

Shri Rawatpura Sarkar University, Raipur



Examination Scheme & Syllabus For Master of Business Administration Semester-II

(Effective from the session: 2022-23)



Faculty of Management

Shri Rawatpura Sarkar University, Raipur

Master of Business Administration Semester Ist

(Effective from the session: 2022-23)



Faculty of Commerce of Management
Shri Rawatpura Sarkar University, Raipur

MBA

Semester-II

Examination Scheme

(Effective from the session: 2022-23)

S.N.	Course Code	Th/ Pr	Subject	Type of Course	Teaching hours per week			TC	Examination Scheme				Total Marks
					L	T	P		Theory		Practical		
									EX	IN	EX	IN	
1	MMB201	Th	Research Methodology	core	3	1		4	70	30			100
2	MMB202	Th	Human Resource Management	core	3	1		4	70	30			100
3	MMB203	Th	Financial management	core	3	1		4	70	30			100
4	MMB204	Th	Marketing Management	core	3	1		4	70	30			100
5	MMB205	Th	Managerial Communication	core	3	1		4	70	30			100
6	MMB206	Th	Corporate Ethics	core	3	1		4	70	30			100
7	MMB207	Th	Production & operation Management	core	3	1		4	70	30			100
8	MMB208	Th	Leading & Managing Organization	core	3	1		4	70	30			100
Total Contact hr. per week: 32				Total Credit: 32					Total Marks:				800



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Course Title	Research Methodology				
Course Code	MMB201				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	Basic knowledge about Importance of data collection, research design, sampling				
Course Objectives	<ul style="list-style-type: none">The purpose is to provide the in- depth knowledge of the research design.				
Course Contents	<p>UNIT I Introduction to research: Concept, Types of Research, Characteristics of Good Research; Research Process; Identification, Formulation of Business Research Objectives. Application of Research in the Functional Areas of Management: Marketing, Production, HR and Finance.</p> <p>UNIT II Research Designs: Exploratory, Descriptive and Causal Research Designs. Methods of Data Collection Survey and Observation method, Motivation Research and Projective Techniques.</p> <p>UNIT III Sampling Design: Fundamentals of Sampling Design, Non-probability and Probability Sampling, Reliability and Validity. Questionnaire Design: Techniques and Precautions; Measurement and Scaling Techniques: Types of Data; Rating Scale and Ranking Scales. Data Collection and Preparation: Primary and Secondary Sources of data; Data Tabulation</p> <p>UNIT IV Summarizing the Data: Mean, Median, Mode and Standard Deviation Data Analysis Techniques: Univariate and Vicariate Analysis (Chi Square, ANOVA, Sign test); Multivariate Analysis (Discriminate Analysis, Cluster Analysis, Factor Analysis, Multiple Linear Regression).</p> <p>UNIT V</p>				



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	Interpretation and Report Writing: Data Interpretation, Techniques of Interpretation, Steps in writing Report, Generic layout of a Research Report.
Course Outcomes	<ul style="list-style-type: none">• After completion of these courses the students will come up with good knowledge of research
Text Books	<ol style="list-style-type: none">1. C.R. Kothari: Research Methodology, New Age International Publishers2. Cooper and Schindler: Business Research Methods, TMH
Reference Books	<ol style="list-style-type: none">1. Gupta S. P. and Gupta, M. P., Business Statistics, Sultan Chand and Sons, New Delhi, 1997.2. Sancheti S. C. and Kapoor, V. K, Statistics - Theory Methods and Applications, Sultan Chand and sons, New Delhi.



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Course Title	HUMANRESOURCEMANAGEMENT				
Course Code	MMB202				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	Knowledge about the HRM and recruitments, job etc.				
Course Objectives	<ul style="list-style-type: none">The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.				
Course Contents	<p>UNIT I Human Resource Management: Concepts and Perspectives, Evolution and its Philosophy, challenges in changing environment and the issues in India</p> <p>UNIT II Human Resource Planning, Human Resource Policy Job Analysis: Methods, Job description, Job specification, etc.</p> <p>UNIT III Human Resources Recruitment and Selection, Placement, and Socialization (Induction and Orientation) Manpower Training and Development, Performance Appraisal and Potential Evaluation; compensation Management and Job Evaluation</p> <p>UNIT IV Work Stress & Counseling Quality of work life; Work life balance; Mentoring; Employee Welfare; Employee Empowerment; Employee Engagement Strategic Human Resource Management; HR Audit; HR Balanced Scorecard on-site interview, mock interviews.</p> <p>UNIT V Performance Appraisal: Introduction, Concept of Performance Appraisal, Process, Methods of Performance Appraisal, Major Issues in Performance Appraisal, Contemporary practices of performance appraisal in India Compensation Function: Job evaluation – Merit rating – Methods of wage, payment, incentive compensation – Types</p>				



