

Veer Narmad South Gujarat University

Project Management II

T.Y. B.B.A., Semester V

Effective from June 2013

OBJECTIVES: -

- To make the students aware about the related aspects of entrepreneurship, including project appraisal, analysis and management of a project.

PAGOGIC TOOLS: -Lectures, Case study, Presentation, Group Discussion, Seminars, Biography of corporate leaders..

COURSE CONTENT :- Topics with Weightage

I PROJECT MANAGEMENT (30%)

- Definition, meaning, characteristics, and types
- Project cycle
- Sources and preliminary screening of project ideas, identification and formulation
- Project design and Network Analysis (Gantt charts, CPM and PERT)
- Project Report- General format (A) Scope(B) Feasibility report
Setting (C) Contents (D) Performa

II PROJECT APPRAISAL (30%) (Definition, Meaning and scope)

(A) – MAR KET ANALYSIS

- Information required for market analysis
- Definition of situational analysis
- Sources of market information – primary & secondary
- Demand forecasting
(Qualitative – Jury and Delphi)
(Quantitative – Exponential and Leading Indicator)

(B) – TECHNICAL ANALYSIS

- Location and site
- Raw Materials
- Product technology
- Site preparation
- Project engineering
- Factors affecting manpower planning(MMP)

III FINANCIAL PROJECTIONS (20%)

- Preparation of projected financial statements
- Projected fund flow and cash flow
- Debt service coverage ratio

IV FINANCING THE PROJECT (20%)

- Types of financial assistance
- Procedure for project loan

(Presentations, Case studies, Discussion, Guest interactions)

Text and Reference books/Journals :-

- 1) Dynamics of Entrepreneurship development – Vasant Desai
(Himalaya Publishing House) IV Edi 2007
 - 2) Entrepreneurial Development - S.S.Khanka (S.Chand & Co) III Edi. 2007
 - 3) Essentials of Business Environment – K. Aswathappa (Himalaya Publishing House)
 - 4) Project Planning to Implementation – Prasanna Chandra TMH Publishing 6th Edi
 - 5) Essentials of entrepreneurship and small business management, Thomas Zimmerer.
Norman Scarborough, Prentice Hall of India
 - 6) Business Maharajas , Gita Piramal, PenguinBook
 - 7) Business Legends , Gita Piramal, PenguinBook
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Veer Narmad South Gujarat University
Export Management I

Effective from June 2013

Objectives:

To sensitise students with dynamics of international business and equip them with skills

Pedagogic Tools:

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

1. Globalization and Growth of International Business (30)

Evolution of International Business, Drivers of Globalization and International Business, Advantages and Problems of International Business, Stages of internationalization and approaches to Internationalization, Difference between Domestic Business and International Business, International Business Decisions

2. Foreign Direct Investment (15)

Meaning, Types of FDI, Factors affecting FDI, Merits and Demerits of FDI, FDI Trends in India

3. International Finance (25)

Need for export finance, Payment terms, Institutional finance (Pre Shipment, Post Shipment), Exim Bank: objectives & Functions, ECGC: Role & Policy, Marine Insurance

4. Trade Policy and Export Promotion (30)

Introduction, Trade Barriers: Tariffs & Non Tariff, Export Promotion: Organizational set up, Incentives, production Assistance/facilities, Marketing Assistance, Special Economic Zones, Export Houses, Evaluation of Export Promotion Measures

List of references

- 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.**

Veer Narmad South Gujarat University

Advance Financial Management I (FIN)

T.Y. B.B.A., Semester V

Effective from June 2013

Objective: To equip to students with basic tenets of long term financial decision-making.

