

PURBANCHAL UNIVERSITY

Faculty of Management

Syllabus Of

Master of Business Administration (MBA)

(Semester II)

With Effect from Fall Session, Batch 2022

Dr. Anupama

Purbanchal University
MBA II Semester

Course Title : **Accounting for Managers – II**
Course Code : **CO521**
Area of Study : **Core**
Credit Hour : **3**
LH : **48**

Course Objective

The objective of this course is to develop an insight into the utilization of financial and cost accounting information for planning, controlling and decision making in the business and to have clear understanding of other important tools useful for financial, cost and price related decision making.

Course Details:

Unit I : Foundation of Management and Cost Accounting

LHS 6

Concept, Origin and Evolution; Need, Nature and Scope; Importance and Limitations; Management Accounting in Nepalese Perspective, Cost Concept and Classification, Cost Segregation, Cost Management and Cost Estimation, Management Accounting Perspectives of the Business Enterprise, Basic Assumptions in Management Accounting.

Unit II : Income Measurement

LHS 6

Income Measurement under Variable and Absorption Costing Method (Numerical), Differences between two methods and its applications in a business, Reconciliation of differences in profit reported and its implications, Case analysis.

UNIT III: Cost Volume Profit Analysis

LHS 8

Understanding the concept of CVP Analysis, Components, Assumptions and Limitations of CVP Analysis, CVP Analysis and Decision Making: CVP for both a Single Product and a Multi - Product Firm, Under the Condition of Resource Constraints and Uncertainty (Numerical), Use of CVP Analysis in Profit Planning, Case analysis

UNIT IV: Planning and Control

LHS 12

Introduction to Budgeting and Budgeting Processes, Objectives and Characteristics and Fundamental Principles of Budgeting, Forecasting and Budgetary Control, Responsibility Centers and the Behavioral aspects of Budgeting, Use of budget in responsibility accounting, Preparation of Budget: Flexible Budget, Functional Budget, Financial Budgets and Master Budget (Numerical) Case analysis

UNIT V: Decision Making

LHS 8

Understanding the Concept of Decision Making, Strategic and Tactical Decision Making, Short Run

Vs Long Run Decision Making, Management Accounting Decision Models: Balance Sheet Model, Income Statement Model, Cost of Goods Manufactured Model, Decision Making regarding Make or Buy, Accept or Reject Special Offer, Drop or Continue a Product Line (Numerical), Case Analysis

UNIT VI: Performance Evaluation and Control System

LHS 8

Management Accounting and Control System: Technical Considerations and Behavioral Considerations, Standard costing: Meaning, Advantages and Disadvantages, Standard Costing and Variance Analysis: Material, Labor, and Overhead Variance, its interpretation and implications in Management Accounting, Value Added Analysis and Interpretation.

References:

Koirala, Gyawali, Fago, subedi and Niraula; Management Accounting, Kathmandu: Buddha Publication.

Lynch, R.M. & Williamson, R.W. (2001). Accounting for Management. New Delhi: Tata Mcgraw-hill
Kaplan and Atkinson; Advance Management Accounting, New Delhi: Prentice Hall of India.

Munakarmi, S.P. et al; Management Accounting, Kathmandu, Januka Publication

Purbanchal University
MBA II Semester

Course Title : **Human Resource Management and Organizational Behavior**
Course Code : **CO522**
Area of Study : **Core**
Credit Hour : **3**
LH : **48**

Course Objectives:

The purpose of this course is to develop knowledge and skills of students on the concept, functions, systems and techniques of managing human resource successfully in different organizations and in other practical fields.

Course Details:

A. Human Resource Management

Unit I: Introduction to human resource management (HRM) LHS 4

Meaning, Characteristics, Objectives, Functions and Importance of Human Resource Management, Role and qualities of HR manager, HR ethics

Unit II: Acquiring human resources LHS 8

- **Job design:** Meaning, objectives and techniques of job design;
- **Job Analysis:** Concept, importance and process, Techniques of obtaining job analysis information, Outcomes of job analysis (Job description, Job specification and Job evaluation);
- **Human Resource Planning:** Meaning, importance and process of HRP, Use of human resource information system in HRP, Forecasting HR demand and supply;
- **Recruitment:** Meaning, goals, process and sources of recruitment;
- **Selection:** Concept, purposes, process and methods of selection.;
- **Orientation and socialization:** Concept and process.

