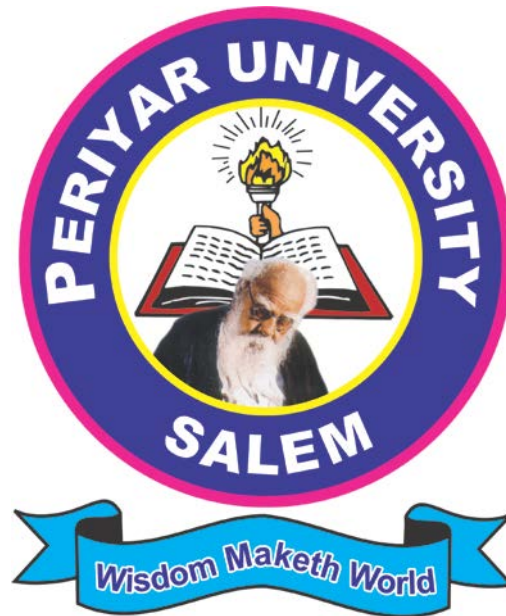


**PERIYAR UNIVERSITY
SALEM -11**



**PERIYAR INSTITUTE OF DISTANCE EDUCATION
(PRIDE)**

REGULATIONS AND SYLLABUS

**(MASTER OF BUSINESS ADMINISTRATION)
HUMAN RESOURCE MANAGEMENT**

(STUDENTS ADMITTED FROM 2014- 2015 ONWARDS)

REGULATIONS

1. ELIGIBILITY FOR ADMISSION:

Candidates for admission to the first year of the Master of Business Administration degree course shall be required to pass to Bachelor's Degree of any discipline in any Recognized University.

2. DURATION OF THE COURSE:

The course shall extend over a period of two academic years / calendar years. The subjects of study shall be in "accordance with the syllabus prescribed from time to time.

3. SUBJECTS OF STUDY:

The total number of subjects of study will be 16 out of which 15 will be compulsory and the remaining 1 will be electives / project.

The candidates shall take 8 subjects in the First year and the remaining subjects / project in the second year.

All subjects carry a maximum of 100 marks each. The project carries 100 marks. There will be no viva voce examination on project.

4. SCHEME OF EXAMINATION:

In each Examination for the written paper, 25% of marks shall be awarded by the continuous internal assessment and 75% of marks by external valuation, by the University. Each examination for the written paper shall be of 3 hours duration and carry 75 marks.

The distribution of examination shall be as follows:

FIRST YEAR:

- 1.1 Principles of Management
- 1.2 Managerial Economics
- 1.3 Managerial Communication
- 1.4 Legal Environment of Business
- 1.5 Organizational Behavior
- 1.6 Business policy & Strategic Management
- 1.7 Financial and Management Accounting
- 1.8 Research Methodology

Second Year

1.9 Production Management

1.10 Financial Management

1.11. Human Resource Management

1.12 Marketing Management

1.13 Human Resource Development

1.14 Training and development

1.15 International Human Resource Management

Elective: 1.16 Project work/ Elective paper: Change Management

- 1. The Project Guide should Possess MBA / M.Phil with two years of Teaching Experience in the concern subject and approval must be obtained from the Director PRIDE**
- 2. The copy of the approval must be enclosed in the project at the time of submission of the projects.**
- 3. Other conditions will apply as per PRIDE rules and regulations**

Question Paper Pattern (Common to all Theory Exams)

Duration: 3 hrs.

Total Marks: 75

PART-A (5x 5 = 25 Marks)

Answer all questions each answer not to exceed one page

1. (a) Question from Unit-I or
(b) Question from Unit-I
2. (a) Question from Unit-II or
(b) Question from Unit-II
3. (a) Question from Unit-III or
(b) Question from Unit-III
4. (a) Question from Unit-IV or
(b) Question from Unit-IV
5. (a) Question from Unit-V or
(b) Question from Unit-V

PART-B (5 x 10 = 50 Marks)

Answer all Questions each answer not to be exceed four pages

6. (a) Question from Unit-I or
(b) Question from Unit-I
7. (a) Question from Unit-II or
(b) Question from Unit-II
8. (a) Question from Unit-III or
(b) Question from Unit-III
9. (a) Question from Unit-IV or
(b) Question from Unit-IV
10. (a) Question from Unit-V or
(b) Question from Unit-V1.1

1.1. PRINCIPLES OF MANAGEMENT

UNIT-1- Introduction

Definition and Meaning - Introduction - characteristics of Management - Scope and functional areas of management - Levels of Management and Administration.

