE**

- INTERNATIONAL FINANCE
- INVESTMENT BANKING AND FINANCIAL SERVICES
- INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
- STRATEGIC CORPORATE FINANCE
- BUSINESS ANALYSIS & VALUATION

### **DSE II : MARKETING**

- CONSUMER BEHAVIOUR
- MARKETING OF SERVICES
- ADVERTISING AND BRAND MANAGEMENT
- RETAIL MANAGEMENT
- PERSONAL SELLING & SALES FORCE MANAGEMENT

### **DSE III : HUMAN RESOURCE**

- HUMAN RESOURCE DEVELOPMENT : SYSTEMS AND STRATEGIES
- MANAGEMENT OF INDUSTRIAL RELATIONS
- TALENT AND KNOWLEDGE MANAGEMENT
- PERFORMANCE AND COMPENSATION MANAGEMENT
- TRAINING AND MANAGEMENT DEVELOPMENT

**FIRST YEAR**  
**Semester –I**

**BBA-AE-1014 BUSINESS COMMUNICATION (LANGUAGE : ENGLISH)**

(As per UGC syllabus)

(AECC-1)

**BBA-HC-1026 PRINCIPLES OF MANAGEMENT**

(CC-1)

**Unit 1:** Evolution of Management- Development of management Thought, Schools or Approaches to Management- The Classical School, The Neo Classical or Human Resource School, The Modern School, Management Thinkers and theorists.

**Unit 2:** Management Concept- Definition, Meaning, Characteristics, Importance/ significance, Objectives, Nature, Levels of management, Management Vs Administration, managerial Skills and Roles.

**Unit 3:** Management Principles- Henry Fayol's fourteen principles of management, F.W Taylor's scientific management principles.

**Unit 4:** Functions Of Management-

- i. Planning: Meaning and definition, Characteristics, Objectives, need/ importance, Limitations, Essential Elements of Effective Planning, Process/ Steps in planning, Elements/ Components of Planning, Tools and techniques.
- ii. Organizing: Meaning and definition, Characteristics, Objectives, need/ importance, Process, Theories, Formal and informal Organisation, Concept of Organization Structure, Forms of Organization Structure, Authority, Delegation, Centralization, decentralization, Span of Control.
- iii. Staffing: Meaning and definition, Characteristics, Need/ Importance, Elements of Staffing Function.
- iv. Directing: Meaning and definition, Characteristics, Need/ Importance, Objectives, Techniques of directing.
- v. Decision Making: Meaning and definition, Characteristics, need/ importance, Objectives, Classification, Decision making process, Techniques of Decision making.
- vi. Motivation: Meaning and definition, Characteristics, Objectives, Need and Importance, Theories- Maslow's Need Hierarchy Theory, McGregor's Theory X and Theory Y, Herzberg's Two factor Theory, Types of motivation, Techniques.
- vii. Leadership: Meaning and definition, Importance, Leadership Qualities, Leadership Styles.
- viii. Communication: Meaning and definition, Characteristics, Need and Importance, Objectives, Classification of Communication, Barriers to Communication, Measures to Overcome barriers.
- ix. Controlling: Meaning and definition, Characteristics, Objectives, Need and Importance, Process, Techniques, Difficulties.
- x. Budgeting: Meaning and definition, Characteristics, Objectives, Need and Importance, Techniques.

**Unit 5:** Concept of Coordination, MBO and MBE.

**Unit 6:** Emerging Horizons to Management.

• **Suggested Books:**

1. Essentials of Management – Kontz & O'Donnell
2. Functions & Principles of Management- J.K. Jain
3. Management- L.M. Prasad
4. Management: Theory & Practice- C.B. Gupta

**Unit I:** Demand, Supply and Market equilibrium: individual demand, market demand, Individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, Elasticity of supply;

Theory of consumer behavior: cardinal utility theory, ordinal utility theory (indifference Curves, budget line, consumer choice, price effect, substitution effect, income effect for Normal, inferior and giffen goods), revealed preference theory.

