

PhD Course Work
Pre-PhD Examination Syllabus



AY: 2025-26

Department of MBA
KL University
Vaddeswaram, 522502, Andhra Pradesh, India



Koneru Lakshmaiah Education Foundation

(Category -1, Deemed to be University estd. u/s. 3 of the UGC Act, 1956)

Campus: Green Fields, Vaddeswaram - 522 302, Guntur District, Andhra Pradesh, INDIA.

Phone No. +91 8645 - 350200, www.klef.ac.in; www.klef.edu.in; www.kluniversity.in

Admin Off: 29-36-33, Museum Road, Government, Vijayawada - 522 002, Ph. +91 - 086 - 3503122, 2578129

Pre- PhD Courses

(L-T-P-S): 4-0-0-0

S.No	Course Code	Paper 1
1	25 RES 102	Research Methodology

S.NO	Course Code	Paper 2	Course Code	Paper 3
1	25MGMT201	MANAGEMENT CONCEPTS AND THEORIES	25MGMT301	ADVANCED MANAGEMENT-THEORY AND PRACTICE
2	25MGMT202	MARKETING MANAGEMENT	25MGMT302	FINANCIAL SERVICES AND MARKETS
3	25MGMT203	FINANCIAL MANAGEMENT	25MGMT303	FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT
4	25MGMT204	HUMAN RESOURCE MANAGEMENT	25MGMT304	RETAIL MANAGEMENT
5			25MGMT305	SERVICES MARKETING
6			25MGMT306	LEARNING & DEVELOPMENT
7			25MGMT307	ORGANIZATION CHANGE AND DEVELOPMENT
8			25MGMT308	ENTREPRENEURSHIP

Dr. S. RAMESH
16/19/2025
HOD-MBA, KL Business School
Koneru Lakshmaiah Education Foundation
(Deemed to be University)

17/9/25

Dr. M. Kishore Babu Ph.D
Dean-MHS, KLEF

RESEARCH METHODOLOGY

[COMMON TO ALL NON-ENGINEERING STREAMS]

Unit I: Introduction to Research Methodology: The philosophy, objectives, scope, and significance of research across disciplines, differentiating qualitative and quantitative approaches. Includes research methods vs. methodology, nature of inquiry in various fields, qualities and ethics of a researcher, identification and formulation of research problems, literature review techniques, and formats for thesis, dissertations, and research publications, with use of referencing systems and digital resources.

Unit II: Research Design, Measurement, and Sampling: Types and features of research design, including experimental designs, measurement scales, and attitude measurement methods. Explains census vs. sample surveys, sampling steps, probability and non-probability methods, and criteria for good sample design, along with random sampling techniques.

Unit III: Data Collection and Analysis: Primary and secondary data sources, methods of data collection, and data processing steps. Covers descriptive statistics, correlation and regression, multivariate methods, fundamentals of time series and spectral analysis, error analysis, and goodness of fit, with applications of statistical software (SPSS/R/Python).

Unit IV: Hypothesis Testing and Advanced Statistical Methods: Hypothesis formulation and testing using parametric and non-parametric tests, significance testing for various measures, association of attributes, advanced probability distributions, and Bayesian inference, with applications across sciences, mathematics, social sciences, and humanities.

Unit V: Interpretation, Reporting, and Applications of Research: Interpretation techniques, precautions, report writing, thesis layout, academic writing style, patent procedures, and presentation skills. Discusses the application of research in sciences, social sciences, humanities, management, law, mathematics, and pharmacy, including modelling, simulation, decision support, and computational analysis.

Reference Books:

1. Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., 2002. An introduction to Research Methodology, RBSA Publishers.

2. Kothari, C.R., 1990. Research Methodology: Methods and Techniques. New Age International. 418p.
3. Anthony, M., Graziano, A.M. and Raulin, M.L., 2009. Research Methods: A Process of Inquiry, Allyn and Bacon.
4. Carlos, C.M., 2000. Intellectual property rights, the WTO and developing countries: the TRIPS agreement and policy options. Zed Books, New York.
5. Coley, S.M. and Scheinberg, C. A., 1990, "Proposal Writing", Sage Publications.
6. Day, R.A., 1992. How to Write and Publish a Scientific Paper, Cambridge University Press.
7. Fink, A., 2009. Conducting Research Literature Reviews: From the Internet to Paper. Sage Publications
8. Leedy, P.D. and Ormrod, J.E., 2004 Practical Research: Planning and Design, Prentice Hall.