- 1. VALUATION OF SECURITIES** **20%**
 - Importance of Valuation , Concept of value ,
 - Bond Valuation :- Basic bond valuation, semi-annual interest payment, effect of relation between required rate of return & coupon rate on bond values, effect of years to maturity on bond values, yield to maturity, perpetual bonds.
 - Preference valuation : Perpetual/redeemable,
 - Equity valuation : Divided capitalization (Single period/ Multi period) , Earnings capitalization
- 2. COST OF CAPITAL** **30%**
 - Meaning & significance, explicit & implicit cost,
 - Cost of Debt, preference & equity retained earnings,
 - Cost of equity through dividend capitalization approach, realized yield method, CAPM & earning price method,
 - Weighted average cost of capital
- 3. CAPITAL STRUCTURE** **20%**
 - Meaning & significance,
 - Net income, Net operating income, Traditional & MM theory (Arbitrage mechanism to be excluded)
- 4. INVESTMENT DECISION UNDER RISK & UNCERTAINTY** **30%**
 - Significance, Measurement of risk,
 - Sensitivity Analysis, Simulation Analysis ,
 - Risk Evaluation :- Risk-adjusted Discount R-4 method , Certainty equivalent method, Decision- tree approach

Reference Books

1. M. Y. Khan and P. K. Jain, Financial management-theory and Practice, Tata McGraw Hill Publication
2. I. M. Pandey, Financial management, Vikas Publication
3. Prasanna Chandra, Financial Management-Theory Practice, Tata McGraw Hill Publication

Veer Narmad South Gujarat University
Advance Human Resource Management I (HRD)
T.Y. B.B.A., Semester V Effective from June 2013

Objectives:

- 1) To provide insights into various methods for developing human resources in organizations
- 2) To explain various techniques for developing people in organizations
- 3) To understand how organizations can be developed in dynamic conditions

Pedagogic Tools:

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

COURSE CONTENT:

- | | |
|---|-----|
| Chapter 1: Human Resource Development | 40% |
| <ul style="list-style-type: none">a) Introduction (Definition, strategic HRD, features, benefits, scope, need & objectives)b) HRD Processc) HRD methods, techniques, mechanisms, instruments, subsystemsd) Operating Modee) Principles in designing HRD systemf) Attributes of HRD managerg) Current scenario of HRD in India | |
| Chapter 2: Employee Training | 20% |
| <ul style="list-style-type: none">a) Introduction (Meaning , importance, need, objectives)b) Training Need Identificationc) Designing the training programme (Learning principles, Instructional objectives)d) Skills of trainere) Training Evaluation | |
| Chapter 3: Management Development Programmes | 40% |
| <ul style="list-style-type: none">a) Introductionb) Objectivesc) Executive Development Processd) Techniques of MDP (on the job and off the job techniques)e) Evaluation of MDP | |

Note: About 15-20 percentage of total paper should be allocated to case study or application based questions.

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) Organisation Behaviour by K. Ashwathappa

Veer Narmad South Gujarat University
Advance Marketing Management I
T.Y. B.B.A., Semester V Effective from June 2013

Objectives:

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

Contents

- 1. Introduction to Brand and Brand Management (35)**
Meaning of Brand and Brand management, Importance, Scope, Challenges, Brand Management Process
- 2. Building brand and Brand Equity (35)**
Customer based brand equity, Source of brand equity, Building a strong brand, Criteria for choosing brand elements, Options and tactics for brand elements
- 3. Managing brand over time (30)**
Reinforcing brands, Revitalizing brands, Adjustment to brand portfolio

Books for References

- 1. Strategic Brand Management: Building, Measuring and Managing Brand Equity – Kevin Keller, PHI.***

Veer Narmad South Gujarat University
Advance Personnel Management I (HRM)

To enable students to comprehend the key and vital issues of HRM in a dynamic environment both from Indian and international perspective. To introduce students to theory, contemporary issues and practical examples from the corporate world for effective study of HRM.

