

EKLAVYA

UNIVERSITY

ज्ञानप्राप्तये लक्ष्यसन्धानम्

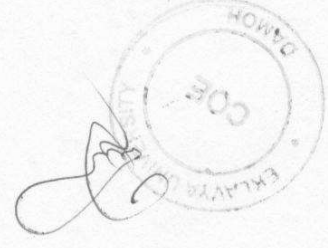
MBA Fourth Semester
Syllabus
School of Management

EKLAVYA UNIVERSITY, DAMOH (M.P)
Scheme of Examination (MBA)(DUAL SPECIALISATION)
MBA IV Semester

[For batch admitted in Academic Session 2022-2023]

Subject wise distribution of marks and corresponding credits

| S.No. | Subject Code | Subject Name | Maximum Marks Allotted | | | | Total Marks | Contact Periods Per Week | | | Total Credits |
|-------|--------------|--|------------------------|----------------------|----------------------|-----|-------------|--------------------------|---|----|---------------|
| | | | Theory Slot | | Practical Slot work/ | L | | T | P | | |
| | | | End | Mid Assignment/A Sem | | | | | | | |
| 1 | MBUSI22S401 | Project Management | 60 | 30 | 10 | 100 | 4 | 0 | 0 | 4 | |
| 2 | MBUSI22S402 | Project Work/Viva | | | 100 | 100 | 0 | 0 | 0 | 6 | |
| | | Specialization Marketing management | | | | | | | | | |
| 3 | MBUSI22S403 | Retail Management and product Management | 60 | 30 | 10 | 100 | 3 | 0 | 0 | 3 | |
| 4 | MBUSI22S404 | Advertising and Brand Management | 60 | 30 | 10 | 100 | 3 | 0 | 0 | 3 | |
| | | Specialization Finance Management | | | | | | | | | |
| 5 | MBUSI22S405 | International Financial Management and Foreign Exchange Management | 60 | 30 | 10 | 100 | 3 | 0 | 0 | 3 | |
| 6 | MBUSI22S406 | Working Capital Management | 60 | 30 | 10 | 100 | 3 | 0 | 0 | 3 | |
| | | Specialization Human Resource Management | | | | | | | | | |
| 7 | MBUSI22S407 | Management of Industrial Relations | 60 | 30 | 10 | 100 | 3 | 0 | 0 | 3 | |
| 8 | MBUSI22S408 | Training and Management Development | 60 | 30 | 10 | 100 | 3 | 0 | 0 | 3 | |
| | | Total | 420 | 210 | 70 | 100 | 22 | 0 | 0 | 28 | |



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MBA Fourth Semester

| S. No. | Course Code | Title | Max. Marks | Credits | Distribution of Credits | | | |
|--------|-------------|---------------------------|------------|---------|-------------------------|---|---|---|
| | | | | | L | T | P | C |
| 1. | MBUSI2S401 | Project Management | 100 | 4 | 4 | 0 | 0 | 4 |

Course Objectives:

- To make them understand the concepts of Project Management for planning to execution of projects.

Expected Course Outcome:

- Understand project characteristics and various stages of a project.
- Understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic.
- Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
- Apply the risk management plan and analyse the role of stakeholders.

Student Learning Outcomes (SLO):

By the end of this course, a student should be able to:

- Explain accurately the processes and interactions a practitioner undertakes to achieve project goals.
- Analyze the iterative processes of a project correctly.— Identify and effectively communicate best practices within the framework of projects— management.
- Evaluate and describe the process of progressive elaboration independently.— Identify how organizational culture impacts a project.—

| Units | Contents | Periods |
|-------------------|--|----------|
| UNIT – I | Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles. | 12 Hours |
| UNIT –II | Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point. | 12 Hours |
| UNIT – III | .Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS), PERT and CPM. | 12 Hours |
| UNIT – IV | Understanding different fundamental contract types and some of the variants, Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks. | 12 Hours |
| UNIT – V | Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects. | 12 Hours |

Books Recommended:

- Project Management: Principles of Project Management- Paul Newton and Helen Bristoll
- Fundamentals of Project Management- James P. Lewis
- Project Management: Process, Technology and Practice- Ganesh Vaidyanathan
- Project Management- Harold Kerzner.