Code: 25MGMT201

MANAGEMENT CONCEPTS AND THEORIES

Unit I: The Structure of Organizations: Legitimate Authority and Bureaucracy – Does Context Determine Form? – The Modern Corporation – The Transnational Organization – The Virtual Organization

Unit II: The Organization in Its Environment: Mechanistic and Organismic Structures – High-performing Organizations in Three Environments – The Design and Management of Externally Controlled Organizations – Organizational Fit – The Population Ecology of Organizations – Motivation, Leadership and Organization: Do American Theories of Organization Apply Abroad?

Unit III: Management and Decision-making: General Principles of Management – Scientific Management – The Manager's Job: Folklore and Fact – Power Failure in Management Circuits – The Technology of Foolishness. People in Organizations: Hawthorne and the Western Electric Company – The Motivation–Hygiene Theory – Career Anchors – Enacted Sense-- making in Crisis Situations – Defensive Routines

Unit IV: Organizational Change and Learning: Institutional Isomorphism – Context and Action in the Transformation of the Firm – Building Learning Organizations – Imaginization: On Spider Plants – Creating the Curious Corporation

Unit V: Further Work: The Means of Correct Training – Modernist and Post-Modernist Organization – Making Fast Strategic Decisions in High-Velocity Environments – Contingency Fit and Performance

Reference Book:

1. Organization Theory: Selected Classic Readings By Derek S. Pugh, Penguin Group, Fifth edition 2007.

Code: 25MGMT202

MARKETING MANAGEMENT

Unit I: Introduction to marketing, Core concepts of Marketing; Marketing Vs Selling; Marketing Orientations; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors.

Unit II: Market Segmentation and pricing, Targeting and Positioning strategies; Marketing Mix; The product, New Product Development, Product Life Cycle, Product Mix decisions, Branding, Packaging and Labeling. Factors influencing Price – five “C”s, Pricing Strategies; New product pricing.

Unit III: Marketing Research: Need for market research ,types of marketing research ,stages of marketing research, Marketing environment , customer value proposition, Non segmented markets, purpose of segmentation and market entry, target market selection , stages of target marketing analysis business markets, analyzing consumer markets.

Unit IV: Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication.

Unit V: Marketing Control techniques; Marketing Audit; Social Marketing; Green Marketing; Web Marketing, New product options and development. Learning Support: Recommended

Text Book(s):

1. Philip Kotler & Gary Armstrong, Prafulla Y Agnihotri – Principle of Marketing- South Asian Perspective 13/e, Pearson, New Delhi.
2. V.S. Ramaswamy and S. Namakumari - Marketing Management Global perspective Indian Context, 4th Edition, Mac Millan, New Delhi
3. Etzel, walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi
4. K.Karunakaran: Marketing Management ,Text and cases,Himalaya,2009
5. Case Studies in Marketing - Indian context - R. Srinivas

Code: 25MGMT203

FINANCIAL MANAGEMENT

Unit I: Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management, Emerging Role of Financial Manager, and organization of finance function, Sources of Finance, Long Term and Short Term Financing, Time Value of Money.

Unit II: Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period.

Unit III: Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis, Financial Leverage, Operating Leverage, Specific Cost of Capital and Weighted Average Cost of Capital. Overview of Indian Stock Markets

Unit IV: Dividend Decisions: Dividend Theories, Forms of Dividend. Working Capital Management: Working Capital Management Determinants, Working Capital Financing approaches, Estimation of working Capital,

Unit V: Cash Management, Receivables Management, Inventory Management.

Reference Books

1. Corporate Finance, Jonathan Berk and Peter DeMarzo, 3, Pearson.
2. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, and Franklin Allen, 2, Pearson.
3. Financial Management: Principles and Practice, Timothy Gallagher, Joseph D. Andrew, and Anne Marie Ward, 4, Cengage Learning.
4. Financial Management: Theory & Practice, Eugene F. Brigham and Michael C. Ehrhardt, 2, Cengage Learning.

