JIWAJI UNIVERSITY, GWALIOR

SYLLABUS
OF
MBA HUMAN RESOURCE DEVELOPMENT
AND
EXAMINATION SCHEME
(Wef. 2015-2017)
CHOICE BASED CREDIT SYSTEM

SCHOOL OF STUDIES

POLITICAL SCIENCE AND PUBLIC ADMINISTRATION

JIWAJI UNIVERSITY, GWALIOR – 474011 (M.P.)
# MBA (HUMAN RESOURCE DEVELOPMENT)
## (FOUR SEMESTERS PROGRAM)
### (CBCS – 2015- 2017)
### CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

### SEMESTER I

<table>
<thead>
<tr>
<th>PAPER CODE</th>
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<td>HRD-101</td>
<td>Management Functions and Behaviour.</td>
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<td>Functional Management.</td>
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<td>HRD-202</td>
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<td>Computer Application in HRD.</td>
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<td>HRD-401</td>
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<td>HRD-402</td>
<td>Manpower Policy and Planning</td>
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MBA HRD
1st SEMESTER

101 : Management Functions and Behaviour.
102 : Business Communication.
103 : Organizational Behaviour.
105 : Business Environment.
106 : Operation Research.

MBA HRD
IIInd SEMESTER

201 : Functional Management.
202 : Wages and Salary Administration.
203 : Research Methodology.
204 : Industrial Welfare.
205 : Management Information System.
206 : Quantitative Techniques for Managers

MBA HRD
IIIrd SEMESTER

301 : Computer Application in HRD.
302 : Business and Corporate Law.
303 : Total quality management.
304 : Public Relations.
305 : Union Management Relationship.
306 : Optional papers
   (a) Strategic Management.
   (b) Advertising Management.
   (c) Entrepreneurship Development.

MBA HRD
IVth SEMESTER

401 : ISO 9000.
402 : Manpower Policy and Planning
403 : Labour Law.
404 : Managing Change in Organization.
405 : Industrial Psychology.
406 : Optional papers
   (a) Counseling Skills for Managers
   (b) Fundamentals of Retail Management.
   (c) Marketing Services.
MBA – HRD 101
MANAGEMENT FUNCTIONS AND BEHAVIOUR
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

Approaches to Management – Commodity, Paternalistic, Behavioural, Process, Systems and Contingency.

UNIT – II  Organizational Context of Decisions, Decision Making Model, Decision Making Techniques and Process and Management By Objectives

UNIT – III  Organization Climate and Change
Organizational Structures and Managerial Ethos, Management of Organizational Conflicts, Managing Change, Organizational Structure and Design, Managerial Communication


Suggested Reading :
1. Kooutz O'Donnel &Weilrich : Elements of Management
2. Newmann & Summer : Process of Management
3. R.D.Agrawal : Organisation and Management
4. Peter Drucker : Practice of Management
5. L.M.Prasad : Principle of Management
MBA – HRD 102
BUSINESS COMMUNICATION
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%


UNIT III: Developing Written Communication Skills, Building Up Vocabulary, Correctness In Grammar And Punctuation, Structure And Lay Out Of Letters [Sales, Credit Collection Etc.] Tenders Memorandum, Notices, Agenda, Minutes.

UNIT IV: Basic Negotiation Skills: Interviews – How To Face And How To Conduct – Case Studies. Work Atmosphere and Dealing with Disciplinary Matters, Negotiation Skills

UNIT V: Report Writing: Types of Reports, Editing a Report – Summarising Reports, Making the Precis and Its Importance.

Book Recommended:

2- Effective English communication – Krishna Mohan & Meenakshi Raman
3- Practical communication skills – Edited by Chrissie Wright
UNIT – I  Introduction: Organization and organization Behaviour, Key determinants of Behaviour in organization, goals, elements and focus of O.B. and Contribution of other disciplines to O.B., O.B. models & their Implementation.

UNIT – II  Biological Foundation of human Behaviour Personality: Concept, determinants, effect of personality on behaviour, Personality traits, theories & test of personality.
Learning: Definition, theories, shaping & learning curves.
Attitudes: Concept, Characteristics, function & formation of attitude, Measurement of attitude, cognitive dissonance theory.

Work Teams: Group Vs. teams, types creating high performance teams, Turning individuals into team players.

UNIT – IV  Organizational Power Structure and Leadership Patterns:
Power: Meaning, Types, Distinction between, power, authority and influence, contingency approaches to power.
Leadership: Meaning, traits of an effective leadership, leadership behaviour, types of leader, managerial grid, theory of leadership, emerging trends of leadership.