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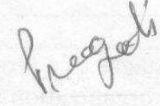

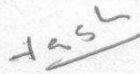
MBA Fourth Semester

| S. No. | Course Code | Title | Max. Marks | Credits | Distribution of Credits | | | |
|--------|-------------|--------------|------------|---------|-------------------------|---|---|---|
| | | | | | L | T | P | C |
| 3. | MBUSI2S402 | Project Viva | 100 | 4 | 0 | 0 | 4 | 4 |

Evaluation of Marks:

| | |
|----------------|----------|
| Project Report | 60 Marks |
| Viva | 40 Marks |

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MBA Fourth Semester
Specialization: Marketing Management

| S. No. | Course Code | Title | Max. Marks | Credits | Distribution of Credits | | | |
|--------|-------------|--|------------|---------|-------------------------|---|---|---|
| | | | | | L | T | P | C |
| 4. | MBUSI22S403 | Retail Management and product Management | 100 | 3 | 3 | 0 | 0 | 3 |

Course Objectives:

- To familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions.

Expected Course Outcome:

- Understand the impact of retailing on the economy.
- Comprehend retailing's role in society and, conversely, society's impact on retailing.
- See how retailing fits within the broader disciplines of business and marketing.
- Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
- Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

Student Learning Outcomes (SLO):

By the end of this course, a student should be able to:

- Do the contribution of retailers to the product value chain; consumer motivations, shopping behaviors, and decision processes for evaluating retail
- Do offering and purchasing merchandise and services; corporate objectives, competitor analysis, and competitive strategy;
- Do the traditional bases for segmentation and how segmentation can inform retail strategy;
- Understand how retailer's differentiate their offering as an element in their corporate strategy;
- Apply the fundamental concepts of product and brand development and management.
- Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.

| Units | Contents | Periods |
|------------|--|---------|
| UNIT – I | Retail Management: Understanding Shoppers-Delivering value through retail formats-Deciding location-Supply Chain Management-Retail Buying-Retail Marketing | 9 Hours |
| UNIT –II | E-retailing and Technology in Retailing- In Store Technologies, Electronic retailing, Technology- Human Interface, Challenges etc. Category Management-Store layout and Design-Establishing a Pricing Strategy-Deciding location | 9 Hours |
| UNIT – III | Product management decision- making & product policy decisions. New product idea generation and screening-Brand Awareness and Consumer Brand Knowledge | 9 Hours |
| UNIT – IV | -Brand Identity, personality and Associations-Brand Architecture-Differentiation and Positioning Decisions Concept Testing-Tactical Branding Decisions-Product Use | 9 Hours |
| UNIT – V | Testing-Packaging Decisions-Test marketing and alternative methodologies-Pre-Launch and launch management-Product Recalls-Brand Equity (build, leverage and measure) | 9 Hours |

Books Recommended:

- Diamond Allen, Fashion Retailing.
- Diamond, Jay And Gerald Pontel Retailing.
- Drake, Mary Francis, J.H.Spoone and H.Greenwald Retail Fashion.

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**MBA Fourth Semester
Specialization: Marketing Management**

| S. No. | Course Code | Title | Max. Marks | Credits | Distribution of Credits | | | |
|--------|-------------|----------------------------------|------------|---------|-------------------------|---|---|---|
| | | | | | L | T | P | C |
| 5. | MBUSI2S404 | Advertising and Brand Management | 100 | 3 | 3 | 0 | 0 | 3 |

Course Objectives:

- To equip the students with the nature, purpose & complex construction in the planning and execution of a successful advertising program. This course seeks to impart understanding of the role brands play in contemporary businesses. Brands have come to acquire centre stage in marketing and they are often labeled as 'the' asset of value creation. This course is designed to provide an understanding of how brands are created and managed over time.

Expected Course Outcome:

- Understanding Marketing Communication.
- Determining Advertising Goals.
- Building Advertising Programmes.
- Media Planning and Budgeting.
- Understanding strategies for achieving growth by building response based on leveraging internal and external assets.
- Appreciation of internal constructs or variable that have influence on consumer choice and their effect on brand building.
- Understanding process of creating new brands.