**Unit II:** Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of Production), optimizing behavior in long run (isoquants, isocost line, optimal Combination of resources)

Costs and scale: traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

**Unit III:** Theory of firm and market organization: perfect competition (basic features, Short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of Changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run Equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

**Suggested Books:**

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. ( 11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed. ). Pearson.
5. Managerial Economics – H L Ahuja

**Unit 1:** Arithmetic progression:  $n^{\text{th}}$  term (general term) of the general A.P. , sum of first  $n$  terms of the general AP, arithmetic mean, application of A.P. regarding simple interest.

Geometric Progression : :  $n^{\text{th}}$  term (general term) of the general G.P. , sum of first  $n$  terms of the general GP, arithmetic mean, application of G.P. regarding simple interest.

**Unit 2:** Logarithms: definitions, laws of logarithms and applications, concept of common logarithm, characteristic and mantissa of logarithms.

**Unit 3:** Set Theory: definition of set, representation of a set, different types of set, equality of sets, subsets of a set and properties, Union of sets and applications, Intersection of sets and applications, Difference of sets and applications, compliment of a set and its properties, theorems related to cardinal numbers.

**Unit 4:** Determinants : Minors and cofactors of the elements of a determinant, properties of determinants and its application, solving simultaneous equations with two or three unknown variables by Cramer's Rule.

Matrix: Difference between determinants and matrices, types of matrices, equality of matrices, Matrix addition and scalar multiplication, Matrix multiplication, transpose and Adjoint of a matrix, Inverse of a square matrix, Solution of Linear Equations by Matrix Inversion Method.

**Unit 5:** Functions: Definition of functions, Algebraic, Logarithmic and Exponential functions, even and odd function.

**Unit 6:** Calculus: basic concept of differentiation and integration, Application of theorems of Differentiation, value of Average Cost (AC) and Marginal Cost (MC) by derivative formulae, Integration by substitution, Integration by parts, Definite integral and application in business and economics.

Linear Programming Problem: Definition, requirement for a LPP, Basic assumptions of LPP, uses and limitations of LPP, solution of a LPP by graphical method.

• **Suggested Books :**

1. Business of Mathematics :Sancheti & Kapoor
2. Business Mathematics :Zameeruddin, Khanna, Bhambri
3. Quantitative Techniques in Management : N.D.Vora
4. A Textbook Of Business Mathematics : P.L. Hazarika



## **Semester- II**

### **BBA-AE-2014: ENVIRONMENTAL SCIENCE**

**(AECC-2)**

(As per UGC syllabus)

### **BBA-HC-2026: FINANCIAL ACCOUNTING**

**(CC-3)**

**Unit 1:** Financial Accounting: Introduction, need and objectives. Generally Accepted Accounting Principles .

**Unit 2:** Double Entry System of Book-keeping: Books of Original Entry and Books of Final Entry; Journals, Books of Accounts and Ledger Books, Cash Book and Bank Account.

**Unit 3:** Final Accounts of Sole Proprietorship Firms: Preparation of Trial Balance, Rectification of Errors, Trading and Profit and Loss Account and Balance Sheet.

**Unit 4:** Accounts for Non-Profit Organization: Receipt and Payment Account and Income and Expenditure Account.

**Unit 5:** Accounting Information: Meaning of Accounting Information and its sources; Corporate Annual Report and its contents, Books of Account to be maintained by a company; Latest format of Profit and Loss Account and Balance Sheet as per Companies Act,2013.

• **Suggested Books:**

1. Advanced Accountancy- Jain & Narang.
2. Advanced Accountancy- S.N. Maheswari.
3. Accountancy- B.B.Dam, Sujit Sikidar, R.Barman & B.Bora.
4. Accountancy – D.K. Goel, Rajesh Goel, Shelly Goel, Arya Publications.

