

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS)(MBA-IB) FOR THE EXAMINATION OF 2013-2014

Note:

1. Examination in each subject will be of 3 hours duration except for Global Strategic Management (MBAIB7101).
2. The duration of Global Strategic Management (MBAIB7101) will be 4 hours.
3. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshops.

Instructions to the paper setters:(except for MBAIB7101: Global Strategic Management)
IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least two from each unit.
IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B: Use of nonprogrammable calculator

MBAIB6203	WORKSHOP ON FOREIGNTRADE DOCUMENTATION AND TRADE FINANCE	100
MBAIB6204	OPERATIONS RESEARCH	100
MBAIB6205		

ANY TWO OF THE FOLLO WING:

MBAIB7211	INTERNATIONAL BANKING	100
MBAIB7212	TECHNOLOGY AND STRATEGIC CONSULTING	100
MBAIB7213	INTERNATIONAL ACCOUNTING	100
MBAIB7214	TOTAL QUALITY MANAGE MENT	100
	TOTAL	<u>700</u>

FIRST SEMESTER

MBAIB6101: ORGANISATION

References

1. Aswathappa, K. and Sadhna, D., International Human Resource Management, Tata McGraw-Hill Publishing.
2. Briscoe, D. R., and Schuler, R. S., International Human Resource Management: Policy and Practice for the Global Enterprise, Routledge.
3. Luthans, F., Organizational Behavior, McGraw Hill Inc.
4. Newstrom, J.W. and Davis, K., Organizational Behavior, Human Behavior at work, McGraw Hill Companies, Inc.
5. Nilakant, V., Ramnarayan, C. S., Change Management, Altering Mindsets in a Global Context, Response Books.
6. Pareek, U., Understanding Organizational Behavior, Oxford University Press, Delhi.
7. Robbins, S. P., Judge, T., and Sanghi, S., Organizational Behavior, Pearson Education
8. Weiss, P., Organisational Behaviour and Change, St. Paul, MN: West.

MBAIB6102: MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT I

Introduction to marketing meaning, nature and scope of marketing; marketing philosophies; marketing management process; concept of marketing mix; market analysis; understanding marketing environment; consumer and organization buyer behavior; measurement and marketing research; market segmentation, targeting and positioning.

UNIT II

Product planning and pricing product concept; types of products; major product decisions and management; product life cycle, new product development process; pricing decisions;

7. Ramaswamy, V.S. and Namakumari, Marketing Management: Planning, Control, New Delhi, MacMillan Press, New Delhi.
8. Zikmund, A., Marketing Thomson Learning; Mumbai.

MBAIB6103: BUSINESS STATISTICS

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

UNIT -I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures of central tendency, Skewness meaning and coefficient of Skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

UNIT -II

Correlation analysis meaning & types of correlation, Karl Pearson coefficient of correlation and Spearman's rank correlation, regression analysis meaning and two lines of regression, relationship between correlation and regression coefficient, time series analysis.

Theory of estimation: Point and interval estimation, construction and confidence limits for mean.

Tests of significance: parametric v/s non-parametric tests, hypothesis testing, large samples, small samples chi-square test, z-test, t-test, binomial test, analysis of variance, dependence of Attributes, Goodness of Fit and Test of Homogeneity. .

References

1. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay
3. Bhardwaj, R.S. Business Statistics, Excel Books
4. Gupta S.P & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
5. Levin & Rubin, Statistics for Management, Prentice Hall of India, New Delhi.

MBAIB6104: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

UNIT I

Conceptual basis of accounting, nature and purpose of accounting, basic accounting concepts and conventions underlying preparation of financial statements, forms of business organization, accounting records; balance sheet equation, completing accounting cycle; preparation of profit and loss account and balance sheet as per section VI of companies act 1956.

UNIT II

Revenue recognition and measurement (AS 9), inventory valuation (AS 2), fixed assets (AS 10), depreciation accounting (AS 6), intangible assets accounting (AS 26), financial statement

analysis, ratio analysis, common size statement, comparative statement analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

UNIT III

Cost accounting objectives, cost accounting and management accounting, understanding and

MBAIB6105: SEMINAR ON FOREIGN TRADE POLICY AND MANAGEMENT

Objective: The objective of this course to make students understand set of guidelines and instructions established by the DGFT in matters related to the import and export of goods and services in India.