Code: 25MGMT204

HUMAN RESOURCE MANAGEMENT

Unit I: Introduction: Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design.

Unit II: HR Processes: -Recruitment, Employee Selection and Induction, Training and Development, Performance Appraisal, appraisal interviews.

Unit III: Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary administration.

Unit IV: Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy. Governance Integration and Separation

Unit V: New Trends in HRM: HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS Flexible Work arrangement, Employee engagement, Work-Life Balance, Outsourcing, employer and employee branding.

Reference Books

1 Human Resource Management, G Dessler, 13th edition (2023), Mc Graw Hill.

2 Human Resource Management: Gaining a Competitive Advantage, Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, 9th edition (2020), Pearson Publications.

3 Managing Human Resources, Luis R. Gomez- Mejia, David B. Balkin, Kenneth P. Carson, 10th edition (2023), Mc Graw Hill.

4 Human Resource Management: Text and Cases, K Aswathappa, 1st edition (2019), Wiley.

Pre-Ph.D. Examination (Paper – 3)

Code: 25MGMT301

Advanced Management-Theory and Practice Syllabus

Unit I: Introduction to Management: Management Thought; Functions and Principles of Management; Corporate social responsibility.

Unit-II: Planning: Planning Premises; Types and Steps in Planning; Decision making and forecasting; Decision making process and Decision Tree Analysis.; Management by objectives (MBO).

Unit-III: Organizing: Organization Structure; Types of Organizations; Principles of Organizing; Delegation; Decentralization of Authority - Line and Staff functions; Parkinson's Law.

Unit-IV: Leading: Leadership; Styles of leadership; Theories of Leadership: Blake and Mouton's Managerial Grid; Motivation, Process, Maslow's and Herzberg's Theories of Motivation; Peter's principle; Douglas McGregor's theories on Assumptions of Human Behaviour.

Unit-V: Controlling: Importance, Process of Controlling; Making controlling effective; Techniques of Controlling.

Reference Books:

1. Harold Koontz & Heinz Weirich – Management, a Global and Entrepreneurial Perspective, Tata McGraw -Hill Publishing Company – New Delhi. 2008.
2. Balasubrahmanian. N, Management Perspectives, Mac Millan India Ltd., New Delhi, 2007.
3. Burton Gene & Thakur Manab, Management Today, Principles and Practice, TMH, New Delhi 2004.
4. Charles Hill, Steven McShane, Principles of Management, TMH, New Delhi 2008
5. Hill, McShane, Principles of Management, TMH, New Delhi 2007.
6. Luis Gomez Mejia, David B Balkin, Boulder, Robert Cardy, Management, TMH, New Delhi 2008
7. Sherlakar, Principles and Practice of Management, Himalaya Publishing House Ltd., New Delhi.2007.
8. Stoner, Freeman and Gilbert, Management, Princtice Hall of India Pvt.Ltd, New Delhi.2007

FINANCIAL SERVICES AND MARKETS

Unit I: Financial Services: Financial system and markets – Nature and scope of financial services – Financial intermediation – Regulatory framework for financial services.

Unit II: Asset Financing Services: Leasing and hire-purchase – Debt securitization – Housing finance – Inter-corporate loans.

Unit III: Merchant Banking Services: Issue market and other services – Corporate advisory services – Market making process – SEBI guidelines on merchant banking.

Unit IV: Financial Market Operations: Money market – types- Securities market - Stock exchange operations – Stock broking services – Role of portfolio managers and registrars - Mutual funds – Regulations of SEBI on mutual fund operations.

Unit V: Allied Financial Services: Venture capital – Insurance services – Factoring – Forfaiting - Discounting – Depository system – Custodian and custodial services – Credit rating - Credit cards.

Reference Books:

1. Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition, 2011
2. M Y Khan, “Financial Services”, TMH,2008
3. Ravi M. Kishore, “Financial Management”, Taxmann’s, Sixth edition, 2005
4. L M Bhole, “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 4e, 2010
5. Anthony Saunders & Marcia Millon Cornett, “ Financial Markets & Institutions”, TMH, 2010

FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT

Unit I: Understanding the supply chain, What Is supply chain, Objectives & Importance of supply chain, Decision phases in supply chain, Process view of supply chain, Drivers of supply chain.