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Course Outcomes	<ul style="list-style-type: none">• The course will bring up the HRM knowledge & Training and Development with the management• Illustrate Concept of Training• Classify the performance appraisal methods.
Text Books	<ol style="list-style-type: none">1. Human Resource Management, Gary Dessler, Pearson Education, 15th Edition 2016.2. Human Resource Management, K. Aswathapa, 7th Edition, 2013, McGraw Hill Education
Reference Books	<ol style="list-style-type: none">1. Human Resource Management, Wayne F Cascio, Ranjeet Nambudiri, Tata McGraw- Hill, 8th edition, 1st Reprint, 20102. Human Resource Management, Uday Kumar Halder, Juthi kasarkar, Oxford University Press, 1st Edition, 20123. Human Resource Management– Text & Cases, Gary Dessler & Biju Varkkey, Pearson, 14th Edition, 20164. Human Resource Management, Sharon Pande & Swapnalekha Basak, Vikas Publishing House Pvt. Ltd., 2nd Edition, 20155. Human Resource Management, C.B. Mamoria, Himalaya Publishing House, 4th edition, 2004



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Course Title	FINANCIAL MANAGEMENT				
Course Code	MMB203				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	The basic knowledge about the financial management and accounting				
Course Objectives	<ul style="list-style-type: none">The objective of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.				
Course Contents	<p>UNIT I Financial Management: Nature and objectives, profit maximization v/s wealth maximization, finance Functions, financial decisions Techniques: time value of money (discounting and compounding techniques).</p> <p>UNIT II Cost of Capital- Concepts, Determination, Cost of debt, Cost of preference capital, Cost of retained earnings, Average cost of capital and weighted cost of capital Types of dividend policy, dividend theories dividend practices in India.</p> <p>UNIT III Capital Structure: Factors determining capital structure, approaches and theories Operating and Financial leverages: Impact, trading on equity</p> <p>UNIT IV Budget: Concept and Types, Budgetary Control, Capital budgeting, Zero based budgeting. Ratio analysis: Liquidity, profitability and solvency Analysis of Fund flow and cash flow statement.</p> <p>UNIT V Working capital Management: Concept, need and factors influencing, estimation & working capital inventory and receivables management, management of cash.</p>				



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Course Outcomes	<ul style="list-style-type: none">• The course will come up with enhancing student financial management.
Text Books	<ol style="list-style-type: none">1. V.K. Bhalla, Financial Management and Policy.2ndEdition, New Delhi, Anmol,19982. Hampton, john. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc.
Reference Books	<ol style="list-style-type: none">1. Van Horne, James C. Financial Management and Policy, New Delhi, Prentice Hall of India.2. Winger, Bornard and Mohan, Nancy, Principles of Financial Management, New York, Mac Millan Publishing



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Course Title	Marketing Management				
Course Code	MMB204				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	The basic knowledge about marketing				
Course Objectives	<ul style="list-style-type: none"> The course enables the students build a firm foundation of vital marketing concepts and skills across all the key domains of the marketing gamut. 				
Course Contents	<p>UNIT I Introduction to Marketing: What is marketed and who markets, Reactive/proactive Marketing, Demand States, Market place, Market space and Meta markets, Needs, Wants and Demands, Production/ Product/Selling & Marketing concept, Holistic Marketing. Types of Marketing: Buzz marketing, Viral marketing, Content marketing, Trade marketing, Stealth marketing, Political marketing, Affiliate marketing, Cause marketing, Database marketing, Affinity marketing, Permission marketing. Marketing Environment</p> <p>UNIT II Building Customer satisfaction Value and Retention: Customer Value, CPV, CLV, building loyalty, Fair Value, 80:20 Principle, Bottom of the pyramid concept, Strategic Planning in Marketing: Marketing plan, SBU, assessing growth opportunities Overview of Marketing Strategies.</p> <p>UNIT III Competitors' analysis, Market leader/Challenger/ follower & nicher strategies, Market Segmentation, Targeting & Positioning, VALS model, POP & POD, Introduction to the Marketing mix, Product Strategy & Managing Services, 7 P's, 5 Product levels, Product classifications, new product development process, Product Mix, PLC Strategies, Goods & Services Continuum.</p> <p>UNIT IV Pricing Strategies & Research: Costing, setting the price, Customer pricing psychology (Reference prices, price quality inferences & price endings), steps in price setting, Adapting the price (geographical pricing, Discounts, Allowances, Promotional & differentiated pricing), pricing methods, pricing research, pricing in recession.</p> <p>UNIT V</p>				