Student Learning Outcomes (SLO):

By the end of this course, a student should be able to:

- Understanding the marketing communication model and role of integrated marketing communication
- Understanding various types of advertising
- Understanding change in advertising over the years- new age advertising
- Strengthening the concepts related to main decision areas in advertising- mission, money, message, media and measurement
- Understanding the role of advertising agencies
- To build an appreciation of the role of brand and branding in winning competitive battles
- Developing understanding of the key issues in creating and managing brands
- To develop a grasp of theoretical concepts and frameworks of branding
- To provide with skills and knowledge to develop and execute strategies in managing brand.
- Learn strategies to create powerful brand in specific areas like commodity, technology and services.

| Units | Contents | Periods |
|-----------|--|---------|
| UNIT - I | Advertising need & importance: Definition & growth of modern advertising, & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy. | 9 Hours |
| UNIT - II | How advertising works: Exposure, salience ^{salience} , familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies; Associating feelings with a brand; Developing brand personality; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc), different types of copy: Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement. | 9 Hours |

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**MBA Fourth Semester
Specialization: Financial Management**

| S. No. | Course Code | Title | Max. Marks | Credits | Distribution of Credits | | | |
|--------|-------------|---|------------|---------|-------------------------|---|---|---|
| | | | | | L | T | P | C |
| 6. | MBUSI2S405 | International Financial Management and Foreign Exchange Management | 100 | 3 | 3 | 0 | 0 | 3 |

Course Objectives:

- To provide an integrative understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates.
- To provide an information within the global financial environment of foreign exchange to solve problems and make informed decisions.

Expected Course Outcome:

- Understanding of the fundamental principles and ways of Multinational Companies (MNCs).
- Able to combine the courses in major finance and taxation, can combine taxation laws, accounting with practical issues.
- Have the ability to analysis practical international financial affairs;
- Right understanding of the conceptions of risks; able to get profit in a proper way to avoid or lower the risks.

Student Learning Outcomes (SLO):

On successful completion of the course students will be able to:

- Apply appropriate formats and technologies to financial communication.
- Review the problems of dealing in foreign currency and the advantages and disadvantages of overseas funding
- Recognise and calculate forward exchange rates given spot rates
- Identify market conventions on exchange rate quotation and correctly calculate those quotations
- Comprehend the range of hedging strategies including forward rate hedging and contingent hedging

| Units | Contents | Periods |
|-------------------|---|---------|
| UNIT – I | International Financial Environment, International Financial Transaction, Foreign Exchange Market: An Introduction, Foreign Exchange Market: Market Participants, Introduction to Indian Foreign Exchange Market, International Monetary Standard: Gold Standard, International Monetary System: Paper Currency Standard, Purchasing Power Parity & Bretton Woods Agreement, Floating Rate, Currency Boards & Currency Basket Systems, Foreign Exchange Contracts: Spot and Forward Contracts, Foreign Exchange Contracts: Swaps and Options. | 9 Hours |
| UNIT – II | Foreign Exchange Quotations: Spot Market, Foreign Exchange Quotations: Bid- Ask Spread, Foreign Exchange Quotations: Cross Rates, TT Buy/Sell Rates, TC Buy/Sell Rates. | 9 Hours |
| UNIT – III | Exchange Rate Arithmetic: Forward Rates, Exchange Rate Arithmetic: Cross Rates & Triangular Arbitrage, Exchange Rate Theories: Purchasing Power Parity, Purchasing power parity, Exchange Rate Theories: Exchange Rate Pass Troughs. | 9 Hours |
| UNIT – IV | International Parity Conditions, Foreign Exchange Exposures: Transaction Exposure, Transaction Exposure Management, Interest Rate Swaps, Currency Swaps, Operating Exposure Measurement, Operating Exposure Management: At Operational Level, Operating Exposure Management: At Strategic Level, Translation/Accounting Exposure: Integral vs. Non-Integral Foreign Operation, Translation/Accounting Exposure: Measurement and Management. | 9 Hours |

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| UNIT – III | Media planning & scheduling: Introduction to broadcast & non-broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media option; Scheduling: flighting, pulsing, & continuous. | 9 Hours |
| UNIT – IV | Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes. Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, strategic brand management process. | 9 Hours |
| UNIT – V | Identifying and establishing brand positioning and values; Brand Building, brand positioning and values brand responding. Designing and implementing brand strategies; Brand hierarchy Kapferer. Brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management. | 9 Hours |

Books Recommended:

- Aaker, D.A., Batra, R., and Myers, J.G. (2006). *Advertising Management*. New Delhi: Pearson Education.
- Belch, G.E. and Belch, M.A. (2018). *Advertising and Promotion: An Integrated Marketing Communication Perspective* (11th ed.). New York: McGraw Hill.
- Guinn O', T.C., Allen, C.T., and Semenik, R.J. (2009). *Advertising Management with Integrated Brand Promotion*. New Delhi: Cengage.
- Sharma, Kavita (2011). *Advertising Planning and Decision Making*. New Delhi: Taxmann Publications.
- Shimp, T.A. (2013). *Advertising and Promotion: An IMC Approach* (9th ed). New Delhi: Cengage.
- Aaker, D. and Joachimsthaler E. (2000). *Brand Leadership: The Next Level of the Brand Revolution*. NY: The Free Press.
- 2. Kapferer JN (2008). *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. London: Kogan Page.
- 3. Kevin Lane Keller (2012), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. NJ: Prentice Hall
- 4. Kumar R (2002). *Managing Indian Brands*. New Delhi: Vikas Publishing.

