



KRISHNA UNIVERSITY

MACHILIPATNAM

REGULATIONS AND SYLLABUS RELATING TO MASTER OF BUSINESS ADMINISTRATION

(With effect from 2010-11)

1. Admission into MBA Course will be made on the basis of the Admission Test.

Eligibility criteria for Admission Test:

MBA (Full-time): A pass for all three years of study in the Bachelor's Degree (other than B.F.A. & B.A., Oriental Languages) of any University recognized by the Academic Senate as Equivalent thereto.

2. The scope of instruction shall be as defined in the syllabus prescribed.

- (a) The candidate shall be required to take at the end of each semester, an examination as detailed in the Scheme of Examination. Each paper of the examination shall, unless otherwise prescribed, be of three hours duration and carry 70 marks (semester end exam-external).

- (b) Candidates who have completed the course in each semester and have earned the necessary attendance and progress certificate shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the previous examination (s). Such candidates may be permitted to appear for the examination of earlier semester along with the subsequent semester examinations.

- (c) The University shall prepare examination schedule. The P.G. Board of Studies will prepare and recommend the list of names of paper setters and examiners to value the answer scripts for each semester. The answer scripts of all the courses shall be subject to double coded valuation. The variation between first and second valuation shall be dealt with as per the rules of the University.

- (d) Regulations concerning Semester examination:

- i) Each Paper shall, unless otherwise prescribed, be of three hours duration and carry 70 Marks (External).

- ii) The semester-end exam question paper shall be 70 Marks (External) and divided into 5 units of equal weightage. The Semester examination shall be based on the question paper set by the external examiner.

- iii) A candidate who fails in one semester examination or who is not able to take it shall be eligible to take the same examination along with the candidates of the next batch of the same semester.

3. Notwithstanding anything contained in the above regulations in the case of Project Report/Dissertation and Viva-Voce, a candidate shall obtain not less than 50% of marks to be declared to have passed in the examination.
4. Candidates shall put in attendance at the College for not less than 75 percent of the total number of working days in each semester.
5. **Short Visits:** The candidate shall make not less than one short visit to different industrial establishments, corporate offices in the neighboring towns/cities in each semester course of the programme. The total number of visits to be made by each candidate is four out of which three are compulsory. All the candidates are required to submit the tour diaries and reports at the time of viva examinations.
6. **Practical Training:** Candidates shall undergo practical training in an organisation for a minimum period of six weeks and submit a report thereon along with a practical training certificate obtained from the organisation. Practical training shall be guided and certified by the teacher-guide. The practical training shall be conducted during summer vacation between Second and Third Semesters.
7. **Paper Setting:** Question paper setting for all the subjects of all the semesters shall be entrusted to external examiners approved by the P.G. Board of Studies. The question papers shall be set on 'Unit System' pattern.
8. **Project Work:** The purpose of the project work is primarily to demonstrate the application of knowledge of skills acquired in the MBA programme, by studying and analyzing a selected problem in the work situation in a systematic manner while suggesting solution to the management.

It is desirable that the sponsoring organization has to identify the area of project work for their participants at the beginning of the training programme itself. Each student is required to study the problem under the guidance of a faculty member of the department.

The completed project should be submitted to the University/College 15 days before the commencement of IV semester examinations.
9. **Evaluation:** Each paper will carry 100 marks, divided into 70 marks for external assessment and 30 marks for internal assessment.
10. **Internal Evaluation:** The internal assessment component of 30 marks shall be assessed with four internal assessment examinations (Out of which is one is an online exam) for twenty marks (4X5=20) the other ten marks be allocated for seminars/assignments (5 marks) and attendance (5 marks).

11. Total marks:

| | | | |
|-------------|--------------------|---------------|--------------|
| First Year: | I Semester: | 800 | Marks |
| | II Semester: | 800 | Marks |
| | Total | : 1600 | Marks |
| Second Year | III Semester: | 800 | Marks |
| | IV Semester: | 800 | Marks |
| | Viva-Voce: | 100 | Marks |
| | Project Study: | 100 | Marks |
| | Total | : 1800 | Marks |
| | Grand Total | : 3400 | Marks |

12. **Credit System:** In this system credits will be allotted to each paper.
13. **Gradation System:** The course will be evaluated and the students will be graded on ten point scale with seven letter grades i.e., **O, A, B,C,D,E,F**.
14. **Specializations:** The papers offered in both first and second semester are core papers. Therefore, the papers are common for all. Specialization papers are offered from III semester onwards.

In third semester, a student has to opt for two core papers along with three specialized papers each from any two specializations viz., Marketing, Finance and Human Resource Management.

In the fourth semester, a student has to opt for two core papers along with three specialized papers each from any two specializations viz., Marketing, Finance and Human Resource Management. Project work and Viva voce are common for all irrespective of specialization.

15. Minimum number of hours per subject per week is four.
16. **Viva-Voce Examination:** The candidate has to appear for a comprehensive Viva-voce examination at the end of the fourth semester.



KRISHNA UNIVERSITY

MACHILIPATNAM

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE EXAMINATION
(With effect from 2010-2011)

MBA COURSE STRUCTURE

I Semester

| Paper Code | Paper Title | No of Hours /week | Core / Elective | External Marks | Internal Marks | No. of Credits |
|------------|--|-------------------|-----------------|----------------|----------------|----------------|
| MBA101 | Perspectives of Management | 4 | Core | 70 | 30 | 4 |
| MBA 102 | Managerial Economics | 4 | Core | 70 | 30 | 4 |
| MBA 103 | Quantitative Techniques for Management | 4 | Core | 70 | 30 | 4 |
| MBA 104 | Business Environment | 4 | Core | 70 | 30 | 4 |
| MBA 105 | Corporate Communication & Soft Skills | 4 | Core | 70 | 30 | 4 |
| MBA 106 | Accounting for Managers | 4 | Core | 70 | 30 | 4 |
| MBA107 | Computer Applications in Management | 4 | Core | 70 | 30 | 4 |
| MBA 108 | Indian Ethos and Values for Managers | 4 | Core | 70 | 30 | 4 |
| | Total | 32 | | | | 32 |

II Semester

| Paper Code | Paper Title | No of Hours/ week | Core / Elective | External Marks | Internal Marks | No. of Credits |
|--|----------------------------|-------------------|-----------------|----------------|----------------|----------------|
| MBA201 | Marketing Management | 4 | Core | 70 | 30 | 4 |
| MBA 202 | Human Resources Management | 4 | Core | 70 | 30 | 4 |
| MBA 203 | Financial Management | 4 | Core | 70 | 30 | 4 |
| MBA 204 | Operations Management | 4 | Core | 70 | 30 | 4 |
| MBA 205 | Operations Research | 4 | Core | 70 | 30 | 4 |
| MBA 206 | Business Research Methods | 4 | Core | 70 | 30 | 4 |
| MBA 207 | Business Laws | 4 | Core | 70 | 30 | 4 |
| MBA208 | Organizational Behaviour | 4 | Core | 70 | 30 | 4 |
| | Total | 32 | | | | 32 |
| At the end of 2 nd semester, every student must undergo Industrial training for Six weeks and must prepare a project report | | | | | | |

III Semester

Core Subjects:

| Paper Code | Paper Title | No of Hours/ week | Core / Elective | External Marks | Internal Marks | No. of Credits |
|------------|--|-------------------|-----------------|----------------|----------------|----------------|
| MBA301 | Entrepreneurship and Small Industry Management | 4 | Core | 70 | 30 | 4 |
| MBA 302 | Knowledge Management | 4 | Core | 70 | 30 | 4 |

Specializations in Marketing:

| | | | | | | |
|----------|---|---|----------|----|----|---|
| MBA303M | Consumer Behaviour & Marketing research | 4 | Elective | 70 | 30 | 4 |
| MBA 304M | Sales Management | 4 | Elective | 70 | 30 | 4 |
| MBA305M | Advertising and Sales Promotion | 4 | Elective | 70 | 30 | 4 |

Specializations in Finance:

| | | | | | | |
|----------|--|---|----------|----|----|---|
| MBA 303F | Security Analysis and Portfolio Management | 4 | Elective | 70 | 30 | 4 |
| MBA 304F | Financial Markets and Stock Exchanges | 4 | Elective | 70 | 30 | 4 |
| MBA 305F | Working Capital Management | 4 | Elective | 70 | 30 | 4 |

Specializations in Human Resource Management:

| | | | | | | |
|----------|---------------------------------|-----------|----------|----|----|-----------|
| MBA 303H | Human Resource Planning | 4 | Elective | 70 | 30 | 4 |
| MBA 304H | Training and Development | 4 | Elective | 70 | 30 | 4 |
| MBA 305H | Employment Legislation | 4 | Elective | 70 | 30 | 4 |
| | Total for third Semester | 32 | | | | 32 |

IV Semester

Core Subjects:

| Paper Code | Paper Title | No of Hours/ week | Core / Elective | External Marks | Internal Marks | No. of Credits |
|------------|------------------------|-------------------|-----------------|----------------|----------------|----------------|
| MBA401 | Strategic Management | 4 | Core | 70 | 30 | 4 |
| MBA 402 | International Business | 4 | Core | 70 | 30 | 4 |

Specializations in Marketing:

| | | | | | | |
|----------|--------------------|---|----------|----|----|---|
| MBA403M | Services Marketing | 4 | Elective | 70 | 30 | 4 |
| MBA 404M | Retail Marketing | 4 | Elective | 70 | 30 | 4 |
| MBA 405M | Brand Management | 4 | Elective | 70 | 30 | 4 |

Specializations in Finance:

| | | | | | | |
|----------|------------------------------------|---|----------|----|----|---|
| MBA403F | Financial Derivatives | 4 | Elective | 70 | 30 | 4 |
| MBA404F | Financial Services | 4 | Elective | 70 | 30 | 4 |
| MBA 405F | International Financial Management | 4 | Elective | 70 | 30 | 4 |

Specializations in Human Resource Management:

| | | | | | | |
|----------|-------------------------------------|---|----------|----|----|---|
| MBA 403H | Industrial Relations | 4 | Elective | 70 | 30 | 4 |
| MBA 404H | Performance and Reward Management | 4 | Elective | 70 | 30 | 4 |
| MBA 405H | Strategic Human Resource Management | 4 | Elective | 70 | 30 | 4 |

Project and Viva:

| | | | | | | |
|---------|----------------------------------|-----------|------|-----|---|-----------|
| MBA 409 | Project Report | | Core | 100 | 0 | 4 |
| MBA 410 | VIVA – VOCE | | Core | 100 | 0 | 4 |
| | Total for Fourth Semester | 32 | | | | 40 |

TOTAL NUMBER OF CREDITS AT THE END OF COURSE

| S.No | SEMESTER | CREDITS |
|------|--------------|------------|
| 1 | I SEMESTER | 32 |
| 2 | II SEMESTER | 32 |
| 3 | III SEMESTER | 32 |
| 4 | IV SEMESTER | 40 |
| | TOTAL | 136 |

PROCEDURE TO EVALUATE INTERNAL ASSESSMENT**GENERAL THEORY PAPERS**

| | |
|--|-----------------|
| Tests | 20Marks |
| Assignment /Seminar / Group Discussion | 5 Marks |
| Attendance | 5 Marks |
| Total | 30 Marks |

The internal assessment component of 30 marks shall be assessed with four internal assessment examinations (Out of which is one is an online exam) for twenty marks (4X5=20) the other ten marks be allocated for seminars/assignments (5 marks) and attendance (5 marks).

