

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -VI)  
Services Management-II  
(Syllabus effective from December 2018)

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**Objectives:** To introduce students with concept of services, help them appreciated special characteristics of it & equip with special tools to manage service business.

**Pedagogic Tools:** Lectures, Assignments, Case studies, Practical examples from corporate & business world, Projects & presentations.

Chapter	Course Inputs	Weightage
1	<b>Service Quality &amp; Measurement</b> a) What is service Quality b) The Gaps Model, c) Measuring and Improving Service Quality, d) Defining and Measuring Service Productivity e) Improving Service Productivity	35%
2	<b>Managing Service Demand &amp; Capacity</b> a) Demand patterns & managing fluctuations in service demand b) Constraints in service capacity & capacity management. c) Yield management d) Managing waiting lines	30%
3	<b>Introduction to Different Services (Through case discussions &amp; Student assignments)</b> a) Retailing b) Hospitality: Hotel, Travelling & Tourism, c) Financial Services-Banking Services, Insurance Services; Education; d) Transportation Services-Public and goods, Healthcare & Hospital management; e) It Enabled Services	35%

**Reference Books**

- 1) Services: Marketing, Operations and Management - Jauhari Dutta, Oxford University Press.
2. Services Marketing - Govind Apte, Oxford University Press.
3. Services Marketing: Text and cases - Rajendra Nargundkar, Tata Mcgrow Hill.
4. Services Marketing: Concept, Planning and Implementation - C Bhattacharjee, Excel Book.
5. Services Sector Management: An Indian Perspective - C Bhattacharjee, jaicopublishinghouse.
6. Services Marketing - Zeithmal, Bitner, Gremler and Pandit, Tata Macgrow- Hill
7. Services Marketing: a south Asian Perspective - Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, and Pearson Education.
8. Services Management: Operations, Strategy, Information Technology - Fitzsimmons and Fitzsimmons, TataMacgrow- Hill.

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -VI)  
Research Methodology - II  
(Syllabus effective from Academic Year 2017-18 onwards)

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**Objectives:**

1. To expose students with the process of conducting scientific business research starting with identifying a problem, through research design preparation, identifying the source of data, collection of required data, analysis of collected data, interpreting the data up to results & conclusion & preparation of research report.
2. To give proper orientation to students about business research process so that they can effectively do final semester project.
3. To provide them with enough knowledge of scientific business research so that while solving business problem in actual business situation, they can systematically apply this knowledge & take proper & rational decision.

**Pedagogic Tools:**

Lectures, Case Studies, Practical Examples from corporate & business world.

Unit/ Chapter	Course Content	Weightage
1	<b>Design of Questionnaire</b> <ol style="list-style-type: none"> <li>1. Definition of questionnaire</li> <li>2. Variables to be decided in Questionnaire design</li> <li>3. Objectives of Questionnaire</li> <li>4. Three types of Information collected by questionnaire</li> <li>5. Process of Questionnaire design</li> <li>6. Importance of pre-testing design</li> <li>7. Case study of questionnaire design</li> </ol>	30%
2	<b>Sampling &amp; Sampling Techniques</b> <ol style="list-style-type: none"> <li>1. Objectives of samplings</li> <li>2. Difference between sample survey and census survey</li> <li>3. Meaning &amp; definition of various terms related to samplings, Process of sampling.</li> <li>4. Factors affecting sample size decision</li> <li>5. Various probabilistic sampling plans</li> <li>6. Various non-probabilistic sampling plans</li> </ol>	15%
3	<b>Fieldwork &amp; data preparation</b> <ol style="list-style-type: none"> <li>1. Field work to collect data. Activities or process of field work.</li> <li>2. Data editing &amp; preparation cycle</li> <li>3. Checking of questionnaire</li> <li>4. Editing</li> <li>5. Coding &amp; code-book construction</li> <li>6. Tabulation Idea of cross tabulation</li> <li>7. Transcribing</li> <li>8. Data Cleaning</li> </ol>	15%