UNIT – V  Organization change and Development:
Organizational Change: Definition, Goals of OC, Forces for change, Resistance to Change, Overcoming resistance and managing OC.
Organizational Development: Concept, values, Techniques, Organizational Culture and Climate, Organizational Effectiveness, management of Stress and conflict in organizations.

Suggestions Readings
L.M. PRASAD – ORGANIZATIONAL BEHAVIOUR
S. ROBBINS – ORGANIZATIONAL BEHAVIOUR
MBA – HRD 104
HUMAN RESOURCE DEVELOPMENT
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%


UNIT – II Planning and Staffing Policy – Manpower Policy and Planning, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion and Discharge


UNIT – V Industrial Relations: Concept Of Industrial Relations, Collective Bargaining Process, Trade Unionism, Social Security, Special Labour Problems In India
MBA - HRD 105
BUSINESS ENVIRONMENT
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT - I

UNIT - II

UNIT - III
Industrial Environment – Industrial Policy (Recent), IDRA Act 1951, The Planning Machinery, Industrial Development during five years plans – Achievements and Impediments, Industrial Sickness, MRTP Act 1969 (as amended upto date).

UNIT - IV
Economic Environment – SEBI – its Role, FIPB- its Role, Fiscal and Monetary Policies, Policy of Liberalization and Globalization, Foreign Capital and Technology, Export and Import Policy, FEMA.

UNIT - V
Technological and Ecological Environment – Choice of appropriate technology, Technology transfer-status of technology in India, Role of MNCs in India an Economy, Problem of pollution and its control, Role of business and management in controlling pollution.

Suggested Reading :
1. Khera, S.S. : Government and Business
2. Cherunilam, F. : Business Environment
4. K. Aswathiapa : Essential of Business Environment
6. Dwijendra Tripathi : Business Politics in India
7. Kohli and Restura : Business Environment
UNIT – I  
Operation Research: Nature, Significance and purpose of Operation research, Basic concept and Definition, Methodology of operation research, Types of Models.

UNIT – II  
Linear Programming: Introduction to linear programming, Graphical, Simplex Methods, duality Problems.

UNIT – III  
Statistical Decision theory: Meaning and Scope, Decision Framework, Decision under Certainty and Uncertainty, Decision Tree, Game theory and Two person Zero- Sum game (Pure and Mixed Strategies).

UNIT – IV  

UNIT – V  
Queuing, Inventory Control and Replacement Problems: Queuing Theory- Basic components of queuing system, Assumption in queuing theory, Problems Relating to model (m/m/1) (FCFS) (Without Proof) Inventory Control – Economic order quantity, problem relating to models with Uniform rate of demand with and without shortages (without proof). Elements of Replacement theory – problems relating to replacement of equipment that deteriorates with time (with or without change in money value).

Suggestive Readings:

1. Operation Research  
V.K. Kapoor
MBA HRD 201
FUNCTIONAL MANAGEMENT
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT I  Financial Management: Meaning and Sources of Finance (Shares, Debetures) Capital Structure: Types, Factors Affecting Capital Structure, Leverage

UNIT II  Marketing Management: Meaning of Marketing, Difference between Marketing and Selling, Marketing Mix, Advertisement and Marketing, Types of Advertisement, Legal and Ethical Issues In Advertisement

UNIT III  Production Management: Meaning, Objectives and Functions of Production Management, Objective of Production Planning and Control, Objective of Inventory Control, Meaning and Importance

UNIT IV  Corporate Management: Meaning Of Company, Types of Company, Memorandum of Association, Articles of Association, Prospectus and Share Capital

MBA HRD 202
WAGES & SALARY ADMINISTRATION
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%


UNIT II: Wage Administration: Need For Rational Wage Policy, Components Of Industrial Pay Structure, Concept Relating To Minimum Wage And Living Wage, Methods Of Wage Fixation.

UNIT III: Salary Administration: Principles, Aim, Components Of Salary Administration, Salary Structure: Salary Progression, Employee Stock Option Plan, Salary Administration Procedure

UNIT IV: System Of Reward And Incentives: Fringe Benefits Concept, Philosophy. Principles, Classification, Necessity And Importance Of Fringe Benefits And Recent Job Satisfaction Trends In Fringe Benefits In Indian Industries. Allowance: Dearness Allowance And Other Allowance

UNIT V: Wage And Productivity: Concept Of Productivity And Efficiency Of Labour And Payment Of Wage
Job Pricing Techniques: Pricing Of Managerial Job

Suggestive readings

Flippo Edwin B.: Principles Of Personnel Management
C.B. Mamuna: Personnel Management
Subramamiam K.N.: Wages In India
MBA HRD 203
RESEARCH METHODOLOGY
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%