**Unit I:** Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - Mean median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

**Unit II:** Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

**Unit III:** Analysis of Time Series: Meaning and significance. Utility, Components of time Series, Models (Additive and Multiplicative), Measurement of trend: Method of least Squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and Significance, problems in construction of index numbers, methods of constructing index numbers- weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

**Unit IV:** Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central Limit Theorem.

**Suggested Books:**

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.
4. P.L. Hazarika : A textbook of Business Statistics
5. P.K.Mathur : Business Statistics

**Unit 1:** a) Business Environment:- Nature, Significance of Economic, Non-Economic Environment in India, Macro, Micro Environment.

b) Industrial Policy, Monetary Policy.

**Unit 2:** a) GATT / WTO:- Objectives, Principles, Impact in the India's Industrial and Business Sector.

b) Economic Integration:- Meaning, Types and Importance.

c) Globalization / Liberalization – Concept , Measures.

**Unit 3:** a) Foreign Collaboration / Capital, Investments- Role of Multinational Corporations – Types, Nature.

b) Role of Foreign Aid and World Bank.

c) Balance of Payments Concepts – Current Account, Capital Account, Disequilibrium, Measures , Trade Policy.

**Unit 4:** a) Government Budget: Types, Components, Fiscal Deficit.

b) Banking and Non-Banking Financial Institutions – Types, Importance.

**Unit 5:** a) Planning in India: - Achievements, Failures, De-centralized Planning.

b) Small and Medium Scale Industries: Problems and Prospects.

c) Trade Cycle – Meaning and Phases.

• **Suggested Books:**

1. Indian Economy – Dutt & Sundaram
2. Business Environment : H.L. Ahuja

## **BBA- HG-2056 COMPUTER FUNDAMENTALS**

**(GE-2)**

**Unit 1:** Brief history of development of Computers, Generations and its evolution, characteristics of computers, Hardware, software, computer languages.

**Unit 2:** Criteria for using the computers, main areas of applications. Basic Architecture, Components And Functions Of Computers, Computer Accessories.

**Unit3:** Types of Computers: Analog, Digital, Hybrid, General purpose and Special purpose computers, Micro Computers, Mini Computers, main frame computers and Super Computers.

**Unit 4:** Operating System and Office Automation: Booking concept, MS and open source operating systems, Introduction to system management, overview of languages, Compilers, interpreters, Assemblers, LAN, MAN, WAN, WiFi, Communication Channels.

**Unit 5:** Basic commands in MS Excel, Features, functions and uses of MS word, Mail Merge feature in MS Word, Basic Concepts of MS Power point.

**Unit 6:** Information Technology: Fundamentals, Perspective, Applications and scope, Introduction to Internet, Browsers, applications and scope.

- **Suggested Books:**

1. Computer Fundamentals by D.P. Nagpal
2. First Course in Computers by Sanjay Saxena
3. Computer Fundamentals by V. Raja Raman
4. Introduction to Computers by Leon & Leon

## **SECOND YEAR**

### **Semester-III**

#### **BBA-HC-3016 COST AND MANAGEMENT ACCOUNTING**

**(CC-6)**

**Unit 1:** Meaning, Nature and Scope of Cost and Management Accounting, Objectives and Functions of Management Accounting. Relationship between Financial Accounting and Cost Accounting and Financial Accounting and Management Accounting.

**Unit 2:** Cost elements: Material Cost, Labour Cost and overheads, costing method, job costing, contract costing and process costing, Batch costing.

**Unit 3:** Standard Costing: Variance Analysis

Break-even Analysis: Marginal Costing

**Unit 4:** Budgets and Budgetary Control: Meaning, Objectives and Limitations of Budgetary control. Types of Budget, Master Budget & Functional Budget, Production Budget, Raw Materials Budget, Sales Budget, Flexible Budget and Cash Budget (Receipts and Payments Method)

- **Suggested Books:**

1. Cost & Management Accounting- Jain & Narang
2. Management Accounting- Khan & Jain

**Unit I**

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD definition, Goals and Challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR Role In Strategy Formulation & Gaining Competitive Advantage. HRM issues in Indian Organisations.

