

Minutes of Meeting of BOS Management, IKGPTU, Main Campus, Kapurthala

Date: 18th May, 2020

Timing: 12:00 Noon – 2:00 PM (Online Conference)

Following members were present:

Dr. Harmeen Soch, HOD, Dept. of Management, IKGPTU, Kapurthala, (Chairperson)
Dr. S.K. Singla, Professor, GNAIMT, Phagwara (Member)
Dr. Gautam Bansal, Director, PCTE, Baddowal (Member)
Dr. Manisha Gupta, Director, PIMT, Mandi Gobindgarh (Member)
Dr. Sandhya Mehta, Associate Professor, GNIMT, Ludhiana (Member)
Dr. Parampal Singh, Associate Professor, GNDE, Ludhiana (Member)
Dr. Pooja Mehta, Associate Professor, IKGPTU Main Campus, Kapurthala (Member)
Dr. Kapil Gupta, Associate Professor IKGPTU Main Campus, Kapurthala (Member)
Dr. Mandeep Kaur, Associate Professor IKGPTU Main Campus, Kapurthala (Member)
Dr. B.S. Mann, Professor, GNDU, Amritsar (Outside Expert)
Dr. A.S. Chawla, Professor, Punjabi University, Patiala (Outside Expert)

The members discussed in detail the agenda of the meeting and following decisions were taken:


- 1) Syllabus of 5th and 6th Semesters of BBA Program of IKGPTU, Main Campus (Batch 2018 and 2019 and onwards) was finalized and attached as Annexure A.
- 2) Scheme and Syllabus of MBA (Hospital Administration) was discussed in the meeting and shall be finalized in the next meeting.
- 3) A proforma to propose panel of paper setters was circulated amongst Board members and members were requested to submit the panel on the given proforma by 20.5.2020.

The chairperson thanked all the member of BOS for their valuable contribution.


Dr. Harmeen Soch

Dr. A.S. Chawla

Dr. S. K. Singla


Dr B. S. Mann

Dr. Gautam Bansal

Dr. Manisha Gupta

Dr. Parampal Singh

Dr. Sandhya Mehta


Dr. Kapil Gupta


Dr. Mandeep Kaur


Dr. Pooja Mehta



Pooja Mehta <pooja24k@gmail.com>

Minutes of Meetings of BOS, Management dated 18-5-2020

9 messages

Pooja Mehta <pooja24k@gmail.com>

Wed, May 20, 2020 at 1:55 PM

To: Harmeen Soch <harmeensoch@yahoo.com>, drsingla11@gmail.com, gautam@pcte.edu.in, Manisha Gupta <manisha.gupta@pimt.info>, singh param <param351@yahoo.com>, Sandhya Mehta <mehta_sandhya@yahoo.com>, bediss@nitj.ac.in, Kapil Gupta <kapilfutures@gmail.com>, mandeep arora <mandeeparora.ptu@gmail.com>, placements.ptu@gmail.com, Arvinder Singh Chawla <aschawla_2000@yahoo.com>, bikrammann@hotmail.com

Dear BOS Members

With reference to the meeting of BOS, Management, IKGPTU (Main Camus) dated 18-5-2020 on Zoom, Please find attached the MoMs of the meeting and Final syllabus of 5th and 6th sem of BBA, IKGPTU, Main Camus (Batch 2018 and 2019 and onwards).

You are requested to give your consent on MoMs via email.

Thank You

—
Regards:

Dr. Pooja Mehta

Assistant Professor

Department of Management, IKGPTU, Main Campus

2 attachments **Minutes of meeting of BOS Management.docx**
16K **BBA 5-6 Sem Final.doc**
134K

mandeep arora <mandeeparora.ptu@gmail.com>
To: Pooja Mehta <pooja24k@gmail.com>

Wed, May 20, 2020 at 2:50 PM

Respected Mam

I give my consent for the minutes.

Regards

[Quoted text hidden]

Kapil Gupta <kapilfutures@gmail.com>
To: Pooja Mehta <pooja24k@gmail.com>

Wed, May 20, 2020 at 3:19 PM

Dear Madam,

Greetings!

Thank you for sending the MoMs. I have read the MoMs and give my consent for the same.

Thank you.

Regards,

Kapil Gupta

Kapil Gupta
Assistant Professor (Finance)
Department of Management (ODL)
I. K. Gujral Punjab Technical University Main Campus
Kapurthala-Jalandhar Highway
Near Pushpa Gujral Science City
Kapurthala 144603

+91- 947-809-8074
Email: kapilfutures@gmail.com

[Quoted text hidden]

Wed, May 20, 2020 at 4:00 PM

Sandhya Mehta <mehta_sandhya@yahoo.com>
Reply-To: "mehta_sandhya@yahoo.com" <mehta_sandhya@yahoo.com>
To: "pooja24k@gmail.com" <pooja24k@gmail.com>, Harmeen Soch <harmeensoch@yahoo.com>, "drsingla11@gmail.com" <drsingla11@gmail.com>, "gautam@pcte.edu.in" <gautam@pcte.edu.in>, Manisha Gupta <manisha.gupta@pimt.info>, singh param <param351@yahoo.com>, "bediss@nitj.ac.in" <bediss@nitj.ac.in>, Kapil Gupta <kapilfutures@gmail.com>, mandeep arora <mandeeparora.ptu@gmail.com>, "placements.ptu@gmail.com" <placements.ptu@gmail.com>, Arvinder Singh Chawla <aschawla_2000@yahoo.com>, "bikrammann@hotmail.com" <bikrammann@hotmail.com>

Dear Dr Pooja
I give my consent for the minutes of meeting held on 18th May,2020
With Regards
Dr Sandhya Mehta

Sent from Yahoo Mail on Android
[Quoted text hidden]

Wed, May 20, 2020 at 4:02 PM

sk singla <drsingla11@gmail.com>
To: Pooja Mehta <pooja24k@gmail.com>

Minutes of meeting of BOS Management are o.k. Dr Singla
[Quoted text hidden]

