

**SCHEME AND SYLLABUS**  
**FOR**  
**PhD (MANAGEMENT STUDIES)**

**(w.e.f. Session 2022-2023)**



**DEPARTMENT OF MANAGEMENT STUDIES**  
**J.C. BOSE UNIVERSITY OF SCIENCE AND**  
**TECHNOLOGY YMCA, FARIDABAD**

### **VISION OF THE DEPARTMENT**

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation

### **MISSION OF THE DEPARTMENT**

1. To provide learning environment to young aspirants by introducing suitable pedagogy and innovative industry-based curriculum
2. To provide best research facilities for developing analytical capabilities
3. To impart effective managerial skills for transformation of raw minds into effective managers and entrepreneurs



## **OVERVIEW OF DEPARTMENT OF MANAGEMENT STUDIES**

The Department of Management Studies is one of the faculties of J.C. Bose University of Science and Technology, YMCA formerly known as YMCA University of Science and Technology. The University is presently NAAC accredited 'A' Grade State Government University and most of the University Teaching Departments (UTDs) are accredited by the National Board of Accreditation.

The Department of Management Studies came into existence in the year 2008 with an MBA program offering Specialisations in Information Technology, Operations, and Power Management. The program was meant for technical graduates only. Since 2011, the MBA program has been open for all graduates. With an aim to promote academic growth that various levels, now department offers the following high-quality management programs:

- MBA (with dual Specialisations)
- MBA - Executive
- BBA
- B.Com
- PhD

The department follows international standard curriculum which is developed in consultation with eminent academicians and industry practitioners. The program delivery is done by well-qualified, competent, research-oriented, experienced faculty members and experts from the industry.

**J.C. Bose University of Science and Technology, YMCA, Faridabad  
PhD (Management Studies)**

**Scheme of Studies/Examination**

Course No.	Course Title	Teaching Schedule			Marks for sessional	Marks for End Term Examination	Total Marks	Credits
		L	T	P				
PHD-100A	Research Methodology	4	0	0	25	75	100	4
CPE-RPE	Research and Publication Ethics	2	0	0	25	75	100	2
	Elective-I	4	0	0	25	75	100	4
	Total	10	0	0	75	225	300	10

**Elective-I**

S.No	Paper Title	Paper Code
1	Advanced Human Resource Management	PhD/MGT/HRM/01
2	Organisational Behaviour for Researchers	PhD/MGT/HRM/02
3	Human Resource Analytics	PhD/MGT/HRM/03
4	Advanced Marketing Management	PhD/MGT/MM/01
5	Consumer Behaviour for Researchers	PhD/MGT/MM/02
6	Current Trends in Marketing Analytics	PhD/MGT/MM/03
7	Advanced Financial Management	PhD/MGT/FM/01
8	Behavioural Finance for Researchers	PhD/MGT/FM/02
9	Financial Institutions and Regulatory Authorities	PhD/MGT/FM/03
10	Any other course suggested by concerned supervisor and approved by DRC*	To be approved in DRC

\*A student can select any other elective as suggested by the supervisor, the syllabus and code will be approved in DRC, if not already approved.

- Note:**
1. The student will study one course from the list of elective courses.
  2. The student will choose the elective course in consultation with the supervisor.
  3. Exam duration will be of 3 hours.



**PHD – 100A**  
**RESEARCH METHODOLOGY**  
**PhD (Common Subject)**

**No. of Credits: 4**

**L | T | P | Total**

**4 | 0 | 0 | 4**

**Sessional: 25 Marks**

**Theory: 75 Marks**

**Total: 100 Marks**

**Duration of Exam: 3 Hours**

**Course Objectives:**

- Understand research process in order to plan a research proposal
- Learn methods to devise and design a research set-up
- Plan and perform data collection methods and its analysis
- Conclude research in report writing

**Course Outcomes:** The research scholar shall be able to

CO1 Plan a research proposal and design the research.

CO2 Collect data through experiments or surveys as per research requirement.

CO3 Understand and apply sampling and sampling distributions.

CO4 Understand and perform quantitative and qualitative data analysis.