Passing Standards for M.B.A

| S. No | Name of the Course | Total Marks | | Paper Minimum required for pass when secured aggregate 50% | | Paper Minimum required for pass when not secured aggregate 50% | |
|-------|--------------------|-------------|----------|--|-----------------------------|--|-----------------------------|
| | | External | Internal | External | Total (External + Internal) | External | Total (External + Internal) |
| 1 | Theory(T) | 70% | 30% | 40% | 40% | 40% | 50% |
| 2 | Project work(PW) | 100% | 0% | 50% | 50% | NA | NA |
| 3 | Viva-voce(V) | 100% | 0% | 50% | 50% | NA | NA |

Gradation System for MBA**Performance in a paper**

(Conversion of marks to grade points and letter grade)

| S.No. | Range of Marks | Grade Points | Letter Grade |
|-------|----------------|--------------|--------------|
| 1 | >85% | 10.0 | O |
| 2 | 75%-85% | 9.0 | A |
| 3 | 67%-74% | 8.0 | B |
| 4 | 58%-66% | 7.0 | C |
| 5 | 50%-57% | 6.0 | D |
| 6 | 40%-49% | 5.0 | E |
| 7 | <40% | 0.0 | F |

Calculation of SGPA and CGPA

The Semester Grade Point Average (SGPA) = $\frac{\sum(C \times GP)}{\sum C}$

The Cumulative Grade Point Average (CGPA) = $\frac{\sum(C \times GP)}{\sum C}$

Where, C = Credits of the Subject GP = Grade Points of the Subject

SGPA is calculated considering only the subjects of that semester.

CGPA is calculated considering all the subjects.

Overall Performance

(Conversion of CGPA to grade and classification of final result)

| S. No. | Range of CGPA | Grade | Classification of final result |
|--------|----------------|-------|--------------------------------|
| 1 | 8.00 to 10.00 | O | First Class with Distinction |
| 2 | 6.50 to < 8.00 | A | First Class |
| 3 | 5.50 to < 6.50 | B | Second Class |
| 5 | < 5.50 | D | Re-appear |

DETAILED SYLLABUS

MBA SYLLABUS
MBA 101: PERSPECTIVES OF MANAGEMENT

- Unit 1** **INTRODUCTION:** Management, Concept, Significance, Process, Levels, Skills, Functions, Principles; Management as an Art, Science and Profession; Management and environment; Social and ethical responsibilities.
- Unit 2** **Planning:** Nature, Purpose, Process of planning, Types of Plans; Premising, Types of Premises; Forecasting: Significance, Process and Environmental Forecasting; Decision making : Concept, Types of Decisions, Steps in Decision Making Process, Rationality in Decision; Management By Objective: Concept, Process Precondition.
- Unit 3** **Organizing:** Nature, Purpose, Process; Formal and Informal Organizations, Distinctions; Organizational structures: Significance, Principles of Organization; Departmentation; Span of control: Concept, V.A. Graicunas Theory; Factors determining Span of Control; Delegation: Concept, Process, Advantages and Principles of effective Delegation; Decentralization: Concept, When to Decentralize and How to Decentralize; Line and Staff: Concept, Reasons for Conflicts between Line and Staff and Measures to overcome; Committees: Nature of Committees, Reason for using Committees, Disadvantages, Conditions for successful operations of Committees:.
- Staffing:** Nature and Importance of Staffing, Factors in Selecting Lower, Middle and Upper Level Managers, Skills and Personal Characteristics needed by Managers.
- Unit 4** **Direction:** Elements of Directing; Communication: Importance Process, Media, barriers to communication: Effective communication; Motivation and importance in management- Theories of Maslow, Herzberg, Theory X and Theory Y, McClelland, Alderfer, Vroom, Porter and Lawler, Techniques of Motivation - Leadership, Trait Approach to Leadership, Leadership Styles, Likert's Four Systems of Management, Managerial Grid.
- Unit 5** **Control:** Process of Control, Prerequisites, Requirements of Adequate Control; Techniques of Control- American Vs Japanese Managerial Practices.

(Case study is compulsory)

Reference Books:

- 1 Heinz Weihrich, Harold Kontz, *Management: A Global Perspective*, 10/e TMH, 2007.
- 2 Stoner, Freeman and Gilbert, Jr. *Management*, Pearson Education, New Delhi.2006.
- 3 Luthans.F. *Organizational Behaviour*, TMH 1995
- 4 Robbins, *Management*, 7/e, Pearson Education, 2006.
- 5 Singh, Dilip, *Emotional Intelligence at work*, Response Books, Sage Publications, Delhi 2001
- 6 Staw, B.W. *Psychological Dimensions of Organizational Behaviour*, New Delhi, 2006
- 7 Jayanthi Mukherjee, *Management & Organisational Behaviour*, Excel Books, New Delhi, 2006.
- 8 Ricky W.Griffin, *Management*, Wiley India, New Delhi
- 9 John F.Wilson, *The Making of Modern Management*, Oxford University Press.
- 10 Bajaj, *Management Processing and Organisation*, Excel Books, New Delhi.

MBA SYLLABUS
MBA 102: MANAGERIAL ECONOMICS

- Unit 1 Concepts and Techniques:** Introduction to Managerial Economics – Fundamental Concepts – Basic Techniques - The Firm in Theory and Practice: Economic Theory of Firm – The Behavioural Theory of the Firm – Managerial Theories of the Firm – Profit Concepts and analysis.
- Unit 2 Demand Decisions:** Demand Concepts – Demand Analysis – Demand Elasticities and Demand Estimates – Demand Forecasting.
- Unit 3 Input – Output decisions:** Production Concepts and Analysis – Cost Concepts and Analysis - Empirical Estimates of Production and Costs.
- Unit 4 Price – Output Decisions:** Market Environment of Price Out-Put Decisions by the Firm and the Industry – Analysis of Market Structure – Large Group Case – Analysis of Market Structure – Small Group Case – Pricing strategies and Tactics.
- Unit 5 Investment Decisions:** Capital Budgeting – Public Investment Decision – The Economics of Risk and Uncertainty.

(Case study is compulsory)

Reference Books:

- 1 Dean Joel (1976), *Managerial Economics*, PHI, New Delhi
- 2 Douglas Evan J, 1983, *Managerial Economics, Theory, Practice & Problems*; PHF, New Delhi.
- 3 Mote V.C. Samuel Paul, And GS Gupta, 1977, *Managerial Economics – Concepts & Cases*, TMH.
- 4 Wildsmith JR 1972, *Managerial Theories of the Firm* (Martin-Robertson
- 5 K.K. Seo, *Managerial Economics*, Richard D. Irwin Inc, 1988.
- 6 Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education
- 7 Atmanand, *Managerial Economics*, Excel Publications
- 8 Trivedi M.L, *Managerial Economics*, Tata McGraw Hill Publishing Company
- 9 Suma Damodaran, *Managerial Economics*, Oxford University Press
- 10 Mehta P.L, *Managerial Economics – Text and Cases*, S.Chand & Co.
- 11 Mithani D.M, *Managerial Economics Theory and Applications*, Himalaya Publishing House

MBA SYLLABUS

MBA 103: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

- Unit 1 Basic Mathematics for Management:** Quantitative Decision Making – an Overview – Functions and Progressions – Differentiation and Integration, Maxima & Minima with business applications – Solving equations using Cramer’s rule and Matrix inversion method.
- Unit 2 Data Collection and Analysis:** Collection of Data-Presentation of Data – Measures of Central Tendency – Measures of Variation and Skewness.
- Unit 3 Probability and Probability Distributions:** Basic concepts of Probability –Addition and Multiplication and Bayer’s theorem– Binomial, Poisson and Normal Distribution - Decision Theory
- Unit 4 Sampling and Testing of Hypothesis :** Sampling Methods – Testing of Hypothesis - Z test, t - test & Chi-Square Tests.
- Unit 5 Forecasting Methods:** Business Forecasting – Correlation – Regression – Time Series Analysis

(Exercise in the above areas is must)

Reference Books:

- 1 Moskouritz, H and Gp Wright, 1985, *Statistics for Management and Economics*, Charles E. Merrill Publishing Company
- 2 Levin R, 1984, *Statistics for Management* PHI, New Delhi
- 3 Plane DR and EP, 1986, *Business & Economic Strategies*, *Business Publications*, Inc, Plano
- 4 N.D.Kothari, *Quantitative Techniques in Management*, Tata McGraw Hill.
- 5 Jarett J, 1987, *Business Forecasting Methods*, Basil Black Wall,London
- 6 Shenoy, Sarma and Srivatsava, *Quantitative Techniques for Management*, New Age (International) Pvt. Ltd.,
- 7 Jarett, J: *Business Forecasting Methods*, Brasil Black Wall.
- 8 S.P.Gupta, *Statistical Methods for Management*.
- 9 *Mathematics for Management*: An Introduction TMH, New Delhi
- 10 K.V.Sivaiah & K.Satya Rao, *Business Mathematics*, S.Chand & Company, New Delhi.

MBA SYLLABUS
MBA 104: BUSINESS ENVIRONMENT

- Unit 1** Economic and Social Environment: Economic Environment of Business – Socio-Cultural and Political – Legal Environment – Changing Role of Government.
- Unit 2** Structure of the Indian Economy: Structural Dimensions of Indian Economy – Structure of Indian Industry – Public Sector in India – Private Sector in India – Small sector in India – Sickness in Indian Industry.
- Unit 3** Planning and Policies: Planning Goals and Strategies – Evolution of Industrial Policy – Regulatory and Promotional Framework.
- Unit 4** External Sector: Indian Foreign Trade – India's Balance of payment – Export and Import Policy – Foreign Capital and Collaborations – India's External Debt
- Unit 5** Economic Reforms Since 1991: Industrial Policy of 1991 – Economic Reforms; Liberalization, Globalization and Privatization – Financial Sector Reforms – Fiscal Sector Reforms – Economic Reforms and Social Justice.

Reference Books:

- 1 Agarwala ANN, 1986, *Emergent Dimensions in India Environment*, Asia Publishing House, Delhi.
- 2 Wadhwa, Charan D, 1984, *Some Problems of India's Economic Policy*, TMH, ND.
- 3 Khan M.Y, 1980, *Indian Financial Shystems; Theory and Practice*.
- 4 K.V. Sivayya & V.B.M. Das *Indian Industrial Economy*, S.Chand & Company, New Delhi.
- 5 M. Adhikar, *Economic Environment & Business Environment*
- 6 A. Das Gupta & N.K. Sen Gupta, *Government and Business*.
- 7 D. Amarchand, *Government and Business*
- 8 Dutt and Sundaram, *Indian Economy*, S.Chand, New Delhi, 2001
- 9 K.Aswathappa, *Essentials of Business Environment*, Himalaya, 2001
- 10 Justin Paul, *Business Environment*, 2006, Tata McGraw Hill Publications
- 11 Misra and Puri, *Indian Economy*, Himalya Publishing House.
- 12 Francis Cherunilam, *Business Environment – Text and Cases*, Himalya Publishing House.
- 13 *Recent Economic Survey Reports* – Government of India.

MBA SYLLABUS
MBA 105: CORPORATE COMMUNICATION & SOFT SKILLS

- Unit 1 Communication Skills:** Role of Communication in Business: Basic Elements of communication process Verbal and nonverbal communication Functions and Types. Organizational Communication, Formal and Informal Communication, Written Communication, Presentation Skills.
- Unit 2 Inter Personal Relations:** Inter Personal Relations and effects Communication Skills, The process of Intra and inter personal communication. The effects of Intra and Inter Personal variables on effective communication
- Unit 3 Business Communication: Purchase:** requests for quotations, tenders, samples and drawings; test order; complaints and follow-up. **Sales:** drafting of sales letters, circular letters, preparation of sale notes with conditions of sale; status inquiries; reports to sales manager such as sales promotion matters
- Unit 4 Accounts :** Correspondence with various agencies : customers – regarding dues, follow up letters; banks – regarding over – drafts, cash credits and account current, insurance companies – regarding payment, renewal of insurance premium, claims and their settlement. **Personnel:** drafting of interview letters, call letters and offer of appointment; provisional appointment orders; final orders of appointment.
- Unit 5 Business Reporting & Miscellaneous:** Preparation of Business Reports, Resume writing, letter of application, good will messages, condolence letters.