	<p>9. Statistical Adjustment of data 10. Selection of data analysis strategy.</p>	
4	<p>Data Analysis &amp; Scaling</p> <ol style="list-style-type: none"> <li>1. Definition &amp; General meaning of scaling</li> <li>2. Definition of attitude &amp; limitation of attitude measurement</li> <li>3. Discussion on Reliability, Validity &amp; Sensitivity of Scales</li> <li>4. Idea of various comparative &amp; Non-comparative scale. Examples of attitude scales &amp; perception scales.</li> <li>5. Purpose of statistical analysis.</li> <li>6. Revision of statistical tools of analysis, like Frequency counting &amp; Percentage, Mean, Median, Mode, Standard Deviation, Co-relation, Regression, Frequency distribution &amp; concept of probability.</li> </ol>	20%
5	<p>Report Preparation &amp; Presentation of Research Findings</p> <ol style="list-style-type: none"> <li>1. Objectives &amp; importance of Report Preparation.</li> <li>2. Format &amp; Content of a research report</li> <li>3. Different types of audiences of a research report.</li> <li>4. Various types of research report. Idea of multi-media presentations.</li> <li>5. Various types of graph &amp; guidelines for graphs.</li> <li>6. Qualities of a good research report</li> <li>7. Guidelines for preparing tables.</li> <li>8. Ethics in Business Research.</li> </ol>	20%

Text Books & Reference books

1. Business Research Methods: Donald Cooper & Schindler, Tata McGraw Hill (Main Text)
2. Marketing Research : Naresh Malhotra, Pearson Publication ( Second Text)
3. Marketing Research Churchill, Dryden Press, Harcourt Publications
4. Business Research Methods: Zikmund, Cengage Publishing..
5. Business Research Methods: Saunders, Pearson Publications.

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -VI)  
Business Environment - II  
(Syllabus effective from December 2013)

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**Objective:**

- To sensitise the class, that there are continuous changes taking place in the environment. These changes are beyond the control of organisation but they have significant impact on organisational functioning.
- To help understand importance of scanning environment on continuous basis.
- To sensitise with external factors (micro and macro) that can have potential impact on organisation..

<b>Unit</b>	<b>Course Inputs</b>	<b>Weightage</b>
1	<b>Technological Environment</b> Meaning and Features, Impact of Technology on Society, Economy, Organization, Management of Technology, Transfer of Technology.	<b>30%</b>
2	<b>Social Environment</b> Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach, For Social Responsibilities models- Ackerman's Model, Carroll's Four Part model, Arguments for and against social responsibility, Limits of Social Responsibility, Business Ethics, Consumerism, Consumer Protection Act:1986	<b>40%</b>
3	<b>International Environment</b> Globalization of World Economy, Drivers and Hurdles of globalization, Advantages and Disadvantages of Globalization, Policy issues in Globalization, WTO-Functions, Final Act, Implications (For and Against)	<b>30%</b>

**Reference Books:**

1. *Business Environment: Text and Cases* Francis Cherunilam Himalaya Publishing House.
2. *Essentials of Business Environment* - K Ashwathapa Himalaya Publishing House.
3. *Business Environment* - Shaikh Saleem, Pearson Education.
4. *Business Environment* - Vivek Mittal, Excel Books.

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
 Third Year B.B.A. (Semester -VI)  
**Elements of Strategic Management - II**  
 (Syllabus effective from Academic Year 2017-18 onwards)

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**Objective:**

- To acquaint students with the process of developing alternative strategies and methods for successful implementation and evaluation of formulated strategies.
- To acquaint students about the strategic issues in specified areas.

**Pedagogic Tools:**

Lectures, Case study, Presentation, Group Discussion, Seminar, Role Play, Practical exercises.