Unit III: Employee Training and Development LHS 5

- **Employee training:** Concept, Objectives, Determining training needs, training methods, evaluating training effectiveness;
- **Employee development:** Concept and methods

Unit IV: Utilizing Human Resources LHS 5

- **Performance appraisal:** Meaning, importance, process and methods;
- **Compensation:** Concept, determinants and methods of compensation. Job evaluation (use and methods); incentives (meaning and types), Contemporary issues of compensation in Nepal

B. Organizational Behavior

Unit V: Introduction to Organizational Behavior (OB)

LHS 4

Concept, Basic assumptions, OB System, importance, Levels of OB Analysis, Contributing Disciplines to the field of OB, Challenges and Opportunities for OB Managers, Emerging trends of OB

Unit VI: Foundation of Individual Behavior

LHS 8

- **Individual Behavior:** Concept, Individual behavior as an Input- Output System, Factors influencing individual behavior
- **Perception:** Concept, process, importance, factors affecting perception, application of perception in organization, attribution and attribution errors
- **Personality:** Concept, Determinants of personality, Big Five Personality Theory, personality and behavior, linking an individual's personality to the workplace, major personality attributes influencing Organizational behavior
- **Motivation:** Concept, process, importance, types, theories (Need Hierarchy, Two Factor, Theory X and Theory Y, Need Achievement, ERG, Equity, Expectancy, Reinforcement, Goal Setting), Relationship between motivation and performance, Emerging issues of motivation

Unit VII: Groups Behavior in Organization

LHS 8

- **Group:** Concept, reasons of group formation, stages of group formation, types of group, Group structure, Work group behavior
- **Team:** Concept, features, types, creating effective teams, emerging issues in managing work group and team
- **Leadership:** Concept, functions, types, qualities of effective leadership, Theories/ approaches of leadership – Trait theory, Behavioral theory (The Ohio State Studies, The University of Michigan Studies, The Managerial Grid), Contingency theory (Fiedler Model, Path Goal theory, Hersey and Blanchard's Situational theory), Leader-Member Exchange (LMX) theory, Decision theory of leadership, emerging approaches to leadership

Unit: VIII: Conflict and Organization Culture

LHS 6

- **Conflict :** Concept, features, types, Dynamics of inter-group conflict, sources of conflict, Conflict management strategies (interpersonal, Structural), application of conflict management at workplace
- **Organizational Culture :** Concept, functions, creating and sustaining culture

References:

DeCenzo, David A. and Robbins, Stephen. P. (Sixth edition), Fundamentals of human resource management, New Delhi: Wiley- India.

Dessler, Garry and Varkkey, Biju,(Eleventh edition), Human Resource Management. Delhi: Pearson Education.

Luthans, Fred (2005). Organizational Behavior- An Evidence-Based Approach; 12th Edition
Mcgraw Hill, Irwin

Poudyal, Santosh Raj and Pradhan, Gopal Man, Organizational Behavior (2020), Advance Saraswati Prakashan,Kathmandu, Nepal

Robbins, S. P. and judge, Timothy A. (2014), Organizational Behavior, 16th Edition, Pearson

Course Title	: Economics for Managers
Course Code	: FA523
Area of Study	: Core
Credit Hour	: 3
LH	: 48

Course Objectives:

Course Objective: The objective of the course is to develop analytical skill of the students to understand the theories and practices in managerial and macroeconomics as they are applied to the area of business economy for decision making and policy formulation process.