(Case study is compulsory)

Reference Books:

- 1 Sharma, *Business Correspondence & Report Writing*, Tata Mc. Graw Hill
- 2 Pradhan, Bhande & Thakur, *Business Communication*, Himalaya publishing
- 3 Rao & Rao, *Business Communications*, Himalaya
- 4 M.Balasubrahmanyam, *Business Communications* Vikas publishing.
- 5 G.T.Huni. *Communication Skills in the organization*, prentice Hall.
- 6 Bery Williams, *Communicating Effectively*, Sterling publishers.
- 7 Larry L. Barket. *Communications*, prentice Hall of India
- 8 *Professional communication* by Koneru-tata McGraw Hill
- 9 *Essentials of Business Communication* – R.Pal and Kolahalli
- 10 *Business Communication and Report Writing* – Sharma, Mohan
- 11 Lesikar's *Basic Business Communication* – Lesikar
- 12 Krishnamacharyulu CGS and Lalitha R: *Business Communication and Soft Skills*, Himalya Publishing House, Mumbai
- 13 Myers and Myers, *Management Communications*, McGraw Hill Publications, New York.
- 14 McGraith S.J, *Basic Mangrial Skill for All*, Prentice Hall of India, New Delhi

MBA SYLLABUS
MBA 106: ACCOUNTING FOR MANAGERS

- Unit 1 Accounting Framework:** Accounting and its Functions – Accounting Concepts and Standards – Accounting Information and its Applications.
- Unit 2 Understanding Financial Statement:** Construction and Analysis of Profit and Loss Account – Construction and Analysis of Balance Sheet – Construction and Analysis of Funds Flow Statement.
- Unit 3 Accounting for Capital Issues:** Accounting for Issue \ Allotment and Forfeiture of Shares, Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring and Distributing Dividends.
- Unit 4 Financial Reporting and Auditing:** Legal requirements relating to Accounting Disclosure: Indian Companies Act, 1956, Books of Accounts – Annual Accounts and Balance Sheet, Form and Contents of the Balance Sheet and Profit and Loss Account, Board's Report, Legal Requirements relating to Auditing (Brief): Auditor's Penalty for Non-compliance, Inflation Accounting Methods of Accounting for Inflation.
- Unit 5 Cost Management:** Understanding and Classifying Costs – absorption and Marginal Costing – Cost – Volume -, Profit Analysis – Variance Analysis.

(Case study is compulsory)

Reference Books:

- 1 Anthony, Robert N and James Reece, 1987, *Accounting Principles*, All India Traveler Book Seller, ND
- 2 Horngren, Charles T. 1978, *Introduction to Management Accounting*, PHI, NJ
- 3 Maheswari SNN, *Management Accounting and Financial Control*, Mahavir Book Depot, Delhi
- 4 Noore Carl L and Robert K. Joedicke, 1976 *Managerial Accounting*, South Western Pub. Co.
- 5 Rober S. Kaplan and Anthony A. Atkinson *Advanced Management Accounting* (PHI), New Delhi.
- 6 Jack L. Smith, Robert M. Keith and William L. Stephens, *Managerial Accounting* (McGraw Hill), New Delhi
- 7 Bhatatosh Banarjee, *Financial Policy and Management Accounting*, The World Press, Calcutta
- 8 Prasad.G and Chandra Sekhar V. *Accounting for Managers*, Jai Bharat Publishers, Guntur.
- 9 I.M.Pandey, *Management Accounting*, Vikas Publishing House.
- 10 Marriot, *Introduction of Accounting*, Sage Response Books
- 11 Hugcoombs and David Hobbs and Elis Jenkins, *Management Accounting, Principles and Applications*, Sage Response Books.

MBA SYLLABUS
MBA107: COMPUTER APPLICATIONS IN MANAGEMENT

- Unit 1 Introduction to Computers-** History of Computers- Types of Computer Systems- Hardware options- CPU, Input devices- Output devices- Storage devices- Communication devices- Computer memory ROM and RAM
Operating Systems- Software Programming languages - Windows
- Unit 2 Current Issues in Information Technology-** Local Area Network (LAN) and Wide Area Network (WAN) – Internet Technologies – World Wide Web – Internet Browsing – E.mail
- Unit 3 MS Office: Windows & Word processing,** Desktop windows
Explorer, Print Manager, Control Panel, My Computer, Settings.

MS Word – Word basic commands- formatting-text and documents- sorting and tables- working with graphics- Mail Merge
- Unit 4 Working with Excel & Power point:** Spread Sheets – Formatting, Chart features - working with graphics - Worksheets as data base in Accounting- Marketing – Finance- personnel areas.

Presentation with Power point: Power point basics- Creating presentations- working with Graphics- slide show – show time - sound effects and animation effects.
- Unit 5 Accounting Package:** Introduction to Tally- Features of Tally- Getting functional with Tally- Creation of company in Tally package- Company features – Configuration- Processing Transaction in Tally – Ledgers – Generation of financial reports

Reference Books:

- 1 Alexis Jeon, *Introduction to Computers with Ms Office 2000*, Tata-Mcgraw-Hill, New Delhi, 2001.
- 2 Namrata Agrawal, *Financial Accounting Using Tally 6.3*, Dreamtech Press, New Delhi, 2002
- 3 Peter Norton, *Introduction To Computers: Essential Concepts*, Mcgraw-hill/glencoe.
- 4 Dr. Sushila Madan, *Introduction to Computers and Information System*.
- 5 Guy Hart-Davis, *Beginning Microsoft Office*, A press publishers 2010.
- 6 Srivatsava, *Introduction to Computers*, Macmillan India Ltd., Chennai, 2006
- 7 Raja Raman, *Fundamentals of Computers*, Prentice Hall of India.
- 8 Summer M, *Computers - Concepts and Uses*, Engelwood Cliffs, New Jersey, Printice Hall Inc. 1988.
- 9 Jawadekar, W.S., *Management Information System*, 2nd Edition, Tata Mcgraw Hill Publishing Ltd

MBA SYLLABUS

MBA 108: INDIAN ETHOS AND VALUES FOR MANAGERS

- Unit 1** **Model of Management in the Indian Socio political environment:** Indian work ethos- Indian Heritage in production and consumption.
- Unit 2** **Management – Indian Perspective on functions of management - Quality** Management perspectives: Indian insights into Total Quality Management.
- Unit 3** **Stress in Corporate Management** – Meaning of Stress – Causes – Consequences – Coping with Stress – Indian Perspective.
- Unit 4** **Values for Managers:** Holistic approach for Managers in Decision Making – Secular Vs Spiritual in Management science and Human values – Personal Growth and lessons from ancient Indian Educational system.
- Unit 5** **Contemporary Issues & Emerging trends** – Indian Ethos and Corporate Governance – Relevance of Gandhian thought for today's managers.

Reference Books:

- 1 Sadri: *Business Ethics; concepts and cases*, TMH, 1998
- 2 Chakraborty SK *Foundations of Managerial Work Contributions from Indian thought*, Himalaya Publishing House, Delhi, 1998
- 3 Chakraborty SK , *Management Effectiveness and Quality of Work life – Indian Insights*, Tata McGraw Hill Publishing Company, New Delhi, 1987.
- 4 Chakraborty SK , *Management by Values*, Oxford University Press, 1991
- 5 Drucker Peter F; *Management in Turbulent times*, PanBooks London 1983.
- 6 . Kumar.S.&N.Kuberoi, *Managing Secularism in the New Millennium*, ExcelBooks, 2000.
- 7 Griffiths. B. *The Marriage of East and west*, Colling, London 1985.
- 8 Gandhi M.K *The Story of My Experiments with Truth*, Navjivan Publishing House, New Delhi.
- 9 Mathur, *Corporate Governance and Business Ethics*, Macmillan India Ltd., Chennai, 2006

MBA SYLLABUS II SEMESTER

MBA 201-MARKETING MANAGEMENT

- Unit 1** : Marketing – Definitions- Company orientation towards Marketing: Production, product, selling, consumer and societal – Integrated marketing concept.-Marketing mix for product and service marketing - Marketing for consumer goods and industrial goods companies - Organizing marketing function – Legal and ethical issues in Marketing.
- Unit 2** Indian Marketing Environment: Demographic, Economic, Socio-Cultural, Politico- Legal and Technological Environment Consumer Behavior, meaning, significance and determinants - Marketing Research Process – Forecasting and Demand Measurement - Market Segmentation- Target Marketing and Positioning.
- Unit 3** Product strategy: Classification of products- Product attributes - product and brand relationships – packaging, labeling, warranties and guarantees - product differentiation – Brand Positioning strategies- Product life cycle and marketing strategies- new product development process
- Unit 4** Pricing strategy: Setting the price –adapting the price - initiating and responding to price changes. Distribution strategy: - designing and managing channels- Logistics management.
- Unit 5** Promotional strategy: Advertising- Sales promotion-personal selling- Integrated communications strategy- Marketing implementation, evaluation and control- marketing audit – Recent trends in Marketing: Green Marketing, Web Marketing.

(Case Study is compulsory)

Reference Books:

- 1 Philip kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, **Marketing Management – A South Asian Perspective**, Pearson Education.
- 2 P.K. Agarwal : **Marketing Management – An Indian perspective**, Pragati Prakasham
- 3 Kazmi SHH : **Marketing Management Text and Cases**, Excel.
- 4 Philip Kotler and Armstrong. G; **Marketing Marketing**, Prentice Hall of India, 12th Edition, New Delhi, 2006.
- 5 Neelamegham. S, **Marketing in India – Cases and Readings**, Vikas Publishing House, New Delhi.
- 6 Ramaswamy V.S. & Nama Kumari.S; **Marketing Management – Planning and**

- Control**, Macmillan, New Delhi, 1990.
- 7 Jayachandran.S., **Marketing Management**, Excel Books, New Delhi, 2006.
- 8 Michale J.Etzel, Broce J.Walker, William J. Stanton, **Marketing**, Tata McGraw Hill, Edition, 2005.
- 9 William J Stanton, **Fundamentals of Marketing**, McGraw-Hill, New Delhi
- 10 Rajan Sexena, **Marketing Management: Text cases in Indian Context**.
- 11 Palmer – **Introduction to Marketing**, Oxford University Press
- 12 Keith Blois - **Textbook of Marketing**, Oxford University Press.
- 13 Zinkota & Kotabe : **Marketing Management**, Prentice Hall of India.
- 14 Joel R.Evans & Barry Berman : **Marketing**, Wiley India, New Delhi

KRISHNA UNIVERSITY
MBA SYLLABUS

MBA 202 – HUMAN RESOURCES MANAGEMENT

- Unit 1** Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing environment. Job design- Job Analysis – Objectives and methods of job analysis.
- Unit 2** Human Resource Planning: Objectives, process, factors affecting HR planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization
- Unit 3** Employee Training: Significance, methods, training procedure, evaluating effectiveness of training. Management Development Programmes – Concept, skills to be developed and evaluating its effectiveness. Performance Appraisal –Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.
- Unit 4** Job Evaluation: Significance, methods and problems. Career Planning and Development: Concept, need, process - Counseling – Significance and key elements - Disciplinary procedure and Grievance procedure.
- Unit 5** Quality of Work Life (QWL): Meaning, conditions, specific issues in QWL, strategies for improvement of QWL. HR research – HR information system – Employee Benefits and Services.

