OPJS UNIVERSITY, CHURU
MASTER OF BUSINESS ADMINISTRATION
SYLLABUS – 2013-14

MBA SEMESTER (I) – 2013-14

FIRST YEAR
Semester –I

Marks Mark’s
OPJSMGT1 101 Management Process and Organizational Behaviour
OMGT – 102 Quantitative Methods
OMGT – 103 Managerial Economics
OMGT – 104 Computer Applications in Management
OMGT – 105 Human Resource Management
OMGT – 106 Marketing Management
OMGT – 107 Managerial Accounting
OMGT – 108 Computer Applications in Management (Practical)
OMGT – 109 Information System Management

Semester – II

Marks Mark’s
OMGT – 201 Organization Effectiveness and Change
OMGT – 202 Business Environment
OMGT – 203 Human Resource Planning and Development
OMGT – 204 Financial Management
OMGT – 205 Indian Ethos and Values
OMGT – 206 Production and Operation Management
OMGT – 207 Research Methodology
OMGT – 208 International Business Management
OMGT – 209 Term Paper

SUMMER TRAINING
At the end of second semester, all students will have to undergo summer training of 8 – 10 weeks with an Industrial, Business or Service Organization by taking up a project
study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless student undergoes summer training under the supervision of the department in organizations as approved by the Department/Faculty from time to time. Each student will be required to submit a project report to the Department/Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

SEMESTER – I (OMGT – 101 TO 109)
MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR
Paper No.: OMGT – 101 Maximum Marks:70

Understanding and managing individual behaviour – personality, perceptions, values, attitudes, learning, work motivation, individual decision making and problem solving.

Understanding and managing group processes – interpersonal and group dynamics applications of emotional intelligence in organizations, communication, group decision making.

Leadership and influence process, Understanding and managing organizational system – organizational design and structure, work stress.

Case and Problems

QUANTITATIVE METHODS
Paper No.: OMGT – 102 Maximum Marks:70
Introduction to Quantitative Techniques, Concept Model Building for Business Decisions, Matrix Algebra, Solving Linear equations by using matrices, Output Model in Metrics.

Transportation and Assignment problems and their methods of solution. Linear Programming, Problem formulation and geometric methods of solution. Simplex method.

Two phase method, Elementary ideas about duality.

Cases and Problems.

MANAGERIAL ECONOMICS
Paper: OMGT – 103 Maximum Marks: 70

Theory of Demand – Demand Functions, Income and Substitution Effects. Demand Forecasts; Production and Cost – Return to Scale, Cost Curves, Break – Even Analysis;


Case and Problems

COMPUTER APPLICATION IN MANAGEMENT
Paper: OMGT – 104 Maximum Marks: 70


Data Files – Types/Organizations, Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy and Data File Structures. Application Portfolio Development.

Introduction to a Micro Data Base Manager; Programme Development Cycle, Flow Charting; Input – Process – Output Analysis; Report Generation and Label Generation; Programming Concepts; Use a File in Programming. Presentation Graphics – Creating a presentation on a PC. Data communication; Networking – LAN WANS.


HUMAN RESOURCE MANAGEMENT
Paper: OMGT – 105 Maximum Marks:70


Cases/ Problems

MARKETING MANAGEMENT
Paper: OMGT – 106 Maximum Marks:70

Promotion Decisions, Promotion Mix, Advertising, Sales Promotion, Publicity and Personal Selling, Channel Management – Selection, Co-operation and Conflict Management, Vertical Marketing Implementation and Systems, Organizing Implementing Marketing, Channel of Distribution.


Cases and Problems.

MANAGERIAL ACCOUNTING
Paper: OMGT – 107 Maximum Marks: 70
Understanding incorporated and unincorporated organization, Basic Financial Accounting up to Balance sheets.

Management Accounting Introduction, Ratio Analysis, Inferences from published financial statements. funds flow and cash flow analysis – inferences from published cash flow and funds flow statement.

Concept of EVA.


Case and Problems.

COMPUTER APPLICATION IN MANAGEMENT (PRACTICAL)
Paper: OMGT – 108 Maximum Marks: 100
There will be no internal examination. The external examination (based on Introduction) to Windows, MS Word, MS Excel, MS Power Point & Internet) will be conducted in Computer Lab in presence of external examiner to be appointed by the University and Internal Examiner, being Director or his nominee.