UNIT I

Global trade and its growth, India's position in world's trade, India's recent trade policy: objectives and features, balance of trade & balance of payments, exchange control, exchange rate and its fixation, current and capital account convertibility and its impact on foreign trade, deemed exports.

UNIT II

Manufacturer exporters, merchant exporters, EOU/SEZ/AEZ, biotech parks/food parks, export houses, trading houses, super trading houses, super star trading houses, export incentives including fiscal incentives, export promotional institutional set up, foreign direct investment in India, foreign collaboration, Indian joint ventures abroad, counter trade arrangements, projects and consultancy exports.

References

1. Czinkota M. R., International Business, Cengage Learning.
2. Current Foreign Trade Policy, Government of India.
3. Handbook of Procedures Volume II & III, SION DEPT Schedule.
4. Joshi R, M., International Business, Oxford University Press.
5. Nabhi's Board of Editors, How to Export, Nabhi Publications.
6. Nabhi's Board of Editors, How to Import, Nabhi Publications.
7. Paul J., International Business, Prentice Hall of India, New Delhi.

MBAIB6106: SEMINAR ON MICRO ECONOMICS

Objective: The aim of the paper is to acquaint the management students to basic economic principles applied to study behavior of economic agents as consumers and as firms in different markets situations to maximize their objective functions.

UNIT I

MBAIB6107: WORKSHOP ON BUSINESS COMPUTING

Objective: The objectives of this paper are to develop skills in handling computer and use it as a strategic resource in management.

UNIT -1

Overview of computer applications in public services, business and industry; Microsoft word mail merge, hyperlinks and bookmark; Microsoft Excel

MBAIB6108: WORKSHOP ON BUSINESS COMMUNICATION

Objective

4. Murphy, H. A., Hildebrandt, H. W., and Thomas, Jane P. Effective Business Communication, The McGraw Hill Companies.
5. O'Rourke IV, J.S.,

UNIT IV

Changing dimensions of legal environment of India: FEMA, competition act, consumer protection act, environment protection act; critical elements of sociocultural environment; corporate social responsibility of business.

References

1. Aswathappa, K., Legal Environment of Business, Himalaya Publication
2. Cherunilam, F., International Economics, Tata McGraw Hill
3. Dixit, M. R., Environmental Factors relevant for strategy formulation, Indian Management
4. Glueck, T., Business Policy and Strategic Management, McGraw Hill.
5. Krugman, P. R., International Economics, Pearson Education
6. Kindleberger, C. P., International Economics, R.D. Irwin.
7. Sodersten, R. G., International Economics, McMillan Press

MBAIB6202: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. In particular, the course will highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on an international level.

UNIT I

Foundations of international financial management: globalization and multinational firm; the importance, rewards and risk of international finance; goals for international financial management; exposure to international risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign exchange rates.

MBAIB6203: WORKSHOP ON FOREIGN TRADE DOCUMENTATION AND TRADE FINANCE

Objective: The course aims at providing and understanding of foreign exchange, export financing, Export Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign transactions and the paper work thereto.

UNIT I

Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative; methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed.

UNIT II

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies,

References

1. Current Foreign Trade Policy
2. Handbook of procedures Volume I & II.
3. Jain, S.C. Export Procedures and Documents
4. Kumar, A., Export and Import Management, Excel Books.
5. Lall, G. S., Finance of Foreign Trade and Foreign Exchange, P. J. Kapoor
6. Manual on Export Documentation, Nabhi publication.
7. Ram, P., Export, What, Where and How, Anupam Publishers
8. Varshney, R.L. and Bhattacharya, B., International Marketing Management, S. Chand

MBAIB6204: OPERATIONS RESEARCH

Objective: The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision making.

UNIT I

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

UNIT II

UNIT III

PERT/CPM: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time cost tradeoff, decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

UNIT IV

Game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, queuing theory: concept, assumptions and applications, analysis of queue systems, person

UNIT I

Introduction to global marketing, the process of international marketing and transition from domestic to transnational marketing, benefits of international trade, international marketing entry strategies; segmentation, selection of foreign markets and positioning strategies.

UNIT II

4. Sekaran J., Research Methods for Business: A Skill Building Approach John Wiley and Sons., Inc.
5. Zikmund, W. G., Business Research Methods, Engage Learning

THIRD SEMESTER

MBAIB7101: GLOBAL STRATEGIC MANAGEMENT

Objective: The course will deal with strategic management issues in the context of the firms that operate in more than one country. Extensive case studies of companies operating at the international level will provide the basis for comprehensive analysis of strategic management issues.

