



UNIVERSITY OF MUMBAI

SYLLABUS FOR THE SECOND YEAR (SEM- IV)

OF THE

BACHELOR OF MANAGEMENT STUDIES (B.M.S.)

DEGREE PROGRAMME

(With effect from the academic year 2015-2016)

Index

Semester	Course Title	Course Code	
Semester IV	Compulsory Courses		
	1. Business Planning & Entrepreneurial Management	UBMSFSIV.1	
	2. Business Research Methods	UBMSFSIV.2	
	3. Direct Taxes	UBMSFSIV.3	
	4. Production & Total Quality Management	UBMSFSIV.4	
	Any One Elective group to be selected by the learner		
	Finance Group- Electives		
	1. Advanced Costing & Auditing	UBMSFSIV.5	
	2. Equity & Debt Market	UBMSFSIV.6	
	Marketing Group- Electives		
	1. Integrated Marketing Communication & Advertising	UBMSFSIV.7	
	2. Rural Marketing	UBMSFSIV.8	
	Human Resource Group- Electives		
	1. Training and Development in HRM	UBMSFSIV.9	
	2. Change Management	UBMSFSIV.10	

UBMSFSIV.1: BUSINESS PLANNING & ENTREPRENEURIAL MANAGEMENT

[60 lectures: 3 Credit]

Learning Objectives:

1. Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
2. To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.

Unit no.	Name of the Topic	No. of lectures
Unit 1	<p>Foundations of Entrepreneurship Development:</p> <ul style="list-style-type: none"> - Concept and Need of Entrepreneurship Development - Definition of Entrepreneur, Entrepreneurship, - Importance and significance of growth of entrepreneurial activities - Characteristics and qualities of entrepreneur - Theories of Entrepreneurship: <ul style="list-style-type: none"> • Innovation Theory by Schumpeter & Imitating • Theory of High Achievement by McClelland • X-Efficiency Theory by Leibenstein • Theory of Profit by Knight • Theory of Social change by Everett Hagen <p>External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development.</p>	15
Unit 2	<p>Types & Classification Of Entrepreneurs</p> <p>Intrapreneur – Concept and Development of Intrapreneurship Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group Social entrepreneurship – concept, development of Social Entrepreneurship in India. Importance and Social responsibility of NGO's. Entrepreneurial development Program (EDP) – concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)</p>	15
Unit 3	<p>Entrepreneur Project Development & Business Plan</p> <ul style="list-style-type: none"> -Innovation, Invention, Creativity, Business Idea, Opportunities through change. -Idea generation – Sources - Development of product / idea, -Environmental scanning and SWOT analysis -Creating Entrepreneurial Venture - Entrepreneurship Development Cycle 	15

	<p>-Business Planning Process - The business plan as an Entrepreneurial tool, scope and value of Business plan.</p> <p>-Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership,</p> <p>-Critical Risk Contingencies of the proposal, Scheduling and milestones.</p>	
Unit 4	<p>Venture Development</p> <p>-Steps involved in starting of Venture</p> <p>-Institutional support to an Entrepreneur</p> <p>-Venture funding, requirements of Capital (Fixed and working)</p> <p>Sources of finance, problem of Venture set-up and prospects</p> <p>-Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.</p> <p>New trends in entrepreneurship - E-entrepreneur</p>	15

Reference Books

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagno

UBMSFSIV.2: BUSINESS RESEARCH METHODS

[60 lectures: 3 Credit]

Learning Objectives:

1. The course is designed to inculcate the analytical abilities and research skills among the students.
2. The course intends to give hands on experience and learning in Business Research.

Unit No.	Name of the Topic	No. of lectures
Unit I	Introduction to business research methods: <ol style="list-style-type: none">1. Meaning and objectives of research2. Types of research – a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal3. Concepts in Research: Variables, Qualitative and Quantitative Research4. Stages in research process.5. Characteristics of Good Research6. Hypothesis- Meaning, Nature, Significance, Types of Hypothesis, Sources.7. Research design – Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types- Descriptive, Exploratory and causal.8. Sampling – a) meaning of sample and sampling, b) methods of sampling- i) Non Probability Sampling – Convenient, Judgment, Quota, Snow ball ii) Probability – Simple Random, Stratified, Cluster, Multi Stage.	18
Unit 2	Data collection and Processing: <ol style="list-style-type: none">1. Types of data and sources- Primary and Secondary data sources2. Methods of collection of primary data<ol style="list-style-type: none">a) Observation-<ol style="list-style-type: none">i) structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets)b) Experimental<ol style="list-style-type: none">i) Fieldii) Laboratoryc) Interview – i) Personal Interview ii) focused group, iii) in-depth interviews -Method,d) Survey – Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening.e) Survey instrument – i) Questionnaire designing. ii) Types of questions– a) structured/ close ended and	14