Wed, May 20, 2020 at 5:00 PM

singh param <param351@yahoo.com>
Reply-To: "param351@yahoo.com" <param351@yahoo.com>
To: "pooja24k@gmail.com" <pooja24k@gmail.com>

I do approve the minutes of the meeting

Sent from Yahoo Mail on Android
[Quoted text hidden]

Wed, May 20, 2020 at 5:57 PM

Director PCTE Baddowal <director@pcte.edu.in>
To: Pooja Mehta <pooja24k@gmail.com>

Dear mam

I gave my consent to minutes of meeting held on 18th may 2020
Regards

Dr Gautam Bansal
[Quoted text hidden]

Wed, May 20, 2020 at 6:07 PM

bikram jit singh mann <bikrammann@hotmail.com>
To: Pooja Mehta <pooja24k@gmail.com>, Harmeen Soch <harmeensoch@yahoo.com>, "drsingla11@gmail.com" <drsingla11@gmail.com>, "gautam@pcte.edu.in" <gautam@pcte.edu.in>, Manisha Gupta <manisha.gupta@pimt.info>, singh param <param351@yahoo.com>, Sandhya Mehta <mehta_sandhya@yahoo.com>, "bediss@nitj.ac.in" <bediss@nitj.ac.in>, Kapil Gupta <kapilfutures@gmail.com>, mandeep arora <mandeeparora.ptu@gmail.com>, "placements.ptu@gmail.com" <placements.ptu@gmail.com>, Arvinder Singh Chawla <aschawla_2000@yahoo.com>

I hereby give my consent to the minutes of the meeting held on 18th May 2020 which was held through ZOOM.

Dr. Bikramjit Singh Mann
Professor, University Business School,
Guru Nanak Dev University
Amritsar.

Get Outlook for Android

From: Pooja Mehta <pooja24k@gmail.com>
Sent: Wednesday, May 20, 2020 1:55:57 PM
To: Harmeen Soch <harmeensoch@yahoo.com>; drsingla11@gmail.com <drsingla11@gmail.com>; gautam@pcte.edu.in <gautam@pcte.edu.in>; Manisha Gupta <manisha.gupta@pimt.info>; singh param <param351@yahoo.com>; Sandhya Mehta <mehta_sandhya@yahoo.com>; bediss@nitj.ac.in <bediss@nitj.ac.in>; Kapil Gupta <kapilfutures@gmail.com>; mandeep arora <mandeeparora.ptu@gmail.com>; placements.ptu@gmail.com <placements.ptu@gmail.com>; Arvinder Singh Chawla <aschawla_2000@yahoo.com>; bikrammann@hotmail.com <bikrammann@hotmail.com>
Subject: Minutes of Meetings of BOS, Management dated 18-5-2020

[Quoted text hidden]

Thu, May 21, 2020 at 10:59 AM

Manisha Gupta <manisha.gupta@pimt.info>
To: Pooja Mehta <pooja24k@gmail.com>

I hereby give my consent to the minutes of the meeting held on 18th May 2020 which was held through ZOOM.
Dr. Manisha Gupta

On Wed, May 20, 2020 at 1:55 PM Pooja Mehta <pooja24k@gmail.com> wrote:
[Quoted text hidden]

--
Regards

Dr.Ms. Manisha Gupta
Director
Punjab Institute of Management & Technology
(Near GPS G.T. Mandi Gobindgarh),
Village Alour, Dist- Ludhiana
Punjab
9356253001, 9216258572,
website- www.pimt.info
e-mail- director@pimt.info

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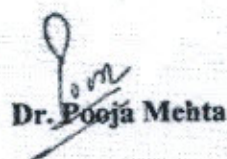
Dr. Manisha Gupta

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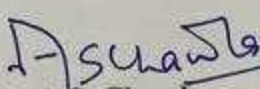
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Dr. B. S. Mann

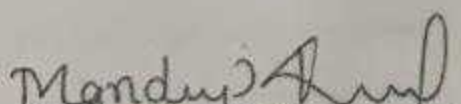
Dr. Gautam Bansal


Dr. Manisha Gupta

Dr. Parampal Singh

Dr. Sandhya Mehta


Dr. Kapil Gupta


Dr. Mandeep Kaur


Dr. Pooja Mehta

**Study Scheme & Syllabus of
Bachelor of Business Administration
(BBA)
Batch 2018 onwards**



**Department of Academics
I.K. Gujral Punjab Technical University**

[Signature]

[Signature]



Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA 101-18	Core Theory 1	Principles and Practices of Management	5	1	0	40	60	100	6
BBA 102-18	Core Theory 2	Basic Accounting	5	1	0	40	60	100	6
BBAGE101-18	General Elective 1	Managerial Economics I	5	1	0	40	60	100	6
BTHU103/18	Ability Enhancement Compulsory Course (AECC)	English	1	0	0	40	60	100	1
BTHU104/18	Ability Enhancement Compulsory Course (AECC)	English Practical/Laboratory	0	0	2	30	20	50	1
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--**	25	1
BMPD102-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
	TOTAL		19	3	6	280	320	600	25

**The Human Values, De-addiction and Traffic Rules (Lab/ Seminar) and Mentoring and Professional Development course will have internal evaluation only.

Note: One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the seminar at least once during the semester. It will be binding for all students to attend the seminar.