End semester

References

1. Deresky, H., International Management: Managing across borders and cultures, Pearson Education
2. Hill, C. W. L. and Jones G. R., Strategic Management, An Integrated Approach, Biztantra
3. Hill, C. W. L. and Jain A. K. , International Business Competing in the Global Market Place, The McGraw Hill company.
4. Hitt, M. A., Duane R. and Hoskisson R. E., Strategic Management: Competitiveness and Globalization, Thomson, South Western
5. Peng, M. W., Global Strategy, Thomson
6. Rugman, A. M., Richard, M. H., International Business: A strategic management approach, Pearson Education
7. Taggar, J. H. and McDermott M. C., The Essence of International Business, Prentice Hall.
8. Thakur, M., Burton G. E. and Srivastava B.N., International Management: Concept and Cases, Tata McGraw Hill Co.

MBAIB7102: GLOBAL SUPPLY CHAIN MANAGEMENT

Objective: The Course explores the main Issues in global supply chain management (SCM) to underline their strategic importance to firms. The course helps students develop understanding about the significance of SCM in international business; understand the key operational issues involved in global supply chain management; have the knowledge of managing SCM in international trade operations; and examine the levels of risk, efficiency, and sustainability of a supply chain

4.

UNIT IV

Issues related to international taxation; double taxation agreements. International arbitration; India Customs Act 1962; GST

References

1. Ashwathappa, K. Legal Environment of Business, Himalaya Publications, Delhi
2. Bakshi, P.M., Drafting of Commercial agreements, Indian Law Institute
3. Carr, I. and Kidner, R., Statutes & conventions in International Trade Law, Cavendish publishing Limited
4. Daniels, J., Radebaugh, L., and Sullivan, D., International Business: Environment and operations, Prentice Hall
5. Hotchkiss C., International Business Law, McGraw Hill.
6. Kumar, R., Legal Aspects of Business, Cengage Learning.
7. Schmitthoff, C.R., Export trade: The Law and practice of international trade, Sweet and Maxwell.
8. Willes, J. H., and Willies, J.A., International Business Law Environments and Transaction, Mc Graw Hill International Edition

MBA IB7104: WORKSHOP ON SECTORAL STRATEGIES FOR EXPORTS

Objective: The objective of this course is to develop an understanding of the performance of exports in various sectors at the national and international level. The special characteristics of different markets would be identified. The students would be expected to suggest remedies for these problems and evolve appropriate strategies for different products and markets.

UNIT I

Export marketing of thrust products of agricultural and agro based products including tea, fresh and processed foods, cashew kernels, coffee, spices, tobacco & tobacco manufacturers, floriculture, jute and jute based manufactures, cotton textiles and handloom: trends in exports India & world's trade, share of India in world exports, role of respective export promotion councils in promoting exports, quality standards, exports incentives available to the exporters, problems & strategies to increase exports.

UNIT II

Meat & meat products, marine products, woolen fabrics and knitwear, handicrafts and jewellery, leather and leather manufactures including leather garments, minerals and ores, engineering products capital goods, consumer durables and electronics: trends in exports India & world, share of India in world's exports, role of respective export promotion councils in promoting exports, quality standards, exports incentives available to exporters, problems, strategies to increase exports.

UNIT III

Basic chemicals, pharmaceuticals and cosmetics, services including tourism, shipping, software exports and insurance: trends in exports India & world, share of India in world exports, role of respective export promotion councils in promoting exports, exports incentives available to the exporters, problems and strategies to increase exports.

UNIT IV

Developing of marketing strategies for select markets, NAFTA, SAFTA, APEC, CIS, select Latin American, West Asian and African countries.

References

1. Annual Reports of Export promotion councils.

2. Business and Economic: ~~Ca~~ for you.
3. Economic surveys.
4. Foreign Trade review IIFT Publication.
5. Focus WTO IIFT Publication.
- 6.

UNIT II

Scale development and special issues in multi country scale development; analysis of multi

References

1. Chandra, P. Project Planning: Analysis, Selection, Implementation and Review
McGraw Hill.
2. Esty, B. C., Modern Project Finance: A Case Book, John Wiley and Sons, Inc.
3. Gatti, S,

UNIT I

Nature of entrepreneurship, entrepreneurial motivation; entrepreneurial organization: characteristics and cultures, nurturing / developing entrepreneurs, theories of entrepreneurship entrepreneur vs. professional manager, women entrepreneurs. Entrepreneurship Development entrepreneurship and environment policies governing entrepreneurs, entrepreneurial development programs; institutions for entrepreneurship development; entrepreneurship development in other countries

UNIT II

Role of consultancy organizations, role of financial institutions, bank finance to entrepreneurs incentives and subsidies offered by the central and state government; concept of projects and their classification, project identification project formulation, project report, project design, project appraisal, profitability appraisal, project planning, social benefit analysis.