UNIT-II - Planning

Planning - Nature, Process, Types, Steps - Process -Objectives - Policy making - importance - Types, formulation and administration -Decision making Process.

UNIT-III - Organizing

Organizing and staffing - Nature - Principles - Types - Departmentation - Committees - Centralization Vs Decentralization-Authority and Responsibility - Span of control - MBO and MBE -Staffing process.

UNIT-IV - Directing

Meaning and nature - Leadership styles - Theories of Motivation - Importance of Financial and Non-Financial incentives - Communication – Types, Process, Barriers to effective Communication.

UNIT-V - Co-ordination and Control

Co-ordination and Control - Meaning - Need - Principles of effective Co-ordination - Problems - Controlling - importance of Controlling – Process of Controlling.

Reference Books:

1. L.M. Prasad, Principles of Management, Sultan Chan & sons.
2. C.B, Gupta, Business organization and Management, Sultan Chand & sons.
3. P.C. Tripathi and P.N.Reddy, Principles of Management, TataMcGraw-Hill Publishing co., Ltd., New Delhi.
4. Dingar Pagare, Business Management, Sultan Chand & sons.
5. J. Jayashanlcar, Principles of Management, Margnam Publications. Lewis A. Atten, Management and Organisation 5 McGraw-Hill Publications.

1.2. MANAGERIAL ECONOMICS

UNIT-1

Managerial Economics – meaning, nature and Scope – Managerial Economics and Business decision making – Role of Managerial Economist – fundamental concepts of Managerial Economics – Demand Analysis – Meaning, determinants and types of demand – Elasticity of demand.

UNIT-II

Supply - meaning and determinants – production decisions – production functions – Isoquants, Expansion path – Cobb – Douglas function. Cost concepts – cost – output relationship – Economies and diseconomies of scale – cost functions.

UNIT-III

Market structure – characteristics – Pricing and output decisions – methods of pricing – differential pricing – Government intervention and pricing.

UNIT-IV

Profit – Meaning and nature – Profit policies – Profit planning and forecasting – Cost volume profit analysis – Investment analysis.

UNIT-V

National Income – Business cycle – inflation and deflation – Balance of payments – Monetary and Fiscal Policies.

Reference Books:

1. Gupta G. S.- Managerial Economics
2. Varshey RX & Maheswari.KX. -Managerial Economics.

1.3 MANAGERIAL COMMUNICATION

UNIT-I

Role of Communication in Business - Main forms of Communication in Business -Communication process - Coding and decoding - Non-verbal symbols - Verbal symbols - Seven communication roadblocks.

UNIT-II

Active listening - Anatomy of poor listening - Contributors to poor listening -Anatomy of poor speaking - Good listening - Logical Traps.

UNIT-III

Business presentation - Features of good presentations - Planning, Structuring and Delivering presentations - Handling questions - Coping with nervousness. Procedure for reduce wastage, call a meeting - Conducting meetings - minutes.

UNIT-IV

Business letters - Stationery - Format and layout -E-mail - Presenting mail - Commonsense and etiquette. Report Writing - Parts of a report - Qualities of a good report - Improving writing skills.

UNIT-V

Recruitment Correspondence - Application Letter - Curriculum Vitae / Resume -Invitation' to interview - Offer of employment - Letter of acceptance -letter of resignation -Recommendation letter.

Reference Books:

- 1.Matthukutty M Monippally, Business Communication Strategies, Tata McGraw-Hill. Chaturvedi P.D. et ai, Business Communication; Concepts, Cases, & Applications, Pearson Education.
- 2.Shirley Taylor, Communication for Business, Pearson Education. Lesiicar and Flatley, Basic Business Communication, Tata McGraw-Hill. Courtan L. Bovee et al., Business Communication Today, Pearson Education. Rajendra Paui et al., Business Communication, Sultan Chand & Sons.

1.4 LEGAL ENVIRONMENT OF BUSINESS

UNIT-1

Indian Contract Act-1872 - Meaning and Nature of Law - Offer and Acceptance -Consideration - Capacity of Parties - Free Consent - Legality of Object and Consideration - Agreements Expressly Declared Void - Contingent Contract - Performance of Contracts- Discharge of Contract

UNIT-II

Contracts of Indemnity and Guarantee

UNIT-III

Contract of Bailment and Pledge

UNIT-IV

Sale of Goods Act-1930 - Conditions and Warranties - Transfer of Ownership or Property in Goods - Performance of the Contract of Sale - Remedial Measures.