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MBA Fourth Semester
Specialization: Financial Management

| S. No. | Course Code | Title | Max. Marks | Credits | Distributi on of Credits | | | |
|--------|-------------|----------------------------|------------|---------|--------------------------|---|---|---|
| | | | | | L | T | P | C |
| 7. | MBUSI22S406 | Working Capital Management | 100 | 3 | 3 | 0 | 0 | 3 |

Course Objectives:

- The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Expected Course Outcome:

- Understanding the meaning, need and importance of working capital for smooth functioning of an entity.
- Understanding the factors which determine the working capital.
- Learning the methods of estimating working capital.

Student Learning Outcomes (SLO):

Upon successful completion of this course,

- Understanding the various components of working capital with its management.
- Understanding methods of receivable management.
- Learning the methods of evaluating receivables and implementation of credit policy.
- Learning the importance and management of treasury (cash) in an entity.
- Learning the various sources of working capital finance.
- Learning the importance of optimal inventory level and management of payables.

| Units | Contents | Periods |
|-------------------|---|----------|
| UNIT – I | Concept of Working Capital Management-Importance of Working Capital, Kinds of Working Capital, Factors, Determining Working Capital, Estimating Working Capital Requirements. | 8 Hours |
| UNIT – II | Management of Cash-- Cash System--Managing the Cash Flows. Types of Collection Systems--Cash Concentration Strategies, Disbursement Tools-- Investment in Marketable Securities; Forecasting Cash Flows. | 9 Hours |
| UNIT – III | Managing Corporate Liquidity and Financial Flexibility Measures of Liquidity, Determining the Optimum Level of Cash Balances Baumol Model, Beranek Model, Miller-Orr Model, Stone Model. | 9 Hours |
| UNIT – IV | Receivable Management – Basic Concepts, Determining the Appropriate Receivable Policy – Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis. | 8 Hours |
| UNIT – V | Inventory Management-Kinds of Inventories – Benefits and Costs of Holding Inventories – Inventory Management and Valuation – Inventory Control Models; Short-term financing; Programming Working Capital Management; Integrating Working Capital and Capital investment Processes; Monetary System; Money Market in India; Banking system in India; Instruments of the Restructuring Process; Working Capital control and Banking Policy in India; Instruments of the International Money Market; Managing Short-term International Transactions. | 11 Hours |

Books Recommended:

- Bhalla, V. K., Working Capital Management. Text and Cases, Anmol Delhi.
- Hampton J.J., Wagner, C.L, Working Capital Management, John Wiley & Sons.
- Mannes. T.S, Zietlow, J.T, Short-term Financial Management, West Pub. Co.
- Scherr. F.C, Modern Working Capital Management. Prentice Hall.



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| UNIT – V | International Trade & Risk Associated with International Trade, Financing of International Trade, International Equity Market and Cross Listing of Shares, International Equity Market and Indian ADRs and GDRs, International Bond Market: An Introduction, Indian Companies and International Bond Market, International Perspective of Cost of Capital, International Capital Structure, International Capital Budgeting, Evaluation of Foreign Direct Investment. | 9 Hours |
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Books Recommended:

- International Financial Management by P.G.Apte, TMH Publication, 4th Ed.
- International Finance Management, Eun & Resnick TMH Publication, 4th Ed.
- International Finance Management, Jeff Madura, Thomson Publication, 7th Ed.
- Multinational Business Finance by David K Eiteman, Arthur I Stonehill, Michael H Moffett , Alok Pandey , Pearson Publication, 10th Ed.
- Multinational Financial Management, by Alan C. Shapiro, Wiley India, 8th Ed.
- Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
- Bhalla, V. K. International Financial Management, 2nd ed. New Delhi, Anmol, 2001.

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MBA Fourth Semester
Specialization: Human Resource Management

| S. No. | Course Code | Title | Max. Marks | Credits | Distribution of Credits | | | |
|--------|-------------|------------------------------------|------------|---------|-------------------------|---|---|---|
| | | | | | L | T | P | C |
| 8. | MBUSI22S407 | Management of Industrial Relations | 100 | 3 | 3 | 0 | 0 | 3 |

Course Objectives:

- The course attempts to prepare the student for the ground realities of industrial strife, institutionalized mechanisms to resolve conflicts and instill harmony.