Contents :

Unit I: Introduction to Economics

LHS 8

Principles of Economics, Managerial Economics, Economics and Decision Making, Nature of the firm, Economic Profit, Managerial Theories of firm, Baumol's Dynamic Model; Marris's Model of the Managerial Enterprise

Unit II: Theory of Demand and Supply

LHS 8

Theory of Demand: Theory of Consumer Behavior, Cardinal and Ordinal Utility, Indifference Curve, Budget Line, Consumer's Equilibrium, Concept of Revealed Preference Hypothesis: Derivation of Demand Indifference Curve, Elasticity of Demand (Price, Income, Cross) [Numerical Analysis]; Derivation of Market Demand Curve; Supply, Market Supply, Shift in Supply Curve, Price elasticity of Supply, Demand and Supply Equilibrium/Market Equilibrium

Unit III: The Production Theory and Market Analysis

LHS 8

The Production Function, Production with One and Two variable Inputs, Iso - quant's, Producer's equilibrium, Expansion path, Factor Productivity, Perfect Competition Market Equilibrium of Firm and Industry in Short and Long-run, Monopoly Market: Equilibrium of Firm and Industry in Short and Long-run under Monopoly Market, Shut Down Position of Monopoly, Monopolistic Competition: Short Run and Long Run Equilibrium, Price Discrimination, Oligopoly; Concepts on Collusion, Cartel, Price Leadership; Game Theory: The Payoff Matrix, Nash Equilibrium [Numerical Analysis]

Unit IV: National Income Accounting and Income Determination

LHS 8

Concepts of National Income, Various Concepts of National Income Calculations: Gross Domestic Product, Real and Nominal Gross National Product, National Income at Factor Cost, Personal Income, Disposable Income, National Income at Current Price and Constant Price, Measurement Methods of National Income, Difficulties in the Measuring National Income, Sectoral Accounting in National

Income, Output and Employment Equilibrium Under Four Sector Economy - Algebraic Analysis, Multiplier; Investment Multiplier, Super Multiplier, Tax (subsidy) Multiplier, Foreign Trade Multiplier, Accelerator; Impact on Income Generation- [Numerical Analysis], Current Macro Economic Performance of a Country and Globe.

Unit V: Growth Models

LHS 8

Factors of Determining Economic Growth, Keynesian Macro Economic Model, Harrod Growth model, Domar Growth Model, Solow Growth Model, Endogenous Growth Model, Recent Innovations in Growth Models

UNIT VI: Fiscal and Monetary Policy

LHS 8

Approaches of Current Monetary Policy and Fiscal Policy; Monetary Policy Objectives, Instruments (Qualitative and Quantitative), Indicators, Targets, Goals, Limitations; Approaches of Fiscal Policy, Fiscal Policy Objectives, Counter-cyclical Fiscal Policy, Phases of Business Cycle; Demand–Pull Inflation and Cost Push Inflation, Equilibrium and Disequilibrium in the Balance of Payment, Fiscal Deficit and Economic Growth, Foreign Exchange: Fixed and Flexible Exchange, and Bretton Woods System

Text and Reference Books:

1. N. G. Mankiw, Principles of Microeconomics, (8th edition, Boston: Cengage Learning 2018) or [Recent edition] for **Unit – I**
2. Craig H Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, 4/ed, Pearson Education, New Delhi, 2003 [Recent edition] for **Unit – I, Unit – III,**
3. A. Koutsoyiannis, Modern Micro Economics Second Edition International Edition [Recent edition] for **Unit – I, Unit – II, and Unit – III**
4. H. L. Ahuja, Advance Economic Theory [Recent edition] for **Unit – II**
5. Dwivedi D.N., Macroeconomics Theory and Policy, The McGraw – Hill Companies 2006 [Recent edition] for **Unit – II & IV**
6. H. L. Ahuja, Macro Economics Theory and Policy [Recent edition] for **Unit – IV, V & VI**

Suggested References for Micro Economics

1. K K Seo, Managerial Economics, 6/ed, Surjeet Publications, 2003 [Recent edition]
2. Dominic Salvatore, Microeconomics Theory and Application, 4/ed, New York Oxford University Press, 2003. [Recent edition]
3. Dwivedi D. N., Microeconomics Theory and Applications, Pearson Education, New Delhi, 2003 [Recent edition]
4. Peterson and Lewis, Managerial Economics, 4/ed, Prentice-Hall of India, 2006 [Recent edition]