UNIT-V

Central of Agency- Indian Partnership Act- Nature of Partnership- The Negotiable Instruments Act, 1881.

Reference Books:

1.Nirmal Singh - Business Law - Deep & Deep Publication Pvt., Ltd., New Delhi. N.D. Kapoor - Business Law - Sultan Chand - New Delhi.'

1.5 ORGANISATIONAL BEHAVIOUR

UNIT-I

Meaning, Nature and Scope of Organizational Behaviour - Need for studying Organizational Behaviour - Disciplines contributing to Organizational Behaviour -Organizational Behaviour process - Approaches to the study of Organizational Behaviour .

UNIT-II

Personality - Types of Personality - Theories of Personality - Perception - Perceptual Process - Perception and its application in Organizations.

UNIT-III

Motivation - Meaning - Nature of Motivation - Theories of Motivation and Techniques - Motivation Process- Job satisfaction - Measuring Job satisfaction.

UNIT-IV

Group Dynamics - theories of Groups -Group cohesiveness - Group role - Group decision making techniques - Group conflict.

UNIT-V

Leadership - Leadership styles - Theories - Leadership styles in Indian Organizations - Power - Sources of Power - Organization Culture - Types of Culture -Function of Culture - Organization Effectiveness.

Reference Books:

- 1.Stephen P. Robbins, Organizational Behaviour, Pearson Education. Newstrom & Davis, Organizational Behaviour, Tata McGraw-Hill.
2. Jit S Chandan. Organizational Behaviour, Vikas Publishing House. K.Aswathappa, Organizational Behaviour, Himalaya Publishing House.
- 3.Fred Luthans, Organizational Behaviour, Tata McGraw-Hill. L.M. Prasad, Organizational Behaviour, Sultan Chand & Sons.

1.6 BUSINESS POLICY AND STRATEGIC MANAGEMENT

UNIT-I

Introduction to Business Policy : Evolution, Nature, Purpose - Importance and the objectives of Business Policy. An overview of strategic Management: Policy-Strategy-Tactics -Levels of strategy-Strategic decision making-Strategic .

UNIT-II

Strategy formulation: Strategic Intent-Vision, Mission, Business Definition, Goals and Objectives. External Environment: Market-Technological-Supplier-Economic-Regulatory-Political-socio-cultural and International environment-Techniques of Environmental Analysis.

UNIT-III

Strategy Alternatives: Corporate level strategies-Grand strategies: Stability-Expansion — Retrenchment- Combination. Business level strategies.

UNIT-IV

Strategy Analysis and Choice: Corporate level strategic analysis- Boston consulting group (BCG) matrix-General Electric (GE) matrix - Business level strategic analysis.

UNIT-V

Strategy Implementation and Evaluation: Project and Procedural Implementation-resource allocation- structures-leadership- functional and operational Implementation.

Reference Books:

1. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw-Hill.
2. Charles W.L. Hill & Gareth R.Jones, Strategic Management Theory : An Integrated approach, Houghton Mifflin Company.
3. Arthur A. Thompson Jr, A.J. Strickland III and John E.Gamble, Crafting and Executing strategy: The quest for competitive advantage- Concepts and Cases-Tata McGraw-Hill.
4. Fred R. David, Strategic Management: Concepts and Cases, Pearson Education.
5. Thomas L. Wheelen, J.David Hunger, Concepts of Strategic Management and Business Policy, Pearson Education.

1.7 FINANCIAL AND MANAGEMENT ACCOUNTING

UNIT-1

Introduction to Financial Accounting - Meaning, Scope, Principles, Concepts and Conventions - Preparation of Financial statements, Trial Balance - Manufacturing, Trading Account - Profit and Loss Account - Balance sheet.

UNIT-II

Financial Statement: Analysis and Interpretation - Meaning in Types of Financial Statement - Types of Financial Analysis - Steps involved in Financial Statement Analysis Techniques of Financial Analysis - Limitations of Financial Analysis.

UNIT-III

Ratio analysis - Meaning - Classification - Advantages of Ratio Analysis – Fund Flow Analysis - Cash Flow Analysis.

UNIT-IV

Budgeting Control - Meaning of Budget - Classification of Budgets – Performance Budgeting - Zero base budgeting - Standard Costing - Determination of Standard cost -Variance Analysis - Cost and sales Variances - Control of Variance.