**Unit II**

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, Methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

**Unit III**

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: Concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages. Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

**Unit IV**

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

**Suggested Books:**

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson

## **BBA-HC-3036 PERSONALITY AND PERSONAL SKILL DEVELOPMENT (CC-8)**

**Unit 1: PERSONALITY** – Meaning, Elements/ Determinants, Types, Development of Personality, Concept of Self Esteem, Assertiveness, Interpersonal awareness (JOHARI) , Empathy, Drive Strength, Emotional intelligence, Time management, Stress management, Personal effectiveness, personal grooming, health & hygiene, body language gestures, Commitment Ethics, Growth Motivation.

**Unit 2: TEAMS & GROUPS** – Meaning of Groups, Features, Types, Theories of Group formation, Reasons of Group formation, Group Performance, Group Roles, Group Norms, Group Cohesion, Problems/ Difficulties of Informal Groups ; Meaning of Teams, Characteristics, Importance, Types, Building Effective Team.

**Unit 3: CAREER DEVELOPMENT AND PLANNING** – Meaning of Career, Meaning of Career Planning, Need/Importance of Career Planning, Steps in the Career Planning process.

**Unit 4: BUSINESS ETIQUETTES & MANNERS** – Meaning of Business Etiquettes, Advantages/ Benefits. Etiquette of the written word, Telephone Etiquettes, Business Meetings, Types, Handling business meetings, Sales and Customer Orientation.

### **Suggested Book:**

Organisational Behaviour – S.S.Khanka, Publisher S.Chand.

**BBA- HG-3046 OPERATIONS MANAGEMENT AND CONTROL**

**(GE-3)**

**Unit 1:** Production management- definition, scope importance ,functions, system concept of production, types of production system.

**Unit 2:** Product design and analysis- concept, steps of product design, process planning and design, value analysis, standardization and simplification.

Capacity planning and investment decisions-determination of plant capacity ,capacity planning strategies, equipment selection.

**Unit 3:** Facility location- factors affecting plant location, facility location problems- single facility location problem, multi facility location problem.

Plant layout and material handling- classification of layout, Group technology ,material handling system.

**Unit 4:** Material Management and inventory control-Integrated Material Management, components of integrated Material Management, inventory control, models of inventory, purchasing management, store management -ABC analysis, XYZ analysis, VED analysis.

Production planning and control- objectives, importance, production planning and control procedure.

Scheduling -single machine scheduling ,flow shop scheduling- Johnson's model, extension of junction rule, job shop scheduling.

**Unit 5:** Work study- method study, time study ,work sampling

Quality control -objectives, importance, classification of quality control techniques, control charts, Six Sigma.

• **Suggested books:**

1. Production and operation management-R.Panneerselvam
2. Operations Management and Control- Dr C.B Gupta



**Theory marks=50**

**Unit 1:** Word Processing: Introduction to word processing, Creating and saving a documents, paragraph formatting techniques. working with tables, Spreadsheet: concept of worksheets and workbooks, creating charts and graphics in MS Excel, PowerPoint presentation: Creating graphs, tables, charts, use of animation and multimedia

**Unit 2:** Database management System:- Definition of Database, Traditional File Approach vs. DBMS approach, Characteristics of the Data Base Approach, DBMS user, Role of a DBA, Advantage and disadvantage of using DBMS, DBMS architecture. ER model as a tool for conceptual design entities, attributes and relationships, weak and strong entities, conversion of ER model into relational schema. ANSI SQL –92 Standards: DDL, DML.

**Unit 3:** System development life cycle:- System models and types of models, System analysis, feasibility analysis, cost benefit analysis, payback period.

**Unit 4:** Tally: Basic definition of Tally, Features of Tally, Advantage and disadvantage of Tally. Tally accounting, manual accounting, and financial accounting.

**Practical marks=30**

Tally.ERP9 Install.  
GST in Tally.ERP9.  
Interest calculation.  
Bill Of Material.  
Prepare profit and loss account, Balance sheet

• **Suggested Books:**

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|--|-----------------|
| 1. Computer Application in Business                          | R.Paraeswaram   |
| 2. Introduction to database management system                | C.J. Date       |
| 3. Tally ERP9 Training Guide - 4th revised & updated edition | Asok K. Nadhani |

## Semester-IV

### BBA-HC-4016 ORGANISATIONAL BEHAVIOUR AND INDUSTRIAL PSYCHOLOGY

(CC-9)

**Unit 1:** Introduction: Meaning and concept of OB, Key elements of OB, Nature and Scope of OB, Importance of studying OB, Contributing disciplines to OB, Models of OB.