Pedagogic Tools:

Course Content: PART A:

- Evolution & development of HRM
- Meaning of LPG
- Impact of LPG on employment, HRD, wages, trade unions, collective bargaining, diversity management , participative management and quality circles
- Challenges faced by HRM
- HRM in India

- Introduction to E-HRM
- Aspects of E-HRM (E- Job design & analysis, e-recruitment, e-selection, e-performance appraisal, e- hr records, e-compensation management, e- training & development)
- Recent trends in HRM (employer branding, BPO, Dual career couples, flexi time, talent management, learning organization, knowledge management)

- Domestic vs. international HRM
- HR functions at International Level (Recruitment & Selection, Performance Management, Compensation, T&D, Repatriation)

Chapter 4: Exit Policy 10%

- a) Voluntary Retirement Scheme
- b) Effects of excess manpower
- c) Exit policy as given by Govt. Of India
- d) Procedure for VRS
- e) Challenges in implementing VRS
- f) Merits & Demerits of VRS
- g) Case Study of any two Indian Companies

Chapter 5: HR Records, Audit, Research & Information Systems 10%

- a) HR records – importance, essentials, purpose & principles
- b) HR Audit - objectives, need, areas of audit; audit report
- c) HR Research – characteristics, objectives, need, approaches, process
- d) HRIS - Need, advantages, uses, design, computerization, limitations

Note: About 15-20 percentage of total paper should be allocated to case study or application based questions.

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

Business Environment I

T.Y. B.B.A., Semester V

Effective from June 2013

Objectives-

- 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.

Contents

1. Introduction (30%)

Concepts and Importance of Business Environment, Environmental Analysis- Definition, Uses and Limitation, Process of Environmental Analysis, Types of Environment: Internal Environment, External Environment- Micro, Macro

2. Economic Environment (40%)

Nature & structure of Economic Environment, Economic Systems, Economic policies - Privatisation, Monetary Policy, Fiscal Policy, Constituents Financial Market: (A brief Introduction)

3. Legal and Political Environment (30%)

Three political Institutions-Judiciary, Legislation, Executive, Price and distribution Control: Objectives, Different types of price Controls, Public Distribution System, Competition Policy and law: Nature and Scope, Government policies and distortions to competitions, interface of FDI and competition law, Pre requisites for a competition policy, contours of competition law, Competition Act,2002.

Books for Reference

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

Entrepreneurship Development I

T.Y. B.B.A., Semester V

Effective from June 2013

OBJECTIVES: -

- To make the students understand qualities of an entrepreneur.
- To make the students aware about the related aspects of entrepreneurship, including project appraisal, analysis and management of a project.

PAGOGIC TOOLS: -Lectures, Case study, Presentation, Group Discussion, Seminars, Biography of corporate leaders..

COURSE CONTENT :- Topics with Weightage

CONCEPTUAL FRAMEWORK (20%)

- Definition, functions and qualities of entrepreneur
- Difference between entrepreneur and manager
- Definition of entrepreneurship and barriers
- Types of Entrepreneurs
- Development of entrepreneurship
- Rural entrepreneurship
- Concepts of Women Entrepreneurship
- Institutes in aid of Entrepreneurship (CED , EDI I, NIESBUD, STEPS, SIDBI)

II MOTIVATING THE ENTREPRENEUR (10%)

- Definition and process of motivation
- Implication of Maslow's and McClelland's theory
- Motivating factors
- Concept of Entrepreneurial mobility
- Concept of Entrepreneurial Competencies
- Integrated Contextual model of factors influencing emergence of entrepreneurship

III CONCEPT OF MSME (10%)

- Concept and Definition
- Registration procedure
- Whom to approach for what - organizations for assistance under MSME sector

IV SICKNESS IN ENTERPRISES (10%)

- Warning signals and remedies required
- Rehabilitation of sick projects
 - Definition of sick units and causes
 - Rehabilitation Institutions for sick projects

(Presentations, Case studies, Discussion, Guest interactions)

Text and Reference books/Journals :-

- 1) Dynamics of Entrepreneurship development – Vasant Desai
(Himalaya Publishing House) IV Edi 2007
 - 2) Entrepreneurial Development - S.S.Khanka (S.Chand & Co) III Edi. 2007
 - 3) Essentials of Business Environment – K. Aswathappa (Himalaya Publishing House)
 - 4) Project Planning to Implementation – Prasanna Chandra TMH Publishing 6th Edi
 - 5) Essentials of entrepreneurship and small business management, Thomas Zimmerer.
Norman Scarborough, Prentice Hall of India
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 - 7) Business Legends , Gita Piramal, PenguinBook
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Veer Narmad South Gujarat University

Research Methodology I

T.Y. B.B.A., Semester V

Effective from June 2013

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 problems 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.