INFORMATION SYSTEM MANAGEMENT

Introduction and Concept of MIS. Classification of Information: Strategic Information, Tactical Information, Operational Information, Characteristics of Information at different Managerial Levels. Knowledge Management; Knowledge Management Value Chain,


Information System and Business Strategy.

MBA SEMESTER – II (OMGT – 201 TO 209)
Note: In each theory paper seven questions in all will be set, out of which question no. 07 will be related to problem/case study and be compulsory. Out of the rest six questions candidates are required to attempt any four questions. Thus candidates are required to attempt five questions in all. Each question shall carry equal marks.

ORGANIZATION EFFECTIVENESS AND CHANGE
Paper: OMGT – 201 Maximum Marks: 70
An overview of concepts of Organizational Change Effectiveness and Development; Skills of Change Agent.

Organizational Climate and Culture; Power and Politics; The Process of Empowerment.

Organizational Learning; Creativity and Innovation; Conflict and Negotiation.

Inter – group Behaviour and Collaboration; Business Ethics and Corporate Governance; Management of Gender Issues; Cross – Cultural Dynamics.

Case and Problems.
BUSINESS ENVIRONMENT
Paper: OMGT – 202 Maximum Marks:70

Dynamics of Social Change and impact on Business Environment

Salient provisions of Indian Companies Act, 1956 - regarding formation, company meetings, Roles and appointment of directors, Dividends, winding up of company – Salient features of latest monetary, fiscal and industrial policy.

Regulation of competition and corporate governance.

Case and Problems.

HUMAN RESOURCE PLANNING AND DEVELOPMENT
Paper: OMGT – 203 Maximum Marks:70
Human Resource Development – Concept, Need, Mechanism, HRD as a total system. Principles in designing HRD System.


Employee Empowerment, Concept and Approaches, Human Resources Audit.

Case and Problems.
FINANCIAL MANAGEMENT
Paper: OMGT – 204 Maximum Marks:70
Introduction – Contemporary Financial Environment, Concept of time, risk, return and value,
Operating financial decision, working capital management – Inventory, cash and receivable management.


Analysis of capital budgeting, capital structure decision, leverage – Indian corporate finance – New Dimensions and Recent Trends.

Case and Problems.

INDIAN ETHOS AND VALUES
Paper :OMGT – 205 Maximum Marks:70
Model of Management in the Indian Socio – political Environment; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight in to TQM; Problems Relating to Stress in Corporate Sector.

Management – Indian Perspective; Teaching Ethics; Trans – cultural Human Values in Management Education in Decision Making.

Need for Values in Global Change – Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management.

Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

Case and Problems.
PRODUCTION AND OPERATION MANAGEMENT
Paper: OMGT – 206 Maximum Marks:70
Nature and Scope of Production and Operations Management, Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling –


Material Planning and Inventory Control, JIT; Materials Planning Budgeting and Material Requirement Planning.

Purchase Management, Stores Management, Simulation – Application of Monte Carlo Technique; Maintenance Management, Safety Management.

Case and Problems.

RESEARCH METHODOLOGY
Paper: OMGT – 207 Maximum Marks:70
Nature and Scope of Research Methodology, Problem Formulation and Statement of Research Objectives; Value and Cost of Information – Bayesian Decision Theory, Organization Structure of Research.

Research Process; Research Design – Exploratory, Descriptive and Experimental Research Design; Methods and Data Collection – Observational and Survey Methods.

Questionnaire Design, Attitude Measurement Techniques; Motivational Research Techniques, Administration of Surveys; Sample Design, Selecting an Appropriate Statistical Technique; Field work and Tabulation of Data.

Analysis of Data; Use of SPSS and other Statistical Software Packages; Advanced Techniques of Data Analysis – ANOVA, Discriminate Analysis, Factor Analysis,
Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Research Applications.

Case and Problems.