References

1. Bhanushali, S.G., Entrepreneurship Development, Himalaya Publishing House, Bombay.
2. Baumbach, M. and Manoso, J.R., Entrepreneurship and Venture Management
Taraporevala.
3. Cook, J.R.,

MBAIB7114: SEMINAR ON REGIONAL ECONOMIC GROUPINGS

Objective: The recent proliferation of Free Trade Areas (FTAs) and Customs Union in the world trading system has led to revival of interest in the economic analysis of such Preferential Trading Agreements (PTAs). This paper attempts to make students aware of major regional economic groupings in the world and also their trade relations with India.

UNIT I

Regional economic groupings objectives & rationale, forms of regional economic groupings free trade area, customs union, common market, economic union, regional economic groupings & its impact on world trade, trade creation and trade diversion, regionalism vs multilateralism, regional integration and foreign direct investment (FDI), concept of optimum currency areas; European Union (EU) its formation, performance, introduction of Euro and trade relations with India; EFTA (European free trade area), ECOWAS (economic community of west african states).

UNIT II

SAFTA (south Asian free trade area), ASEAN (association of south Asian nations), APEC (Asia Pacific Economic Council), Gulf-cooperation council (GCC), Arab common market their set up, performance and trade relations with India, NAFTA (north American free trade area), ANCOM (Andean common market), LAIAL (Latin American integration association), CACN (central American common market), CARICOM (Caribbean community and common market), their set up, performance and trade relations with India.

References

1. Bhagwati, J., Krishna, P., Panagariya, A., Trading blocs: Alternative approaches to analyzing preferential trade agreements, Massachusetts Institute of Technology, Working Paper 674.4, Cambridge, MA, 1994.

UNIT III

International business negotiations meaning, features, managing the negotiation process, negotiating within groups, negotiating between groups.

UNIT IV

Cross cultural dimensions in negotiations, ethics in negotiations, human rights charter and corporate social responsibility.

References

1. Cohen, S. Negotiating skills for Managers, Tata McGraw Hill
2. Hodgetts, R. M. and Luthans, F. International Management Culture, Strategy and Behavior, Tata McGraw Hill.
3. Hiltrop, J.M., and Udall, S. The Essence of Negotiation, Prentice Hall of India Pvt. Ltd.
4. Mathur, U.C., Corporate Governance and Business Ethics, Macmillan India Limited.
5. Rao, S.L., Negotiation Made Simple: Everyone Must Win, Excel Books.
6. Raiffa, H., Richardson, J., Metcalfe, D., Negotiating Analysis: The Science and Art of Collaborative Decision Making, PHI Learning Pvt. Ltd.
7. Richard, A.M., International Management Cross Cultural Dimensions, Blackwell Business.
8. Rugman, A. M. and Hodgetts R. M., International Business A Strategic Management Approach, McGraw-Hill, International Edition.

MBAIB7202: INTERNATIONAL BRAND MANAGEMENT

Objective: To facilitate an understanding of the importance of branding in consumer choice and how the value of brands may be developed, protected or lost. Participants are expected to develop ability to measure brand equity in the context of International Markets and identify main challenges facing international brands.

2. Drawbaugh, K., Brands in the balance: meeting the challenges to commercial identity, Pearson Education, New Delhi
3. Ellenwood, I., The Essential Brand Book Kogan Page Limited, London
4. Keller, K.L., Strategic Brand Management Pearson Education New Delhi
5. Upshaw, L.B., Building Brand Identity, John Wiley, New York

MBAIB7205: FOREIGN LANGUAGE - FRENCH

Objective: The objective of the course is to introduce the students to the basics of French Language.