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA201-18	Core Theory 3	Business Statistics	5	1	0	40	60	100	6
BBA 202-18	Core Theory 4	Business Environment	5	1	0	40	60	100	6
BBAGE201-18	General Elective 2	Managerial Economics II	5	1	0	40	60	100	6
EVS102-18	Ability Enhancement Compulsory Course (AECC) - III	Environmental Studies	2	0	0	40	60	100	2
BMPD202-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
		TOTAL	17	3	2	195	240	425	21

Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA301-18	Core Theory 5	Organizational Behaviour	5	1	0	40	60	100	6
BBA 302-18	Core Theory 6	Marketing Management	5	1	0	40	60	100	6
BBA 303-18	Core Theory 7	Cost & Management Accounting	5	1	0	40	60	100	6
BBAGE 301-18	General Elective 3	Production and Operation Management	5	1	0	40	60	100	6
BBASEC 301-18	Skill Enhancement Course-I	IT tools for Business	2	0	0	40	60	100	2
BMPD302-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
		TOTAL	22	4	2	225	300	525	27

Pom *Sanjeev*

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA401-18	Core Theory 8	Business Research Methods	5	1	0	40	60	100	6
BBA 402-18	Core Theory 9	Human Resource Management	5	1	0	40	60	100	6
BBA 403-18	Core Theory 10	Financial Management	5	1	0	40	60	100	6
BBAGE 401-18	General Elective 4	Entrepreneurship Development	5	1	0	40	60	100	6
BBASEC 401-18	Skill Enhancement Course-2	Business Ethics and Corporate Social Responsibility	2	0	0	40	60	100	2
BMPD402-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			22	4	2	425	300	525	27

Fifth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA501-18	Core Theory 11	Operation Research	5	1	0	40	60	100	6
BBA502-18	Core Theory 12	Mercantile Law	5	1	0	40	60	100	6
	Discipline Specific Elective 1	Elective – I	5	1	0	40	60	100	6
	Discipline Specific Elective 2	Elective – II	5	1	0	40	60	100	6
BMPD502-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			20	4	2	225	240	425	25

Pam Hannah

SPECIALISATIONS

Any of the following groups each having two papers in Semester V can be chosen as specialization by the students.

1. Marketing

BBA 511-18	Consumer Behaviour
BBA 512-18	Advertising and Sales Management

2. Finance

BBA 521-18	Corporate Accounting
BBA 522-18	Financial Markets & Services

3. Human Resource Management

BBA 531-18	Industrial Relations & Labour Law
BBA 532-18	Organisation Change & Development

Pom *Harsh*

Sixth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA601-18	Core Theory 13	Strategy Management	5	1	0	40	60	100	6
BBA602-18	Core Theory 14	Company Law	5	1	0	40	60	100	6
	Discipline Specific Elective 3	Elective – III	5	1	0	40	60	100	6
	Discipline Specific Elective 4	Elective – IV	5	1	0	40	60	100	6
BMPD602-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
TOTAL			20	4	2	185	240	425	25

SPECIALISATIONS:

Any of the following groups each having two papers in Semester VI can be chosen as specialization by the students.

1. Marketing

BBA 611-18	Services Marketing
BBA 612-18	Retailing and Logistics Management

2. Finance

BBA 621-18	Personal Financial Planning
BBA 622-18	Direct and Indirect Tax Laws

3. Human Resource Management

BBA-631	Training & Development
BBA-632	Cross Cultural Human Resource Management

Rom *Hamekh*

Consumer Behaviour

Course objective:

The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in Consumer behavior and to facilitate the students in appreciating need/significance and applications of various domains of consumer behavior especially in the changing business environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand fundamental concepts, nature and importance of consumer behaviour.

CO2: Analyze the various factors that influence consumer decisions.

CO3: Understand the individual, group or organizations make buying decisions.

CO4: Understand how and why groups affect consumer behavior.

CO5: Understand the emerging trends in field of consumer behavior.

Unit I

Consumer Behaviour: Nature, scope & Importance of Consumer behavior. Consumer decision making process (five step model), factors affecting buying behaviour, Models of consumer decision making,

Unit II

Consumer as an individual: Consumer motivation: needs & goals, **Personality:** Theories (Psychoanalytical and Trait Product Personality, **Consumer Perception:** Concept and Elements of Perception, **Theories of consumer learning:** Behavioural and Cognitive Learning Theories. **Consumer Attitude:** Meaning of Consumer attitude and Functions of Attitude.

Unit III

Consumer in social & cultural setting: Reference groups: concepts, factors affecting reference groups, Family: Functions of family, Family Life Cycle. **Social class:** Meaning and different social classes, **Culture & sub culture:** definition & influence.

Unit IV

Consumer Decision Making: Introduction to opinion leadership, Diffusion of innovations: Diffusion Process, Adoption Process Influence, Profile of Consumer Innovators.

Recommended Text Books:

1. Schiffman, L.G. and Kanuk, L.L.(2018) *Consumer Behavior*, Prentice Hall of India
2. Loudon, D. and Bitta, D.,(2010) *Consumer Behaviour*, Tata Mc Graw Hill
3. Majumdar,R, (2017) *Consumer Behaviour: Insights from the Indian Market*, PHI Learning Pvt. Ltd.
4. Schiffman, L.G. Wisenblit and Kumar (2016). *Consumer Behavior*, Pearson.



Advertising and Sales Management

Objective of Course: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of advertising and sales management. The course will help students learn rules and techniques of effective advertising and to understand the sales management process and its management

Course Outcomes: After studying this course, the students should be able to:

- CO1: Understand advertising and its role in Marketing
- CO2: Apply knowledge of advertising components in designing effective Advertising campaign for products and services
- CO3: Design effective Media strategy for its product /Service awareness
- CO4: Apply its knowledge in recruiting and selecting right set of Sales force for selling products and services in market
- CO5: Design sound sales strategy for its products and services.
- CO6: Measure performance of sales force and sales territories.

Unit I

Advertising: Definition of Advertising, History of Advertising, Roles of Advertising, Types of Advertising, Setting advertising objectives, different kinds of advertising, Advertising Layout, advertising copy, Creative copy strategies, Message Strategies, Cognitive strategies, Exceptional Strategies, Advertising Effectiveness.

Unit II

Media planning & scheduling: Media Plan, Types of media, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness of Media, Measuring advertising effectiveness: pre and post testing, Social, Ethical and Legal Aspect of Advertising,

Unit III

Sales Management: Definition, Nature, Scope and Importance of Sales Management, Emerging Trends in Sales Management. Role and Skills of Sales Managers, Function and qualities of a Sales Executive, Sales Objectives, Sales Strategies.