(Case Study is compulsory)

Reference Books:

- 1 Monappa. A& Saiyaddin.M., **Personnel Management**, Tata Mc Graw Hill,
- 2 De Cenzo.& Stephen P.Robbins, **Personnel/ Human Resource Management**, Prentice Hall of India, NewDelhi.
- 3 Dessler, **Human Resource Management**, 10th Edition, Pearson Education.
- 4 Singh.N.K., **Human Resources Management**, Excel Books, NewDelhi.
- 5 P.Subba Rao, **Human Resource Management and Industrial Relations**, Himalaya Publishing House, NewDelhi.
- 6 Aswathappa.K., **Human Resource and Personnel Management**, 2 nd Edition, Tata McGraw Hill, New Delhi, 2001.
- 7 V.S.P.Rao, **Human Resources Management**, Excel Books, New Delhi
- 8 Pattanyak, **Human Resource Management**, Prentice Hall of India, New Delhi
- 9 Flippo E.E-**Personnel Management**- Mcgraw Hill.
- 10 Memoria C.B **Personnel Management** –Himalaya Publishers
- 11 Straus And Sales –**Managing Human Resources**-Prentice Hall
- 12 Ivancvceovich- **Human Resources Management**, McGraw Hill, 2002

MBA SYLLABUS
MBA 203- FINANCIAL MANAGEMENT

- Unit 1** Finance Function: Meaning of Financial Management – Finance Function: Objectives and Scope- Time value of Money- Risk return trade off - Shareholders' Wealth Maximization –Agency - Conflict - Corporate Governance.
- Unit 2** Investment Decision: Nature and Scope of Capital Budgeting- Decision Techniques of Capital Budgeting - Traditional and Time Adjusted Methods – Risk Analysis in Capital Budgeting. Cost of Capital: Measurement of Specific Cost of Capitals- Weighted Average Cost of Capital.
- Unit 3** Financing Decision: Determinants of Capital Structure Capital structure Theories – Optimum Capital Structure Financial and Operating leverages – EBIT- EPS Analysis – Dividend Decision: Dividend Theories Dividend Policies Determinants of Dividend Policy.
- Unit 4** Working Capital Management: Concepts – Determinants of Working Capital – Measurement of Working Capital Requirement: Operating Cycle approach- Financing of Working Capital – Financial Analysis and Working Capital Management - Management of Inventory, Receivables and Cash.
- Unit 5** Financial Restructuring: Corporate Restructuring: Mergers and Acquisitions – Value Creation – Corporate Strategy and Acquisitions – Take Overs – Divestitures – Corporate Restructuring Trends in India.

(Case Problem is Compulsory)

Reference Books:

- 1 James C Van Horne & John M. Wachowicz Jr: **Fundamentals of Financial Management**, Prentice Hall of India, New Delhi.
- 2 Arthur Keown, John Martin, William Petty & David Scott Jr: **Financial Management: Principles and Applications**, Prentice Hall of India, New Delhi.
- 3 Brealey, Richard and Myers Stewart. C., **Principles of Corporate Finance**, McGraw Hill, New Delhi.
- 4 Brigham F Eugene and Houston F Joel, **Fundamentals of Financial Management**, International Students Edition.
- 5 Hampton J John, **Financial Decision Making: Concepts, Problems and Cases**, Prentice Hall of India, New Delhi.

- 6 Weston, J F and Brigham, E F., **Essentials of Managerial Finance**, Pearson Education,
- 7 James C. Van Horne, **Financial Management and Policy**, Prentice Hall of India, New Delhi
- 8 Chandra Bose D., **Fundamentals of Financial Management**, Prentice Hall of India, New Delhi.
- 9 Khan M Y and Jain P K: **Financial Management** , Text and Problems, Tata McGraw Hill.
- 10 Pandey I M., **Financial Management**, Vikas Publishing House Pvt. Ltd., New Delhi
Pandey & Bhat: **Cases in Financial Management**, Tata McGraw Hill.
Prasanna Chandra: **Financial Management – Theory and Practice**, Tata McGraw Hill.

KRISHNA UNIVERSITY
MBA SYLLABUS

MBA 204 – OPERATIONS MANAGEMENT

- Unit 1** Production and Operations Management an Overview: Operations as a Function - Production Systems- Facilities- location -Layout Design - Product and Process Design- Materials Handling -Value Analysis - Operations Strategy – World Class Manufacturing
- Unit 2** Operations Planning and Control: Mass and Batch Production Planning Projects Planning and Control Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement - Work Sampling.
- Unit 3** Maintenance Management: Need for Maintenance Management – Maintenance Alternatives Equipment life cycle – Managing of Work Environment -Waste Management - Automation – Technology Management.
- Unit 4** Materials Management: An Overview of Materials Management - Material Requirements -Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just in Time Systems – Perpetual Inventory Control System.
- Unit 5** Quality Management: Acceptance Sampling - Statistical Quality Control - ISO9000 Standards –Economics of Quality Assurance – Improvement of Operations: Quality Circles - Six Sigma and Kanban System - Total Quality Management.

(Case Problem is Compulsory)

Reference Books:

- 1 Chary, S.N., **Production and Operations Management**, Tata McGraw Hill, New Delhi.
- 2 Elwood S. Buffa, Rakesh K. Sarin, **Modern Production and Operations Management**, John Wiley, New York.
- 3 Everett E. Adam, Jr., Ronald J. Ebert, **Production and Operations Management**, Prentice Hall of India, New Delhi.
- 4 Gopalakrishnan P. and Sundaresan. M., **Materials Management An Integrated Approach**, Prentice Hall of Indian, New Delhi.
- 5 Joseph S. Martin Ch., **Production and Operations Management**, John Wiley, New York.
- 6 Kanishka. Bedi., **Production and Operations Management**
- 7 Richard J. Tersine: **Production / Operations Management**
- 8 Krajewski, L.J. and Ritzman, L.P., **Operations Management: Strategy and Analysis**, Addison Wesley Longman Pvt. Ltd. Delhi
- 9 Krishnaswamy. K.N., **Cases in Production/Operations Management**, Prentice Hall of India, New Delhi.
- 10 Mahadevan, B., **Operations Management: Theory and Practice**, Pearson Education
- 11 Martin K. Starr., **Production and Operations Management**, Wiley India Pvt. Ltd., New Delhi

- 12 Moore, FG and Hendrick. T E. **Production/Operations Management**, Homewood, Illinois, Richard Irwin, New York.
- 13 Pannerselvam R., **Production and Operations Management**, Prentice Hall of India, New Delhi.
- 14 Thomas E. Morton, **Production Operations Management**, Vikas Publishing House, New Delhi
- 15 Mahele man Sudhin: **Production/ Operations Management**, Pearson Education
- 16 K.Aswathappa K.Sriddhan Bhat: **Production and Operations Management**, Himalaya Publishers.
- 17 Chunnawala and Patel : **Production and Operations Management**, Himalaya Publishers

KRISHNA UNIVERSITY

MBA SYLLABUS

MBA 205 – OPERATIONS RESEARCH

- Unit 1** Operations Research – Meaning- Procedure- O.R. Methods-Advantages- Limitations- Linear programming Problem – Graphical and Simplex Methods – Non-linear Programming problem.
- Unit 2** Transportation problem: Degeneracy – Transshipment model – Assignment model – Hungarian method.
- Unit 3** Dynamic programming – Features, Structure and Applications.
- Unit 4** Goal Programming: Concept, Application areas, model formulation, Modified simplex method.
- Unit 5** Queuing model (M / M / I ONLY): Components, basic Structure Assumptions, waiting line decision problem – Simulation – Its application.

(Case Problem is Compulsory)

Reference Books:

- 1 Sang M Lee: **Management Science**
- 2 Lee, More, Taylor : **Management Science**
- 3 Taha M.A: **Operations Research**, Mac Milan
- 4 Anand Sharma, **Operations Research**, Himalaya Publishing House, 2004.
- 5 kantiswarup, P.K.Gupta and Manmohan, **Operations Research**: Sultan Chand & Sons, 2001.
- 6 S.D.Sharma, **Operations Research**, 2002.
- 7 Kalavarthy, S. **Operations Research**, Vikas Publishers House Pvt Ltd., 2002.
- 8 Franks S.Buknick Mcleavey, Richard Mojena, **Principles of Operations Research for Management**, AITBS publishers, 2002.
- 9 V.K.Kapoor, **Operation Research Techniques for Management**, Sultan Chand & Sons, 2001.
- 10 JK Sharma: **Operation Research** – Theory and Applications, MacMillan

MBA SYLLABUS

MBA 206 BUSINESS RESEARCH METHODS

- Unit 1** Management decision making- Sources of information-Need for business - Concept and steps in research process-Types of research approaches: exploratory research, descriptive research and experimental approach.-Value of research –Bayesian model for evaluation
- Unit 2** Problem definition-Framing objectives-Hypothesis formulation- Defining scope and developing models- Data sources: primary data and secondary data- Sampling methods –Sample size determination.
- Unit 3** Data collection tools: questionnaire- interview –panel method -Measurement and Scaling concepts- Tabulation of data and general rules of tabulation.
- Unit 4** Tests of Hypothesis: parametric vs. non-parametric tests - procedure for testing of hypothesis - tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test
- Unit 5** SPSS and Report Presentation: Use of Statistical Package for complex tools like Factor analysis discriminate analysis- Conjoint analysis-Cluster analysis- Report writing - Mechanics of report writing, preliminary pages, main body and appendices including bibliography, oral presentation, diagrammatic and graphical presentation of data.

(Case Problem is compulsory)

Reference Books:

- 1 Good And Hatt : **Research Methods in Social Sciences:**
- 2 Uma Sekaran **Research Methods for Business**, John Wiley and Sons Inc, New York, 2000.
- 3 Richard I Levin & David S.Rubin, **Statistics for Management**, 7/e. Pearson Education, 2005
- 4 Donald R. Cooper, Pamela S. Schindler, **Business Research Methods**, 8/e, Tata McGraw-Hill Co. Ltd., 2006
- 5 Gupta S.P. – **Statistical Methods**, Sultan Chand and Sons, New Delhi.2005.
- 6 C.R . Kothari, **Research Methodology Methods & Techniques**, 2/e, Vishwa Prakashan, 2006
- 7 William G. Zikmund, **Business Research Methods**, Thomson, 2006
- 8 D.M.Pestonjee, (Ed.) **Second Handbook of Psychological and Social Instruments**, 2005.
- 9 Dipak Kumar.Bhattacharya, **Research Methodology**, Excel Books, 2006
- 10 Amir D. Aczel & Jayavel Sounderpandian, **Complete Business Statistics**, Tata McGraw-Hill-2007
- 11 C.B. Gupta & Vijay Gupta, **An Introduction to Statistical Methods**, 23rd Revised Edition, Vikas Publishing House, New Delhi, 2006.
- 12 R.S. Bharadwaj, **Business Statistics**, Excel Books, 2006

KRISHNA UNIVERSITY
MBA SYLLABUS

MBA 207 – BUSINESS LAWS

- Unit 1** The Indian Contract Act – 1872: Nature of a Contract; Essential Elements of a Valid Contract void & unlawful contracts, Performance of a Contract; Breach of Contract and its Remedies; Quasi Contracts.
Special Contracts: Contingent Contracts, Indemnity and Guarantee; Contract of Agency; Bailment and pledge.
- Unit 2** Sale of goods Act 1930: General Principles; Conditions and Warranties; Performance of Contract of Sale; Rights of an Unpaid Seller. Negotiable Instruments Act 1881: Negotiation and Assignment; Holder, Holder – in – Due Course; Dishonour and Discharge of a Negotiable Instrument
- Unit 3** Indian Partnership act 1932 - The Companies Act 1956: Nature and Types of Companies; Steps and Procedure for incorporation of the Company; Memorandum of Association, Articles of Association and Prospectus; Shares and Share Capital; Allotment of Shares and debentures.
- Unit 4** Company Management: Company Meetings, Resolutions; Prevention of Oppression and mismanagement of company; Winding up of a Company.
- Unit 5** Consumer and environmental protection- Consumer Protection act – Environmental laws, Air, water and noise pollution- - Cyber laws.