CO5 Write research report with proper citations.

**Unit 1**

**Introduction to Research:** Definition, need and purpose of research, types of research, research process, approaches to research, planning a research proposal, literature review.

**Unit 2**

**Measurement Scales:** Indexes vs. Scales, Types of Scale, construction of Scale, Bogardus social distance scale, Thurstone Scale, Likert Scale, Semantic Differential Scale, Guttman Scale.

**Unit 3**

**Data Collection Methods:** Experiments and Surveys, Experiments: Classical Experiments, Independent & Dependent Variables, Pre Testing & Post Testing, Double Blind Experiment, Subject Selection, Variation on Experiment Design. Survey Research: Topics appropriate for survey research, Guidelines for asking questions, Questionnaire Construction, Strengths & Weakness of Survey Research, Types of Surveys.

#### **Unit 4**

**Sampling:** Types of sampling methods: Non-Probability Sampling, Probability Sampling, Theory & Logic of Probability Sampling, Sampling Distributions & Estimates of Sampling Error.

#### **Unit 5**

**Data Analysis:** Qualitative v/s Quantitative data analysis, Qualitative Data Analysis: Discovering Patterns, Grounded Theory Method, Semiotics, Conversation Analysis, Qualitative Data Processing. Quantitative Data Analysis: Quantification of Data, Univariate Analysis, Bivariate Analysis, Multivariate Analysis, Regression Analysis, Description Analysis. Hypothesis. Multiple Attribute Decision Making.

#### **Unit 6**

**Report Writing, Ethical Issues and Outcomes:** Report Preparation, Structure of Report, Report Writing Skills, Citations, Research Papers, Intellectual Property Rights, Plagiarism, Patent, Commercialization, Ethical Issues.

#### **References:**

1. Research Methodology by R. Panneerselvam, 2nd Ed. PHI
2. Research Methodology by C.R. Kothari & Gaurav Garg, 3 rd Ed. New Age Publishers
3. Research Methodology and Scientific Writing by C. George Thomas, Ane Books
4. The practice of social research by Earl Babbie, 14th Ed. Cengage
5. Multiple Attribute Decision Making, Gwo-Hshiung Tzeng and Jih-Jeng Huang, CRC Press

**PHD – CPE-RPE**  
**RESEARCH AND PUBLICATION ETHICS**  
**PhD (Common Subject)**

**Course Structure**

- The course comprises of six modules listed in table below. Each module has 4-5 units.

Modules	Unit Title	Teaching Hours
<b>Theory</b>		
RPE 01	Philosophy and Ethics	4
RPE 02	Scientific Conduct	4
RPE 03	Publication Ethics	7
<b>Practice</b>		
RPE 04	Open Access Publishing	4
RPE 05	Publication Misconduct	4
RPE 06	Databases and Research	7

**Syllabus in details**

**THEORY**

- **RPE 01: PHILOSOPHY AND ETHICS (3 hrs.)**
  1. Introduction to philosophy: definition, nature and scope, concept, branches
  2. Ethics: definition, moral philosophy, nature of moral judgements and reactions
- **RPE 02: SCIENTIFIC CONDUCT (5hrs.)**
  1. Ethics with respect to science and research
  2. Intellectual honesty and research integrity
  3. Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP)
  4. Redundant publications: duplicate and overlapping publications, salami slicing
  5. Selective reporting and misrepresentation of data
- **RPE 03: PUBLICATION ETHICS (7 hrs.)**
  1. Publication ethics: definition, introduction and importance
  2. Best practices / standards setting initiatives and guidelines: COPE, WAME, etc.
  3. Conflicts of interest
  4. Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types
  5. Violation of publication ethics, authorship and contributorship



6. Identification of publication misconduct, complaints and appeals
7. Predatory publishers and journals

## **PRACTICE**

- **RPE 04: OPEN ACCESS PUBLISHING (4 hrs.)**
  1. Open access publications and initiatives
  2. SHERPA/RoMEO online resource to check publisher copyright & self-archiving
  3. Software tool to identify predatory publications developed by SPPU
  4. Journal finder / journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Journal Suggester, etc.
  