Personal Selling: Defining Personal Selling, Scope and Significance, Aims and Objectives of Personal Selling, AIDAS Principles, Personal Selling Process, Customer Delight

Unit IV

Sales Force Management: Meaning and Role of Sales Force, Sales Force Objectives and Strategy, Sales Force Size, , Financial rewards, Non-financial rewards, Compensation,
Sales Territories and Quotas: Defining Sales Territory, Designing Sales Territory, Steps involved, Methods used, Guidelines for designing territories, Types of territory designs.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

Pom *Stamets*

1. 1. Belch, G. E. & Belch, Advertising and Promotion, Tata McGraw Hill.
2. Wells W., Burnet J. and Moriarty S, Advertising: Principles & Practice, Pearson Education.
3. O' Guinn, T. and Allen, C. 'Advertising Management with Integrated Brand Promotion' Cengage Learning
4. Aaker, D A, Myers and Batra, Advertising Management, Pearson Education
5. S. A. Chunawalla, Foundation of Advertisement Theory and Practices, Himalaya Publications

Latest editions of the books should be followed.

For Signature

Corporate Accounting

Course Objective: To make the student familiar with corporate accounting procedures and in-depth knowledge of preparation of various accounts related to corporate field.

Course Outcomes (COs): After completion of the course, the students shall be able to:

- CO1:** To understand the accounting of issue of shares and debentures.
- CO2:** To understand the final accounts of company form of organization.
- CO3:** To get an overview of financial reporting of financial institutions
- CO4:** To understand the accounting treatment for amalgamation.
- CO5:** To understand the accounting for liquidation of the company.

Unit I Accounting for Shares and Debentures: Issue of Shares at Par, at Premium and at Discount; Forfeiture and Re-Issue of Shares; Buy-Back of Shares; Redemption of Preference Shares; Rights Issue. Issue of Debentures; Redemption of Debentures; Conversion of Debentures into Shares. Underwriting of Issues; Profits Prior To Incorporation; Treatment of Preliminary Expenses.

Unit II Final Accounts of company: Provisions and Reserves; Determination of Managerial Remuneration; Appropriation out of Profits; Payment of Dividend, Transfer of Unpaid Dividend to Investor Education and Protection Fund; Bonus Shares and Payment of Interest out of capital.

Unit III Accounting Treatment for Amalgamation and Reconstruction of Companies: Amalgamation- Accounting Treatment and Disclosures; Calculation of purchase consideration, Accounting treatment in the books of transferor and transferee (as per Accounting Standard 14, excluding inter- company holdings). Internal Reconstruction Holding and Subsidiary Companies, Preparation of consolidated balance sheet — minority interest – cost of acquiring control or goodwill – capital reserve – preference share capital in subsidiary companies.

Unit IV: Liquidation of companies: Scope, contributory preferential payments, preference dividend. Statement of affairs and deficiency/surplus account, Liquidators final statement of account, liquidator remuneration, receiver for debenture holders, list 'B' contributories.

Note: Relevant Case Studies will be discussed in class

Suggested Readings / Books:

- Shukla M.C., Grewal T. S. & Gupta S. C.(2017) *Advanced Accounts*. (19 Ed).Sultan Chand & Company Ltd.
- Gupta R. L. & Radhaswamy M. (2013).*Corporate Accounting*. Sultan Chand & Sons.
- Maheshwari S.N. *Corporate Accounting* Vikas Publishing House.



- Ghosh T.P. (2007) *Accounting Standards and Corporate Accounting Practices Vol. 1*. Taxman's, New Delhi,
- Sharma P. *Corporate Accounting*. Sharma Publication.
- Arulanandam M.A., Raman K.S. *Advanced Accounting*, Himalaya Publication.
- Middlekauff, R.H. (2007). *The glorious cause: The American revolution*. Oxford University Press.

Pam Stanley

Financial Markets and Services

Course Objective: The objective of the course is to understand role of Financial Services and markets in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial markets and developing an integrated knowledge of the functional areas of financial services industry in the real services industry in the real world situation.

Course Outcomes: Upon completion of this course, students will be able to:

- CO1:** To understand the concept of financial system and their importance.
- CO2:** To know the structure of Financial Markets.
- CO3:** To develop basic understanding of derivatives and currency markets.
- CO4:** To understand the importance and role of Primary and Secondary markets.
- CO5:** To understand the role and types of Financial Services
- CO6:** To understand structure and system of leasing, mutual funds, credit rating, credit cards, Dematerialization, merchant banking, venture capital, factoring, and securitization.

Unit I Introduction to Financial System: Introduction, components, key elements, Financial Markets; money market in India; nature, instruments, functioning and participants. Indian Capital Market: structure, functions, role, participants. Financial Services: Meaning, types and their importance, Role of Financial Services in a financial system.

Unit II Financial Regulations: Regulatory Frame work; Securities Exchange Board of India and Reserve Bank of India. Primary Market: SEBI guidelines on primary market, Book building, online IPOs, Green- shoe option. Secondary Market: Introduction, stock exchanges, listing of securities, trading and settlement. Introduction to Derivative Markets.

UNIT III Financial Services: Leasing: Meaning and features, Types of Leases, Lease vis-à-vis buy. Lease vis-à-vis Hire purchase. Mutual Funds: Concept, Composition, Schemes, Merchant Banking: Meaning, scope, Latest guidelines of SEBI w.r.t. Merchant bankers. Credit Rating: Types of credit Rating, credit Rating Agencies & their Methodology. Venture Capital: Meaning, Features, SEBI guidelines for venture capital,

UNIT IV Factoring: concept, factoring vis-à-vis Bills Discounting - Factoring vis-à-vis credit Insurance Factoring vis-à-vis Forfeiting. Depository: Meaning, Process of De-materialization and Re-materialization. Brief description of NSDL and CDSL Depository, depository participants, SEBI guidelines relating to depository system.