Unit II: Designing Distribution Networks, The role of distribution in the supply chain , Factors influencing distribution network, Design options for distribution Network, E-Business and the distribution network, Distribution channels for FMCG sector, Transportation issues, Factors influencing network design decisions, Models for facility location and Network optimization models.

Unit III: Demand forecasting and Aggregate Planning, Methods & Characteristics of Demand , Forecasting , Fore casting techniques, Time series forecasting methods, Static fore casting method, Adaptive forecasting method, Measures of forecasting error. The role of aggregate planning in SCM, Aggregate Planning strategies, Aggregate Planning using linear Programming, The Role of It in aggregate planning, Implementing Aggregate planning in practice.

Unit IV: Managing Inventories in Supply Chain, Cycle Inventory, Estimating cycle Inventory cost, Economies of scale to exploit fixed costs and , Quantity discounts, Short term discounting ,Trade promotions , Safety Inventory in Supply chain uncertainties, The role of IT in Inventory Management, Estimating & Managing safety Inventory in Practice. E Business and the supply chain, Impact Internet on a supply chain, Revenue impact of E-Business. Types of E business, E Commerce, E procurement E collaboration, implementing the E Business proposition

Unit V: Transportation and Sourcing in SCM, Role of transportation in SCM, Transportation Infrastructure and policies, Design options for Transportation network and Tradeoffs, Risk Management Transportation decisions in practice, Sourcing in SCM, In house or out source, Third party and fourth party logistics. Returns management, Reverse logistics, Packaging return and reuse, Strategic return process. Contracts, Risks sharing and supply chain performance analysis, vendor analysis, the procurement process , Integrated Supply chain Management – Lack of coordination and the Bullwhip Effect, Obstacles to coordination in a supply chain building strategic partnership and trust within a supply chain

Reference Books

1. Logistics and Supply Chain Management, Raghuram, G. and N. Rangaraj,, 2000, Macmillan.
2. Designing and Managing the Supply Chain: Concepts, Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, McGraw-Hill.

3. Modelling the Supply Chain, Shapiro, J, 2001, Thomson Learning..
4. Operations and Supply Chain Management: The Core, F. Robert Jacobs, Richard Chase, 5th Edition (2019)., McGraw-Hill Education.
5. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, 4th Edition (2021)., McGraw-Hill Education.

RETAIL MANAGEMENT

Unit I: Retailing – Meaning, Nature- Factors Influencing Retailing- Functions of Retailing- Types of Retailing-Retail Formats- Multichannel Retailing-Issues & Challenges; Emergence of Organized Retailing in India. International Retailing- reasons for internationalization assessment of market environment and Market entry methods.

Unit II: Setting up Retail organization - Store location strategy, factors affecting the Retail location Research and Techniques. Retail supply chain management- Sourcing and vendor selection Uncertainty and Inventory Management; Innovations in Supply chain management.

Unit III: Retail consumer behaviour and factors influencing buying behaviour – Segmentation - Targeting- Positioning. Store Layout and Space planning- Types of Layouts-Visual Merchandising- Techniques; Store Facade-Store environment- Exteriors, Interiors - Store ambience-Store Atmospherics-Impulse Purchase.

Unit IV: Retail Pricing-Pricing Objectives -Pricing Methods-Price Adjustments-Pricing Techniques for Increasing Sales- Sales promotion technique; Human Resource Management in Retailing - Human Resource Planning - Recruitment - Selection - Training -Motivation and Appraisal Compensation and rewarding store employees- Legal and Regulatory issues.

Unit V: Customer service-Importance- customer complaints- CRM in retailing – process – planning and implementing loyalty programs- Impact of Technology on Retailing; E-tailing- Issues and Challenges- Social Marketing in Retailing. References:

References:

1. Barry Berman Joel & R Evans, Retailing Management-A Strategic Approach, Pearson Education, 2009.
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mnagement,6/e, The Mc Graw - Hill Companies, 2008.
3. Nicholas Alexander Anne Marie Doherty- International Retailing-Oxford University Press.
4. RamKishen Y- International Retail Marketing Strategies- Jaico Publishing House-2009
5. Swapna Pradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.
6. A. J. Lamba, The art of Retailing, TMH, 2009.
7. Andrew J Newman & Petes Cullen, Cengage Learning, 2009.
8. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007

9. Chetan Bajaj, Rajnish Tuli, Srivastava, N.V, Retail Management, Oxford University Press, 2005
10. Narayan Rangaraj, G Raghuram and Srinivasan, Supply Chain Management for Competitive Advantage Concepts and cases, TMH, 2009.
11. Rajesh Ray-Retail Logistics and Supply Chain Management, - The McGraw Hill Companies.