Course Content:

Chapter 1. Introduction to Business Research. (30 %)

1. Definition of business research
2. Various classifications of business research
 - Basic V/s applied research
 - Quantitative v/s qualitative research
 - Comparative v/s absolute research
 - Problem identifying v/s problem solving research
 - Longitudinal v/s cross-sectional research
 - Internal v/s External Research
3. Methods of knowing: Scientific & non-scientific methods. Differences between scientific & non- scientific methods.
4. Various non-scientific methods: Method of tenacity, Method of appeal to authority, Method of self evident truth
5. Characteristics of Scientific methods of knowing. OR Characteristics of a good scientific research.
6. Types of research design
7. Different types of errors in business research
8. Meaning of terms : “ Concept “, “ Construct” and “Definition “ in relation to business research
9. Different types of variables in business research.
10. Definition of hypothesis. Types of hypothesis. Role of hypothesis in research Qualities of a good hypothesis
11. Inductive & deductive logic of reasoning in relation to business research
12. Business Research Process
 - Formulation of research problem

- Choice of a research design
- Determination of sources of data & method of collection.
- Sampling design & sample size determination
- Design of data collection instruments
- Organizing & conduction a field survey.
- Editing, tabulation, classification & coding of data
- Processing & analysis of data
- Preparation of research reports
- Conclusions & suggestions & actions

Chapter 2. Secondary Data Sources: (15 %)

1. Difference between terms : “Data” and “ Information “
2. Difference between Primary Data & Secondary Data. Their relative merits & de-merits.
3. Various sources of secondary data. (Internal & External)
4. Use of internet in secondary data collection

Chapter 4. Survey methods of primary data collection (25 %)

1. General Idea of survey methods
2. Process of conducting survey
3. Four Survey Methods viz. Telephonic Survey, Personal Survey, Electronic Survey and Mail Survey. Detailed idea of various sub-classes of these four methods
4. Comparison of four survey methods on various parameters

Chapter 5. Design of questionnaire: (30 %)

1. Definition of questionnaire
2. Variables to be decided in questionnaire design
3. Objectives of questionnaire
4. Three types of information collected by questionnaire
5. Process of questionnaire design
6. Importance of pre-testing of questionnaire
7. Case study of questionnaire design

Text Books & Reference Books:

1. Business Research Methods: Donald Cooper & Schindler, Tata McGraw Hill (Main Text)
2. Marketing Research : Naresh Malhotra, Pearson Publications (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

Stock Exchange and Portfolio Management-I (FIN)

T.Y. B.B.A., Semester V

Effective from June 2013

Objective: To orient students with basic knowledge of capital market.

1. INTRODUCTION TO CAPITAL MARKET

30%

- Meaning, structure of Indian capital market, importance of capital market, Recent trend & reforms in capital market.
- Primary market: meaning, kinds of issues (IPO,FPO, Right issues, preferential issues), functions of primary market, market capitalization, process of IPO, book building process, foreign capital issuance : ADR, GDR.
- Secondary Market: stock exchanges (NSE,BSE,OTCEI), stock indices, difference between primary market & secondary market, bid & ask price.

2. SECONDARY MARKET OPERATIONS FOR EQUITY SEGMENT

40%

- 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 & rolling settlement procedure, basket trading, circuit breakers & price band, margin : Value at risk (VaR), extreme loss margin , Mark-to-market margin, insider trading.
- Brief idea about Merchant Banking, SEBI & Listing procedure of shares
- Demat service : NSDL, CDSL, International securities identification number(ISIN), Depository process : Dematerialize process , rematerialize process , market transfer process, Advantages & drawback of depository system
- Credit rating system : concept & name of agencies
- Mutual Fund : Meaning & types of mutual fund (on the basis of objective, on the basis of flexibility), benefits of mutual fund, NAV, Entry load & exit load, Risk in mutual fund, ETF(Exchange traded fund)