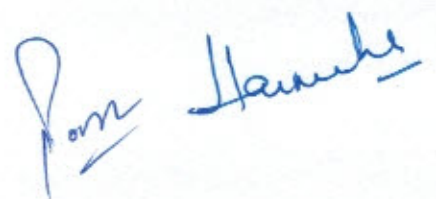
Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Khan, M.Y. (2011). *Financial Services*. (6th Ed). Tata McGraw-Hill.
2. Bhole, L.M, Mahakud, Jitendra (2009). *Financial Institutions & Markets*. (5th Ed). Tata McGraw-Hill



3. Gurusamy S, (2009) *Financial Services & System*. (2nd Ed). Thomson Publications
4. Avdhani V. A. (2017) *Financial Services in India*. (3rd Ed). Himalaya Publications
5. Gordon & Natarajan. (2016) *Financial Markets & Services*. (11th Ed).Himalaya Publications
6. Pathak, Bharti V. (2009) *The Indian Financial System-Markets, Institutions and Services*. New Delhi: Pearson Education.
7. Harrington S. E. (2004). *Risk management and insurance: Instructor manual*. (2nd Ed.). New York: McGraw- Hill Publishing Company.
8. Madura, J. (2009). *Financial markets and institutions*. USA: South Western College.
9. Mishkin, F.S., & Eakins, F.S. (2009). *Financial markets and institutions*. (6th Ed.). New Delhi: Pearson Education.

 P. V. Avdhani

BBA 531-18
Industrial Relations and Labour Laws

Course Objective: The objective of this course is to acquaint the students with the two important aspects of Industrial Relations namely Social Security and Labour Welfare.

Course Outcomes:

- CO1: Understand establishing & maintaining a sound relationship between the worker & the employer.
- CO2: Identify and rectify the simmering issues which might take the form of a dispute in the workplace.
- CO3: Clarify the use & importance of various Acts & their uses in Industrial Relations.
- CO4: Keep away from strikes & lockouts so as to enhance the economic status of the employee.
- CO5: Understand the significance & functioning of Trade Unions

Unit –I

Concept of Industrial Relations: Concepts, Objectives, Scope, Importance, Participants, Essentials of effective Industrial Relations, Factors affecting Industrial Relations, Constraints of IR and approaches of IR. **Trade Unions:** Concept, Objectives, Types, Structure and Functions. **Trade Unions Act, 1926:** Objectives and definition, registration of trade unions, Rights and liabilities.

Unit –II

Industrial Conflict and Disputes: Introduction, Scope, Objectives, Manifestation of Conflict, provisions regarding strikes, lock-outs, layoff and retrenchment. **Settlement of Industrial Disputes:** Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types.

Unit –III

Factories Act: Object and definition, Health, Safety and welfare provisions, Provision of working hours for women and young persons. Basic Features of payment of wages Act, Minimum Wages Act and Basic features of Employees Provident Fund Act, and Payment of bonus act.

Unit –IV

I.L.O and Social Security: The concept of Labour welfare: Introduction, Evolution, Scope and Objectives, Theories and Types. Social Security, Role of Indian Labour Laws and International bodies such as ILO-Social Audit.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:-

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1. Piyali Ghosh, Shefali Nandan (2015), "Industrial Relations and Labour Laws", Tata McGraw Hill Edition, New Delhi.
2. Monappa Arun, Nambudiri Ranjeet & Selvaraj Patturaja (2012), "Industrial Relations and Labour Laws", Tata McGraw Hill Edition, New Delhi.
3. Mamoria, Mamoria and Gankar (2020) "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi.
4. T.N. Chhabra and R.K. Suri, Industrial Relations – Concepts & Issues, Dhanpat Rai & Company
5. Venkata Ratnam, C.S (2006). "Industrial Relations", Oxford University Press, New Delhi.
6. Srivastava, S. C (2008). "Industrial Relations and Labour Laws", Vikas Publishing House Pvt Ltd, New Delhi.
7. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004), "Industrial Relations, Trade Unions, and Labour Legislation", Pearson Education, New Delhi.
8. Sen Ratna (2003), "Industrial Relations in India", MacMillan, New Delhi.
9. Davar, R S (1999), Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi.
10. Sivarethinamohan, R (2010), Industrial Relations and Labour Welfare- Text and Cases, PHI Learning Pvt. Ltd, New Delhi.

Pam Hareesh

Organizational Change and Development

Course Objective: This course aims to introduce students to theories and concepts of organizational change and development and also it enhances the knowledge and understanding of organizational interventions terminology and provides students with the opportunity to apply the key concepts to practical organizational situations.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Develop understanding of organization change and illustrate theories of planned change.

CO2: Analyze the issues and problems arising out of organizational change initiatives.

CO3: Explain the meaning, objectives and process of organizational development.

CO4: Understand the role of various intervention strategies in organizational development.

CO5: Explain the issues in the consultant client relationship.

Unit I

Organisation Change: - Introduction, importance, forces of change and types of change.
Models of change: - systems model of change, Lewin's Force Field Analysis Model, The model of change management, the process of change.

Unit II

Change & its impact: - effects of change on people, operational effects, psychological effects, social effects, people's reaction to change:- Acceptance of change, indifference, organized resistance, frustration & aggression, Reasons for resistance and Methods of minimizing resistance. Strategies of change.

Unit III

Organisation Development: - Meaning, features, objectives, History of OD, process of organizational development. OD interventions: - concept, characteristics, classification of intervention, OD interventions as tool to improve effectiveness of organization.

Unit IV

Training Experience: T-Groups, behaviour Modelling, Team building interventions, Issues in consultant client relationship.