Suggested References for Macro Economics

1. Edward Shapiro: Macroeconomic Analysis, [Recent edition]
2. David Sneden: Macroeconomics [Recent edition]
3. Amartya Sen; Growth Models in Economics [Recent edition]

4. Dornbusch and Fischer; Macroeconomics [Recent edition]

5. A.C. Chiang; Fundamental Methods of Mathematical Economics [Recent edition]

Course Title : **Financial Management**
Course Code : **CO524**
Area of Study : **Core**
Credit Hour : **3**
LH : **48**

Course Objectives:

This course aims to enable students to appreciate the significance of concepts, theories and practice of financial decision making in the firms and to make them analytical and problem solving skills for making investment, financing and dividend decision along with managing working capital. The course also aims to familiarize students with emerging issues in finance and enable them to critically analyze these issues

Contents

Unit I: Introduction

LHS 3

Nature of financial management; Goals of financial management; managerial actions to maximize shareholder's wealth; Agency conflicts and corporate governance; Ethics in financial decisions, Finance functions in Nepalese enterprises

Unit II: Financial Statement Analysis

LHS 4

Financial statements and reports; nature and need of financial analysis; Financial ratio analysis and their types, Comparative ratios and benchmarking, uses and limitations of ratio analysis; Tying the ratio together; Trend analysis, common size analysis and percentage change analysis

Unit III: Risk, Return and Portfolio Analysis

LHS 4

Investment return and risk; Measurement of return and stand alone risk; Measurement of return and risk in the context of portfolio; selection of efficient portfolio; Optimal portfolio; Beta coefficient and Capital Asset Pricing Model (CAPM); Security Market Line (SML)

Unit IV: Time Value of Money

LHS 4

Overview of time value of money, present and future values; Annuities and perpetuities, uneven or irregular cash flows, semiannual and other compounding periods, Types of interest rates, amortized loans

Unit V: Security Valuation and Cost of Capital

LHS 9

Overview of security valuation; bond valuation, bond yields, bond risks; Right and privilege of

common stockholders, common stock valuation models; Dividend discount model, price –earning model, valuation of entire firm; Stock market equilibrium; Preferred stock valuation ; Corporate valuation and cost of capital; Weighted average cost of capital and its components; Marginal cost of capital, factors affecting the weighted average cost of capital; Cost of capital in privately owned firms and small business, Managerial issues and the cost of capital

Unit VI: Capital Budget Decisions

LHS 7

Overview of capital budget decisions, estimation of cash flows, capital budgeting decision tools; non-discounted cash flow techniques and discounted cash flows techniques; how to use different capital budgeting methods; Mutually exclusive projects with different lives

Unit VII: Dividend Decision

LHS 5

An overview of cash distributions, cash dividend payment procedures; The relevance of dividend policy, dividend irrelevance arguments, dividend relevance arguments; Types of dividend policies, other forms of dividends: stock dividends and stock repurchase, stock splits, dividend practices in Nepal

Unit VIII: Supply Chains & Working Capital Management

LHS 8

Overview of working capital management, operating and cash cycle, cash conversion (CCC), alternative working capital policies; cash management; Inventory management, Receivable or credit management

Unit IX: Merger and Corporate Control

LHS 4

Rationale for mergers; Types of mergers; Level of merger activity; Hostile versus friendly takeovers, synergy of merger and acquisitions, legal and regulatory provisions relating to mergers and acquisitions in Nepal, Merger mistakes

References:

Brigham, Eugene F. and, Ehrhardt , Michael C. **Financial Management: Theory and Practice**. New Delhi: Cengage Learning India

Gitman L.J. **Principles of Managerial Finance**. India: Pearson education Asia

Ross, Stephen A. Westerfield. Randolph W., Jaffel and Kakani, Ram Kumar. **Corporate Finance**. New Delhi: McGraw-Hill Education India.