UNIT III: Sampling Design, Implications of a Sample Design, Steps In Sample Design, Types of Sample Design, Methods of Data Collection Techniques of Data Analysis

UNIT IV: Interpretation and Report Writing, Meaning, Techniques, Precautions and Significance of Report Writing, Steps in Report Writing, Types of Report

UNIT V: Introduction To Social Research, Classification Of Science, Objectives And Assumptions Of Social Research, Difference Between Social Research And Physical Science, Objectivity In Social Research, Significance Of Social Research, Difficulties Of Social Research In India

Suggest Reading:

Flower, Floyd, J.Jr., survey methods, 2nd ed. Sage pub., 1993
S.P. Gupta, statistical Methods, 30th ed., Sultan chand, New Delhi, 2001

UNIT II – Social Security In India: Growth Of Social Security Basic Knowledge Of SS Scheme In India Under Workmen Compensation Act, Employee Provident Fund Act, Maternity Benefit Act & Employee State Insurance Act, Interpretation Of SS Scheme In India.

UNIT III – Labour Welfare: Concept & Scope Significance Of Labour Welfare, Industrial Labour In India (Organized & Unorganized Sector)


Suggested Readings:

1- Bhagoliwal T N : Labour Economics
MBA-HRD 205

MANAGEMENT INFORMATION SYSTEM

CORE

CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%


Suggested Reading –

Gordon B. Davis  :  Management System, Conceptual Foundation Structure and Development

Ross and Murdick :  Information System for Modern Management

Kantar Jerone  :  Management Information System

UNIT – II  Dispersions and Skewness: Concept of dispersion, methods of measuring dispersion Quartile deviation, mean deviation and standard deviation, coefficient of variation, Coefficient of skewness method by Karl Pearson’s and bowley’s.

UNIT – III  Correlation and Analysis: Concept and importance of correlation, Types of correlation, Coefficient of correlation method by Karl Pearson’s Spearman’s and concurrent Deviations, probable error.

UNIT – IV  (A) Regression Analysis: Meaning and uses of Regression analysis, Regression lines, Regressions coefficient, Regressions equations by using method of least square.
(B) Index Numbers: Meaning and uses of Index number, Methods of constructing index numbers – Simple Aggregate method, Weighted Aggregates methods, Fisher’s ideal method.

UNIT – V  (A) Probability: Meaning and Importance of the Concept of probability, calculation of Probability: Addition theorem, multiplication theorem and Bayes theorem (Simple Problems ).
(B) Chi-square test: Meaning & uses of chi square measures, Degress of freedom Computation of the value of chi square Yate’s correction.
(C) Test of hypothesis: Test of significance of small samples – ‘t’ test & ‘P’ test.

Suggestive Readings

1. Elhanse & Elhanse – statistics
2. S.P.Gupta – statistics
MBA – HRD 301

COMPUTER APPLICATION IN HRD

CORE

CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

Unit - I Generations of Computer, Microprocessors, Data representation, Number Systems (Decimal, Binary, Octal, Hexadecimal), Binary Coded Decimal, Alphanumeric Representation, 1st and 2nd complement, Digital Logical Circuits


Unit – IV Office Management - Creating and modifying documents (MS-WORD), spreadsheet solutions (MS-EXCEL), creating presentations (MS-POWER POINT), Introduction to DBMS, using MS-Access (tables, forms, reports)

Unit – V Internet : Concept & Definition, Types of Access (dial-up and dedicated), Modem, WWW, different Browsers, E-mail An Introduction, E-mail Address, how does e-mail work Multimedia - Introduction and Application of Multimedia.

Suggested Reading :


2. Internet – An Introduction By Manish Dixit And Tata Mc Grawhill
MBA HRD 302
BUSINESS AND CORPORATE LAW

CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT - I

UNIT - II

UNIT - III
Partnership Act 1932, Law relating to sale of goods.

UNIT - IV
Companies Act 1956, Companies Law relating to formation and financing of Joint Stock companies, Management of Share Capital.

UNIT - V
Management of joint stock companies in India appointment role, Functions, Duties and Liabilities of Company Directors and Managing Director.