	b)unstructured/ open ended, c) Dicotomous, d) Multiple Choice Questions. f) Scaling techniques- i) Likert scale, ii) Semantic Differential scale	
Unit 3	Data analysis and Interpretation – a) Processing of data – i) Editing - field and office editing, ii) coding – meaning and essentials, iii) tabulation – note b) Analysis of data- Meaning, Purpose, types. c) Interpretation of data- Essentials, importance and Significance of processing data d) Multivariate analysis – concept only e) Testing of hypothesis – concept and problems – i) chi square test, ii) Z and t-test (for large and small sample)	16
Unit 4	Advanced techniques in Report Writing 1) Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography 2) Ethics and research 3) Objectivity, Confidentiality and anonymity in Research 4) Plagiarism	12

Reference Books

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
3. Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication
4. Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
5. Marketing research and applied orientation, Naresh K Malhotra, Pearson
6. Statistics for management, Levin and Reuben, Prentice Hall.
7. Research Methods for Management: S Shajahan, Jaico Publishing

UBMSFSIV.3: DIRECT TAXES

[60 lectures : 3 Credit]

Learning Objectives:

1. The objective of this course is to acquaint the students with the basics of Direct Tax structure in India
2. This Paper enables the students to understand the tools and techniques of taxation for individual and business requirement.

Unit no	Name of the Topic	No of lecture
UNIT 1	Introduction To Income Tax Income Tax, Legal Framework, Types of Taxes, Cannons of Taxation, Important Definitions: Assessment Year, Previous Year, Exceptions to the General Rule of Previous Year, Assessor, Person, Income, Casual Income , Gross Total Income, Agricultural Income. Residential Status of an Individual- Resident, Not Ordinary Resident, Non-Resident. Determination of Residential Status, Incidence of Tax, Problems on Scope of Total Income, Exempted Incomes U/S 10 (Restricted To Individual Assessment).	18
UNIT 2	Income From Salary And House Property: Meaning, Basis of Charge, Advance Salary, Arrears of Salary Definition: Salary Allowances, Fully Taxable Allowance, Partly Taxable Allowance, Fully Exempted Allowances, Perquisites, Tax Free Perquisites, Taxable Perquisites, Perquisites Taxable in all Cases, Perquisites Taxable Under Specified Cases, Profits in Lieu of Salary, Provident Fund, Transferred Balance, Deduction from Salary U/S16- Problems on Income From Salary (Excluding Retirement Benefits). Income From House Property, Basis of Charge, Deemed Owners, Exempted Incomes From House Property, Treatment of Composite Rent Annual Value, Determination Annual Value, Treatment Of Unrealized Rent, Loss Due to Vacancy, Deductions from Annual Value, Problems on Income From House Property (Excluding Preconstruction Interest).	18
UNIT 3	Profits And Gains From Business And Profession Meaning & Definitions of Business, Profession, Expenses Expressly Allowed, Allowable Losses, Expenses Expressly Disallowed to Sole Trader only and Problems on Profession Relating to Chartered Accountant, Advocate and Doctor.	12
UNIT 4	Computation of Total Income. Income from Capital Gains & Income from Other Sources(Problems and Theory) and Deduction U/S80C, 80CC, 80D, 80E, 80U. Simple Problems on Computation of Total Income of an Individual, Skill Development Techniques, Form No.49A (PAN) and 49B, Filling of	12

	Income Tax Returns, List of Enclosures, Preparation of Form 16, Computation of Income Tax and the Slab Rates	
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Reference Books

1. Singhania VK & Singhania K, *Direct Taxes - Laws and Practices*, Taxmann
2. Gupta G & Ahuja A, *Fundamentals of Taxation*, Bharat Publication
3. Vinod Singhania -Direct Taxes – Law and Practice –
4. Ravi Kishore- Direct Taxes
5. J. P. Jakhotiya -Direct Taxes
6. Ahuja - Direct Taxes

UBMSFSIV.4: PRODUCTION & TOTAL QUALITY MANAGEMENT(T.Q.M.)