UNIT-V

Marginal Costing and Profit planning - Cost Volume Profit Analysis - Break even analysis.

Reference Books:

1. R.S.N. Pillai & Bagavathi - Management Accounting S.Chand & Co.Ltd., New Delhi (2002)
2. R. Narayanaswamy - Financial Accounting - A managerial perspective Prentice Hall India Pvt, Ltd., New Delhi.
3. Bhattacharya S.K.John Dearden Accounting for Management text and cases – Vikas publishing house, New Delhi, 2000.
4. Dr. S.N. Maheswari - Financial Management Accounting - Sultan Chand and sons, New Delhi.
5. P.C. Tulsiar - Financial Accounting - Tata McGraw Hill, Publishing Company, New Delhi.
6. Dr. VR. Palanivelu University Sconce press New Delhi (2013).

1.8 RESEARCH METHODOLOGY

UNIT-I

Nature and significance of management research - Concepts of social science research - Stages in research process - Research Design - Hypothesis.

UNIT-II

Kinds of data - Methods of data collection - Sampling techniques - Survey method -Case Study - Interview techniques ~ Interview schedule - Questionnaire - Data processing -Report writing.

UNIT-III

Measures of central tendency - Measures of dispersion - Measures of asymmetry -Measures of relationship - Simple regression analysis - Multiple correlations and regression analysis.

UNIT-IV

Testing of hypotheses - Procedure for hypothesis testing - Chi-square test -T test - F test - Limitations of the tests of hypotheses.

UNIT-V

Analysis of Variance (ANOVA) - Setting up ANOVA table - One way and two way ANOVA ~ Analysis of covariance - Non-parametric tests - Multivariate techniques.

Reference Books:

1. Wilkinson SL Bhandarkar - Methodology and Techniques of Social Research
2. Kothari C.R - Research Methodology: Methods and Techniques
3. Gopal M.H - An Introduction to Research Procedure in Social Sciences
4. Gupta S.P- Statistical Methods
5. Uma Sekaran - Research Methods for Business.

2.1 PRODUCTION MANAGEMENT

UNIT-1

Production Management - Definition - Production System - Difference between services and goods production - Historical development of production management -Product design - Steps - Designing for the customer.

UNIT-II

Facility location - Factors affecting plant location - Plant location selection methods Process analysis - Types of processes - Process selection - Methods - Production layout techniques — Process layout.

UNIT-III

Capacity planning - Concepts - Economies of scale - The Experience curve -Determining capacity requirements - Enterprise resource planning - Production scheduling - Nature and Importance of work centers.

UNIT-IV

Materials management - Materials requirement planning - Master production schedule - Purchase management - Vendor selection - Methods - JIT system- Inventory control — Purposes - Inventory models - EOQ models (without shortages) - Break models.

UNIT-V

Quality control - Acceptance sampling - Statistical quality control -Maintenance management — Purposes - Types - Break down and Preventive maintenance Work measurement - Work study - Time study- Standard time - Measurement techniques.

Reference Books:

1. Production and Operations management - B.S. GoeJ - Pragati Prakashan (2005)
2. Production and Operations management - S.A.Shunwalla & Patel, Himalaya Publishing (2006)
3. Production and Operations Management - R. Panneerselvan - Prentice Hall (2005).

2.2 FINANCIAL MANAGEMENT

UNIT-1

Introduction - Finance and Related Disciplines - Scope and objectives of Financial Management- Finance function and its organization.

UNIT-II

Capital Expenditure Evaluation - Methods and Appraisals - Pay back period, simple and Discounted - Net Present value, Internal Rate of Return - Accounting Rate of Return and Profitability Index - Capital rationing.

UNIT-III

Cost of Capital - Importance, Measurement of specific cost - Computation of Overall Cost of Capital - Capital structure - Determinants and theories.

UNIT-IV

Dividend policy Decision - Determinants – Leverages and its types – simple Problems.

UNIT-V

Sources of Finance - Short term and Long term sources – Working capital management – Determinants of WC – Estimation of WC requirement – Simple Problems.

Reference Books:

1. Pandey I.M., Financial Management, Vikas Publishing House.
2. Prasanna Chandra, Fundamentals of Financial Management, Tata McGraw-Hill
3. James and Van Home, Financial Management and Policy, Prentice Hall
4. Maheswari. S.N., Financial Management: Principles and Practice, Sultan Chand & Sons.
5. Khan. M and Jain.P, Financial Management; Principles and Practice, Tata McGraw-Hill.
6. Dr. VR Palanivelu Sultan chands sons Ltd New Delhi.