Suggested Readings:

1. Wendeel L. French, Cecil H. Bell (1999), "Organization Development" Prentice Hall
2. Burke W.W and Noumair, D. A. (2015), "Organization Development – A Process of Learning and Change", Pearson Education
3. Cummings, T. G. and Worley, C. G. (2008), "Organization Development & Change", Cengage Learning.
4. Bhatia, S.K (2003), "Management of Change & Organisation Development- Innovative Approaches", Deep & Deep Publications, New Delhi.
5. Bhattacharya, Dipak Kumar (2009), "Organization Change & Development", Oxford University Press.
6. Singh, Kavita (2009), "Organisation Change & Development, Excel Books.
7. S. Ramnarayan, and T.V. Rao (2011) : OD – Accelerating Learning & Transformation, Sage, New Delhi

BBA 601-18
Strategy Management

Course Objectives: The course aims at providing fundamental knowledge and exposure to the strategies at corporate level. It will help student understand the relationship amongst goals, objectives, strategies, tactics, plans, programs, procedures, rules etc.

UNIT I

Strategic Management: Introduction, Nature & Scope, Need, Process of Strategic Management. **Strategic Intent:** Vision, Mission, Business Definition, Business Model Goals & Objectives.

Unit II

Strategy Formulation & process:

Environment Appraisal and Scanning: External & Internal Environment including PEST, Techniques for Environmental Scanning (SWOT, ETOP, Quest). Porter's Five forces Model, Methods and technique Used for Organizational Appraisal.

Unit III

Corporate Level Strategy: Concept, Stability, Expansion, Retrenchment, Combination, Strategy. **Business Level Strategy:** Concept, Porter's Generic Business Strategy. **Strategic Choice:** Concept, Process of Strategic Choice, BCG Matrix, GE Nine Cell Matrix.

UNIT IV

Strategic Implementation: Concept, Interrelationship between Formulation and Implementation, Aspects of Strategy Implementation (Behavioral Implementation, Resource Allocation). **Strategic Evolution and Control:** An Overview, Technique of Strategic Evolution and Control

Suggested Readings:

1. Azhar Kazmi(2007), "Business Policy and Strategic Manageent", Tata Mcgraw Hill
2. Jouch & Gluick, "Strategic Management & Business Policy", Tata Mcgraw Hill
3. Wheelen & Hunger (2008), "Strategic management & Business Policy", Pearson Education
4. Hill, Charles, W. L., Schilling, Melissa A., Jones, Gareth R. (2019), "Strategic Management: Theory & Cases: An Integrated Approach", Cengage Learning.

Pam Hanahs

BBA 602-18
Company Law

Course Objective: The objective of the course is to impart basic knowledge of the provisions of the Companies Act 2013. This course will provide better understanding of the different clauses of company law which a business manager must know for better decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the basic concept and provisions of company law in business decision making.

CO2: Understand the concept of different types of companies and differentiate among them.

CO3: Understand the process of formation of company and different documents required for that.

CO4: Understand the process of appointment and qualification of different types of directors of company

CO5: Understand the need of different meetings and process of winding up of company.

UNIT-I

Nature of a company: Definition of a company, Characteristics of a company, Lifting the corporate veil, Company distinguished from partnership. **Types of companies** including one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; **Formation of a company:** Steps involved in the formation and incorporation of a company, on-line filing of documents, promoters, their legal position, pre-incorporation contract; on-line registration of a company.

UNIT-II

Memorandum of Association: Meaning and Importance, Form and Contents, Alteration of Memorandum.

Articles of Association: Meaning, Relationship of and distinction between MOA and AOA. Prospectus: Meaning, Definition and contents, statutory requirements in relation to prospectus.

UNIT-III

Share capital: Kinds of share capital, Alteration of share capital, Ways for raising share capital, Allotment of shares

Company Management: Classification of directors, women directors, independent director, small shareholder's director; Disqualifications, director identity number (DIN); Appointment; Legal positions, powers and duties; removal of directors; Key managerial personnel, managing director, manager;

UNIT-IV

Meetings of shareholders and board; Types of meeting, convening and conduct of meetings, postal ballot, and meeting through video conferencing, e-voting.

Winding Up - Concept and modes of Winding Up. Administration of Company Law [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts.

Suggested Readings/Books:

- Singh, Avtar (2018), "Company Law" Eastern Book Co., Lucknow
- Kuchal M.C (2017), "Modern India Company Law" Shri Mahavir Books, Noida.
- Kapoor N.D.(2017), "Company Law -Incorporating the Provisions of the Companies, Amendment Act" Sultan Chand & Sons, New Delhi
- Bagrial A.K. (2018), "Company Law" Vikas Publishing House, New Delhi.
- Ramaiya (2016), "A Guide to Companies Act" Wadhwa and Buttersworth.
- Manual of Companies Act, Corporate Laws and SEBI Guideline, Bharat Law House, New Delhi (2018)
- A Compendium of Companies Act 2013, along with Rules, by Taxmann Publications.
- Gower and Davies (2018), "Principles of Modern Company Law" Sweet & Maxwell Publishers
- Sharma J.P.(2018) , "An Easy Approach to Corporate Laws" Ane Books Pvt. Ltd., New Delhi

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BMPD 602-18
Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

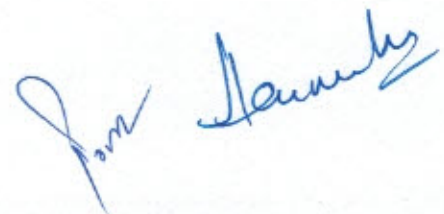
Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

16. Sports/NSS/NCC
17. Field project.
18. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B.
Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.



BBA 611-18
Services Marketing

Course objective:

This course aims at providing understanding among the graduate students to apply service marketing concepts and strategies to the create customer value in today's highly competitive environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

- CO1:** Understand fundamental concepts, nature and importance of Services Marketing.
- CO2:** Analyze the various factors that influence service marketing.
- CO3:** Understand the role of customers and employees in service delivery.
- CO4:** Understand how and why new service development takes place.
- CO5:** Understand the emerging trends in field of service marketing.

Unit I

Introduction to Services: Reasons for growth of service sector, Contribution of service sector towards Indian economy. Service characteristics, classification of services, Extended Service marketing mix. Service Quality: SERVQUAL and integrated gaps model of service quality

Unit II

Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Servicescape.