Reference Books:

- 1 Tuleja S.K. :**Business Law for Managers**, Sultan Chand
- 2 G. Prasad, **Corporate & Business laws**, Jai Bharat Publishers
- 3 N.D.Kapoor, **Mercantile Law**, Sultan Chand & Sons, 2006
- 4 S.S. Gulshan, **Mercantile Law**, 2/e, Excel Books, 2004
- 5 Akhileshwar Pathak, **Legal Aspects of Business**, 3/e, Tata McGraw-Hill, 2007
- 6 C.L.Bansal, **Business and Corporate Laws**, 1/e, Excel Books, 2006
- 7 S.N.Maheshwari & Maheshwari, **Business Regulatory Framework**, Himalaya Publishing House.2006
- 8 S.S.Gulshan, **Business Law**, 2/e, Excel Books, 2005
- 9 P.K.Goel, **Business Law for Managers**, Biztantra - Dreamtech press, 2006
- 10 K.R. Bulchandani, **Business Law for Management**, 4/e, Himalaya Publishing House, 2006

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 208 – ORGANISATIONAL BEHAVIOUR

- Unit 1** Organisational Behaviour: Meaning, nature and scope – key elements in O.B. – Challenges and Opportunities for O.B. – Contributing discrimination disciplines to O.B. – O.B. Model.
- Unit 2** Individual determinants: Perception-Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills- learning, characteristics, theories and principles of learning- Personality, stages of development, determinants of personality, theories of personality – Values and attitudes and their relevance in O.B. context.
- Unit 3** Group Dynamics : Meaning and types of groups , Dynamics of group formation, frame work of group behavior, Developing inter-personal skills- Transactional Analysis and Johari Window.
- Unit 4** Organisational change : Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management, Organisational conflicts – Meaning, conflicts at individual, group and organizational level, sources of conflicts, functional and dysfunctional aspects, stimulating productive conflict, strategies for conflict resolution.
- Unit 5** Organisational culture: Definition and Characteristics, creating and sustaining culture, Organisational Development: Definition, Characteristics, objectives and techniques, Organisational Development.
(Case study is compulsory)

Reference Books:

- 1 Robbins, Stephen P. **Organizational Behavior**, Prentice Hall of India, New Delhi.
- 2 Fred Luthans: **Organisational Behvaiour**, Tata McGraw Hill
- 3 Abraham.K.K. **Organisational Behaviour**, Prentice Hall of India, New Delhi
- 4 Aswathappa.K. **Organisational Behaviour**, Himalaya Publishing House, New Delhi
- 5 Donald R. Brown & Don Harwey, **An Experiment Approach to Organisational Development**, Pearson Education.
- 6 Udai Parek, **Understanding Organisational Behaviour**, Oxford.
- 7 Archana Tyagi, **Organisational Behaviour**, Excel Books, New Delhi
- 8 P. Subba Rao, **Management of Organisational Behaviour**, Himalaya Publishing House, New Delhi.
- 9 Uma Sekaran, **Organisational Behaviour - Text & Cases**, Tata Mc Graw Hill
- 10 Keith Davis & John Newstrom, **Human Behaviour at work**, Mc-Graw Hill.
- 11 Hersey & Blanchard, **Management of Organizational Behaviour**, Prentice Hall.

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 301 – ENTREPRENEURSHIP AND SMALL INDUSTRY MANAGEMENT

- Unit 1** Concept of Entrepreneurship –Intrapreneurship- International versus domestic entrepreneurship -Entrepreneur Background and Characteristics – Profiles of successful entrepreneurs- Role models.
- Unit 2** Opportunity identification- Sources of new ideas – Creativity and Innovation-Marketing research- Business Planning Process- Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organizational plan, financial plan, Final project report with feasibility study, preparing a model project report for starting a new venture.
- Unit 3** Entrepreneurial Entry into international Business- Exporting and Importing-Alliances- Off shoring- Direct foreign investment- Franchising- advantages and limitations, investing in a franchise, joint ventures- types, Acquisitions and mergers -Establishing International ventures- Patents , Trademarks and Intellectual Property Rights
- Unit 4** Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists- An overview of support organizations.
- Unit 5** Small Business Management & Women Entrepreneurship – Human Resource Management issues- Marketing issues – Finance and Operational management issues - Managing growth – Exit Strategies. Women Entrepreneurship – Role & Importance, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

(Case Study is compulsory)

Reference Books:

- 1 S.S. Khan: **Entrepreneurial Development**, S. Chand & Co
- 2 Rajeev Roy: **Entrepreneurship**, Oxford
- 3 Poornima Charantimath : **Entrepreneurship Development and Small Business Management**, Pearson
- 4 Mathew, J. Manimala, **Entrepreneurship Theory at the Crossroads**, Wiley India, New Delhi.
- 5 Tabarrok – **Entrepreneurial Economics**, Oxford University Press
- 6 C.V.Bakshi, **Entrepreneurship Development**, Excel Publications
- 7 Balaraj Singh: **Entrepreneurship Development**, Wisdom Publications
- 8 Jain, **Hand Book of Entrepreneurs**, Oxford University Press.
- 9 Madhurima Lal: **Entrepreneurship**, Excel Publications
- 10 Eric A Morse, **Cases in Entrepreneurship**, Sage Response Books.
- 11 Vasant Desai, **Small Business in Entrepreneurship**, Himalaya Publishing House

KRISHNA UNIVERSITY
MBA SYLLABUS
302-Knowledge Management

- Unit 1** Introduction: Definition, Scope and Significance of Knowledge Management, Difficulties in Knowledge Management -Techniques of knowledge Management - Road Map of Knowledge Management - Implementation of Knowledge Management - Knowledge Sharing - Knowledge Hierarchy - Types of Knowledge.
- Unit 2** Drivers of Knowledge Management: Pillars of Knowledge Management - Knowledge Management Framework - Supply Chain of Knowledge Management - Six Cs for Creating Effective Knowledge Management - Formulation of Knowledge Management strategy - Formulation of Knowledge Management Program - Critical Success Factors in Knowledge Management Implementation.
- Unit 3** Technology and Knowledge Management: Technology Components for Knowledge Management - Information Technology and Knowledge Management - E-Commerce and Knowledge Management - Total Quality Management and Knowledge Management - Benchmarking and Knowledge Management.
- Unit 4** Human Resource Management and Knowledge Management: Definition of Knowledge Worker -Managing Knowledge Worker - Reward Systems - Effective Career Planning - Performance Measurement, Training and Development.
- Unit 5** Learning Organisations: Organisations as Learning Systems - The Mystique of a Learning Organisation - Outcomes of Learning - Learning and Change Innovation - Continuous Improvement - Corporate Transformation.

(Case Study is compulsory)

Reference Books:

- 1 Honeycutt, **Knowledge Management Strategies**, Prentice Hall of India, New Delhi.
- 2 Raman A.T., **Knowledge Management**, Excel Books, New Delhi.
- 3 Archana Shukia & Srinivasan R., **Designing Knowledge Management Architecture**, Sage India Publications, New Delhi
- 4 Darys Morey, Mark Maybury and Bhavani Thuraisingham, **Knowledge Management**, University Press.
- 5 Amrit Tiwana, **The Knowledge Management Toolkit**, Pearson

- Education, New Delhi, 2005.
- 6 Binod Khadria, **The Management of Knowledge Workers**, Sage India Publications, New Delhi
- 7 Chowdary, **Knowledge Management**, Excel Books, New Delhi.
- 8 Suresh, **Knowledge Management**, Ane Books, New Delhi
- 9 Kilotp Mpmals & Hirotaka Taccuchi, **The Knowledge Creating Company**, Oxford University Press, London
- 10 Madhukar Shukia, **Comparing through Knowledge Building & learning Organization**, Response Books
- 11 Yogesh Malhotra, **Knowledge Management and Business Model Innovation**, Idea Group Publishing, U.K.
- 12 Yogesh Malhotra, **Knowledge Management and Virtual Organisations**, Idea Group Publishing, U.K

KRISHNA UNIVERSITY

MBA SYLLABUS

MBA 303 M – Consumer Behavior and Marketing research

- Unit 1** Introduction to the study of Consumer Behaviour – Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.
- Unit 2** Perception – Nature – Perception and Marketing Strategy, Motivation – Motivation Theories and Marketing Strategy – Personality.
- Unit 3** Attitude Measurement and Change – Self Concept and Life Style Marketing, Influence of Social and Cultural factors on Consumer Behaviour – Family, Reference groups, Cross Cultural Variations in Consumer Behaviour.
- Unit 4** Consumer Decision Process – Problem Recognition – Information Search – Evaluation of alternatives and selection – Post Purchase Behaviour – Organizational buyer Behaviour – Diffusion of Innovation.
- Unit 5** Marketing Research – Concept- Significance -Marketing research as an element of marketing information system - Marketing Intelligence approaches- Internal Marketing Research Process – Problem Formulation – Decision problem to Research problem – Preparation of Research Proposal for submission to funding agencies.

(Case Study is compulsory)

Reference Books:

- 1 Hawkins, Best, Coney: **Consumer Behaviour Building Marketing Strategy**, Tata McGraw Hill.
- 2 Leen G. Schiffman and L.H.Kanuk: **Consumer Behaviour**, Pearson Education.
- 3 Kazmi : **Consumer Behaviour**, Excel Publishers
- 4 Panwar, J.S. **Beyond Consumer Marketing**, Sage Response Books, New Delhi.
- 5 Deon – **Buyer Behaviour**, Oxford University Press
- 6 Henry Assael: **Consumer Behaviour**, Willey India, New Delhi
- 7 Naresh Malhotra : **Marketing Research**, Pearson
- 8 Gilbert A. Churchill, Jr and Down Iacobucci : **Marketing Research Methodological Foundation**, Cengage.
- 9 Donald S Tull and Del I Hawkins : **Marketing Research Measurement and Methods**, McGraw Hill publishers.

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 304 M- SALES MANAGEMENT

- Unit 1** Sales Management – Nature and Importance – Goals and functions — Trends and Challenges- Selling through different media- Direct selling – Telephone selling – E: selling.
- Unit 2** Theories of selling –Salesmanship- Selling process – Stages in the Selling Process -Buyer - Seller dyads- Effective sales presentation techniques
- Unit 3** Planning -Organizing the Sales Effort – Sales Forecasting- Sales budgets- – Sales Territories – Routing and Setting Sales Quotas
- Unit 4** Recruitment and Selection of Sales force – Compensation of Sales Force – Straight Salary – Straight Commission – Combination Plans – Non – Financial Rewards
- Unit 5** Performance management - Sales force Training – Motivating and Leading the Sales Force - Sales Contests- Evaluating Sales Person Performance- Evaluation and Control of the Sales Program – Sales audit.

(Case Study is compulsory)

Reference Books:

- 1 Krishna K. Havaldar & Vasant M Cavale : **Sales & Distribution Management: Text & Cases**, Tata McGraw Hill
- 2 Still, Cundiff & Govani : **Sales Management - Decisions, Strategies and Cases** (Prentice Hall)
- 3 Gupta S.L., **Sales & Distribution Management (Text and Cases)**, Excel Books, New Delhi.
- 4 Anderson. R. **Professional Sales Management**: Englewood Cliffs, New Jersey, Prentice Hall Inc
- 5 Buskirk, R.H. and Stanton. W.J. **Management of Sales Force**. Homewood Illinois, Rochard D. Irwin.
- 6 Dalrymple, D.J. **Sales Management: Concepts and Cases**. New York, John Wiley.
- 7 Johnson. E. M etc., **Sales Management: Concepts, Practices and Cases**. New York. McGraw Hill
- 8 Stanton, William J etc., **Management of Sales Force**. Chicago, Irwin.
- 9 Stiil, R. R. **Sales Management**, Englewood Cliffs, New Jersey, Prentice Hall Inc..
- 10 Aftab Alam, **Sales and Distribution Management**, Wisdom Publications, New Delhi.

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 305 M – ADVERTISING AND PROMOTION MANAGEMENT

- Unit 1** Advertising Management- Role and Importance of Advertising – Advertising & Marketing Communication - Economic, Social and Ethical Aspects of Advertising - Setting of Advertising objectives.
- Unit 2** Media Planning – Media Mix Decisions – Developing Media Strategy – Message Generation -Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.
- Unit 3** Advertising Budgets – Methods of formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies.
- Direct Response Advertising – Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising – Law and Regulations.
- Unit 4** Promotion as an element of marketing mix- Promotion mix- Communication and motivational aspects-Integrated promotion management- Developing a promotion campaign- Promotion budgets.
- Unit 5** Sales promotion – Incentives to middlemen – Incentives to consumer – Design and implementation of sales promotion campaigns- Evaluation of effectiveness of sales promotion.