INTERNATIONAL BUSINESS MANAGEMENT
Paper: OMGT – 208 Maximum Marks: 70


Case and Problems.
TERM PAPER
Paper: OMGT – 209 Maximum Marks: 100
The student will choose any contemporary problem regarding Management, Business, Trade, Finance, Investment etc. in consultation with the Director. The candidate will have to defend his term paper in presence of external examiner (to be appointed by the University) and the Director or his nominee.
SECOND YEAR

During Second Year, in addition to compulsory and project and studies, a student shall have to choose six optional (Major) and three optional papers (Minor) in MBA Part-II from the list of optional papers at the beginning of each year.

Semester –III
CP-301 Business Policy and Strategic Analysis
CP-302 Decision Support System and Management Information System
CP-303 Business Legislation
CP-304 Network Techniques & Quality Management
CP-305 Summer Training Project (Plus 5 Optional Papers – 4 Major, 1 Minor)

Semester –IV
CP-401 Corporate Evolution and Strategic Management
CP-402 Project Formulation and Implementation
CP-403 Project Study (Equivalent to two papers or 200 Marks)
(Plus 2 Optional Papers – 2 Major, 2 Minor)

LIST OF OPTIONAL PAPERS

Finance Area
FM-01 Financial Decisions Analysis
FM-02 Security Analysis and Investment Management
FM-03 Portfolio Management
FM-04 Management of Financial Services
FM-05 Financial Derivatives
FM-06 Management of financial Institutions

Marketing Area
MM-01 Consumer Behaviour
MM-02 Advertising Management
MM-03 International Marketing
MM-04 Sales and Distribution Management
MM-05 Marketing of Services
MM-06 Brand Management

Organization Behaviour and Human Resource Development Area
OBH-01 Management of Industrial Relations
OBH-02 Manpower Development for Technological Change
OBH-03 Management for Training and Development
OBH-04 Organization Change and Intervention Strategies
OBH-05 Human Resource Development : Strategies & Systems
OBH-06 Human Resource Planning and Development
SEMESTER- III
BUSINESS POLICY AND STRATEGIC ANALYSIS
Paper: CP-301 Max. Marks: 70

I. Business Policy as a field of study; General Management Point of View; Vision, Mission, Objectives and Policies.

II. Environment Analysis and Internal Analysis; SWOT Analysis.

III. Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model; Industry Analysis; Concept of Value Chain.

IV. Strategic Profile of a firm; Framework for Analysis Competition; Competition Advantage of Firm.

DECISION SUPPORT SYSTEM & MANAGEMENT INFORMATION SYSTEM
Paper: CP-302 Max. Marks: 70


II. Managerial Decision Making: Decision making process problem solving techniques how decisions are being supported-decisions styles group decision making features of various CBIS. Decision Support System An Overview: Relevance scope of DSS characteristic and capabilities of OSS components of OSS classification of DSS. Database Management System: Sources of data – data file environment database environment – data models - relevance of relational data base design in DSS.

III. Model Base Management System: types of models Function, Time Certainty, Uncertainty, Risk, Structure or Models, Dichotomous model of mind – Simon’s model in information system design simulation techniques.

BUSINESS LEGISLATION
Paper: CP-303 Max. Marks: 70


NETWORK TECHNIQUES AND QUALITY MANAGEMENT
Paper: CP-304 Max.Marks : 70


II. Concept of Total Quality (TQ). International Quality Certification system-ISO 9000 and 14000 and other standers and their applicability in Design, Manufacturing, Humanistic and Marketing Aspects of TQ. Total Quality of Services. Total Quality and Safety. TPM, ERP

III. Managing for Quality-Statistical Quality Control Charts- Attributes, Variables, Charts for percent defective- P chart and C chart. Sampling Inspection. OC Curve, Average Outgoing Quality Limit.
SUMMER TRAINING PROJECT
Paper : CP-305 Max. Marks : 70
MBA-Sem. III Time : 3 Hrs
At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an Industrial, Business or Service Organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless student undergoes summer training under the supervision of the department in organizations as approved by the Department/Faculty from time to time. Each student will be required to submit a project report to the Department/Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

SEMESTER - IV
CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT
Paper : CP-401 Max. Marks : 70
MBA-Sem. IV

I. Nature and Seeps of Strategic Management; Strategic Intent and Vision; Concept of Core Competence, Capability and Organizational Learning; Process of Strategy Planning and Implementation.
II. Strategy and structure; Organizational Values and their Impact on Strategy; Power Games amongst Competing Players; Chief Executive and Board; Work of Top Management.
III. Turnaround Management; Management of Strategic Change; Mergers and Acquisitions; Strategic Management in an International Firm.