Pradhan R. S **Financial Management**. Kathmandu: Buddha Academic publishers and distributors pvt.ltd

Course Title : **Operations Management**
Course Code : **CO525**
Area of Study : **Core**
Credit Hour : **3**
LH : **48**

Course Objectives:

The main objective of this course is to provide knowledge of operations management and its application in manufacturing and service organization focusing its area of product and service design, location and layout decision at operational level, quality control and inventory management.

Course Details:

Unit I: Concept of operation management

LHS 4

Introduction, Process Management, The Scope and evolution of Operations Management, Transformation process, Operations Management and Decision Making, Key Issues for Today's Business Operations, Operations and corporate social responsibility.

Unit II: Operation strategies and Competitiveness

LHS 6

Role and importance of operations strategy, developing business strategy, competitive priorities, Organization strategy versus operations strategy, Productivity: Concept, measurement of productivity-partial and multifactor productivity [Numerical], factors affecting productivity and productivity improvement.

Unit III: Product and service design

LHS

Introduction, reasons of product and service design, phases of product and service design process, Other consideration in product design: Degree of standardization, mass customization, robust design, degree of newness. Techniques of product and service design: Quality functional deployment, Kano model.

Unit IV: Location planning and analysis

LHS 4

Concept, factors affecting location decision in manufacturing and service, Location models: Factor rating, load distance score, center of gravity and break even analysis. [Numerical]

Unit V: Process selection and layout planning

LHS 6

Introduction, Key issues in process selection, Types of process, designing process: process flow chart, process performance matrix, Facility layout: Introduction, types of layout, designing product layout: line balancing, splitting task, Designing process layout. [Numerical]

Unit VI: Total Quality Management**LHS 4**

Concepts of Total quality management, dimensions of quality in manufacturing and service, QC tools, Quality of costs, Six-Sigma, Statistical process control: control charts for variables and attributes [Numerical], acceptance sampling, process capability.

Unit VII: Inventory Management**LHS 6**

Introduction, importance of inventory management, cost of inventory, Inventory control system: Q-model and p-model, establishing safety stock under Q-model and p-model, other inventory models: Quantity discount model, single period models and uses during production model [Numerical], Material Requirement Planning (MRP), ABC Inventory planning system.

Unit VIII: Production planning and control**LHS 8**

Meaning, Objectives & Procedure of Production planning, Routine, Scheduling: FCFS, SPT, EDD, Slack, Critical ratio, Moore and Johnson rule [Numerical], Aggregate planning : Concept, level strategy, chase and mixed strategy, Production Control- Meaning, Objective, Factors affecting production control, Use of linear Programming: Simplex method (Maximization and Minimization) and duality in production planning [Numerical]

Unit IX: JIT and lean system, MRP, ERP**LHS 4**

Concept of JIT and lean, Building block of lean, JIT-II, Concept of MRP and inputs of MRP, Concept of ERP.

References:

1. William J. Stevenson, "Operations Management", Tata McGraw Hill
2. Lee Krajewski, Larry Ritzman, Manoj Malhotra, "Operations Management, Process and value Chains", Pearson Practice Hall.
3. Richard B. Chase, F Robert Jacobs, Nicholas J. Aquillaw, Nitin K Agarwal, "Operations Management, for Competitive Advantage", Tata McGraw Hill
4. Hillier F.S.,Liberman G.J. (2005). Introduction to Operations Research: Concepts and cases. New Delhi: Tata McGraw-Hill.
5. Sthapit , A. B, Yadav R. P, Tamang G. , Dhital S. and Adhikari P. (2015). Production and Operations Management. Kathmandu: Asmita Books Publishers and Distributors (P) Ltd.

Course Title : E-Commerce and Digital Marketing
Course Code : EL527
Area of Study : Elective - II
Credit Hour : 2
LH : 32

Course Objectives:

To provide the students with the theoretical background of e-commerce and its application in business and develop a working e-commerce site.