- **RPE 05: PUBLICATION MISCONDUCT (4hrs.)**
  - A. Group Discussions (2 hrs.)**
    1. Subject specific ethical issues, FFP, authorship
    2. Conflicts of interest
    3. Complaints and appeals: examples and fraud from India and abroad
  
  - B. Software tools (2 hrs.)**

Use of plagiarism software like Turnitin, Urkund and other open-source software tools
  
- **RPE 06: DATABASES AND RESEARCH METRICS (7hrs.)**
  - A. Databases (4 hrs.)**
    1. Indexing databases
    2. Citation databases: Web of Science, Scopus, etc.
  
  - B. Research Metrics (3 hrs.)**
    1. Impact Factor of journal as per Journal Citation Report, SNIP, SIR, IPP, Cite Score
    2. Metrics: h-index, g index, i10 index, alt metrics

**ADVANCED HUMAN RESOURCE MANAGEMENT**  
**PhD/MGT/HRM/01**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:** After the successful completion of the course, students will be able to:

1. Understand the basics of human resource management with roles and responsibilities of a human resource manager.
2. Analyse the human resource challenges in present scenario.
3. Know the essentials of employing, maintaining and promoting a motivated workforce in an organisation.
4. Develop critical understanding of contemporary issues of human resource management.

**Unit 1**

Human resource management - concept, evolution, scope; HR Generalist & HR Specialist, HR Competencies; Challenges: global challenges, technology challenges; managing talent; competency development; line and staff responsibilities of HR manager; human resource planning & forecasting; human resource information system; eHRM,

**Unit 2**

HR sourcing and recruitment; selection process; job analysis - job description and job specification; job design approaches; job evaluation - concept & methods; employee compensation management & determinants of wage/salary fixation; incentives, bonus, ESOPs, fringe Benefits.

**Unit 3**

Performance appraisal methods - limitations and problems; human resource development; training - process, methods and evaluation; HR scorecard and analytics; career planning and development; potential appraisal and succession planning.

**Unit 4**

Industrial relations; grievance handling; employee welfare; t; contemporary issues in HRM - knowledge management, HR audit & accounting, HR in virtual organizations, ethics & corporate social responsibility; Global HRM: A global perspective, legal and ethical climate of global HRM.

**Suggested readings:**

1. Aswathapa, K. Human resource management: Text and cases, Tata McGraw Hill Education.
2. Halder, U. and Sarkar Juthika, Human Resource Management, Oxford University Press.
3. Decenzo, D. & Robbins S.P., Human Resource Management, Wiley India Private Limited.
4. Gary, Dessler, Essentials of Human Resource Management, Pearson.
5. Rao, V.S.P., Human Resource Management, Cengage Learning India

Note: Only latest editions of the above books are recommended.

**ORGANISATIONAL BEHAVIOUR FOR RESEARCHERS**  
**PhD/MGT/HRM/02**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:** After the successful completion of the course, students will be able to:

1. Understand the aspects of employee behaviour in an organisation and contemporary issues related to it.
2. Analyse the behaviour of individual employees and its implications for the organisation.
3. Developing a critical insight into group and team dynamics.
4. Interpret the influence of various organisational development and change on the behaviour of the employees.

**Unit 1**

OB– concept and importance; Contemporary Issues in Organizational Behavior: Employee Engagement; OB & CSR; Work-Family Studies; Organizational Justice, Citizenship, and Performance.

**Unit 2**

Personality - concept, determinants and applications; values, ability, attitudes and emotions; perception - concept, process and applications; learning and reinforcement; motivation - theories and applications; job satisfaction; stress management.

**Unit 3**

Types of groups; stages of group development; group dynamics; group decision making; interpersonal relationships; work teams and team building; conflict management; power and political behaviour; leadership functions and styles; transactional Analysis.

**Unit 4**

Organizational structure and designs and behavioural implications; organizational climate and culture; organizational change and its management; organizational development; individual & interpersonal behaviour in global perspectives.