**Unit 2:** Individual Behavior: Personality- Concept, Determinants, Types, and Theories: Type theory, Trait theory, Psychoanalytical theory, Social learning theory, Self theory. Development of Personality: Erikson's Eight Life Stages, Influence of Personality in an Organization.

Perception- Meaning, Perceptual process, Factors affecting perception, Improvement of Perception, Application of perception in OB, Difference between perception and sensation.

Learning- Meaning, Determinants of learning, Learning Theories: Classical Conditioning, Operant Learning, Cognitive Theory, Social Learning Theory. Meaning of Reinforcement: Schedules of Reinforcement, Punishment, Effect of Learning on Behaviour.

Attitudes and Values: Concept and Meaning of Attitude, Features, Sources of Attitudes, Types of attitudes at work place, modification of attitudes. Concept and meaning of values, types, factors affecting values.

**Unit 3:** Interpersonal Behaviour: Concept, Types, Skills for Cooperative Interpersonal Behaviour. Concept of TA: Levels of Self Awareness, Ego States, Life positions, Transaction-Types, Benefits of TA.

**Unit 4:** Group Behaviour: Meaning of Group, Types of Groups, Reasons for formation of groups, Theories of Group formation, Stages of Group formation and development, Concept of Group Dynamics, Group Behaviour- concept of group norms, group cohesion, group role, role identity, role ambiguity, role conflict, role expectations, Inter-Group Behaviour.

Group Decision making- Meaning, Process, Techniques, Advantages and Disadvantages.

Teams- Concept, Types, Teams Vs Groups, Building and managing effective teams.

**Unit 5:** Organizational Issues: Organizational Conflicts- Meaning and definition, Sources, Types, Advantages and Disadvantages, Process/ Stages, Conflict Management.

Organizational Culture- Meaning and definition, types, functions, Factors influencing organization culture.

Organizational Change- Concept, Kinds, Resistance to changes, Causes, Overcoming resistance to Change.

Organizational Climate- Concept, Features, Elements.

**Unit 6:** Industrial Psychology: Meaning, Importance, Scope, Objectives, Characteristics/ Features, History of Industrial Psychology.

• **Suggested Books:**

1. Organizational Behavior by L.M.Prasad
2. Organizational Behaviour by Rakesh Gupta
3. Organizational Behaviour by S.S.Khanka

**Unit I**

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity.

**Unit II**

Long-term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method.

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

**Unit III**

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model;

Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

**Unit IV**

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

**Readings**

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

**BBA-HC-4036 PRINCIPLES OF MARKETING****(CC-11)**

**Unit I:** Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, Technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

**Unit II:** Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

**Unit III:** Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

**Unit IV:** Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

**Readings:**

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

**Unit I:** Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

**Unit II:** Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary Sources, secondary sources of data in Indian Context, Syndicated Research (in India)

**Unit III:** Primary Data Collection: Survey Vs. Observations. Comparison of self administered, Telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques paired Comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

**Unit IV:** Sampling: Sampling techniques, determination of sample size; Data Analysis:

**Readings:**

1. Zikmund, Babin & Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
3. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.
5. Naresh Malhotra – Marketing Research, Pearson.

## **THIRD YEAR**

### **Semester-V**

#### **BBA-HC-5016 LEGAL ASPECTS OF BUSINESS**

(CC-12)

##### **Unit I:**

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, Consideration, competency to contract, free consent, Void agreements, performance of Contracts, discharge of contracts, breach of contracts and quasi contract, Special Contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

##### **Unit II:**

Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, Sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act 1881:

Meaning of negotiable instruments, type of negotiable instruments, promissory Note, bill of exchange, Cheque.

##### **Unit III:**

The Companies Act 2013:

Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of Directors, share qualification, company meetings.