Unit	Course Inputs	Weightage
1	<b>Choice of Strategy</b> <ul style="list-style-type: none"> <li>• Concept and Process</li> <li>• Evaluation of Strategic Alternatives (Corporate Portfolio Analysis,(BCG, GE, SPACE,</li> <li>• Product Market Evaluation Matrix, Directional Policy Matrix)</li> <li>• Corporate Parenting Analysis, Decision Factors for Implementation</li> </ul>	<b>30%</b>
2	<b>Framework of Strategy Implementation (35%)</b> <ul style="list-style-type: none"> <li>• Concept of Strategy Implementation, Mc Kinsey 7-S Framework, AT Kearney's</li> <li>• Growth drivers, Interdependence of Strategy Formulation and Implementation</li> <li>• Basic understanding of meaning of Activating Strategy (Institutionalization, Translation of Gen Objectives to specific objectives, Resource mobilization and allocation, Procedural and project implementation),Structural implementation,</li> <li>• Behavioral Implementation, Functional and Operational Implementation</li> </ul> <b>Framework for Strategic Evaluation and Control</b> <ul style="list-style-type: none"> <li>• Concept, Barriers,</li> <li>• Stages of Control and Control Process</li> <li>• Evaluation and Control Criteria</li> </ul>	<b>35%</b>
3	<b>Strategic Issues in specified areas</b> <ul style="list-style-type: none"> <li>• Strategic issues in, Global Business, Managing Technology</li> <li>• Innovation, Organizational adaptation and change, Small business, family and Business.</li> </ul>	<b>35%</b>

**Relevant cases for the above topics should be covered in the Class discussion as well as in Examination**

**Text Book**

Business Policy: Strategic Management L.M.PrasadSultanChand& Sons

## Reference Books

<b>Name of Book</b>	<b>Author</b>	<b>Publisher/Publication</b>
Business Policy and Strategic Management	AzharKazmi	Tata McGraw Hill Publishing Co
Concepts in strategic Mngt.and Busi. Policy	T.Wheelen, D. Hunger	Pearson Education
Strategic Management, Text and Cases	V.S.P.Rao& Krishna	Excel Books
Strategic Management,Competitiveness and Globalisation	Hitt, Ireland, & Hoskisson	South –Western Thomson Learning
Business Policy and Strategic Management	Francis Cherunilam	Himalaya Publishing House
Business Policy and Strategic Management	Jauch, Gupta, Glueck	Frank Bros. & Co.
Strategic Management, an integrated approach	Hill, Charles W.L. & Jones, Gareth. R.	Biztantra
Exploring Corporate Strategies-Text andCases	Johnson Scholes	Prentice Hall India
Strategic Management – Concepts and Cases	Thomson Arther, A& Strckland III A.J.	Tata McGraw Hill Publishing Co
Strategic Management – Text and Cases	Dess, Gregory, G.& Lumpkin, G.T. & Taylor, Marilyn, L	McGraw Hill / Irwin
Strategic Management – Concepts and Cases	David, Fred, R.	PHI Learning
Competitive Advantage- Creating and sustaining Superior performance	Michael Porter	Free Press, NY
Related Articles from Journals, Websites and Periodicals.		
Competitive Strategy	Michael Porter	Free Press, NY
Business Policy and Strategic Mgt	P. Subba Rao	Himalaya Publishing House

**Specialization: Finance**  
**VEER NARMAD SOUTH GUJARAT UNIVERSITY**  
**Third Year B.B.A. (Semester -VI)**  
**Advance Financial Management - II (FIN)**  
**(Syllabus effective from December 2018)**

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<b>Unit</b>	<b>Course Inputs</b>	<b>Weightage</b>
1	<b>Dividend Decision</b> <ul style="list-style-type: none"> <li>• Importance</li> <li>• Traditional Position, Walter Model, Gordon Model, M&amp;M Model</li> <li>• Factors affecting dividend decision incl. Provisions in Companies Act</li> </ul>	<b>20%</b>
2	<b>Capital Structure</b> <ul style="list-style-type: none"> <li>• Meaning &amp; significance</li> <li>• Net income, Net operating income, Traditional &amp; MM theory (Arbitrage mechanism to be excluded)</li> </ul>	<b>20%</b>
3	<b>Corporate Restructuring</b> <ul style="list-style-type: none"> <li>• Fundamental concept of corporate restructuring, different forms, motives &amp; applications of corporate restructuring, Mergers &amp; acquisitions concept, process.</li> <li>• Fundamental and methods of valuation, Calculations of financial synergy and return, Corporate Restructuring &amp; Divestiture, Financial Restructuring, Alliances &amp; Joint Ventures, Employee Stock Ownership, Going Private &amp; Leveraged Buyouts</li> </ul>	<b>30%</b>
4	<b>International Finance</b> <ul style="list-style-type: none"> <li>• International Finance – Overview Globalization and the Multinational Firm, International Monetary System, Balance of Payments, The Market of Foreign Exchange, International Parity Relationship and Forecasting, Foreign Exchange Rate</li> <li>• Forward Exchange Arithmetic, Forward Exchange Contracts, Forward Exchange rates based on cross rates, Inter-bank deals, Execution of forward contract, Cancellation/Extension of forward contract</li> <li>• International Financial Markets &amp; Cash Mgt. International Banking and Money Market, International Bond Market, LIBOR (Concept only), International Equity Markets, ADR, GDR, EURO, Multinational Cash Management</li> </ul>	<b>30%</b>