**Suggested readings:**

5. Newstorm, J. and Keith Davis, Organisational Behaviour, TMH.
6. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press.
7. Kavita Singh, Organisational Behaviour: Text and cases, 3<sup>rd</sup> edition. Vikas Publishing House New Delhi.
8. Ramesh B Rudani, Management and Organisational Behaviour, (2012), Tata McGraw Hill, New Delhi.

**Note:** Only latest editions of the above books are recommended.

**HUMAN RESOURCE ANALYTICS**  
**PhD/MGT/HRM/03**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:** After the successful completion of the course, students will be able to:

1. Understand the importance using data-based reasoning to support HR decisions.
2. Interpret statistical output involving HR data.
3. Develop effective surveys for use in an organizational setting.
4. Translate research findings into practical conclusions and recommendations.

**Unit 1**

Understanding HR indicators; HR metrics and analytics; concept, components, need and importance; current state of HR metrics and analytics capabilities; data - collection and measurement.

**Unit 2**

IT requirements to meet HR needs; linking HR strategy to HR metrics; relational databases and HR systems; planning and implementing a new HRIS; security and privacy considerations; building support for metrics; impact metrics & dashboards.

**Unit 3**

Statistical analysis for HR - regression analysis, measures of central tendency, graphs, tables, spreadsheets, data manipulation (using excel); selection of right methodology; usage of root cause analysis

**Unit 4**

Measuring HR contribution; business balanced scorecard & KPIs; HR scorecard and related metrics; benchmarking HR metrics - concept, types and challenges; staffing - supply and demand forecasting; total compensation analysis, cost justification-return on investment; communicating recommendations.

**Suggested readings:**

1. Fitz, Jac. How to Measure Human Resource Management. McGraw Hill.
2. Mukherjee. J. Designing Human Resource Management Systems: A Leader's Guide. Response Books, SAGE Publications.
3. Edwards & Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page.
4. Becker, Huselid & Ulrich, The HR scorecard: Linking people, strategy, and performance.

**Note:** Only latest editions of the above books are recommended.

**ADVANCED MARKETING MANAGEMENT**  
**PhD/MGT/MM/01**

Total credits: 4  
Internal marks: 25  
External marks: 75

**Course outcomes:**

After the completion of the course, the students will be able to:

1. Understand the process of marketing by which companies create value for customers and capture value from customers in return
2. Make the strategies related to 4Ps and understand the significance of consumer behaviour
3. Know the contemporary issues of marketing
4. Face the challenges in the market and ways to tackle them in an effective manner

**Unit 1**

Nature and scope of marketing; philosophies of marketing management; marketing mix; marketing environment; marketing process; marketing research and marketing information system; ethical issues in marketing.

**Unit 2**

Consumer behaviour; theories of consumer decision-making; industrial buying process; market segmentation, targeting and positioning; marketing strategies at the different stages of the product life cycle; new product development.

**Unit 3**

Product, product mix and product line decisions; branding and packaging decisions; pricing strategies and practices; marketing channels; wholesaling and retailing; promotion mix: advertising, sales promotion, public relations, personal selling; customer relationship management.

**Unit 4**

Sales forecasting methods; experiential marketing; services marketing; green marketing; rural marketing; neuro marketing; cause-related marketing; event marketing; network marketing; digital and social media marketing.

**Suggested readings:**

1. Kotler, P. and Armstrong, G., Principles of Marketing, Pearson Publication, India
2. Kotler, P., Keller K., Koshy A. and Jha, M., Marketing Management in South Asian Perspective, Pearson Education, India
3. Etzel M., Walker B., Stanton W., and Pandit A., Marketing, TMH, India
4. Panda T., Marketing management: Text and cases Indian context, Excel Books, India.
5. Kumar, A. and Meenakshi, N., Marketing Management, Vikas Publication, India

**Note:** Only latest editions of the above books are recommended.

**CONSUMER BEHAVIOUR FOR RESEARCHERS**  
**PhD/MGT/MM/02**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course; students will be able to:

1. Understand the behaviour and buying decision process of consumers.
2. Evaluate the impact of internal determinants on consumer behaviour.
3. Analyse the impact of external factors on consumer behaviour.
4. Apply various aspects of communication and diffusion of innovation in marketing.