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	<p>Designing & Managing Marketing Channels: Omni channel strategy, Role of marketing channels (channel function, flow & level), Channel design & decision, Channel integration system (Vertical, Horizontal & Integrated), Channel conflict. Significance of retail in delivering customer value: Types of retailers, Retail planning process, Retail locations and Trade Area analysis, Retail layouts and Merchandise planning, Visual Merchandising, Retail shrinkage.</p>
Course Outcomes	<p>After completion of these courses the students will be able to:</p> <ul style="list-style-type: none">• Explain the concept marketing and types of marketing.• Apply different strategy models of marketing in marketing environment.• Illustrate the concept of Segmentation, Positioning & Targeting.• Explain the concept of Product & marketing mix.• Discuss pricing and promotion mix strategies.• Identify the marketing channels.
Text Books	<ol style="list-style-type: none">1. Marketing Management Philip Kotler & Kevin Lane Keller, Pearson's 15th Edition, 20152. Marketing Management, Global Perspective Indian Context
Reference Books	<ol style="list-style-type: none">1. Marketing Management, Saxena Rajan, Tata McGraw Hill, New Delhi 12th Edition, 20152. Fundamentals of Marketing, Stanton William J, Tata McGraw Hill, New Delhi 5th Edition, 20173. Indian Cases in Marketing, Neelamegham, S, Vikas Pub. New Delhi, 2nd Edition, 20184. Essentials of Marketing, SHH Kazmi, Excel books private limited5. Basic Marketing Management, Douglas J. Dalrymple and Leonard J. Parsons, Wiley publication 2nd Edition <p>E Books:</p> <p>https://www.saylor.org/site/wpcontent/uploads/2012/11/Core-Concepts-ofMarketing.pdf.</p>



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Course Title	MANAGERIAL COMMUNICATION				
Course Code	MMB205				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	To know about the basic communication skill				
Course Objectives	<ul style="list-style-type: none">The objective of this course is to prepare the students with the communication activities involved in business and handling situations that arise out of miscommunication.				
Course Contents	<p>UNIT I Business communication: nature and importance, channels and media of communication, communication networks, effectiveness of communication; process of communication barriers and gateways in communication.</p> <p>UNIT II Written communication: Introduction to communication and structure of written communication; Business writing; writing business reports; business letters; memorandum and minutes; Job application and C.V. writing.</p> <p>UNIT III Presentation skills-1: structure, preparing an outline, organizing the material, using visual aids, Presentation skills 2: sizing up the audience, delivery, body language, handling the audience, Presenting seminars, mock presentation followed by discussion Team presentations: basics, coordination, strategies, practice Business presentations: basics, introduction, main text, conclusion, controlling nervousness, practice in presentations and speeches.</p> <p>UNIT IV Group discussions: methodology, guidelines, mock group discussions, followed by evaluation and comments Meetings and conferences: planning, leading, strategic issues, minutes, web conferencing, practice in meetings Team briefing: Guidelines and practice</p>				



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	<p>Interviews: principles, preparation, success factors, types of questions, On-site interview, mock interviews.</p> <p>UNIT V</p> <p>Corporate communication: strategies, cross-cultural communication, press releases, language of advertisements, writing proposals, crisis communication</p>
Course Outcomes	After completion of the course student will understand the communication activities involved in business.
Text Books	<ol style="list-style-type: none">1. Ober Scot 2004. Contemporary Business Communication, Fifth Edition, New Delhi: Biztantra2. Bell Arthur H., and DayleM.Smith. 1999. Management Communication, Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
Reference Books	<ol style="list-style-type: none">1. Bovee Courtland, L. et. al. 2003. Business Communication Today, Seventh Edition. Delhi: Pearson Education.2. Lesikar and Flatley. 2005. Basic Business Communication, Tenth Edition, New Delhi: Tata Mc Graw Hill.