2.3 HUMAN RESOURCE MANAGEMENT

UNIT-1

Perceptive in Human Resource Management : Evolution - importance Objectives - Role of Human Resource Manager.

UNIT-II

The Concept of best-fit employee : Importance of Planning -Forecasting - Internal and external sources. Selection process screening.

UNIT-III

Training and executive development; Training Needs - Types of training methods, purposes, benefits resistance.

UNIT-IV

Sustaining employee interest; Compensation plan - Reward - Motivation - Theories of motivation.

UNIT-V

Performance evaluation and control process: Method of performance evaluation -Feedback - Industry practices. Promotion, demotion, transfer and separation - The control process - Importance - Methods - Requirement of effective control systems.

Reference Books:

Decenzo and Robbins, Human Resource Management, Wilsey. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India. Mamoria C.B. and Mamoria S. Prsonnel Management, Himalaya Publishing Company. Dessler, Human Respurce Management,Pearson EducationLimited.

2.4 MARKETING MANAGEMENT

UNIT-1

Markets and marketing - Scope of Marketing - Fundamental concepts, trends and tasks - Marketing and customer value - Nature and contents of a marketing plan.

UNIT-II

Marketing Research Process - Measuring marketing productivity - Demand Measurement - Building Customer Value, Satisfaction and Loyalty - Maximizing Customer Lifetime Value - Customer Relationship Management.

UNIT-III

Levels of Marketing Segmentation - Segmenting Consumer Markets - Bases for segmenting Business Markets - Market Targeting - Building and managing Brand Equity -Developing and communicating a positioning strategy - Differentiation Strategies - Product Life Cycle Strategies.

UNIT-IV

Product Characteristics and Classification - Product and brand relationships -Developing Pricing Strategies and Programmes - Setting and Adapting the Price.

UNIT-V

Role of Marketing Communication - Developing Effective Communication -Deciding and managing Marketing Communication Mix - Advertising versus Promotion -Direct Marketing and Interactive Marketing - New Product Development Process.

Reference Books:

Philip Kotler and Kevin Lane Keller; Marketing Management, Prentice Hall India. Kotler and Armstrong; Principles of Marketing, Prentice Hall India. V.S. Ramaswamy and S.Namakumari; Marketing Management, Macmillan India. Rajiv Lal et al: Marketing Management: Text and Cases, Tata McGraw-Hill. Etzel, Stanton and Walker: Fundamentals of Marketing, McGraw-Hill.

2.5 HUMAN RESOURCE DEVELOPMENT

Unit- I

Human Resource Development - Concept of HRD - Need and Importance of HRD - Objectives of HRD- Challenges of HRD- Micro and Macro levels- Difference between personnel Management and Human Resource Development- Mechanism of Human Resource Development.

Unit – II

Career Planning, Career Development and Career Strategy – Characteristics of Career Planning – Objectives of Career Planning – Importance of Career Planning – Benefits of Career Planning – Characteristics of Career Development – Principles of Career Development – Career Strategy Process.

Unit – III

Quality of Work Life - Definition- Objectives of QWL - Scope and Importance of QWL – Increasing QWL – Ways to increasing QWL - Barriers to QWL – Dimensions of QWL – Specific Issues of QWL.

Unit – IV

Performance Appraisal and Potential Appraisal – Definition - Motivation – Objectives – Methods of Performance Appraisal – Essentials of a Good performance Appraisal system – Types of Performance Appraisal – Benefits of Performance of Appraisal.

Unit – V

Employee Coaching, Counselling and Mentoring – Definitions – Objectives – Types of Employee Coaching – Techniques of Employee Coaching – Elements of Employee Coaching – Functions of Employee Coaching – Measures of Effective Counselling – Characteristics of Mentoring - Pre-requisites of successful mentoring – Importance and Types of Mentoring – Difference between Coaching and Mentoring.

References

1. Nick Wilson (2011), “Human Resource Management” Sage South Asia edition, Sage Publications, Pvt. Ltd.
2. L.M. Prasad (2001), “Human Resource Management” Sultanchand & sons, third edition.
3. Biswanath Ghosh , “Human Resource Management”, third edition, Prentice Hall of India.
4. S.K. Bhatia forward by Dr. Abad Ahmad (2006) “A Competitive Advantage” Deep & Deep Publications Pvt. Ltd.