**Unit 1**

Consumer behaviour: nature; scope and application of consumer behaviour; buying decision process; role of involvement; types of buying behaviour; consumer behaviour frameworks; decision rules; digitalization and consumer behaviour.

**Unit 2**

Individual determinants of buyer behaviour; motivation; perception; learning and memory; personality; brand personality and self-concept; consumer attitudes; formation and change of attitude; consumer values and lifestyles; AIO classification.

**Unit 3**

External determinants of buyer behaviour; social class; status; reference groups; family and family life-cycle; role of culture and subculture in decision-making.

**Unit 4**

Communication and consumer behaviour; innovation and rate of adoption; opinion leadership and process of diffusion of innovation; consumer research; consumer markets.

**Suggested readings:**

1. Schiffman, Leon G., Kanuk, Leslie. Consumer Behaviour. Pearson Education. New Delhi
2. Blackwell, Roger, Miniard, Paul & Engel, James. Consumer Behaviour. Cengage Learning. New Delhi
3. Loudon, David J. & DellaBitta, Albert. Consumer Behaviour. Tata Mcgraw Hill. New Delhi
4. Soloman, Michael R. Consumer Behaviour- Buying, Having and Being. Pearson Education. New Delhi
5. Kumar, S. K. Consumer Behaviour. Pearson (Indian Edition).

**Note:** Only latest editions of the above books are recommended.

**ADVANCED MARKETING ANALYTICS**  
**PhD/MGT/MM/03**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Acquire operational knowledge of datasets of marketing to make data-driven decisions.
2. Understand customer framework to develop marketing strategies
3. Manipulate and summarize data for marketing decisions
4. Develop skills in analytical software packages such as Excel, SPSS and utilise open-source software tools.

**Unit 1**

Marketing Analytics; understanding customer wants and needs; understanding data sources; data cleaning; approaches available for dealing with missing data; imputation methods; various types of charts and dashboard in Excel.

**Unit 2**

Market Segmenting based on categories; identification of demographic and psychographic segmentation; targeting strategies; profiling the customers using clustering analysis; basket analysis; positioning analytics –perceptual maps; MDS; developing differentiation strategies.

**Unit 3**

Collaborative filtering; classifying customers using Linear discriminant analysis; product development using conjoint analysis; measuring effectiveness of advertising; demand forecasting using multiple regression, product management; marketing-mix allocation.

**Unit 4**

Recommendation engine; recommender problem; retail analytics, RFM; market basket analysis customer churn; customer life time value; Overview of text mining and sentimental analysis.

**Suggested readings:**

1. Hair F Joseph , Multivariate Analysis, Pearson Education, New Delhi.
2. Fairhurst Danielle Stein, Using Excel for Business Analysis, , Wiley, New Delhi.
3. Wayne L. Winston Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, New Delhi.

**Note:** Only latest editions of the above books are recommended.

**ADVANCED FINANCIAL MANAGEMENT**  
**PhD/MGT/FM/01**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:**

After the successful completion of the course, students will be able to:

1. Understand key decisions like Investment, Financing and dividend in financial Management.
2. Use their best knowledge in long term investment decision towards the value creation for the organization
3. Understand the value creation through capital structure its decisions, dividend policy and applications of leverages in financing decisions.
4. Aware about working capital and its management in business

**Unit 1**

Financial management: nature and scope of financial management; profit maximization vs. wealth maximization; organization of finance department and its functions; time value of money; financial resources.

**Unit 2**

Investment decisions: capital budgeting process; techniques of capital budgeting- payback period method, ARR, NPV, PI, & IRR; risk evaluation: sensitivity analysis, decision tree analysis; cost of different sources of raising capital, WACC.

**Unit 3**

Capital structure decisions: financial and operating leverage; capital structure theories- Net Income, Net Operating Income, traditional and M-M theories; determinants of dividend policy and dividend models.

**Unit 4**

Working capital: meaning, concept of net and gross working capital; need, determinants, estimation of working capital techniques; management of cash and its techniques; inventory management and its techniques; receivables management and its techniques.