Suggested Reading:
1. N.D.Kapoor : Mercantile Law.
5. R.C.Chawla & Garg : Mercantile Law.
MBA HRD 303
TOTAL QUALITY MANAGEMENT
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT I Quality: Concept, Establishing a Customer Focus, Quality Culture, Quality Gurus and Their Contribution – Deming, Juran, Ishikawa, Philip B. Crosby

UNIT II TQM: Concept, Implementing TQM, 5S, Kaizen, JIT, TQM in Service Sector

UNIT III Quality circle: Concept, Genesis and Development, Structure of Quality Circles, Problem Solving Steps and Techniques, Impact of Quality Circles, Pitfalls and Problems

UNIT IV ISO 9000: Concept, Significance and Clauses, Implementation, Documentation, Quality Audit, Assessment and Certification


Suggestive readings

Bagchi T. : ISO 9000
R.P. Mohanti : TQM
K.C. Arora : ISO 9000 & TQM
Udpa : Quality Circles
Michael Hammer : Reengineering Corporation
Drumrond : The TQM Movement
MBA HRD 304
PUBLIC RELATIONS
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%


UNIT III - Communication, Motivation, Leadership & Interpersonal Relations.


Suggested Reading:

1- Stephenso - Handbook of Public Relations, Mc Graw Hill
2- C. Naisimha Reddi - Public Relations in India
3- P. S. Knees - Growth of Press & Public Openion in India
MBA HRD 305
UNION MANAGEMENT RELATIONS
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT I: Trade Union: Development, Structure, Recognition, Objectives, Functions, Registration of Trade Union Organization and Management. Concept, Objectives, Functions, Registration & Stages of Trade Union Movement Development in India

UNIT II: Trade Union in India: Historical Background, Management in Trade Union, Types of Trade Union: White Collar and Management, Trade Union Difficulties & Obstacles in The Development Of Trade Union: Code Of Conduct.


UNIT IV: Workers Participation In Management: Industrial Democracy – Purpose, Importance, Prerequisites Of Industrial Democracy, Level And Forms Of Participation, Employee Counseling: Definition, Need, Method And Process

UNIT V: Negotiation Skills and Process, Role of Labour Administration, Conciliation And Arbitration, Emerging Trends In Union Management Relation

Suggestive Readings
Mammoria & Mammoria
C.B. Gupta

[Signature]

UNIT – II Strategy Formulation – Corporate Mission and Objectives, Environmental appraisal, Organizational appraisal, Different Strategic alternatives and process of Strategic choice.


UNIT – V Case Studies on Strategic Management –

Suggested Readings :
1. Azhar Kazmi : Organisation and Management
2. Hungerb & KWheelen : Strategic Management
3. L.M.Prasad : Business Policy and Strategic
4. William Gluck : Business Policy Strategic


UNIT – III Creativity In Advertising – Message Design And Positioning, Marketing Objectives, Message Presentation, Advertisement Message Structure, Message Format, Advertising Copy For Print Media, Broadcast Copies, TV Copywriting, Scripting For TV Commercials, Jingles For TV.

UNIT – IV Layout Preparation And Advertising ART - Components Of Layout, Position, Right And Left Hand Advertising, Top Bottom Advertisement, Divided Advertisement, Emphasis On-Background, Caption, Heading, Text

UNIT – V Fundamentals Of Computer Graphics – 3D, Rendering, Ray Tracing, 2-D Morphing, 3-D Morphing

Suggested Reading:
2. P.K.Aggarwal : Advertising Management
MBA HRD 306 (c)
ENTREPRENEURSHIP DEVELOPMENT
Optional Paper
C ELECTIVE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%


UNIT – II  New Enterprise Management- Problem Of Industrialization In Underdeveloped Countries With Special Reference To India, Meaning Of Setting Of New Enterprise And Location. Optimum Units – Its Meaning And Determinants, Factors Determining Industrial Units.


Suggestive Readings

Cacticts A. Dalley : Entrepreneurship Management
Rajiv Jain : Planning a Small Scale Industry
S. A. Kumar : Entrepreneurship and Small Industry
MBA HRD 401
ISO 9000
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

- Quality management practices in Indian organization
- Quality customs and ISO 9000
- ISO – 9000 : A Management overview
- Quality policy
- Quality assurance
- Problem solving with 7 tools
- Documenting the quality system
- Quality audit
- Implementing ISO 9000
- ISO 8402 : Quality management and quality assurance

UNIT II  Job Evaluation: Concept Scope and Limitation, Job Analysis and Job Description, Job Evaluation Methods


UNIT V  HRD and the Supervisor: Line Managers and HRD, Task Analysis, Motivational Aspect of HRD, Developmental Supervision, Counseling and Monitoring
MBA HRD 403
LABOUR LAW
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

Suggested Readings
Mallik : Labour laws
Kapoor : Labour laws
MBA HRD 404
MANAGING CHANGE IN ORGANISATION
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT I  Organizational Change and Overview: The Process of Organizational Change, Key Role in Organizational Change, Culture and Change, Managing Resistance To Change, Effective Implementation To Change

UNIT II  Diagnosis and Intervention: Organizational Diagnosis, Issues and Concepts, Diagnosis Methodology: Features, Diagnosis Methods – Qualitative And Quantitative, Intervention In Organizational Change.