**Reference Books:**

5. M.Y. Khan and P.K. Jain, Financial management-theory and Practice, Tata McGraw Hill Publication
6. I.M. Pandey, Financial Management, Vikas Publication
7. Prasanna Chandra, Financial Management-Theory Practice, Tata McGraw Hill Publication
8. Alan Shapiro, Multinational Financial Management, John Wiley Publication
9. V.V. Sharan, International Financial Management, PHI EEE

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
 Third Year B.B.A. (Semester -VI)  
 Stock Exchange and Portfolio Management II (FIN)  
 (Syllabus effective from December 2012)

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**Objective:** To orient students with basic knowledge of capital market and Investment Management.

Unit	Course Inputs	Weightage
1	<p><b>INTRODUCTION TO CAPITAL MARKET</b></p> <ul style="list-style-type: none"> <li>• Meaning, structure of Indian capital market, importance of capital market, Recent trend &amp; reforms in capital market.</li> <li>• Primary Market: meaning, Kinds of Issue (IPO, FPO Right issues, Preferential issues), functions of primary market, market capitalization, process of IPO, book building process, foreign capital issuance: ADR, GDR.</li> <li>• Secondary Market: Stock Exchanges (NSE, BSE, OTCEL), stock indices, difference between primary market &amp; secondary market, bid &amp; ask price.</li> </ul>	<b>15%</b>
2	<p><b>SECONDARY MARKET OPERATIONS FOR EQUITY SEGMENT</b></p> <ul style="list-style-type: none"> <li>• Classification of securities : Group A, Group B, Group z, Group TTT, Types of order, order management, Basic types of transactions :Long purchase, margin trading , short selling, current clearing &amp; rolling settlement procedure, basket trading, circuit breakers &amp; price band, margin: value at risk(VaR), extreme loss margin, mark-to- market margin, insider trading.</li> <li>• Brief idea about Merchant Banking, SEBI &amp; Listing procedure of shares</li> <li>• Demat service: NSDL, CDSL, International securities identification number (ISIN), Depository process: dematerialize process, Market transfer process, Advantages &amp; drawback of depository system.</li> <li>• Credit Rating System : Concept and name of agencies</li> <li>• Mutual fund : Meaning &amp; types of mutual fund (On the basis of objective, on the basis of flexibility), benefits of mutual fund, NAV, Entry load &amp; exit load, Risk in mutual fund, ETF (Exchange traded fund)</li> </ul>	<b>20%</b>
3	<p><b>INTRODUCTION OF DERIVATIVE MARKET</b></p> <ul style="list-style-type: none"> <li>• Meaning of derivative, Growth of Derivative Markets in India. History &amp; Background.</li> <li>• Products of derivative market : forward, future, options, LEAPS, Swaps.</li> <li>• Types of Traders – Hedger, Arbitrageur &amp; speculator</li> <li>• Standardization of Derivative contracts</li> </ul>	<b>15%</b>



	<ul style="list-style-type: none"> <li>• Spot VS Future Markets</li> </ul>	
4	<p><b>PORTFOLIO MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Definition : risk, return, portfolio, portfolio management</li> <li>• Risk- calculation of risk, Alpha(unsystematic risk), Beta(systematic risk)</li> <li>• Concept of diversification, portfolio management process,</li> <li>• Portfolio Evaluation – Markowitz model( theory &amp; Example), Sharp model( theory &amp; Example), CAPM Model( theory &amp; Example)</li> </ul>	<b>25 %</b>
5	<p><b>FUTURE AND OPTION MARKETS</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• In the money, At the Money, Out the money, intrinsic value (Example for understanding concept)</li> <li>• Future contract: meaning, contract specification for index future, stock future, pay off, settlement procedure.</li> <li>• Option contract: Meaning, European &amp; American option contract, open interest in relation to price &amp; volume (concept), contract specification for index option, stock option, pay off, settlement procedure, factors determining option price.</li> <li>• Future &amp; option trading strategies: Arbitrage, Hedging, Speculation</li> </ul>	<b>25 %</b>