The Limited Liability Partnership Act 2008:

Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

##### **Unit IV:**

Consumer Protection Act 1986:

Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

The Right to Information Act 2005:

Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

##### **Readings:**

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2. M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

**BBA- SE-5024 SUMMER PROJECT**

**(SEC-2)**

**(Duration 1<sup>st</sup> July to 15<sup>th</sup> August)**

**BBA- HE-5036**

**(DSE-1)**

**BBA- HE-5046**

**(DSE-2)**

A Student can choose any two papers from any one of the 3 groups of Discipline Specific Electives (Finance, Marketing or Human Resource) the detailed syllabus for which are given after syllabus for sixth semester.

## Semester-VI

### BBA-HC-6016 BUSINESS POLICY AND STRATEGY

(CC-13)

**Unit I:** Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions.

Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

**Unit II:** Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organizations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

**Unit III:** Formulation of competitive strategies: Michael E. Porter's generic competitive Strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and Renewal, Types of growth strategies – concentrated growth, product development, Integration, diversification, international expansion (multi domestic approach, Franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

**Unit IV:** Strategic Framework: Strategic analysis & choice, Strategic gap analyses, Portfolio analysis – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic Surveillance.

#### **Readings:**

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

#### **Supplementary Readings**

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).



**BBA-HC-6026 TAXATION LAWS**

**(CC-14)**

**Unit 1:** Law relating to Income Tax : Basic concepts and definitions, Previous year, Assessment year, Assesses, Person, Agricultural Income, Casual Income, Exempted Incomes, Residential Status and Tax Liability.

**Unit 2:** Heads of Income: Income from Salaries, Income from House Property, Profits and Gains of Business or Profession, Capital Gains, Income from Other Sources. (Simple Problems)

**Unit 3:** Computation of Gross Total Income and Total Income, deductions from Gross Total Income of individuals.

**Unit 4:** Concept of Incidence, Impact and Shifting of Tax ; Tax planning, tax avoidance and tax evasions.

**Unit 5:** Goods and Services Tax (GST) : Basic concepts, Levy of GST.

• **Suggested Books:**

1. Direct Taxes – B.B.Dam, Sujit Sikidar, R.Barman, B.Bora.
2. Students' Guide to GST & Customs Law (Taxmann) – Dr. Vinod K. Singhanian
3. Students' Guide to Income Tax (Taxmann) – Dr Vinod K. Singhanian, Dr.Monica Singhanian.

**BBA- HE-6036**

**(DSE-3)**

**BBA- HE-6046**

**(DSE-4)**

A Student can choose any two papers from the same Discipline Specific Elective group from which he/she has chosen the two DSE papers in semester-V. The detailed syllabus is given below:-

## **DSE Group I : FINANCE**

### **INTERNATIONAL FINANCE**

#### **UNIT-I**

Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India)

International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

#### **UNIT-II**

Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their Settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant Transactions; Early delivery, extension or cancellation of Forward contracts  
Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate Parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance Approach, other models

#### **UNIT-III**

Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk.

Multinational Financial System- Value of the Multinational Financial System, Intercompany Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

#### **UNIT-IV**

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post expropriation Policies.

Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

#### **Text Books:**

1. PG Apte: International Finance, TataMcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall

#### **References:**

3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill.

## **INVESTMENT BANKING AND FINANCIAL SERVICES**

### **UNIT- 1**

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, Obligations and responsibilities of Lead Managers, Regulations regarding Continuance of Association of lead manager with an issue

### **UNIT II**

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, Promoter's contribution, minimum public offer, prospectus, allotment, preferential Allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, Contents of offer document, Bought out Deals, Post issue work & obligations, Investor Protection, Broker, sub broker and underwriters

### **UNIT III**

Leasing and Hire Purchase: Concepts of leasing, types of leasing – financial & operating Lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease Rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice Criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

### **UNIT IV**

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Securitization: concept, securitization as a funding mechanism, Traditional and nontraditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

### **REFERENCES**

1. M.Y.Khan: Financial Services, Tata McGraw –Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

## **INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

### **Unit I**

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macro-economic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company Analysis.