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Course Title	CORPORATE ETHICS				
Course Code	MMB206				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	The basic knowledge about ethics.				
Course Objectives	<ul style="list-style-type: none"> The basic objective of this course is to make the students realize the importance of values and ethics in business and acquaint them with the latest trends in corporate social responsibility. 				
Course Contents	<p>UNIT I</p> <p>Introduction to Ethics: Introduction and overview of business ethics, Ethics, morality and societal framework, Indian Thoughts for Business, Code of Conduct, Ethics in business and ethical dilemmas.</p> <p>Ethics in functional areas of management, Business systems and environments, Ethics in the marketplace and consumer protection, Ethics in HRM, Marketing, Finance, Operations, etc.</p> <p>UNIT II</p> <p>Introduction to Corporate Governance: Meaning of Corporate, Concept of Corporate Governance – Cadbury and K. Birla reports. Composition of board members as per clause 49, Roles and Responsibilities of Auditors, Insider Trading, Sarbanes’Oxley Act, Role of the regulatory framework – SEBI, TRAI, RBI and Role of Board of Directors Corporate governance – the Indian scenario, Corporate Governance Mechanism- Indian Scenario, Corporate Governance Models, Corporations in the new world order, Ethics, Corporate Governance, CSR and sustainability</p> <p>UNIT III</p> <p>Corporate Social responsibility: Social responsibility of a business firm; Social responsibility of business stakeholders (owners, employees, consumers and community); response of Indian firms towards CSR.</p> <p>CSR and Consumer Protection: Consumerism, unethical issues in functional aspects of management (sales, marketing and technology etc.); competitive strategy.</p> <p>UNIT IV</p>				



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	<p>Corporate Ethics: Fundamental principles of ethics, Values concepts, types and formation; principles and concepts of managerial ethics; relevance of ethics and values in business; corruption in businesses; values of Indian managers; factors influencing business ethics.</p> <p>UNIT V</p> <p>Case analysis of failure of leading corporate and top auditing firms due to lapses in ethical and social responsibilities.</p> <p>Role of international trade and business organizations, Concept of Ombudsman.</p> <p>Overview of NGO and CSR</p>
Course Outcomes	<p>After completion of these courses the students will be able to:</p> <ul style="list-style-type: none">• Explain the concept of corporate ethics• Outline the importance of ethics in functional areas of management• Explain corporate social Responsibility for individual and organizational success.• Explain the composition and responsibility of auditors in ensuring good governance.• Explain insider trading and its influence in primary market.
Text Books	<ol style="list-style-type: none">1. Ethics in Business and Corporate Governance, S. K. Mandal (2nd Edition). Tata-McGraw Hill, 2012.2. C.S.V Murthy, "Business Ethics- Text and Cases", Himalayan Publishing House, 2010.
Reference Books	<ol style="list-style-type: none">1. Business Ethics: Concepts & Cases, Manuel Velasquez 7th Edition (PHI).2. Business Ethics, A. Crane and D. Matten (4th Ed–Oxford Univ Press)3. Corporate Governance, H. R. Machiraju, 8th Edition, 2018 Himalaya Pub House.4. Report of the Committee on the Financial Aspects of Corporate Governance, 1992 – Adrian Cadbury.5. Luura P. Hartman Joe DesJardins, Business Ethics, Mc Hill Education, 2013.



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Course Title	Production & Operation Management				
Course Code	MMB207				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	Basic concept of production and operation				
Course Objectives	<ul style="list-style-type: none"> The objective of this course is to equip students with understanding of importance of quality for organizational growth and development. 				
Course Contents	<p>UNIT I</p> <p>Introduction: Nature and Scope of Production/Operations Management, POM Relationship with other Systems in the Organization, Factors that affect System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Student Planning and Analysis.</p> <p>UNIT II</p> <p>Production System and Related Concepts: Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.</p> <p>UNIT III</p> <p>Scheduling and measuring Production Activities: Schedule, maintenance Management concept, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment Safety, Material Management.</p> <p>UNIT IV</p> <p>Material and Inventory Management: An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and</p>				