(Case Study is compulsory)

Reference Books:

- 1 **S.A. Chunawala & K.C.Sethia**, Foundations of Advertising--Theory & Practice
- 2 David A. Aaker & John G. Myers, **Advertising Management**,
- 3 **Wright, Winter & Zeigler** – Advertising
- 4 Kenneth E Clow & Donald : **Integrated Advertising , Promotion and Marketing Communications**, Prentice Hall.
- 5 **Tom Duncan** : Principles of Advertising & IMC, **McGraw Hill**
- 6 Aaker, David A. etc., **Advertising Management**, Prentice Hall of India, New Delhi
- 7 Kazmi, **Advertising & Sales Promotion**, Excel Books, New Delhi.
- 8 Belch, George E and Belch, Michael A. **Introduction to Advertising and Promotion**, Chicago, Irwin.
- 9 Belch, George E and Belch, Michael A. **Introduction to Advertising and Promotion**, Chicago, Irwin.
- 10 Hard, Norman. **The practice of Advertising**, Oxford, Butterworth Heinemann
- 11 Kleppner, Otto. **Advertising Procedure**, Englewood Cliffs, New jersey, Prentice Hall
- 12 Igilvy, David, **Advertising**, London. Longman
- 13 Sengupta, Subroto, **Brand Positioning, Strategies for Competitive Advantages** , New Delhi, Tata McGraw Hill.

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 303 F – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

- Unit 1** Avenues of Investment: Equity shares – Debt securities – Money market instruments – Investment in real assets – Investment in commodities (Gold, Silver, and Platinum) – New avenues for investment – Mutual funds
- Unit 2** Valuation of debt securities: General valuation Framework - valuation of equity shares – Valuation models.
- Unit 3** Portfolio Management: Process of portfolio management of Portfolio Analysis - Portfolio Risk and Return Measurement - Diversification of Risk- Portfolio Selection: Feasible set of portfolios - Efficient Frontier - Selection of Optimal Portfolio under Markowitz Model - Sharpe Single Index Model.
- Unit 4** Capital Market Theory: Efficient Market Hypothesis - Capital Asset Pricing Model - Arbitrage Pricing Theory, Performance Evaluation of Portfolio: Need for Evaluation – Methods of Performance Evaluation: Sharpe's, Treynor's and Jensen's Measures of Portfolio Performance
- Unit 5** Portfolio Revision: Need for Revision – Constraints in Revision – Revision Strategies – Formula Plans – Portfolio Management in India.

(Case Problem is compulsory)

Reference Books:

- 1 Donald E. Fischer and Ronald J. Jordan : **Security Analysis and portfolio Management**, Prentice Hall
- 2 Kevin. S : **Security Analysis and Portfolio Management**, Prentice Hall.
- 3 Frank K. Reilly and Keith C. Brown : **Investment Analysis and portfolio Management**, Cengage
- 4 Sudhindra Bhat : **Security Analysis and Portfolio Management**, Excel.
- 5 Prasanna Chandra, **Investment Analysis and Portfolio Management**, Tata McGraw Hill.
- 6 J.C.Francis, **Investments – Analysis and Management**, McGraw Hill Int
- 7 Khatri – **Investment Management and Security Analysis**, MacMillan
- 8 Avadhani, VA, **SAPM**, Himalaya Publishers.
- 9 Bhalla, VK **Investment Management**, S.Chand
- 10 Punitavathy Pandian, **SAPM**, Vikas
- 11 Preeti Singh, **Investment Management**, Himalaya Publishers

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 304 F- FINANCIAL MARKETS AND STOCK EXCHANGES

- Unit 1** Financial System: Functions and Structure – Financial Intermediaries – Financial markets – Financial instruments- Operations of Stock exchanges - SEBI Regulations
- Unit 2** Indian Financial system – Structure of Commercial Banks – Non-Banking Finance Companies – Development Banks – Financial Services.
- Unit 3** Securities market- : Functions of New issue market – Government securities- Industrial securities.
- Unit 4** Money market: Call market – Treasury Bill market – Repos Commercial bill market – Commercial paper – Discount market-Guarantees market
- Unit 5** Mutual Funds–Insurance Companies–Privatization of insurance business in India–Micro–Finance.

(Case Problem is compulsory)

Reference Books:

- 1 M.Y. Khan: **Indian Financial System**, McGraw Hill
- 2 Meera Sharma: **Management of Financial Institutions**, Prentice-Hall.
- 3 Bharati V. Pathak: **Indian Financial System**, Pearson
- 4 A.M. Srivatsava and Divya Nigam: **Management of Indian Financial Institutions**, Himalaya.
- 5 I.M.Bhole, **Financial Institutions and Market**, Tata McGraw Hill.
- 6 Vasant Desai, **Indian Financial System**, Himalaya Publisher
- 7 Benton E.G., **Financial Intermediaries An Introduction**
- 8 Edminister R.D., **Financial Institution, Markets and Management**
- 9 Verma, J.C, **A Manual of Merchant Banking**
- 10 West Lake, M, **Factoring**
- 11 N.Vinayakan, **A Profile of Indian Capital Market**
- 12 Meir Khan – **Financial Institutions and Markets**, Oxford Press

KRISHNA UNIVERSITY
MBA SYLLABUS
305 F- WORKING CAPITAL MANAGEMENT

- Unit 1 Introduction to Working Capital:** Operating Cycle, Production Cycle, Distribution Cycle, Pipeline Inventories, Factors Determining Working Capital Requirements, Importance of Optimum Working Capital, Working Capital Policy and Management, Profitability v/s Liquidity.
- Unit 2 Types of Working Capital:** Permanent-Temporary, Financing Working Capital, Working Capital Monitoring and Control, **Working Capital Estimation:** Estimation Procedure, Working Capital Based on Operating Cycle, Different Components of Working Capital, Estimation of Working Capital Requirements.
- Unit 3 Management of Cash and Marketable Securities :** Cash Management, Factors Affecting Cash Needs, Cash Budget, Control Aspects, Managing The Float, Investment of Surplus Cash. **Receivables Management:** Costs And Benefits of Receivables, Credit Policy, Credit Evaluation, Credit Control, Factoring and Receivables Management, Forfeiting, Evaluation of Credit Policies
- Unit 4 Inventory Management:** Types of Inventories, Cost of Maintaining Inventory, Techniques of Inventory Management, Risks in Inventory Management
- Unit 5 Financing Of Working Capital:** Types of Spontaneous Sources, Trade Credit, Commercial Paper, Annualized Cost Of Financing, Types Of Bank Credit, Other Sources of Short Term Financing, Regulation of Bank Credit In India.
(Case Problem is compulsory)

Reference Books:

- 1 Working Capital Management, **J. D. Agarwal**
- 2 Towards Better Working Capital Management **Gopala Krishna Murthy G**
- 3 **Working Capital Management : Text and Cases** , V.K. Bhalla (Anmol) 2005
- 4 Pandey IM, Financial Management, Vikas Publishing House Pvt Ltd, New Delhi.
- 5 Prasanna Chandra, Financial Management-Theory and practice, Tata Mc Graw Hill
- 6 Khan MY and Jain P.K, Financial Management, Text and Problems, Tata Mcgraw Hill

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 303 H - HUMAN RESOURCE PLANNING

- Unit 1** **Basics of Human Resource Planning:** Macro Level Scenario of Human Resource Planning, Concepts and Process of Human Resource Planning and productivity, Methods and Techniques-Demand Forecasting, Methods and Techniques-Supply Forecasting
- Unit 2** **Human Resource Management and Human Resource Planning:** Human Resource Policies, Strategic Human Resource Planning, Technology and Human Resource Planning
- Unit 3** **Job Evaluation:** Job Evaluation: Concepts, Scope and Limitations, Job Analysis and Job Description, Job Evaluation Methods.
- Unit 4** Career Planning, Development and Succession Planning, Training and Performance Appraisal, Skills and Multi Skilling in HRP, Potential Appraisal.
- Unit 5** **Measurements in Human Resource Planning:** Human Resource Information System, Human Resource Audit, Human Resource Accounting, Emerging Trends and Issues in Human Resource Planning, Manpower Planning in 21 century, Impact of Globalisation on Manpower Planning.

(Case study is compulsory)

Reference Books:

- 1 James W. Walker, Human Resource Planning, McGraw-Hill series in management
- 2 Planning and Managing Human Resources, Second Edition by William J. Rothwell, H. C. Kazanas
- 3 M. Sudhir Reddy, P. Murali Krishna, K . Ramakrishna Reddy and K. Lal Kishore, Human Resource Planning, Vedam Books
- 4 D K Bhattacharya, Human Resource Planning, Excel
- 5 M P Srivastava, Human Resource Planning: Approaches, Needs, Assessment And Priorities In Manpower Planning, Manak Publications Pvt Ltd
- 6 D.K.bhattacharya human resource planning excels publications
- 7 Ramaswamy, Managing Human resources oxford university press

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 304 H - TRAINING AND DEVELOPMENT

- Unit 1** Training and development – Concepts-Significance- Training system – Training department or organization- Training policy and budgets
- Unit 2** Training Process: Training program design – Need assessment phase – Methods of assessing training needs- Designing the training programme –Types of training programs - On the job and off the job- Outdoor programs
- Unit 3** Training methods – Traditional instructional approach, Classroom methods – On the job training, Simulation, Self directed training, Team training, **Emerging methods** – Computer base learning, Distance learning, Intelligent tutorial system, Virtual reality training, Blended learning, Mobile technologies, Out Board learning, Adventure learning, Embedded learning, Performance support system, Action learning.
- Unit 4** Learning-Factors influencing learning – Training styles- Evaluation of effectiveness of training program - Post training support – Future of training.
- Unit 5** Human Resource Development: HRD – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD practices – HRD Audit.

Reference Books:

- 1 Gold stein & Ford: **Training for Development**, Prentice Hall.
- 2 Noe: **Employee Training and Development**, Tata McGraw Hill.
- 3 Blanchard, Nick: **Effective Training: System Strategies and Practices**, Pearson
- 4 Pandu Naik, G: **Training and Development , Test Research and Cases**, Excel.
- 5 Sahu R.K: **Training for Development**, Excel
- 6 Uday Pareek, **Training Instruments for HRD and OD**, Tata Mcgraw Hill, 2002.
- 7 Pandu Naik, **Training and Development**, Excel Books, NewDelhi.
- 8 Beunet, Rogered, **Improving Training Effectiveness**, Aldershot, Gower.
- 9 Buckley R & Caple, Jim, **The Theory & Practice of Training**, London. Kogan & Page
- 10 Lynton, R. Pareek, U. **Training for Development**, New Delhi.
- 11 Pepper, Allan D. **Managing the Training and Development Function**, Aldershot, Gower
- 12 P.L.Rao, **Training and Development**, Excel Books, New Delhi
- 13 Deb, **Training and Development**, Ane Books India, New Delhi

KRISHNA UNIVERSITY
MBA SYLLABUS
305 H- EMPLOYMENT LEGISLATION

- Unit 1** Introduction: Principles of Labour Legislation; Labour Laws – Classification – Impediments in Implementation.
- Unit 2** The Factories Act, 1948 – Rules and Working of the Act – Industrial Employment (Standing Orders) Act, 1948.
- Unit 3** The Workmen’s Compensation Act, 1923 – Payment of Wages Act, 1936, Payment of Bonus Act, 1965.
- Unit 4** Industrial Disputes Act, 1947, ESI Act, 1948, The Employees’ Provident Fund Act, 1952, Maternity Benefit Act, 1961.
- Unit 5** Labour Administration: Nature and Scope – International Labour Organisations and its Influence on Labour Legislation in India

Reference Books:

- 1 Mishra S.N., **Labour and Industrial Laws**, Central Law Publications, Allahabad
- 2 P.R.N.Sinha, “Indu Bala Sinha and Seema Priyadarshini Shekhar, “Industrial Relations”, **Trade Unions and Labour Legislation**, Pearson Education, New Delhi.
- 3 Srivastava, **IR & Labour Laws**, Vikas.
- 4 Singh: **Labour Laws for Managers**, Excel Publications
- 5 A.M.Sharma: **Industrial Relations conceptual and Legal Framework**, Himalaya Publications
- 6 Ghaiye, B.R. **Law and Procedure of Departmental Enquiry in Private and Public Sector**, Lucknow Eastern Law Company
- 7 Malhotra O.P., **The Law of Industrial Disputes** Vol.I & II. Bombay, N.M. Tripathi
- 8 Malik, P.L. **Handbook of Industrial Law**, Lucknow. Eastern Book
- 9 Seth, D.D. Industrial Disputes Act, 1947. Vol. I & II. Ombay

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 401 – STRATEGIC MANAGEMENT

- Unit 1** Evolution of Strategic Management – Concept of Strategic Management and its importance – Strategic Management Model: Stages of strategic Management – Strategy Formulation, Strategy Execution and strategy Evaluation and Control; Top Management (CEO and Board of Directors) functions – Long term objectives, their setting and criteria; Corporate Social Responsibility (CSR) – Corporate Governance.
- Unit 2** Strategic option models for resource allocation – Concept of Strategic Business Units (SBUs) –BCG Growth – Share Matrix; GE/ Mckinsey Multifactor portfolio planning Matrix; Bodnet Market Evolution Matrix.
- Unit 3** Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination strategies; Types of Expansion strategies – I) Intensification strategies: Market penetration, Market Development and Product Development – ii) Diversification strategies: vertically integrated, concentric and conglomerate diversification strategies and their importance.
- Unit 4** Strategies for Growth: Startups, Mergers, Acquisitions, Takeover, Joint Ventures and Strategic Alliances – Some recent case studies of Growth strategies – Turnaround Management Strategies.
- Unit 5** Strategy Execution (or implementation): Strategy and Structure; Strategy and Leadership; Strategy and Culture; Organisational performance – 7s framework: strategy, structure, system, skills, styles and shared values; The concept of Balanced Score Card – Triple Bottom line approach Strategy Evaluation and Control – purpose of strategic control; strategic, budgetary and operational control; Strategic control process; Strategic Audit.
(Case studies are compulsory)

Reference Books:

- 1 Ansoff H. Igor, **Corporate Strategy: An Analytical Approach to Business Policy For Growth And Expansion**, McGraw – Hill, New York, 1965.
- 2 V.S.P. Rao & V Hari Krishna, **Strategic Management Text & Cases**, Excel Books
- 3 Andrews, Kenneth R., **The Concept of Corporate Strategy**, Dow – Jones – Irwin, Homewood (Illinois), 1971
- 4 Bhattachary, S.K. and N. Venkataraman: **Managing Business Enterprises: Strategies, Structures and Systems**, Vikas Publishing House, New Delhi.
- 5 Glueck, William F. and Lawrence R. Jauch: **Business Policy and Strategic Management**, Mc GrawHill, International Edition
- 6 Kazmi, Azhar: **Business Policy**, Tata McGraw Hill, Delhi
- 7 Nitin Balwani, **Strategic Management & Business Policy**, Excel Books, New Delhi
- 8 Hamel, G. and S.K. Prahlad, **Competing for the Future**, Harvard Business School Press, Boston, 1994.
- 9 Srinivasan R., **Strategic Management – The Indian Context**, Prentice Hall of India, New Delhi.
- 10 Vipin Gupta, Gollakota & Srinivasan, **Business Policy and Strategic Management –**

- Concepts and Applications**, Prentice Hall of India, New Delhi.
- 11 Gupta N.S, **Business Policy and Strategic Management – Text and Cases**, Himalaya Publishing House, New Delhi.
- 12 J A Pearce II and R B Robinson Jr: **Strategic Management Formulation Implementation and Control**, Tata McGraw Hill
- 13 Arthur Sharplin: **Strategic Management**, McGraw Hill.

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 402 – INTERNATIONAL BUSINESS

- Unit 1** International business: An overview, Types of international business, International business environment – The external environment: The Economic and political environment, The Human cultural environment; Influence on trade and investment patterns.
- Unit 2** Theories and institutions: Trade and investment, International trade theories – Determination of trading partner's independence, interdependence, dependence; Govt. influence on trade & investment: Tariff & Nontariff barriers; Cross national cooperation agreements, Regional blocks; W.T.O.
- Unit 3** Balance of payments accounts & Macro economic management; Global competitiveness – Technology & global competition, Globalization with social responsibility; International production; Internationalization of service firms; Stock markets
- Unit 4** Country evaluation and selection; Modes of entry – Licensing, Joint ventures and Export management; International business negotiations & diplomacy: Asset protection, Multi lateral settlements, Consortium approaches, External relations.
- Unit 5** World economic growth and the environment - World financial environment – Recent world trade and foreign investment trends; Increased growth in international business in recent times.

Reference Books:

- 1 Francis Cherunilam, **International Business**, Fourth edition Prentice Hall of India private Ltd, New Delhi, 2007
- 2 Bhattacharya, **International Business**, Excel Books, New Delhi
- 3 John D.Daniels & Lee H. Radebaugh., **International Business**, Pearson Education.
- 4 Vyuptakesh Sharam, **International Business**, Pearson education, 2006.
- 5 K.Awathappa, **International Business**, Tata McGraw Hill, 2006
- 6 B halla Madhava. V.K., **International Business**, New Delhi.
- 7 Shukla, **International Business**, Excel Books, New Delhi
- 8 Conelly, **International Business**, Ane Books India, New Delhi
- 9 Sundarmos Black; **International Business Environment**, Prentice Hall of India.
- 10 Bhalla Madhava.V.K., **International Economy: Liberalization Process**, New Delhi, Anmol

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 403M – SERVICES MARKETING

- Unit 1** **The Emergence of Service Economy;** Nature of Services; Meaning of Services, Growing Significance of Services, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Characteristics of Services and Implications to marketing Service marketing mix, Marketing Challenges in Service Business.
- Unit 2** **Consumer Behaviour in Services:** Search, Experience and Credence property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services, Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Factors influencing customer perception, Market Segmentation and Services Positioning
- Unit 3** **Services Marketing & Service Quality Management:** Pricing of Services – Pricing Strategies Linked to Value Perceptions, Service Distribution – Managing Physical Evidence – Internal Marketing, SERVQUAL measurement- GAP models of service quality.
- Unit 4** **External Marketing:** Word of Mouth Communication, Interactive Marketing, Promotion of Services, **Classification of Services:** Marketing of financial services – Marketing of transport services- Marketing of healthcare services.
- Unit 5** **Relationship Marketing:** Services marketing effectiveness- Service Deficiencies - Consumer Grievance Recovery Strategies- Training internal customers- Customer loyalty and relationship management.

(Case studies are compulsory)

Reference Books:

- 1 Lovelock. Christopher H. Managing Services: **Marketing Operations and Human Resources**, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995
- 2 Ravi Shankar, **Services Marketing**, Excel Books, New Delhi.
- 3 Lovelock. Christopher H., **Services Marketing**, Pearson Education, Delhi.
- 4 Apte, **Services Marketing**, Oxford University Press
- 5 McDonald, Malcom and Payne, A., **Marketing Planning for Services**, Butterworth. Heinemann, 1996.
- 6 Newton M P Payne, A., **The Essence of Services Marketing**, New Delhi, Prentice Hall of India, 1996.
- 7 Bhattacharya C., **Services Marketing**, Excel Books, New Delhi.
- 8 Baron, **Services Marketing**, Ane Books India, New Delhi.
- 9 Verma, H.V., **Marketing of Services**, New Delhi, Global Business Press, 1993
- 10 Valeri Zeithmal and Mary Jo Bunter: **Services Marketing**, Tata McGraw Hill, New Delhi.

- 11 K. Ram Mohan Rao, **Services marketing**, Pearson Education, New Delhi
- 12 S.C, Jha, **Services Marketing**, Himalaya Publications.
- 13 Christian Gronrose, **Services Management and Marketing**, Maxwell Macmillan.
- 14 Kenneth E.Clow & David L.Kurtz, **Servies Marketing**, Wiley India, New Delhi
- 15 S.L.Gupta, **Marketing of Services**, Wisdom Publication
- 16 H. Peer Mohammed, **Customer Relationship Management**, Vika

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 404M – RETAIL MARKETING

- Unit 1** **Introduction to the world of Retailing:** Advent of retailing – Significance - Functions of retailing - Types of retailing -Customer buying behavior.
- Unit 2** **Retailing Strategy:** Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning, Location strategies: Shopping centers –Freestanding sites – Location and retail strategies- Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.
- Unit 3** **Human resources & Administrative Strategy:** Designing the organizational structure for retail firm - Retail organization structures
Pricing and Communication Strategies in Retailing: Retail pricing strategies –Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.
- Unit 4** **Merchandize Management:** Merchandize planning - Sources of merchandize -Category Management - Buying systems to stores - Allocation of merchandize.
Store Management: Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics
- Unit 5** **Retailing in India:** The present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India. CRM in retail management, prompt delivery, Customer satisfaction after sales service etc.

(Case studies are compulsory)

Reference Books:

- 1 Levy & Weitz, **Retailing Management**, 5th Ed, TMH, 2006
- 2 Swapna Pradhan, **Retailing Management Texts & Cases**, McGraw Hill Companies 2007.
- 3 A.J.Lamba, **The art of Retailing**, TMH, 2006.
- 4 Andrew J Newmann & Petes cullen, 1st Ed, **Retailing Management**, Thomson Learning, 2007.
- 5 George H Lucas, Robert P Bugh & Larry G. Gresham, **Retatiling Management**, 1997 1st, AIPD.
- 6 Barry Berman Joel &R Evans, **Retailing Management-A Strategic Approach**, 8th Ed, Pearson Education, 2006.
- 7 Gilbert : **Retail Marketing Management**, Pearson Education
- 8 Chetan Bajaj, Rajnish Tuli and Srivatsva : **Retail Management**, Oxford
- 9 Suja Nair: **Retail Management**, Himalaya

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 405M – BRAND MANAGEMENT

- Unit 1** Basic understanding of brands – Concepts and process – significance of a brand – brand mark and trade mark – different types of brands – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.
- Unit 2** Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building
- Unit 3** Branding impact on buyers – competitors, Brand loyalty – loyalty programmes – brand equity – role of brand manager – Relationship with manufacturing - marketing- finance - purchase and R & D – brand audit.
- Unit 4** Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding.
- Unit 5** Designing and implementing branding strategies – Branding in different sectors: Branding in customer, industrial, retail and service sectors

(Case studies are compulsory)

Reference Books:

- 1 Jones, **What is in a Brand**, Tata McGraw Hill, New Delhi
- 2 Harsh k, Verma, **Brand Management**, 2nd Edition, Excel Books, New Delhi.
- 3 Aaker, David, A., **Managing Brand Equity**. New York. Free Press
- 4 Cowley, Don., **Understanding Brands**, London, Kogan Page
- 5 Czemiawski, Richard D. & Michael W., **Maloney Creating Brand Royalty**, Amacom, New York
- 6 Kapferer, J.N. **Strategies Brand Management**, New York, Free Press
- 7 Tapan Panda, **Building Brands in the Indian Market**, Excel Books, New Delhi.
- 8 Kotler, **Brand Management**, Ane Books India, New Delhi.
- 9 Murphy, John A. **Brand Strategy**, Combridge, The Director Books, 1990
- 10 Steward P. **Building Brands Directly**, London MacMillan, 1996.
- 11 Upshaw. Lyhh B., **Building Board Identity: A Strategy for success in a Histile Maker place**, New York John Wiley, 1995
- 12 Ajay Kumar, **Brand Management**, Wisdom Publications, New Delhi
- 13 Kevin Lane Keller, **Strategic Brand Management**, Person Education, New Delhi, 2003
- 14 Lan Batey Asian, **Branding – A great way to fly**, Prentice Hall of India, Singapore 2002
- 15 Jean Noel, Kapferer, **Strategic Brand Management**, The Free Press, New York.
- 16 Paul Tmeporal, **Branding in Asia**, John Wiley & sons (P) Ltd., New York
- 17 S.Ramesh Kumar, **Managing Indian Brands**, Vikas publishing House (P) Ltd., New Delhi
- 18 Jagdeep Kapoor, **Brandex**, Biztantra, New Delhi