Unit III

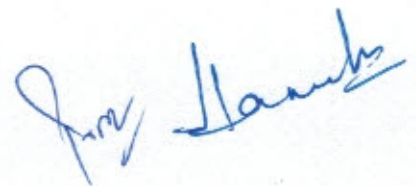
Role of employees and customers: service culture, employee's role in service delivery, strategies to deliver quality services, **Customer Participation:** introduction to role of customer in delivering services Role of intermediaries and electronic channels.

Unit IV

Services marketing communications: services marketing triangle, Pricing approaches for services. Emerging trends in services marketing.

Recommended Books

1. Zeithmal A Valarie and Bitner Mary, (2016) '*Services Marketing*', Tata McGraw Hill,
2. Lovelock, Christopher H, (2014) '*Services Marketing*', Pearson Education .
3. Singh. P and Kaur R, (2017) '*Services Marketing*', Kalyani Publishers.
4. Shajahan , (2010) "Service Marketing" Himalya Publishing.



BBA 612-18
Retailing and Logistics Management

Course Objectives: The objective of this course is to make students understand the role of retailing and logistics management in overall management function and how to use that knowledge in designing effective retail strategy.

Course Outcomes: After studying this course, the students should be able to:

CO1: Understand Retail Environment, challenges and Retail formats in retailing in India.

CO2: Design Merchandise System for effective execution of retailing function.

CO3: Understand and recognize the importance of store design and apply the concepts of store design to determine store layout and merchandising.

CO5: Understand various activities in logistics system and its importance

CO6: To apply knowledge of Inventory management, Transportation, warehousing, Packaging in designing overall strategy of Logistic Function

Unit - I

Introduction to Retailing: Meaning and Economic Significance, Opportunities in Retailing, Types of Retailers **Retailing in India:** Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.

Unit-II :

Retail formats: Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, and Types of Ownership

Planning and Merchandise Management for Retail Outlets: Meaning, Sales Forecasting for Merchandise Plan, Assortment Planning process, Finance and location Strategies for Retailing, Store Management Responsibilities.

Unit-III:

Recruiting & Selecting Store Employees, Socializing & Training New Store Employees
Motivating, Managing & Evaluating Store Employees.

Store Layout, Design & Visual Merchandising: Objectives of Good Store Design, Store Layout. Space Planning and Merchandise Presentation Techniques.

UNIT-IV

Logistics Management:



Introduction, Objectives of logistics, Types of logistics, Role of Logistics in an Economy,

Inventory Management: Introduction, Objectives, Types of Inventory, Importance of inventory management, Different Types of Inventory Costs, Inventory Performance Measures in Logistic Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Levy, Michael and Barton A. Weitz (2003), Retail Management, Tata McGraw Hill, 5th Edition.
2. Sinha, P. K. and Uniyal, D. P. (2007), Managing Retailing, Oxford, 1st Edition.
3. Newman, Andrew J. and Peter Cullen (2007), Retailing: Environment and Operations, Thomson, 1st Edition.

4. Pradhan, Swapna (2007), Retail Management – Text and Cases, Tata McGraw Hill, 2nd Edition.
5. Sople (2009), Logistic Management, Pearson Education India, 3rd Edition.
6. Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management: Understanding the Supply Chain (5th Edition):.
8. Satish C Ailawadi, Rakesh Singh (2005). Logistic Management Prentice-Hall Of *India* Pvt. Limited,

For *Handbook*

BBA 621-18
Personal Financial Planning

Course Objective - This course aims to acquaint students with the knowledge regarding personal financial planning its importance, methods and various instruments that may be considered for it.

Course Outcomes:

CO1 – To familiarise students with the concept, objectives and importance of personal financial planning.

CO2 - To enable the students to understand the implications of environmental factors

CO3 – To familiarize students with the concepts of time value of money on the personal financial statements and their use in personal financial planning.

CO4 – To enable students to identify various types of risks any individual is exposed to and how they can hedge diversifiable risk.

CO5 – To familiarise students with various instruments available for investment by an individual for achieving their personal financial goals.

Unit I

Personal Financial Planning: Introduction, features, objectives and scope of personal financial planning.

Environmental Analysis: Screening and analysis of environmental factors affecting personal financial planning.

Unit II

Time Value of Money Personal Financial Statements: Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.

Personal Risk Management: Meaning of risk, measurement of risk and its identification. introduction to life insurance and general insurance. Insurance planning for the individual as well as family.

Unit III

Investment Planning: Meaning, process, importance and objectives of investment planning.

Investment Instruments for Personal Financial Management: Introduction to various tax saving financial instruments, Mutual fund schemes, Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.), Capital market instruments, Money market instruments and Real Assets.

Unit IV

Retirement Planning: Meaning, nature, importance, scope and process of retirement planning

Estate Planning: Meaning, nature, importance, scope and documentation in estate planning



Suggested Readings:

1. Walker, R. B and Walker, K. P. (2017) 'Personal Finance: Building Your Future', McGraw Hill Education.
2. Kapoor, J. R., Dlabay, L. R., Hughes, R. J. and Hart, M. M. (2020) 'Personal Finance', McGraw Hill Education.
3. Madura, J. (2020) 'Personal Finance', Pearson Education.
4. Benjamin, G. (2006) 'Intelligent Investor: The Definitive Book on Value Investing' HarperCollins Publisher, Reprinted.
5. Murali, S. and Subakrishna, K. R. (2018) 'Personal Financial Planning (Wealth Management)', Himalaya Publishing House.

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BBA 622-18
Direct and Indirect Tax Laws

Course Objective - To enable the students to understand the importance, implication and computation of direct and indirect taxes in India

Course Outcomes:

CO1 – The students will be familiarised with the concepts, framework and incidence of taxes in India.

CO2 – To acquaint students with the provision of the current finance act with regard to various heads of income.

CO3 – To enable students to compute the tax liability of individuals after considering their residential status, various exempted incomes, permissible deduction, clubbing of income and setting off of losses.