[60 lectures : 3 Credit]

Learning Objectives:

1. To acquaint learners with the basic management decisions with respect to production and quality management.
2. To make the learners understand the designing aspect of production systems.
3. To enable the learners apply what they have learnt theoretically.

Unit	Name of the Topic	No. of Lectures
Unit 1	<p>Production Management</p> <ol style="list-style-type: none"> 1. Objectives, Components –Manufacturing systems: Intermittent and Continuous Production Systems. 2. Product Development, Classification and Product Design. 3. Plant location & Plant layout – Objectives, Principles of good product layout, types of layout. 4. Importance of purchase management. 	14
Unit 2	<p>Materials Management : Concept, Objectives and importance of materials management Various types of Material Handling Systems.</p> <p>Inventory Management: Importance –Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ : Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ ,Lead Time, Reorder Level, Safety Stock.</p>	16
Unit 3	<p>Basics Of Productivity & TQM : Concepts of Productivity, modes of calculating productivity. Importance of Quality Management, factors affecting quality; TQM – concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy.</p> <p>Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle : Objectives of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity</p>	16
Unit.4	<p>Quality Improvement Strategies & Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, 6 Sigma features, Enablers, Goals, DMAIC/DMADV.</p> <p>TAGUCHI’S QUALITY ENGINEERING, ISO 9000, ISO 1400, QS 9000. Malcolm Baldrige National Quality Award (MBNQA), Deming’s Application Prize.</p>	14

Reference Books

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb
3. K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House
6. Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House
7. John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann
8. David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press

UBMSFSIV.5: ADVANCED COSTING & AUDITING

[60 lectures: 3 Credit]

Learning Objectives:

1. The objective of this subject is to familiarize students with the various concepts and element of cost.
2. The course allows intends to develop auditing skills among learners

Units	Name of the Topic	No. of lectures
Unit-1	<p>Process costing and Contract Costing-: Contract Costing-: learning objectives, features, Sub- Contracting , Cost plus Contract , Profit on Incomplete Contract , Work Certified and Work Uncertified , Typical examples. Process Costing-: Objectives, Process Cost Accounting Procedure, Basic Steps for Solution of Problems in Process Costing, Normal Loss, Abnormal Loss, Abnormal Gain. Typical examples.</p>	15
Unit-2	<p>Standard costing-: Standard Cost , standard costing , variance analysis material , labour variances. Material variance-: Material Cost Variance, Material Price Variance, Material Usage Variance , Material Mix Variance , Material Yield Variance. Labour Variance-:Direct Wages Variance , Direct Rate Variance , Direct Efficiency Variance , Direct Time Variance , Direct Yield Variance.</p>	15
Unit 3	<p>Audit concepts- basic , Financial system, users of Financial information , definition of auditing , objectives of Auditing- primary and secondary , expression of opinion , detection of frauds and errors. Errors and frauds- definition , reasons and circumstances , types of errors – commission , omission , principle and compensating , Types of frauds , risk of frauds and error in audit . Internet limitations of Audit , auditors duties and responsibilities in respect to fraud. Principle of audit-: Documentation , planning , audit evidence accounting system and internal control , audit conclusion and reporting . Audit concept-: Materiality , Going Concern , true and fair independence.</p>	17
Unit 4	<p>Vouching and verification Vouching-: Audit of income and audit of expenditure Verification-: Audit of asset and audit of liabilities.</p>	13

Reference Books

1. Khanna Pandey&Ahuja : Practical Costing, Sultan Chand.
2. K. S. Thakur: Cost Accounting, New Century Book House Pvt. Ltd.
3. M.L. Agarwal: Cost Accounting, Sahithya Bhawan Publications.
4. Palaniappan & Harihara : Cost Accounting I.K. International
5. Jain &Narang: Cost Accounting, Kalyani Publishers.
6. S.N. Maheshwari: Cost Accounting, Mahaveer Publishers.
7. Horngren: Cost Accounting – A Managerial Emphasis, Prentice Hall.
8. Management Control Systems, 10th Ed. – Anthony and Govindrajan
9. Practical Auditing – B.N.Tandon

UBMSFSIV.6: EQUITY & DEBT MARKET

[60 lectures : 3 Credit]

Learning Objectives:

This paper will enable the students to understand the evolution of various aspects of financial markets which in turn will help them in framing the financial policies, development of financial instruments and processes and evolving the strategies during crisis. The teaching will be done mainly through materials available on internet and published research papers.