Theory Paper

- | | |
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| 1. Comprehension of an easy unseen passage. | 10 marks |
| 2. General Questions based on the topics covered in the textbook including questions on civilization (objective type or very short type questions) | 10 marks |
| 3. Composition of a dialogue/letter | 10 marks |
| 4. Grammar from prescribed textbook | 20 marks |
| | 50 Marks |

References

1. Giradet, Jacky and Pecheur, Jacques, Campus I: Methode de francais SLE International, Paris (Unit 7 to 12).

MBAIB7206: SEMINAR ON WTO AND INTERNATIONAL TRADE POLICIES

Objective: Participants are to

evolution. It seeks to provide knowledge and understanding of the interrelationship between the various elements of the WTO agreements and practices.

UNIT I

WTO agreement, WTO - its objectives and principles, ministerial conferences and declarations; Singapore, Geneva, Seattle, Doha agenda, Cancun round & Hong Kong, its implications on international trade, trade in goods, trade related investment measures, subsidies and dumping safeguards, quantitative restrictions, agreement on agriculture including sanitary and phytosanitary measures, trade in services including movement of natural persons & GATS

UNIT II

Trade related intellectual property rights, protection of copyrights, trademark, geographical indicators, industrial designs, patents, integrated circuits and environmental issues, competition policy, investment and trade facilitation, WTO and India's trade policy regime, impact of WTO on key sectors of Indian economy: agriculture, pharmaceuticals, textiles,

MBAIB7211: INTERNATIONAL BANKING

Objective: The objective of this course is to familiarize students with the importance and techniques used for effective operations and working of the multinational banks.

UNIT -I

Introduction to international banking; organizational features of international banking; intermediation and resource allocation, policy implications of international banking, correspondent banking, bank accounts NOSTRO and VOSTRO accounts SWIFT, CHIPS, CHAPS, FEDWIRE, resident representatives, bank agencies, foreign branches, foreign subsidiaries and affiliates, consortium banks.

UNIT -II

Role and function of overseas banking, foreign lending, international lending policies and practices, the payment mechanism; settlement system followed in US, UK, Germany, Switzerland and Japan; global trends and developments in international banking, international financial centres offshore banking units, SEZ financial markets interdependence and securitization, deregulation, technology and financial innovations.

UNIT - III

The eurocurrency market, international debt management, factors determining exchange rates national / international, political and economic, direct and indirect quotations, spot rates, forward rates premium and discount and cross rates, basics of derivatives, forward exchange rates, contracts, currency options, swaps and interest rate swaps. major recommendations of the various expert group on forex market, letter of credit mechanism and UCPDC/ URC/ buyer /sellers credit, bilateral trade, counter trade, high seas sales.

UNIT-IV

Various facilities to exporters and importers including forfaiting and factoring, NRI accounts
Indian rupee and foreign currency accounts, risk and credit analysis, management of foreign
exchange risk, current banking practice in the analysis and control of foreign portfolio risk; a

UNIT I

References

1. Douppnik, T. and Perera, H., International Accounting, McGraw-Hill.
2. International Financial Reporting Standards, Vol. I & II, Taxmann Publications.
3. Needles, B. E. and Powers, M., International Financial Reporting Standards, South Western College Publishing.
4. Nobes, C. and Parker, R., Comparative International Accounting, Prentice Hall.
5. Rathore, S., International Accounting, Prentice Hall India.
6. Saudagar, S. M., International Accounting: A User Perspective, CH, Inc.

MBAIB7214: TOTAL QUALITY MANAGEMENT

Objective: The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

UNIT I

Introduction to TQM: history, aims, objectives, benefits and their principles, TQM. reasons for use of TQM, proven examples and benefits, methods to assist the pr

control and improvement process, designing for quality: opportunities for improvement in product design, early warning, concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, benchmarking: defining, importance and benefits, types, basic steps, pitfalls, JIT: definitions, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT III

TQM for Marketing Function: quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, technology and product quality, quality of after sales services: quality measurement in customer service, organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture, technology and culture, motivation quality linked productivity.

UNIT IV

Total employee involvement: awareness of quality, recognition and rewards, empowerment and self-development, education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, supporting technologies: overview of supplier quality assurance system, TQM implementations & barriers to implementation, ISO 9000 series of standards: concept, relevance, benefits of ISO 9001: 2000, six sigma: history, structure, application, keys to success and failure.

References

1. Arora, K.C., TQM and ISO 14000 S.K. Kataria & Sons, New Delhi.
2. Hurbert K.R., Managing Total Quality Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. Huxtable, N., Small Business Total Quality Chapman & Hall.
4. Juran, J.M. & Gryna, F. M., Quality Planning and Analysis Tata McGraw Hill, New Delhi.