SERVICES MARKETING

Unit I: Nature and Scope of Services. Role of Services in Indian Economy; Services Marketing challenges. Classification of services, Service marketing mix, service product continuum, Services and Technology; Consumer behaviour in services.

Unit II: Service product, new service development; Pricing of services- foundations of pricing objectives, pricing and demand; The role of Intermediaries in service delivery, Delivering services through electronic channels; Managing Supply and demand- related strategies; Service communication challenges.

Unit III: Service Quality- Gaps model of service Quality; Service Quality Dimensions; Consumer Service Expectations, Service Encounters.

Unit IV: Relationship Marketing- Customer Profitability Segments; Relationship Challenges and Relationship Development Strategies. Employees' Role in Service Delivery; Customers' role in service delivery.

Unit V: Service Recovery – Customer responses to service failures, Customer Recovery Expectations, Service Recovery Strategies; Service Guarantees. Service Blue printing; Physical Evidence – Services cape effects on behavior; Physical Evidence Strategy.

Reference Books:

1. Valarie Zeithaml, D D Gremler, et. al., Services Marketing, 4th Edition, TMH, New Delhi
2. Lovelock Christopher H. Managing Services: Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
3. Rajendra Nargundkar, Services Marketing, 3rd Edition, TMH, 2008
4. R Srinaivasan, Services Marketing, Indian Context, Prentice Hall
5. Ravi Sankar, Services Marketing, Excel Books, New Delhi
6. Hoff Man and Bateson, Marketing of Services, Cengage learning Ltd, New Delhi 2006
7. James A Fitzmmmons & Mona J Fitzmmmons, Service Management: operation, Strategy, Information, Technology, 5th Edition, TMH, New Delhi

LEARNING & DEVELOPMENT

Unit I: Learning: Theories and Program Design –Learning and learned; Learning theories including adult learning and information processing theories; The learning process; Instructional emphasis for learning outcomes; Considerations in designing effective training programs; E-Learning and Use of technology in training – Technology influence on training and learning; Computer based training; Developing effective online learning; Blended learning; Simulations; Flipped learning; Mobile technologies and training methods: iPods, PDAs; Intelligent tutoring systems; Distance learning; Technologies for training support; Technologies for training administration; Learning management systems; Choosing new technology training methods.

Unit II: Employee Training and Development: Training Vs. Development; Designing effective training; Training practices; Aligning Training with Strategy – The evolution of training role; The strategic training and development process; Organisational factors that influence training; Training needs in different strategies; Models of organizing the training department; Making the training function; Outsourcing training.

Unit III: Needs Assessment: Training needs assessment; Participants in training needs; Methods used in training needs assessment; Competency models; Scope of needs assessment; Transfer of Training: Training design; Work environment factors that influence transfer; Organizational factors that encourage transfer; Training Methods: Presentation methods; Hands-on methods; Group building methods; Choosing a training method.

Unit IV: Training Evaluation – Need for evaluating training; Overview of evaluation process; Outcomes used in evaluation of training programs; Determining whether the outcomes are good; Evaluation practices; Evaluation designs; Determining return on investment; Measuring human capital and training activity.

Unit V: Employee Development – Approaches to employee development; The development planning process; Company strategies for providing development; Special Issues in Training and Employee Development – Training issues resulting from the external environment; Training issues related to internal needs of the company; Career and Career Management - Concept – Career stages - Career Anchors – Career Development Cycle – Benefits of career planning to individual as well as organization - Internal mobility: promotions, transfers, separation and succession planning, downshifting. Employee Development – Approaches to employee development; Development training process; Company strategies for providing development.