Unit	Name of the Topic	No. of Lectures
Unit 1	Introduction to Financial Market 1) Equity market – meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position. 2) Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market.	15
Unit 2	Dynamics of Equity Market <u>Primary:</u> 1) IPO – methods followed (simple numerical) 2) Book building 3) Role of merchant bankers in fixing the price 4) Red herring prospectus – unique features 5) Numerical on sweat equity, ESOP & Rights issue of shares <u>Secondary:</u> 1) Definition & functions of stock exchanges 2) Evolution & growth of stock exchanges 3) Stock exchanges in India 4) NSE, BSE OTCEI & overseas stock exchanges 5) Recent developments in stock exchanges 6) Stock market Indices	15
Unit 3	<u>Players in debt markets:</u> 1) Govt. securities 2) Public sector bonds & corporate bonds 3) open market operations 4) Security trading corp. of India 5) Primary dealers in Govt. securities <u>Bonds:</u> 1) Features of bonds 2) Types of bonds	15
Unit 4	Valuation of Equity & Bonds <u>Valuation of equity:</u> - Balance sheet valuation - Dividend discount model (zero growth, constant growth & multiple growth)	15

	-Price earning model <u>Valuation of bonds</u> -Determinants of the value of bonds -Yield to Maturity -Interest rate risk -Determinants of Interest Rate Risk	
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Reference Books:

1. Allen, Larry (1750-2000). The Global Financial System.
2. Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin.
3. Saunders, Anthony & Cornett, Marica Millon. Financial markets & institutions: A modern
4. perspective: TMIT
5. LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.)
6. Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH

**UBMSFSIV.7: INTEGRATED MARKETING
COMMUNICATION & ADVERTISING
[60 lectures : 3 Credit]**

Learning Objectives:

This course will equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) program. Students will learn about various tools of IMC and the importance of coordinating them for an effective marketing communications program

Unit No	Name of the Topic	No of Lectures
Unit 1	Introduction to Integrated Marketing Communication 1. Meaning, Evolution of IMC, Reasons for growth and Features 2. Promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing. 3. Communication process, Traditional & Alternative Response Hierarchy models. 4. Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales v/s communication objectives, DAGMAR, Problems in Setting Objectives, Setting objectives for the IMC Program	14
Unit 2	Elements of IMC: 1. Sales promotion- Different types of Sales Promotion, advantages & disadvantages. 2. Public Relation & Publicity- Types of PR, Process, advantages & disadvantages. Types of Publicity 3. Direct Marketing- Features, advantages & disadvantages. 4. Personal Selling- Features, advantages & disadvantages. 5. Advertising- Features, advantages & disadvantages. 6. New Trends in IMC, International Media	16
Unit 3	Advertising: 1. Types of Advertisements. 2. Communication Model with reference to Advertising 3. AIDA, Hierarchy of effects, Innovation, Adoption 4. Fundamentals of Advertising Campaigns - Brand Positioning through Advertising- Planning Process - The Creative Brief - Creating an Appeal – 5. Elements of Print Advertisement - Scriptwriting for Radio and Television - Legal and Ethical aspects of Advertising- Kids Advertising. 4. Advertising Agencies – Function – Types - In House Agencies - Direct Response Agencies - Sales Promotion Agencies - PR Firms - Interactive Agencies – Advertising Agency Structure - Client Agency Relationship - Agency Selection - Agency Compensation	14

Unit 4	Budget & Measuring effectiveness 1. Definition of Ad Budget 2. Definition of Ad Appropriation 3. Methods of Budgeting 4. Measuring Effectiveness of Advertisement, Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects: Arguments for & Against 5. Advertising Research- What, When, Where & How, Testing Process. 6. Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences – Stereotypes, Economic Effects of Advertising	16

Reference Books:

1. Integrated Marketing Communications - Kenneth Clown & Donald Bach
2. Advertising and Promotions - Belch & Belch, Tata McGraw Hill
3. Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI
4. Otto Kleepner's advertising Procedure - PH
5. International Edition - Contemporary Advertising Irwin/McGraw –Hill
6. Integrated Marketing Communications - Duncon- TMH
7. Foundations of Advertising Theory & Practice

UBMSFSIV.8: RURAL MARKETING

[60 lectures : 3 Credit]