**Reference Books:**

1. S. Kevin, Security Analysis and Portfolio Management, PHI EEE
2. E. Gordon k. Natarajan, Capital Markets in India, Himalaya Publication
3. V. A. Avadhani, Investment Management – V.A. AVADHANI
4. V. K. Bhalla, Security Analysis And Portfolio Management, S. Chand
5. Vohra & Bagri, Futures and Options, Tata McGraw hill Latest Edition

**Specialization: Marketing**  
VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -VI)  
Advance Marketing Management - II (MKT)  
(Syllabus effective from December 2013)

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**Objective:**

To sensitise students with concept of Brand and Brand Equity and expose them with different tools for building brand equity. To expose students with concept of Sales Management and equip them with skills required in successful personal selling.

**Pedagogic Tools:**

Lectures, Case studies, Practical examples from corporate & business world, assignments, projects & presentations

Unit	Course Inputs	Weightage
1	<b>Introduction to Sales Management</b> Introduction to sales management, Nature and scope of sales management, Types of sales man, Sales forecasting and budgeting decisions	15%
2	<b>Personal Selling</b> Personal selling objectives, Personal selling process, Prospecting, Sales presentations, Objection handling, Closing the sales and post sales activities, Relationship selling	10%
3	<b>Sales Force Management</b> Recruitment and selection of sales force, Training of sales force, Motivating and compensating sales force, controlling the sales force, Designing sales territories, Sales quotas, Sales organization structure	15%
4	<b>Negotiation</b> Bargaining strategies (Distributive Bargaining, Interactive bargaining), Negotiation process, Individual differences in negotiation effectiveness, Third party Negotiation, Global Implications, Cultural Differences in Negotiations	15%

**Reference Books:**

1. Strategic Brand Management: Building, Measuring and Managing Brand Equity – Kevin Keller, PHI.
2. Sales Management: Decisions, Strategies and Cases – Still, Cundiff, Govoni, PHI.
3. Sales Force Management - Johnston Marshal, Tata Mcgrow Hill, New Delhi.
4. Sales and Distribution Management – S. L. Gupta, Excel Books.
5. Organisational Behaviour – Stephen Robbins, Timothy Judge and Seema Sanghi, Pearson education (For chapter on Negotiation)

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
 Third Year B.B.A. (Semester -VI)  
 Export Management-II  
 (Syllabus effective from December 2018)

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**Objectives:** To sensitise students with dynamics of international business & equip them with skills.

**Pedagogical Tools:** Lectures, case studies, Practical examples from corporate & business world, Assignments, projects & presentations

Chapter	Course Inputs	Weightage
1	<b>International Marketing</b> <b>Market Selection:</b> <ol style="list-style-type: none"> <li>Process,</li> <li>Determinants,</li> <li>Evaluation,</li> <li>Market Entry Strategies,</li> <li>International Marketing Environment</li> </ol>	70%
	<b>International Product Decisions</b> <b>International Product:</b> <ol style="list-style-type: none"> <li>Advantages and Disadvantages of Standardizations VS Adaptation,</li> <li>Branding Decisions in International Marketing,</li> <li>Packaging and labelling in International Marketing</li> </ol>	
	<b>International Pricing –</b> <ol style="list-style-type: none"> <li>Objectives,</li> <li>Factors affecting pricing,</li> <li>Pricing methods,</li> <li>Transfer Pricing,</li> <li>Steps in Pricing</li> <li>Incoterms</li> </ol>	
	<b>International Distribution –</b> <ol style="list-style-type: none"> <li>International channel system,</li> <li>Types of foreign intermediaries,</li> <li>Factors influencing channel selection</li> </ol>	
	<b>International Promotion –</b> <ol style="list-style-type: none"> <li>Major Decisions in International Marketing Communication,</li> <li>Communication mix decisions,</li> <li>Role of Trade fairs and exhibitions in international promotion.</li> </ol>	
2	<b>Export Procedure and Documentation</b> <ol style="list-style-type: none"> <li>Export Import Procedure,</li> <li>Export Documentation</li> </ol>	30%