IV. Strategy and Corporate Evolution in Indian Context.

PROJECT FORMULATION AND IMPLEMENTATION
Paper : CP-402 Max. Marks : 70
MBA-Sem. IV Time : 3 Hrs.
Objectives
The basic purpose of this course is to understanding the framework for evaluating Capital expenditure proposals, their planning and management in the review of the projects understanding.
Course Contents

PROJECT STUDY
Paper : CP-403 Max. Marks : 200

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

FINANCE AREA: FM-3101 to FM-3106
FINANCIAL DECISIONS ANALYSIS
Paper: FM-01 Max. Marks: 70
MBA-Sem. III/IV Time: 3 Hrs.

I. Application of Liner Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas.
II. Corporate Debt Capacity Management Decision; Business Failure and Reorganization-Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision under Conditions of Risk and Uncertainty.


IV. Mergers and Acquisitions; takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural Aspects of merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.
SECURITY ANALYSIS AND INVESTMENT MANAGEMENT  
Paper: FM-02 Max. Marks: 70  
MBA-Sem. III/IV Time: 3 Hrs. 

I. Investment – Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investment in Securities. 

II. Mechanics of Investing; Market and Brokers; Investment Companies; Market Indices and Return; Securities Credit Ratings; Objectives of Securities Analysis; Investment Alternatives. 

III. Valuation Theories of Fixed and Variable Income Securities; the Return to Risk and the Investment Decision; Government; Securities; Non-security Forms of Investment; Real Estate Investment Instruments of the Money Market. 


PORTFOLIO MANAGEMENT 
Paper: FM-03 Max. Marks: 70  
MBA-Sem. III/IV Time: 3 Hrs. 

I. Introduction to Portfolio Management – An Optimum Portfolio Selection Problem Markowitz Portfolio Theory, the Mean-Variance Criterion (MVC) – The Nature of Investment Risk, MVC and Portfolio Selection, The Investment In Liquid Assets, Portfolios of Two Risky Securities. 


IV. Bond Portfolio Management Strategies, Investment Timing and Portfolio Performance Evaluation; Corporate Management in India International Diversification.
MANAGEMENT OF FINANCIAL SERVICES
Paper : FM-04 Max. Marks : 70

I. Financial System and Markets; Concept, Nature and scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services.

II. Stock Exchange Operations, Mutual Funds; Merchant Banking Services; Managing of Issue Shares and Bonds Mobilizing of Fixed Deposits-Inter- Corporate Loans-International Finance.

III. Other Financial Services – Leasing and Hire purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance.

IV. Venture Capital, Factoring for Failing and Bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

FINANCIAL DERIVATIVES
Paper: FM-05 Max. Marks: 70

I. Forward Contracts; Future Contracts; Other Derivative Securities Types of Traders; Futures Markets and the use of Future of Hedging.

II. Forward and Future Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Price.

III. Trading Strategies Involving Options; Black-Seholes Option Model; Binomial Model; Options on Stock Indices.

IV. Currencies and Futures Contracts General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.
MANAGEMENT OF FINANCIAL INSTITUTIONS
Paper: FM-05 Max. Marks: 70


II. Flow of Fund Analysis of the Borrowing and Lending Behaviour of Financial Institutions, Interest Rate Analysis; Interest Rate in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI’s Operations; Credit and Monetary Planning

III. Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financial in India; Capital Adequacy and Capital Planning; Strategy of Growth; Problem of Time and Cost Over Runs; Financial Planning of Financial Institutions; Financial Goals and Performa Statement.


MARKETING AREA: MM - 3201 to MM - 3206
CONSUMER BEHAVIOUR

I. Introduction to Consumer Behavior; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making Information Search Process; Evaluative Criteria and Decision Rules.

II. Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change.

III. Influence of Personality and Self Concept on Buying Behaviour; Psychographic and Lifestyle; Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making.