Learning Objectives:

The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

Unit No	Name of the Topic	No of Lectures
Unit 1	<ol style="list-style-type: none">1. Introduction to Rural Market, Definition & Scope of Rural Marketing.2. Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).3. Emerging Profile of Rural Markets in India,4. Problems of rural market.5. Constraints in Rural Marketing and Strategies to overcome constraints,	13
Unit 2	<ol style="list-style-type: none">1. Rural Consumer Vs Urban Consumers – a comparison. Characteristics of Rural Consumers.2. Rural Market Environment:<ol style="list-style-type: none">a) Demographics – Population, Occupation Pattern, Literacy Level;b) Economic Factors - Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,c) Rural Infrastructure - Rural Housing, Electrification, Roads3. Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors, Lifestyle, Personality.	15
Unit 3	<ol style="list-style-type: none">1. Relevance of Marketing mix for Rural market/Consumers.2. Product Strategies, Rural Product Categories - FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labeling.3. Nature of Competition in Rural Markets, the problem of Fake Brands4. Pricing Strategies & objectives5. Promotional Strategies. Segmentation, Targeting & Positioning for rural market, Rural.	15
Unit 4	<ol style="list-style-type: none">1. Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution	15

	model for rural markets. (Case study based) 2. Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media;	
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Reference Books:

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
3. Arora, R.C. : Integrated Rural Development
4. Rajgopal : Managing Rural Business
5. Gopalswamy, T.P. : Rural Marketing

UBMSFSIV.9: TRAINING AND DEVELOPMENT IN HRM

[60 lectures: 3 Credit]

Learning Objectives:

This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Unit No	Name of the Topic	No of Lectures
Unit 1	<ol style="list-style-type: none"> 1. Overview of training – concept, scope, importance, objectives, features, need and assessment of training. 2. Process of Training –Steps in Training , identification of Job Competencies ,criteria for identifying Training Needs(Person Analysis, Task Analysis, Organisation Analysis), Types – On the Job & Off the Job Method. 3. Assessment of Training Needs, Methods & Process of Needs Assessment. 4. Criteria & designing - Implementation – an effective training program. 	15
Unit 2	<ol style="list-style-type: none"> 1. Overview of development – concept, scope, importance & need and features, Human Performance Improvement 2. Counseling techniques with reference to development employees, society and organization. 3. Career development – Career development cycle, model for planned self development, succession planning. 	15
Unit 3	<ol style="list-style-type: none"> 1. Concept of Management Development. 2. Process of MDP. 3. Programs & methods, importance, evaluating a MDP. 	15
Unit 4	<ol style="list-style-type: none"> 1. Performance measurements – Appraisals, pitfalls & ethics of appraisal. 2. Talent management –Introduction ,Measuring Talent Management, Integration & future of TM, Global TM & knowledge management— OVERVIEW -Introduction: History, Concepts, 3. Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management , Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle 	15

Reference Books:

1. Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.
2. Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York
3. Employee Training And Development - Raymond Noe
4. Every Trainers Handbook- Devendra Agochia
5. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
6. Training And Development- S.K. Bhatia.

UBMSFSIV.10: CHANGE MANAGEMENT

[60 lectures : 3 Credit]

Learning Objectives:

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Unit No	Name of the Topic	No of Lectures
Unit 1	Introduction & levels of change. Importance, imperatives of change, forces of change. Causes- social, economic, technological and organizational. Organizational culture & change. Types & Models of change – Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model.	15
Unit 2	Change & its implementation. – individual change : concept, need, importance & risk of not having individual perspective. Team Change – concept, need, importance & limitation Change & its impact – Resistance to change & sources- sources of individual resistance, sources of organizational resistance	15
Unit 3	Overcoming Resistance to change – Manifestations of resistance, Six box model Minimizing RTC. OD Interventions to overcome change- meaning and importance, Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress.	15
Unit 4	Effective implementation of change – change agents and effective change programs. Systematic approach to change, client & consultant relationship Classic skills for leaders Case study on smart change leaders, caselets on Action research.	15

Reference Books:

1. Organisational Development by French and Bell
2. An experiential approach to O.D. by Harvey and Brown
3. Consultants and Consulting Styles by Dharani Sinha P.
4. Kavita Singh- Organization change
5. S.K. Bhatia- Organisational Change-
6. K.Ashwathapa- Management & OB, HRM.
- 7.Radha Sharma- Training & Development.