## **Reference Books**

- 1) International Business: Text and Cases - P. Subba Rao, Himaliya Publishing House.
2. International Business: Text and Cases - Francis Cherunilam, PHI Learning.
3. International Business - Rakesh Mohan Joshi, Oxford University press.
4. International Trade and Export management - Francis Cherunilam, Himaliya Publishing house.
5. International Marketing – Rajendra Nargunkar, Tata Mcgrow Hill.
6. International Marketing: Text and Cases - Francis Cherunilam, Himaliya Publishing House.
7. Export Management - T.A.S. Balagopal, Himaliya Publishing House.
8. International Marketing management: An Indian Perspective - R. L. Varshney, B. Bhattacharya, Sultan Chand & sons.

# Specialization: Human Resources Management

VEER NARMAD SOUTH GUJARAT UNIVERSITY

Third Year B.B.A. (Semester -VI)

Advance Personnel Management-II

(Syllabus effective from December 2018)

Chapter	Course Inputs	Weightage
1	<b>Industrial Relations</b> a) Meaning, Parties to IR b) Importance of IR c) Objectives of IR d) Approaches to IR e) Conditions for good IR f) International Labour Organisation g) IR in India h) Workers Participation In Management	20%
2	<b>Trade Unions</b> Meaning b) Functions c) Objectives of important trade unions d) Union Structure e) Trade Unions Act 1926 & Trade Union Amendment Act,2001 f) Recognition of trade unions g) Problems of trade unions h) Measures to strengthen Trade union movement in India i) Recent trends in Trade Unions in India	20%
3	<b>Industrial Conflicts</b> a) Introduction, definition, features b) Causes of industrial conflicts c) Types of industrial conflicts d) Prevention of industrial conflicts e) Settlement of industrial conflicts	20%
4	<b>Industrial Health &amp; Safety</b> a) Industrial Health b) Occupational Hazards c) Occupational Diseases d) Safety & Safety organisation e) Accidents f) Alcoholism & Drug Abuse g) Absenteeism & Turnover	20%
5	<b>Collective Bargaining</b> a) Meaning b) Objectives	20%

	c) Importance d) Bargaining strategies e) Bargaining process f) Essential conditions for success in collective bargaining g) Functions of collective bargaining h) Collective Bargaining in India	
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### **Reference Books**

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by Dr. S.S. Khankha
- 3) Human Resource & Personnel Management by K. Ashwathappa
- 4) Human Resource Management by Biswajeet Pattanayak
- 5) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 6) Industrial Relations by Arun Monappa
- 7) Industrial Relations by Mamoria

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Third Year B.B.A. (Semester -VI)  
AHRM – II  
(Syllabus effective from Academic Year 2017-18 onwards)

Unit/ Chapter	Content	Weightage
1	Organization Development a) Definition b) History of OD c) Managing the OD Process d) OD Intervention, Techniques e) Action Research	30%
2	Organization Change a) Meaning and types b) Technology and change c) Resistance to change d) Approaches to Organisation Change e) Planning and Implementing change	20%
3	Organization Power and Politics a) Power b) Sources of Power c) Effective uses of power d) Power tactics e) Essence of Politics f) Types of Political activities g) Ethics of Power and Politics	20%
4	Organisation Culture a) Meaning and Dimension b) Creation of Culture c) Sustaining Culture d) Effects of Culture e) Changing Organisation Culture	20%

**Reference books:**

6. Human Resource Management by C. B. Gupta
7. Human Resource management by Dr. S. S. Khankha
8. Human Resource & Personnel Management by K. Ashwathappa
9. Human Resource Management by Biswajeet Pattanayak
10. Essential of Human Resource Management and Industrial Relation by P. Subbarao
11. Organization Behaviour by K. Ashwathappa
12. Human Resource Management by Gary Dessler, Pearson.