IV. Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.
ADVERTISING MANAGEMENT

II. Theory of Cognitive Dissonance and clues for Advertising Strategist: Stimulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach Determination of Target Audience.

III. Building of Advertising Programme-Message, Headlines, Copy, Logo, illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting; Evaluation- Rationale of testing Opinion and Aptitude Test, Recognition, Recall, Recall, Experimental Designs.


INTERNATIONAL MARKETING

I. International Marketing – Definition, Concept; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing.

II. International Institutions – World Bank, IMF, UNCTAD,WTO, Customs Union, Common Marks, Free Trade Zones, economic Communities; Constraints on International Marketing – Fiscal and Non-Fiscal Barriers, Nontariff Barriers Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP; India and World and Export Policy, Direction and Quantum of India’s Exports.


SALES AND DISTRIBUTION MANAGEMENT

I. Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes.

II. Designing and Administering Compensation Plans; Supervision of Salesman; Motivating Sales Personnel; Sales Meetings and Sales Contents; Designing territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.

III. An Overview of Marketing Channels, Their Structure, Functions and Relationship; channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning Organizational Patterns in Marketing Channels;

IV. Managing Marketing Channels; Marketing Channel Policies and Legal Issues Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

MARKETING OF SERVICES

I. The Emergency of Service Economy; Nature of Services; Goods and Services Marketing; Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses.

II. The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity.

III. Service Vision and Service Strategy; Quality Issues and Quality Models; Demand-Supply Management; Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing.

BRAND MANAGEMENT

I. Understanding Brands – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding – Brand-Customer Relationship, Brand Loyalty and Customer Loyalty.

II. Managing Brands; Brand Creation, Brand Extensions, Brand-Product Relationship, Brand Portfolio.

III. Brand Assessment through Research – Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalization.

IV. Financial Aspects of Brand; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

ORGANISATION BEHAVIOUR AND HUMAN RESOURCE DEVELOPMENT AREA: OBH-3301 to OBH-3306

MANAGEMENT OF INDUSTRIAL RELATIONS

I. Industrial Relations Perspectives; Industrial Relations and The Emerging Socio Economics Scenario; Industrial Relation and the State; Legal Framework of Industrial; Relations

II. Role and future of Trade Unions; Trade Union and the Employee; Trade Union and the Management.

III. Discipline and Grievance Management; Negotiation and collective Settlements; Participative Management and Co-Ownership.

IV. Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.
MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE
Paper: OBH-02 Max. Marks: 70

I. Manpower Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of new Technology.

II. Concept and Process of Technological Innovation; Organizational Implications of Technological Change.

III. Human Resource Implications of Technological Change; Performance /Potential in the Context of New Technology.

IV. Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

MANAGEMENT FOR TRAINING AND DEVELOPMENT

I. Training Process-an Overview; Role Responsibilities and Challenges to Training Managers; Organization and Management of Training Function.


III. Training Climate and Pedagogy; Development Training Modules; Training Methods and techniques.

IV. Facilities and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

I. Organization Charge-an Overview; Approaches to Problems Diagnosis.

II. Some Major Techniques of Planned Change; Steps in OD.

III. General OD Competencies, OD Skills, Designing Interventions-Interpersonal Term, Intergroup and System.
IV. Evaluation of OD, Ethics of OD Professional, future of OD.

HUMAN RESOURCE DEVELOPMENT:
STRATEGIES & SYSTEMS

I. Field of HRD- Concepts, Goals Challengers; HRD Climate and Practices in India.

II. Staffing HRD Function; Developing HR Strategies; HRD System Design Principles

III. Design & Administration of Select HRD System; HRD for Workers.

IV. HRD Intervention; HRD Approaches for coping with Organizational Changers Case Studies of HRD in India Organizational.

HUMAN RESOURCE PLANNING AND DEVELOPMENT

I. Macro Level Manpower Planning and Labour Market Analysis; Organizational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping.

II. Model and techniques of manpower Demand and Supply Forecasting; Behavioural Factors in Human resource Planning-Wastage Analysis; Retention; Redeployment and Exit Strategies.

III. Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development; HRD Climate; Culture.

IV. QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations; Human Resource Information System; Human Resource Valuation and Accounting.