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 403 F – FINANCIAL DERIVATIVES

- Unit 1** An overview of Financial Derivatives – Types of trades and traders - types of derivatives – uses of derivatives
- Unit 2** Options – Basic principles – Option strategies – Option spreads.
- Unit 3** Option Pricing: Black- Scholes - Option pricing model – Binominal option pricing model – Option greeks.
- Unit 4** Forwards and Futures – Futures Exchanges – Market participants – Clearing house and margins – Futures pricing - Stock Index futures.
- Unit 5** Financial Swaps: Interest rate swaps – Currency swaps – Swap Pricing. (Case studies are compulsory)

Reference Books:

- 1 David A. Dufofsky and Thomas W. Miller: **Derivatives**, Oxford.
- 2 John C. Hull: **Options, Futures and other Derivatives**, Prentice Hall of India, New Delhi.
- 3 N DVohra and B R Bagri, **Futures and Options**, McGraw Hill
- 4 Robert .A. Strong, **Derivatives**, Cengage.
- 5 Don M. Chance and Robert Brooks: **Derivatives and Risk Management Basics**, Cengage.
- 6 Jayanth Rama Varma, **Derivatives and Risk Management**, McGraw Hill.
- 7 Bishnu Priya Mishra, **Financial Derivatives**, Excel Books, New Delhi.
- 8 Franklin Edwards and Cindy Ma, **Futures and Options**, Tata McGraw Hill, NewDelhi.
- 9 Redhead, **Financial Derivatives, An Introduction to Futures, Forwards, Options**, Prentice Hall of India, New Delhi
- 10 Bhalla,V.K, **Financial Derivatives**, Sultan Chand, New Delhi.
- 11 Satyanarayana Chary.T, **Financial Derivatives**, Excel Books, New Delhi.
- 12 Preeti Singh, **Financial Institutions**, Ane Books India, New Delhi
- 13 Brennet, M., **Option Pricing: Theory And Applications**, Lexington Books, Toronto.
- 14 Gupta S L., **Financial Derivatives: Theory, Concepts and Problems**, Prentice Hall of India, New Delhi.
Kumar S.S, **Financial Derivatives**, Prentice Hall of India, New Delhi

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 404 F – FINANCIAL SERVICES

- Unit 1** Financial services – Range of services- Characteristics- Institutions offering different services- Characteristics of financial services market- Problems and challenges in services marketing- Marketing mix and strategies
- Unit 2** Commercial banks – Public and private banks –Different types of savings accounts- Credit and debit cards- Non-banking finance companies- Marketing of Chits, leasing and hire purchase services
- Unit 3** Insurance companies- - Public and private companies –Types of services and customer classifications- Mutual fund organizations- Types of funds – Marketing of funds.
- Unit 4** Merchant banking- Nature and scope of merchant banking services- Management of public issues and support services- Depository services- Marketing of services—SEBI guidelines.
- Unit 5** Institutional financing- Credit schemes to small, medium and large companies- Housing finance organizations- Schemes and marketing approaches.

(Case studies are compulsory)

Reference Books:

- 1 David and Zenoff, **Marketing of Financial services**, Ballinger publishing.
- 2 J.C Verma, **Merchant Banking**, (Tata McGraw -Hill),
- 3 Bhalla.V.K. **Management of Financial Services**, Anmol Publications, New Delhi
- 4 Chinmaoy Sahu, **Management of Financial Services**, Excel Books, New Delhi
- 5 Avadhani V A., **Marketing of Financial Services**, Himalaya Publishing House, Mumbai.
- 6 David, B and Zenoff, **Marketing of Financial Services**, Ballinger Publishing co
- 7 M.Y.Khan, **Financial Services**, Tata McGraw Hill, New Delhi
- 8 Gordon E and Natarajan K., **Financial Markets and Services**, Himalaya Publishing House, New Delhi.
- 9 Verma, J.C: **Merchant Banking**, Tata Mc GrawHill, New Delhi
- 10 Knnew, C. Trevor Watkins & Mike Wright: **Marketing of Financial Services**, Heinemann Professional Pub.
- 11 Ramesh, S and Arun Gupta : **Venture Capital**, Oxford University press

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 405 F - INTERNATIONAL FINANCIAL MANAGEMENT

- Unit 1** Multinational Enterprise – International monetary system regimes – IMF – Global financial Markets – Foreign exchange market – Exchange rates.
- Unit 2** Determination of exchange Rates – spot and forward rates – International party conditions: Purchasing Power Parity - Forward Rate Parity (PPP) and Interest Rate Parity – Fisher open condition.
- Unit 3** Management of Exposure: Economic Exposure – Transaction exposure and Translation exposure – Currency Options and Futures – Currency Swaps
- Unit 4** Working Capital management in multinational corporations: Cash Management - Accounts Receivables Management – Short term financing.
- Unit 5** Capital budgeting in multinational Corporations – Cost of Capital and Capital structure of multinational firms – Long-term financing.

Reference Books:

- 1 S.P.Srinivasan, B.Janakiram, **International Financial Management**, Wiley India, New Delhi.
- 2 V.Sharan, **International Financial Management**, 3rd Edition, Prentice Hall of India.
- 3 A.K.Seth, **International Financial Management**, Galgothia Publishing Company.
- 4 P.G.Apte, **International Financial Management**, Tata McGrw Hill, 3rd Edition.
- 5 Bhalla, V.K., **International Financial Management**, 2nd Edition, New Delhi, Anmol.
- 6 V.A.Avadhani, **International Financial Management**, Himalaya Publishing House
- 7 Bhalla, V.K., **Managing International Investment and Finance**, New Delhi, Anmol
- 8 Buckley Adrin, **Multinational Finance**, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India
- 9 Jain, **International Financial Management**, MacMillan
- 10 Thomas J.O' Brien, **International Financial Economics**, Oxford.
- 11 Alan C, Shapiro : **Multinational Business Financial Management**, Wiley India
- 12 Jeff Madura : **International Corporate Finance**, Cengage

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 403 H – INDUSTRIAL RELATIONS

- Unit 1** Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations
- Unit 2** Industrial Relations and the state; Legal Frame Work of Industrial Relations.
- Unit 3** Promotion of Harmonious Relations – Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline.
- Unit 4** Grievances and Discipline: Grievances Reddressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline
- Unit 5** Collective Bargaining: Collective Bargaining practices in India – Participative management forms and levels – Schemes of worker's participation in management in India.

(Case studies are compulsory)

Reference Books:

- 1 Monappa, **Industrial Relations**, Tata McGraw Hill.
- 2 B.D.Singh, **Industrial Relations**, Excel Books, New Delhi.
- 3 C.B.Mamoria, **Industrial Relations**, Himalaya Publishing House, New Delhi.
- 4 Kochan, T.A. & Katz Henry. **Collective Bargaining and Industrial Relations**. 2nd ed, Homewood, Illinois, Richard Dirish, 1988.
- 5 Mamkootam, K **Trade Unionism**. Myth and Reality. New Delhi, Oxford University Press, 1982
- 6 Niland J.R. etc., **The Future of Industrial Relations**, New Delhi, Sage, 1994.
- 7 Papola, T S & Rodgers, G. **Labour Institutions and Economic Development in India**. Geneva, ILO, 1992
- 8 Arora M, **Industrial Relations**, Excel Books, New Delhi.
- 9 Ramaswamy, E.A., **The Rayon Spinners. The Strategic Management of Industrial Relations**, New Delhi, Oxford University Press, 1994
- 10 Venkat Ratnam, C.S., **Industrial Relations**, Oxford University Press
- 11 P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, **Industrial Relations, Trade Unions and Labour Legislation**, Pearson Education, New Delhi
- 12 Ramaswamy E.A., **The Strategic Management of Industrial Relations**, Oxford University Press
- 13 Cowling and James, **The Essence of Personnel Management and Industrial Relations**, Prentice Hall of India
- 14 Ratna Sen, **Industrial Relations in India**, Macmillan India Ltd. New Delhi.
- 15 Michael Armstrong, **Employee Reward**, Universities Press (India) Ltd

KRISHNA UNIVERSITY
MBA SYLLABUS
MBA 404 H – PERFORMANCE AND REWARD MANAGEMENT

- Unit 1** Performance Management–Concept-Performance management vs performance appraisal-Significance- Characteristics-process- Introducing Performance management system.
- Unit 2** Planning employee performance and development – Performance and development plan (PDP)- Components- Process of developing PDP- Mentoring – Coaching-Performance reviews- Conducting performance review meetings
- Unit 3** Characteristics of learning organisation- Building high performance system- building and leading high performance teams- Managing underperformers - Performance appraisal-Process- Methods- MBO-assessment centre- 360 degree feedback- HR score card- Potential appraisal-methods.
- Unit 4** Reward management- Objectives and criteria - Competitiveness and Equity - Designing compensation-Wage levels and wage structures- Determining individual pay.
- Unit 5** Performance pay – Incentives, individual, group, short term and long term – Compensation of special groups, supervisors, Executives, Directors, Sales force, Technical professional, women executives.-Fringe benefits- Retirement benefits

(Case studies are compulsory)

Reference Books:

- 1 TV Rao, **Performance Management and Appraisal Systems**, Sage Response Books
- 2 G.K.Suri: **Performance Measurement and Management**, Excel Publications
- 3 Michael Armstrong, **Employee Reward**, Universities Press (India) Ltd.
- 4 Cynthia D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, **Human Resource Management**, Biztantra, New Delhi
- 5 D.K.Srivastava, **Strategies for Performance Management**, Excel Publications.
- 6 R.K. Sahu, **Performance Management System**, Excel Publications
- 7 Chadha, **Performance Management**, MacMillan
- 8 Kanishka Bedi, **Quality Management**, Oxford
- 9 Michael Armstrong (2007), **Performance Management**, Kogan Page India Ltd., New Delhi
- 10 Boyett, J.H and Conn, H.P (1995), **Maximizing Performance Management** , Glenbrdige Publishing, Oxford
- 11 B D singh, **Compensation Reward Mangement**, Excel
- 12 Dipak kumar Bhatta charya, **Compensation Management**, Oxford

MBA SYLLABUS
MBA 405 H - STRATEGIC HUMAN RESOURCE MANAGEMENT

- Unit 1** **Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations**
- Unit 2** **e-HRM: e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.**
- Unit 3** **International HRM: Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A- Repatriation etc. - Building Multicultural Organisations - International Compensation**
- Unit 4** **Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.**
- Unit 5** **Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs. Self Management and Emotional Intelligence.**

(Case studies are compulsory)

Reference Books:

- 1 **Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003**
- 2 **Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002**
- 3 **Robert L. Mathis and John H. Jackson, 'Human Resource Management', Thomson Southwestern, Singapore, 2003.**
- 4 **Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi. Srinivas Kandula, 'Human Resource Management in Practice', Prentice Hall of India, New Delhi.**
- 5 **Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books**
- 6 **Nadler – Competing by Design, Oxford University Press.**
- 7 **Ramaswamy – Managing Human Resources – A Contemporary, OUP**
- 8 **Charles R.Greer - Strategic Human Resource Management, Pearson Education, New Delhi**
- 9 **Srinivas R.Kandula - Strategic Human Resource Development, Prentice Hall of India, New Delhi**
- 10 **Freed R.David - Strategic Management, Prentice Hall of India.**
- 11 **Kandula Srinivas - Strategic Human Resource Development, Prentice Hall of India.**
- 12 **Agarwal – Strategic Human Resource Management, Oxford Press**
- 13 **Prasad – Strategic Human Resource Management, MacMillan.**