3. INTRODUCTION OF DERIVATIVE MARKET

30%

- Meaning of derivative, Growth of Derivative Markets in India- History & background,
- products of derivative market : forward, future, options, LEAPS, Swaps,
- Types of Traders – Hedger, arbitrageur & speculator
- Standardization of Derivative contracts
- Spot V/s future market

Reference Books

1. S. Kevin, Security Analysis and Portfolio Management, PHI EEE
2. E. Gordon K. Natarajan, Capital Market 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

Veer Narmad South Gujarat University
Services Management I

T.Y. B.B.A., Semester V

Effective from June 2013

Objectives:

To introduce student with concept of services, help them appreciated special characteristics of it and equip with special tools to manage service business.

Pedagogic Tools:

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

1. Introduction to Service Industry (30)

Introduction to Services, Unique characteristics of Services, Classification of Services, Challenges confronted by Service sector, Factors responsible for growth of Service Economy, Service Management.

2. Service Marketing Mix (35)

Product: Core and supplementary Elements, Branding service Products, Price: Role of Non monetary costs, Pricing strategy, Pricing and Revenue Management, Yield Management, Place: Service Distribution, Role of Customers in Service Delivery, delivery through intermediaries, Franchising, Electronic Channels, Self Service Technologies, Promotion: Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication

3. Extended Marketing Mix (35)

People: Employee's role in Service Delivery, Service Leadership and culture, Process: Service Blueprinting, Service Process Redesign, Physical Evidence: Servicescape, Service Environments

List of references

- 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, Jaico Publishing House.***
- 6. *Services Marketing - Zeithmal, Bitner, Gremler and Pandit, Tata Macgrow- Hill***
- 7. *Services Marketing: a south Asian Perspective - Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson Education.***
- 8. *Services Management: Operations, Strategy, Information Technology - Fitzsimmons and Fitzsimmons, Tata Macgrow- Hill.***

Veer Narmad South Gujarat University

Elements of Strategic Management I

T.Y. B.B.A., Semester V

Effective from June 2013

OBJECTIVES: -

- To orient students with those aspects of external and internal environment which are important for organizations in formulating and implementing workable strategies for achieving organizational objectives.
- To acquaint students with the process of developing alternative strategies and methods for successful implementation and evaluation of formulated strategies.

PADAGOGIC TOOLS:- Lectures, Case study, Presentation, Group Discussion, Seminar, Role Play, Practical exercises.

-: C O U R S E C O N T E N T :-

Weight age

- | | | |
|-----|---|--------------|
| (1) | Conceptual Framework for Strategic Management
Concept, Meaning and Definition
(Strategy, Policy, Tactics, Strategic Management, Business, Stakeholders, SBU,)
Strategic Management Process and its implications
Strategic Intent
Organisational Vision, Mission, Goals and Objectives. Their formulation, and role in strategic management. | (30%) |
| (2) | Environmental Analysis
Concept and Role of Environmental Analysis,
Concept, Nature and Impact of Environment ETOP,

Industry and Competition Analysis
Industry Setting, Structure, Attractiveness, Performance and Practices.
Forces shaping competition, Experience curve and its limitations.
Competitor Analysis

Organisational Appraisal
Concept, Role and Process
Approaches for organizational analysis – Value chain approach and Functional approach
Conceptual Understanding of Core competence, Distinctive Competence, and Competitive Advantage, OCP, SAP | (40%) |
| (3) | Grand Strategies
Grand Strategies and their variants. Why and when Corporate pursue Stability, Growth, Retrenchment and Combination Strategy.

Business level Strategies
Generic Business Level strategies (Cost Leadership, Differentiation, and Focus) | (30%) |

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

Text Book :-

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|--|------------|--------------------|
| - Business Policy : Strategic Management | L.M.Prasad | SultanChand & Sons |
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Reference Books :-

- | | | |
|---|--|---------------------------------|
| - Business Policy and Strategic Management | Azhar Kazmi | 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 and Cases | 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 |
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