### **Unit II**

Share valuation: Dividend discount models- no growth, constant growth, two stage Growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, Momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

### **Unit III**

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

### **Unit IV**

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, Advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

### **References:**

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
3. Singh,R: Security Analysis & Portfolio Management . Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.

## **STRATEGIC CORPORATE FINANCE**

### **UNIT-I**

Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition.

Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis.

Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

### **UNIT-II**

Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.

Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor initiated buy-outs/buy-ins.

Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy

Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options

### **UNIT-III**

Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to Bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a noncore Subsidiary, planned exit, forceful retirement and other disposals. Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities, Identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.

### **UNIT-IV**

Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors Affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance.

Other strategic issues: managing credit ratings, and setting dividend and share Repurchase policy, problem of too much cash. The issues of stock liquidity and Illiquidity, Strategic risk management, the substitutability of capital structure and risk Management choices, such as process control efforts, financial, physical, and Operational hedging, value-based management.

**Text Books:** (1). Aswath Damodaran: Corporate finance theory and practice; John Willey & Sons, Inc (2). Jakhota: Strategic Financial Management (Vikas Publication)

## **BUSINESS ANALYSIS AND VALUATION**

### **Unit I**

Analysis of Corporate Financial Statements: Income statements and Balance sheets  
Through ratio analysis and analyzing the Chairman's statement, Directors' report,  
Management discussion & analysis, report on corporate governance, auditor's report to  
Evaluate the financial soundness of the company.

### **Unit II**

Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash  
Flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity  
Discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash  
flow to equity model

### **Unit III**

Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative  
Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates cost  
of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash  
flows, introducing uncertainty into valuation (valuing an asset with default risk & equity  
risk), valuing an asset with an infinite life.

### **Unit IV**

Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA,  
Capital structure and firm value. Relative valuation-popularity and potential pitfalls;  
reconciling relative and discounted cash flow valuation Equity Multiples; Value  
Multiples; Valuation of different kinds of companies.  
Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity,  
Evidence on synergy, common errors in valuing synergy; Valuing Real options

### **Text Books:**

1. Foster, George *Financial Statement Analysis*, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance* (2nd ed.). Wiley India Pvt. Ltd.

### **References:**

1. Chandra, P. (2011). *Corporate Valuation and Value Creation*, (1st ed). TMH
2. Weston, Chung, Hoag, *Mergers, Restructuring and Corporate Control*, Prentice Hall of India

## **DSE Group II: MARKETING**

### **CONSUMER BEHAVIOUR**

#### **Unit I**

Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

#### **Unit II**

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, Theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its Importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & Subliminal perception: Perceptual Process: selection, organisation & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & Involvement theory. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

#### **Unit III**

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

#### **Unit IV**

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), postpurchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard- Sheth Family Decision Making Model, Engel, Kollat& Blackwell Model, Sheth Newman Gross Model of Consumer Values.

NOTE: Cases & application to marketing will be taught with respect to each topic.

#### **Readings**

1. Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson

## **MARKETING OF SERVICES**

**Unit I:** The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

**Unit II:** Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

**Unit III:** Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

**Unit IV:** Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

**Unit V:** Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

### **Text Books:**

1. Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York. Houghton Mifflin.
2. Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall.

### **References:**

1. Gronroos, C.: Service Management and Marketing - A customer relationship management approach, New York: John Wiley.
2. Hoffman, K. D., & John, E. G. B.: Marketing of services: Concepts strategies and cases, Thomson-South Western.
3. Shanker, R. (2002). Services Marketing: The Indian perspective, Excel Books.



## **ADVERTISING AND BRAND MANAGEMENT**

### **Unit I**

Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

### **Unit II**

How advertising works: Exposure, salience, familiarity, low involvement, central route & Peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional Approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for Presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of Television, audio & print advertisement

### **Unit III**

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

### **Unit IV**

Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes.

### **Unit V**

Introduction to brands and brand management, Concept of a brand, brand evolution, Branding challenges and opportunities, Strategic brand management process.