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	<p>Material Planning, Purchase Management, Store Management, Safety Management, Six Sigma.</p> <p>UNIT V</p> <p>Quality in Prod. & Ops Management: Quality Assurance, Accepting sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards, Cost of Quality, Tools of Quality Control, Process Management, Quality Standards</p>
Course Outcomes	<ul style="list-style-type: none">• After the completion of the course student will understand to make the students aware a different processes/ operation• To enable the student to have the pragmatic approach towards operational management.
Text Books	<ol style="list-style-type: none">1. Everett E. Adam and Ronald J Ebert, Production and Operation Management: Concepts, Models & Behaviors, PHI New Delhi2. Chary SN, Production, and Operations Management- Concepts, Methods and Strategy, PHI New Delhi 20053. Buffa. ES, Modern Production Management; John Willey, New York 1993
Reference Books	<ol style="list-style-type: none">1. Ajay Garg, Production and Operations Management, TMH, Delhi2. Richard B Chase, Ravi Shankar, F.R. Jacobs, N.J. Aquilano, Operations and Supply Management TMH, Delhi3. R Panneerselvam Book, Production and Operations Management, PHI New Delhi4. Joseph Martinich, Production and Operations Management, TMH, Delhi



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Course Title	Leading & Managing Organization				
Course Code	MMB208				
Course Credits	L	T	P	TC	
	3	1		4	
Prerequisites	Basic knowledge about the organization				
Course Objectives	<ul style="list-style-type: none">To develop skills that enable students to manage organizational boundaries, initiate and drive organizational change, and align people and organizational processes in ways that enable your organization to thrive in today's dynamic, competitive, and global marketplace.				
Course Contents	<p>UNIT I Introduction to Management: Evolution of Management Thoughts, Importance of Management, Skills of Managers, Functions of Managers, Planning, levels of Planning & Strategic Planning Process. Organizing: Function, Elements of Organizing, types of Organization Structure. Leadership: Theories & Styles of Leadership, Leading for High performance. Managerial Control Process: Types of Control, Control Techniques.</p> <p>UNIT II OB scope & processes: The changing context, Challenges & Opportunities of OB, developing OB Model. Personality & Personal Effectiveness- Introduction to Personality, Big 5 Model. Perception & Individual Decision Making: Overview of Perception, Attribution Theory, Perception and Individual Decision Making, Models of Decision Making.</p> <p>UNIT III Attitude, Values and Job Satisfaction: Defining Attitude, Components of Attitude, Attitude & Behaviour Relationship, and Major Job Attitudes. Motivation Concepts and Application: Defining Motivation, Theories of Motivation, Foundations of Group Behaviour: Understanding Work Team Effectiveness, Decision making, Building Interpersonal Relationship, Transactional analysis.</p> <p>UNIT IV Power & Politics: Bases of Power, Power and politics interrelationship, Implications for Managers, Conflict & Negotiation Management, Counselling, Coaching, Mentoring. Culture, Organizational Change & Organizational Development, Stress management & wellness at work.</p>				



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	<p>UNIT V</p> <p>Human Resource Management: Introduction, Human Resource Acquisition-Introduction to Recruitment & Selection, Elements of an effective HR acquisition policy Sources of Recruitment, Recruitment & Selection Process. Performance Management & Human Resource Development: Introduction, Process, Contemporary Practices. Compensation & Benefits Management: Introduction, Components of Employee Compensation, New trends in compensation.</p>
Course Outcomes	<p>After completion of these courses the students will be able to:</p> <ul style="list-style-type: none">• Explain the Evolution of management thoughts and leadership theories.• Illustrate the Human Resource Acquisition Process and compensation plan. ➤• Apply OB models, Personality, and perception theories.• Apply the theories of attitude, motivation, and foundation of group behaviors.• Identify Power and politics concept & conflict management techniques.
Text Books	<ol style="list-style-type: none">1. Management Theory and Practice (Text & Cases), Dr. P Subba Rao & VenkatramTej Kumar, Himalaya Publishing House, 2nd Edition, 20142. Organizational Behaviour, K. Aswathappa, Himalaya Publishing House, Twelfth Revised Edition 2016
Reference Books	<ol style="list-style-type: none">1. New Era of Management, Richard L. Daft, CENGAGE Publisher, 2nd edition, Reprint-20122. Principles of Management, P C Tripathi & P N Reddy, Tata McGraw Hill, 5th Edition, 20123. Essential of Management - An International, Innovation, & Leadership Perspective, Harold Koontz & Heinz Weihrich, Tata, McGraw Hill, 10th Edition, 20154. Management & Organizational Behaviour, Ramesh B Rudani, Tata Mac Graw Hill, 1st Edition, 20115. Human Resource Management, Gary Dessler & Biju Varkkey, Pearson, 14th Edition, 2016