CO4 – To familiarize students with the concepts of Value Added Tax, excise duty and custom duty.

CO5 – To enable students to understand the concept and importance of One-Nation-One-Tax system brought in India through Goods and Services Tax.

CO6 – To enable students to understand the framework and structure of GST.

CO7 – To acquaint students with the process of tax credit and refund of GST.

UNIT I

Introduction: Meaning and constitutional framework of taxation in India. Difference between direct and indirect taxes

Introduction to Direct Tax: Basic concepts, Agricultural income and its assessment, Basis of charge, Residential status of an assessee, Exempted incomes

Income from Salaries: Meaning, Allowance and Perquisites, Standard deduction, computation of taxable salary income.

Unit II

Income from House Property: Meaning of rental income, treatment of interest on housing loan, computation of taxable income from house property

Profits and Gains from Business or Profession: Meaning, various admissible and non-admissible expenses, treatment of depreciation, copyright, patents and expenditure on research and development.

Unit III

Capital Gains: Meaning of short-term and long-term capital gains, various exempted capital gains u/s 54

Income from Other Sources; Clubbing of Income, Setting off and Carry forward of losses, Deductions u/s 80

Unit IV

Introduction and basic features of Central excise, Customs duty and Value added Tax.

Good and Service Tax: Meaning, features, advantages and history of GST in India. Goods and Services Tax Act



GST Council and GST Network

Rates structure of GST, Scope of supply, Composition Scheme under GST, Assessment (only basic concepts), Process of tax credit and refunds

Suggesting Readings:

1. Mehrotra, H. C. and Goyal, S. P. (2020) 'Income Tax Law and Practice' Sahitya Bhawan Publications.
2. Ahuja, G. and Gupta, R. (2020) 'Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST', Wolters Kulwer.
3. Singhania V. K. and Singhania, M. (2020) 'Students' Guide to Income Tax Including GST - Problems & Solutions', Taxmann Publications.
4. Gaur, V. P. and Narang, D. B. (2020) 'Income Tax Law and Practice' Kalyani Publishers.
5. Datey, V. S. (2020) 'Indirect Taxes: Law and Practice' Taxmann Publications.

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Training and Development

Unit I

Training and Development:- Conceptual aspects, objectives and importance of Training and Development. Process of Training and Development: Identification of training needs, methods of need assessment.

Unit II

Designing Effective Training Program: factors affecting training design, budget for training, selecting and preparing training site, choosing the trainers, program design.

Unit III

Methods of Training: Traditional and Modern methods, Use of technology in training. Training Evaluation: Testing effectiveness of training, Introduction, Reasons for evaluation, evaluation process, outcomes used for evaluation of training, evaluation practices.

Unit IV

Employee Development: approaches to employee development, Designing development programmes. Development Methods: Case studies, Role play and Sensitivity Training, Business Games, Behavior Modelling.

Suggested Readings:

1. Noe, Raymond, A (2017). "Employee Training and Development" McGraw Hill.
2. Raymond, A. N. and Kodwani, A. D. (2018) "Employee Training and Deevlopment" McGraw Hill.
3. Craig, Robert (2005) "Training and Development Handbook" McGraw Hill, New York
4. Rajshree Shinde, Abhilasha, A. and Ramakumar, A. (2015) "Human Resource Development" Himalaya Publishing House.
5. N. Sambasiva Rao and Yvvsss Vara Prasad (2018), "Training and Development", Himalaya Publishing House.



BBA 632-18

Cross Cultural Human Resource Management

Course Objective: The course has been designed to make the students aware of the changing role of HR in international organizations having large number of subsidiaries which are operating in different countries and cultures as compared to the domestic companies.

Course Outcomes:

- CO1:** Understand issues, opportunities and challenges pertaining to international Human Resource Management.
- CO2:** Develop competency in dealing with cross cultural situations.
- CO3:** Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;
- CO4:** Identify the role of cross-cultural leadership in managing multicultural teams.
- CO5:** Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.

Unit –I

Introduction to Cross Cultural Management:

Introduction to cross cultural management: Understanding Culture, Culture dimensions, Significance and impact of cross culture on organization, Role of culture in Strategic Decision Making. Influence of National Culture on Organizational Culture. Difference between Domestic and International Human Resource Management.

Unit –II

Shift in Culture: significance of shift in Culture, Influence of economic factors and foreign intervention on shifts in local cultures.

Comparing Culture: Cultural and behavioral differences in different countries, various models for comparing cultural- Hofstede, GLOBE Model.

Unit –III

Staffing and Training for Global Operations Global Staffing Choices: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-



Expatriates. Cultural Adaptation through Sensitivity Training. Dynamics of Cross-Cultural leadership.

Unit –IV

Managing and motivating multi culture teams. Cross –cultural Negotiation & Decision making, Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Cross-culture ethics: Ethics values across cultures and Ethics dilemma

Note: Relevant Case Studies should be discussed in class.

Suggested Readings: -

- Luthans, F. and Jonathan D. P. (2012) “International Management: Culture, Strategy and Behavior” Tata McGraw-Hill Education, New Delhi.
- Peter, J. Dowling and Denice, E. Welch (2007), “International Human Resource Management”, Thomson Publishers, New Delhi.
- David .C. T. and Mark F. P. (2008) Cross-Cultural Management: Essential Concepts, Sage Publishers
- Thakur, M., Burton & Gene, E (2002). International Management. Tata McGraw Hill
- Tayeb, Monir (2005), “International Human Resource Management: A Multinational Company Perspective”, Oxford University Press.
- K .Aswathappa (2012) , “International Human Resource Management”, McGraw Hill, New Delhi.
- Deresky, Helen (2000), “International management: Managing across borders and cultures”, Pearson Education India.
- S. C. Gupta (2006), “International Human Resource Management”, Macmillan India Ltd.
- Hodgetts, R. and Luthans, F. (2003). International Management. McGraw Hill Inc.