### **Unit VI**

Identifying and establishing brand positioning and values; Brand building, brand Positioning and values brand repositioning.

### **Unit VII**

Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapfrer. Brand equity, brand personality, brand image, managing brands overtime.

Integrating advertising and brand management

Note: Applied cases would be taken up in class.

### **Readings:**

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.
3. Kleppner's Advertising Procedure: W.Ronald Lane, Kane Whitehill king and J. Thomas Russell, Pearson Education.
4. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
6. Cowley. D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kamperer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster
9. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
10. Sandage, Fryburger,: Advertising Theory & Practice, Ratroll Longman Group

## **RETAIL MANAGEMENT**

### **Unit I:**

Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

### **Unit II:**

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, nonstore Based retail mix & Non traditional selling.

### **Unit III:**

Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

### **Unit IV:**

Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

### **Unit V:**

Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

### **Unit VI:**

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

### **Unit VII:**

Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

### **Readings**

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
5. Harjit Singh: Retail Management, S. Chand Publication.

## **PERSONAL SELLING AND SALES FORCE MANAGEMENT**

**Unit I** Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

**Unit II** Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

**Unit III** The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

**Unit IV** Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

### **Readings:**

1. Still, Cundiff & Govani: Sales Management, Prentice Hall of India
2. Charles Futrell: Fundamentals of Selling, McGraw Hill

## **DSE Group III : HUMAN RESOURCE**

### **HUMAN RESOURCE DEVELOPMENT : SYSTEMS AND STRATEGIES**

#### **UNIT - I:**

Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

#### **UNIT - II:**

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

#### **UNIT- III:**

HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

#### **UNIT – IV:**

HRD Applications: Coaching and mentoring, Career management and development; Employee counseling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

#### **UNIT – V:**

Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

#### **Readings:**

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
3. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
4. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
5. Rao T.V.: Human Resource Development, Sage publication.
6. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
7. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
8. Werner J. M., DeSimone, R.L.: Human resource development, South Western.
9. Mankin, D.: Human resource development, Oxford University Press India.
10. Haldar, U. K.: Human resource development, Oxford University Press India.
11. Rao, T.V.: Future of HRD, Macmillan Publishers India.

## **MANAGEMENT OF INDUSTRIAL RELATIONS :**

**Unit I** -Concept of industrial relations, aspects of industrial relations, conflict and Cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.

**Unit II** -Workers participation in management, levels of participation, mode of Participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

**Unit III** Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions . The Industrial Employment (Standing Orders) Act 1946, Scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of Economic coercion, strikes, lockouts and closure.

**Unit IV** Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.

**Unit V** The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures ,employment of women and young persons ,leave with wages and weekly holidays.

**Unit VI** The salient features ,coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

### **References:**

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
2. T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.

## **TALENT AND KNOWLEDGE MANAGEMENT**

### **Unit I**

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

### **Unit II**

Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

### **Unit III**

Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

### **Unit IV**

Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

### **Unit V**

Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

### **Readings**

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house.
7. T. Raman: Knowledge management –a resource book, Excel books.

## **PERFORMANCE AND COMPENSATION MANAGEMENT**

### **Unit I**

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

### **Unit II**

Performance management and reward systems. Performance Coaching ,Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

### **Unit III**

Introduction to Job Evaluation.Methods of Job Evaluation.Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

### **Unit IV**

Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in indian industry.

### **Unit V**

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.

### **Readings:**

1. Milkovich & Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler , Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong
7. Herman Aguinis: Performance Management, Prentice Hill.
8. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
9. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
10. Bagchi, S. N.: Performance management, Cengage Learning India.
11. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
12. Robert B.: Performance management, McGraw-Hill Education India.

## **TRAINING AND MANAGEMENT DEVELOPMENT**

**Unit I** - Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

**Unit II** - Tasks of the training function: Building support, overall training capacity, Developing materials, strategic planning, networking, designing training programmes.

**Unit III** -Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.

**Unit IV** -Management Development Programme Methods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modeling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

**Unit V**- Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client Relationships, System Ramifications, Power, Politics and OD

### **Readings:**

1. Blanchard P.Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.