**Suggested readings:**

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi.

**Note:** Only latest editions of the above books are recommended.



# **BEHAVIOURAL FINANCE FOR RESEARCHERS**

## **PhD/MGT/FM/02**

Total credits: 4  
External marks: 75  
Internal marks: 25

### **Course outcomes:**

After the successful completion of the course, students will be able to:

1. Develop an alternate framework for understanding price discovery in the markets
2. Identify persistent or systematic behavioral factors that influence investment behavior
3. Critically analyze the investor psychology leading to decision making
4. Comprehend the driving socio-psychological forces behind herd mentality of investors

### **Unit 1**

Behavioral finance; overview, history of behavioral finance; from standard finance to behavioral finance; investment decision cycle; judgment under uncertainty; utility/ preference functions; Expected Utility Theory [EUT]; Prospect Theory; Neurofinance (introduction only); limits to arbitrage; fundamental risk, noise trader risk; implementation cost

### **Unit 2**

Information screening biases; information processing: Bayesian decision making, heuristics and cognitive biases; overconfidence bias; representativeness bias; anchoring and adjustment; non-consequentialism; disjunction effect; self-deception

### **Unit 3**

Mental accounting bias; confirmation bias; hindsight bias; loss aversion bias; recency bias; regret aversion; framing bias; status quo bias; emotion and neuroscience; group behavior; conformism, herding, fatal attractions; investing styles and behavioral finance; mental accounting; self-control; regret avoidance

### **Unit 4**

Cognitive dissonance bias; availability bias; self-attribution bias; illusion of control bias; conservatism bias; ambiguity aversion bias; endowment bias; self-control bias; optimism bias; loss aversion; framing

### **Suggested readings:**

1. William Forbes, Behavioural Finance, Wiley Publication
2. Michael M Pompian, Behavioral Finance and Wealth Management, John Wiley & Sons, Inc.
3. Prasanna Chandra , Behavioral Finance Kindle Edition, Mc Graw hill.
4. Shuchita Singh, Shilpa Bahi, Behavioural Finance, Vikas Publishing House
5. Sulphrey M.M, Behavioural Finance, PHI Learning Private Limited

**Note:** Only latest editions of the above books are recommended.

**FINANCIAL INSTITUTIONS AND REGULATORY AUTHORITIES**  
**PhD/MGT/FM/03**

Total credits: 4  
External marks: 75  
Internal marks: 25

**Course outcomes:**

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

1. Understand the importance of banking system in an economy.
2. Assess the different dimensions for management of banks and develop a suitable strategy for enhancing efficiency.
3. Identify roles of different financial institutions and regulatory authorities.
4. Develop plans for managing risk in banks.

**Unit 1**

Role and services provided by banks, Banking operations, key market players, Retail banking, universal banking, contemporary banking issues at global level.

**Unit 2**

Management of banks: asset liability management in banks, prudential norms related to income recognition, asset classification and provisioning for the advances portfolio of the banks, management of NPA's: debt recovery tribunals (DRTs), corporate debt restructuring (CDR), a brief introduction to SRFAESI act 2002, Basel norms for banking supervision, risk management in banks.

**Unit 3**

Role of different financial institutions in financing in India: SIDBI, NABARD, EXIM Bank, IDBI, IFCI, ICICI, UTI, LIC, IRBI and SFCs.

**Unit 4**

Regulatory authorities: SEBI, IRDA, PFRDA, Reserve bank of India.

**Suggested readings:**

1. Khan M.Y., Indian Financial System, Tata McGraw-Hill.
2. Vij, Madhu. Management of Financial Institutions in India. Anmol.
3. Yeager, Fred C. and Seitz, Nail E. Financial Institution Management: Text and Cases. Englewood Cliffs, Prentice Hall Inc.
4. Bhole L.M., Mahakud, J. Financial Institutions and Markets, Tata McGraw-Hill.
5. Pathak, V Bharati, The Indian Financial System, Pearson Education.
6. Gordon E. and Natrajan K., Financial Markets and Institutions, Himalaya Publishing House.

**Note:** Only latest editions of the above books are recommended.