2.6 TRAINING AND DEVELOPMENT

Unit – I

Training and Development – Introduction – Definitions – Concept and Nature of Training and Development – Importance of Training and Development – Objectives of Training – Levels of Training – Methods of Training.

Unit – II

Training Programme – Steps in Training Programme – Essentials of a Training Programme – Need for Training in India – Objectives of Training Programme – Selecting and Retaining the Training and Development Staff.

Unit – III

Training Strategy – Strategy Issues – Dimensions and Options of Strategy – Training Process – Stages of Training Process – Identifying Training needs – Potential Sources of Organizational Training needs – Role of Training and Development - Functions of Training and Development.

Unit – IV

Measurement of Training and Development – Scales of Measurement – Post- Training Measurement – Training Systems – Task of the Training System – Dynamics of developing a Training System.

Unit – V

Develop the Group and Climate – Aspects – Indicators of Group Development – Training Climate – Trainers and Training Styles – Personal needs of Trainers – Role and Functions of Trainers.

References

1. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy (2012), “Human Resource Management”, A South Asian Perspective, Cengage learning.
2. Rold P. Lynton, Udai Pareek (2011), “Training for Development” Sage Publications Pvt. Ltd.
3. Tapomoy Deb (2006), “Human Resource Development” theory & practice, Revised edition Ane books Pvt. Ltd.
4. K. Aswathappa (1997) “ Human Resource Personnel Management” 4th edition, Mc.Graw-Companies

2.7 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit – I

International HRM – Introduction – Definition of IHRM – Importance of IHRM – Components of IHRM – Factors affecting IHRM – Global Recruitment – Source of Global Recruitment - Domestic HRM and International HRM.

Unit – II

Human Resource Productivity – Introduction – Issues in International selection – Organizational life cycle Management – International recruitment and selection – Staff selection Issues – Sustaining International business operations – Types of International Assignments.

Unit – III

International Compensation Management – Introduction – Objectives of International Compensation – Components of Compensation – Methods of Compensation – Approaches to International Compensation – Regional impact on Compensation.

Unit – IV

International Human Resource Management Trends and Future Challenges – International business ethics and HRM – Mode of Operation and IHRM - Ownership Issue – Women International business HRM.

Unit – V

Managing and supporting International Assignments – Performance Management – Multinational Performance Management – Basic Components of Performance Management – Performance appraisal of International Employees.

References

1. Peter J. Dowling Denise E. Welch (1999), “International Human Resource Management”, 4th edition, South western Cengage learning.
2. Terence Jackson (2002) “International Human Resource Management”, A Cross Sectional Approach, Sage Publications Pvt. Ltd.
3. K. Aswathappa (1997) “ Human Resource Personnel Management” 4th edition, Mc.Graw-Companies.
4. L.M. Prasad (2001), “Human Resource Management” Sultanchand & sons, third edition.
5. Biswanath Ghosh , “Human Resource Management”, third edition, Prentice Hall of India.

2.8 CHANGE MANAGEMENT

Unit – I

Change Management – Impact of Change – Nature of Change – Role and Selection of the Problem Owner – Change and Manager – Managing Change from Gender Perspective – Mapping Change.

Unit – II

Systems Approach to Change – Systems Autonomy and Behaviour – Intervention Strategy – Phases of Intervention – Intervention Strategy Model (ISM) – Stages of Intervention Strategy Model.

Unit – III

People Management – Scientific Management (Taylorism) – Human Relations Movement – Tavistock work organizations Model - Organizational Development Process and Matrix – Competing Narratives – Multiple subjective Narratives – Implications of Managing Change.

Unit – IV

Organizational Politics and Change – Defining Organizational Politics – People engage in Politics – Change Management and Organizational Politics – Value of Total Project Management.

Unit – V

Learning Organization – Definition – Nature and importance of Learning Organization – Evolution of Learning Organization – Organization Development Model – Relevance of Learning Organization.

References

1. Robert A. Paton & James Mccalman (2008), “Change Management”, A Guide to effective implementation, Sage South Asia edition.
2. Srinivas R. Kandula (2007), “Human Resource Management in Practice” Prentice Hall of India Pvt. Ltd.
3. Clark J. (1995), Managing Innovation and Change, London , Sage Publications Pvt. Ltd.
4. Johnson G. Scholes.K, and Whiting ton R. (2006), Exploring Corporate Strategy, 6th edition, London, Financial Times Press.