UNIT IV Consulting Approaches and Skills, Managers as Agent of Change, Internal Change Agent, External Change Agent Styles

UNIT V  Group as a Process of Learning, Developing and Change, Group Cohesiveness, Influence Process, Human and Cultural Variables in Global Organization
MBA HRD 405
INDUSTRIAL PSYCHOLOGY
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT I  Industrial Psychology: Backdrop of Industrial Psychology in India, Concept, Nature and Scope of Industrial Psychology

UNIT II  Fatigue, Monotony, Boredom, Working Environment, Organization Culture and Organizational Effectiveness

UNIT III  Human Engineering, Industrial Accidents, the Use of Psychology Tests In Selection and Placement

UNIT IV  Morale – Meaning, Characteristics, Determinants, Measuring Morale And Methods Of Increasing Morale. Morale And Productivity, Morale And Job Satisfaction, Job Satisfaction And Its Various Aspects.

UNIT V  Employee Counseling: Meaning, Need, Goals, Types, Methods
Process Counseling: Meaning, Need, Goals, Types, Methods, Process

Suggestive Readings

H. Ghorpade  Industrial Psychology
MBA HRD 404
MANAGING CHANGE IN ORGANISATION
CORE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT I  Organizational Change and Overview: The Process of Organizational Change, Key Role in Organizational Change, Culture and Change, Managing Resistance To Change, Effective Implementation To Change

UNIT II  Diagnosis and Intervention: Organizational Diagnosis, Issues and Concepts, Diagnosis Methodology: Features, Diagnosis Methods – Qualitative And Quantitative, Intervention In Organizational Change.


UNIT IV  Consulting Approaches and Skills, Managers as Agent of Change, Internal Change Agent, External Change Agent Styles

UNIT V  Group as a Process of Learning, Developing and Change, Group Cohesiveness, Influence Process, Human and Cultural Variables in Global Organization
UNIT I  Introduction: Meaning, Functions and Type Of Counseling, Factors Contributing To the Emergence of Counseling, Economic Changes and Challenges, Important Periods In The Development Of Counseling

UNIT II  Counseling and Related Fields, Approaches to Counseling, Counseling Process

UNIT III  Counseling Interview and Group Counseling

UNIT IV  Counseling In the Educational Settings, Special Areas in Counseling, Handling Situations of Strikes, Disputes Through Counseling

UNIT V  Modern Trends In Counseling, Professional Preparation and Training for Counseling, Evaluation

Suggestive Readings

Maclennan, Nigel : Counseling For Managers
Moursund J. : The Process of Counseling and Therapy
Narayana Rao S. : Counseling and Guidance
MBA – HRD 406 (b)
FUNDAMENTALS OF RETAIL MANAGEMENT
(Optional Paper)
SELECTIVE
CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

UNIT – I  Meaning, Concepts and Characteristics of Retail, Main Drivers of Retailing in India, Development of Retail Industry, Factors in Retailing

UNIT – II  Theories of Retail Development – Environmental Theory, Conflict Theory, Phases of Growth of Retail Market

UNIT – III  Retail Location, Level of Location Decision and Its Determining Factors, Image Mix, and Retail Space & Layout Management

UNIT – IV  Retail Pricing, Pricing Flexibility, Determining Pricing Strategy and Politics, Multiple Unit Pricing, Human Resource Issues and Concern in Retailing

UNIT – V  Retail Economics, Measure Of Performance, Income Statement, Balance Sheet, Strategic Profit Model, Ethics In Retailing, Role Of Market in Retail

Suggestive Readings

Nair Suja R.  :  Retail Management – Himalaya Publishers
Pradhan Swapna  :  Retailing Management – Tata Mc Grav Hill Publishing
Jain J.N. & Singh P.P.  :  Modern Retail Management – Regal Publications

UNIT – II Concept & Marketing Mix, Product Mix, Promotion Mix, Price Mix, Place Mix, Total Quality Management- Dimensions Of Total Quality Management

UNIT – III Tourism Marketing, Concept, Uses of Tourism Services, Marketing Mix for Tourism, Marketing Management of Road Transportation.

UNIT – IV Consultancy Market- Concept & Rational, Market Segmentation For Consultancy Organization, Consultancy Marketing In India Perspective.


Suggestive Readings:

JHA S.M. Service marketing, Himalaya publication ltd.
Hudman Hawkins Tourism in contemporary society, prentice hall