Expected Course Outcome:

At the end of the course the student will be able to:

- Explore the dimensions of Industrial relations and the trends influencing the industrial relations.
- Examine the Industrial disputes and find the course of alternative actions to resolve the industrial disputes.
- Comprehend the legal aspects guiding the implementation of healthy and safety measures in the factory.
- Identify the laws regarding, wages, and compensation and trade union.
- Apply Labour Acts to solve Labour problems at the given situation.

Student Learning Outcomes (SLO):

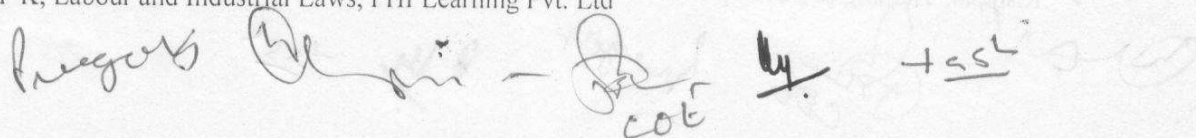
After completing this course students will be able to:

- Understanding the nature and importance of employee Relations in India with a reflection of the history of unions in India.
- Develop an understanding of the Economic, social and political environment and labour force in the Indian context.
- Understanding the constitution, laws and issues related to Trade Unions in India.
- Role of government in Industrial Relations and Social dialogue
- An understanding of the worker-management cooperation and importance of participation in Industrial Relations.

| Units | Contents | Periods |
|------------|--|---------|
| UNIT – I | Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers, employers and government, trade unions, objectives collective bargaining. | 9 Hours |
| UNIT – II | Workers participation in management, levels of participation, mode of participation, works committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles. | 9 Hours |
| UNIT – III | Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure. | 9 Hours |
| UNIT – IV | Salient features, coverage of employees and employers, rules and benefits relating to the payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965. | 9 Hours |
| UNIT – V | The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays. The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948. | 9 Hours |

Books Recommended:

- S.C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd.
- Padhi P K, Labour and Industrial Laws, PHI Learning Pvt. Ltd



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MBA Fourth Semester
Specialization: Human Resource Management

| S. No. | Course Code | Title | Max. Marks | Credits | Distributi on of Credits | | | |
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| | | | | | L | T | P | C |
| 9. | MBUSI2S408 | Training and Management Development | 100 | 3 | 3 | 0 | 0 | 3 |

Course Objectives:

- To familiarize the students with the concept and practice of training and management development in the modern organizational setting through text and cases.

Expected Course Outcome:

- To enable the student to identify training needs, organize and evaluate training and development programs.

Student Learning Outcomes (SLO):

By the end of this course, a student should be able to:

- Understand the need and process of training need analysis in organizations.
- Understand the process of designing a training programme and its evaluation.
- Understand various training methods and their applicability in different organizational situations.
- Comprehend the tools and techniques of management development.

| Units | Contents | Periods |
|-------------------|--|---------|
| UNIT - I | Training in Organizations: An overview of training; role of training and development in HRD: opportunities and challenges for training; training and organizational development; setting training objectives; Spiral model of training. | 9 Hours |
| UNIT - II | Training Need Analysis: Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process, organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA. | 9 Hours |
| UNIT - III | Training Design and Evaluation: Designing training programs: Organizational constraints, training objectives, facilitation of learning, facilitation of transfer: Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives. | 9 Hours |
| UNIT - IV | Training Methods: Training methods: Lectures and demonstrations; Games and Simulations: Equipment simulators, business games, In-basket technique. Case studies, role play, behaviour modelling, Job instruction technique, apprenticeship, coaching, mentoring, experiential training, vestibule training; Computer based training methods. | 9 Hours |
| UNIT - V | Management Development: Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs, Development methods: Action learning, job rotation, executive development programs, special job assignments, team building, coaching, and mentoring. | 9 Hours |

Books Recommended:

- Blanchard P. Nick and Thacker James, Effective Training. Systems, Strategies and Practices, Pearson.
- Bhatia S.K., Training & Development, Deep & Deep Publishers.
- Lynton Rolf and Pareek Udai, Training & Development, Prentice Hall.
- Noe, Raymond A., Employee Training & Development, McGraw-Hill Education.
- Rishpal, Training & Development Methods, S. Chand.

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