Reference Books:

1. Noe, A. Raymond, Employee Training and development, TMH, New Delhi.

2. Lynton, P. Rolf & Pareek, Udai, Training for Development, Vistaar Publications, New Delhi.
3. Goldstein, L. Irwin, Training in Organizations, Cengage Learning, New Delhi.
4. Sahu, R K, Training for Development, Excel Books, New Delhi.
5. Blanchard, P. Nick & Thacker, James, Effective Training, Pearson Education.
6. Naik, G. Pandu, Training and Development, Excel books, New Delhi
7. Rao, P. L., Training and Development, Excel Books, New Delhi.
8. T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness Response Books, New Delhi.
9. Blanchard, P. Nick and Thacker, James W. Effective Training - Systems, Strategies, and Practices. Prentice Hall, Inc.
10. Baumgartner, Lisa & Merriam, Sharan B. (Eds.). Adult learning and development: Multicultural stories. Malabar FL: Krieger.
11. Mackeracher, Dorothy. Making sense of adult learning. Toronto: University of Toronto Press.

ORGANIZATION CHANGE AND DEVELOPMENT

Unit I: Introduction to change, Overview of Change, Forces of Change, Types of Change, Theoretical Frameworks of Organisational Change, Models of Change, Resistance to Organisational change, Managing Change through People, Dealing with Individuals, Dealing with groups.

Unit II: Strategic Leverages to change: Organisational Resstructuring, Reorganizing work Activities, process Oriented Strategies, competitor and customer oriented strategies, Managing organizational culture and change, organizational Mental Modes and Managing change.

Unit III: Introduction to organization development: The field of organization development, definitions and historical overview of organization development values, assumptions, and beliefs in OD.

Unit IV: Theory and management of OD foundations of organization development managing the OD process, action research and organization development, action research: a process and an approach, examples of action research, organization development, concluding comments.

Unit V: OD interventions: an overview of OD interventions, team interventions, intergroup and third – party peace making interventions, comprehensive OD interventions, structural interventions and the applicability of OD, training experiences, the future and organization development.

Reference Books:

1. Management of Organisational Change: Leveraging Transformation, K. Harigopal, Response Books, A division of Sage Publications.
2. Change Management concepts and applications, Dr. Radha Sharma, Tata Mc Graw Hill Publishing Company Limited, New Delhi.
3. Change Management, CSV. Murthy, Himalaya publishing House, Pvt Ltd
4. Organization development: Behavioural science interventions for organization improvement, 6/e, Wendell L. French, Cecil H. Bell, Jr.
5. Organisation Development principles, Process, Performance; Gary N. McLean; BerrettKohler Publications, Inc.

ENTREPRENEURSHIP

Unit I: Entrepreneurship: Entrepreneur characteristics – Classification of Entrepreneurships – Incorporation of Business – Forms of Business organizations –Role of Entrepreneurship in economic development –Start-ups.

Unit II: Idea Generation and Opportunity Assessment: Ideas in Entrepreneurships – Sources of New Ideas – Techniques for generating ideas – Opportunity Recognition – Steps in tapping opportunities.

Unit III: Project Formulation and Appraisal : Preparation of Project Report –Content; Guidelines for Report preparation – Project Appraisal techniques –economic – Steps Analysis; Financial Analysis; Market Analysis; Technical Feasibility.

Unit IV: Institutions Supporting Small Business Enterprises: Central level Institutions: NABARD; SIDBI, NIC, KVIC; SIDIO; NSIC Ltd; etc. – state level Institutions –DICs- SFC- SSIDC- Other financial assistance.

Unit V: Government Policy and Taxation Benefits: Government Policy for SSIs- tax Incentives and Concessions –Non-tax Concessions –Rehabilitation and Investment Allowances.

Reference Books:

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M.CH., Entrepreneurship Development –Small Business Enterprises, Pearson, Delhi,2009
3. Michael H. Morris, ET. al., Entrepreneurship and Innovation, Cen gage Learning, New Delhi, 2011
4. KanishkaBedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
5. Anil Kumar, S., ET.al., Entrepreneurship Development, New Age International Publishers, New Delhi, 2011
6. Khanka, SS, Entrepreneurship Development, S. Chand, New Delhi.
7. Peter F. Drucker,Innovation and Entrepreneurship.
8. A.Sahay, M. S. Chhikara, New Vistas of Entrepreneurship: Challenges &Opportunities.