Unit I: Introduction to Electronic Commerce LHS 4

E-Commerce and E-Business. Comparison of E-Commerce with Traditional Commerce, Advantages and Disadvantages of E-Commerce, Media Convergence, Business Applications of E-Commerce, Need for E-Commerce and E-Business, Basics of E-Commerce: Network and Electronic Transactions Today, M-Commerce and its application

Unit II: Business Models of E-Commerce LHS 4

Business Models and its Importance; Business-to-Business (B2B) E-Commerce, uses and advantages/disadvantages, Business-to-Consumer (B2C) E-Commerce, uses and advantages/disadvantages, Consumer-to-Consumer (C2C) E-Commerce, uses and advantages/disadvantages, Consumer-to-Business (C2B) E-Commerce, uses and advantages/disadvantages

Unit III: The Internet and WWW LHS 3

Evolution and features of Internet, Domain Names and Internet Organization (.edu , .com , .mil .gov , .net etc), Types of Network(LAN , MAN, WAN), Internet Service provider, World wide web

Unit IV: Internet and Extranet LHS 5

Definition of Internet, Advantages and Disadvantages of the Internet, Information Superhighway (I-way) and its component, Component of an Intranet Information technology structure, Development of an Intranet, Extranet and Intranet Difference, Role of Intranet in B2B Application.

Unit V: Security Framework LHS 5

Secure Transaction, Computer Monitoring, Privacy on Internet, Computer Crime (Laws, Types of Crimes), Threats, Software Packages for Privacy, Hacking, Computer Virus (How it spreads,

Virus problem, Virus protection, Encryption and Decryption (Secret key Cryptography, DES, Public key Encryption, RSA); Authorization and Authentication, Firewall, Digital Signature (How it works).

Unit VI: Electronic Data Interchange

LHS 3

Concepts of EDI and Limitation, Application of EDI, Disadvantage of EDI, EDI Model

Unit VII: Electronic Payment System

LHS 3

Introduction, Importance of Electronic Payment System. Types of Electronic payment system, Payment types, Traditional payment, Value exchange system, Credit card system and working principle, Smart Card and its working mechanism, electronic cash, its properties and working mechanism, E-Cheque, Electronic Funds Transfer.

Unit VIII: Internet Marketing

LHS 5

The PROS and CONS of online shopping, the cons of online shopping, Justify an Internet business, Internet marketing techniques, The E-cycle of Internet marketing, Personalization e – Commerce

Case Studies:

Visa Card, Master Card, PayPal, Amazon Payments, Google Wallets, Apple Pay, eSewa, Pay Bill, iPay, Hello Paisa

Laboratory Work:

Based on subject students have to make an e-commerce site individually or in group and complete report need to be submitted to the department via subject teacher for their internal assessment marks.

References:

- Andrew B. Whinston and Ravi Kalakota, “Frontiers on Electronics”, Pearson 1996,
ISBN 81-7808-357-5
- Electronic Commerce by Gary P. Schneider
- Kenneth C. Laudon, Carol G. Traver, “E-Commerce Business, Technology, Society”,
Pearson
- E-Commerce Concepts, Models, Strategies by G.S.V Murthy
- E-Commerce by Kamlesh K Bajaj and Debjani Na

Purbanchal University
MBA II Semester

Course Title : **Introduction to Public Relations**
Course Code : **EL528**
Area of Study : **Elective - II**
Credit Hour : **2**
LH : **32**

Course Objectives:

Course Details:

Unit I: Definition of Public Relations

LHS 7

Public Relation Meaning, Public Relations Management: Skills, Activities & Departmental Structure, Public Relations and its importance to the company, Public Relations different from advertising, Public Relations different from Marketing, Communication - Definition & Importance, Public Communication: Definitions & Techniques, Public Relations in the 21st Century
Foundations of Public Relations, Propagandist: Definition & Examples, Evolution of Modern Public Relations

Unit II: Communication in Public Relations

LHS 6

Functions of Communication, The Communication Process, Public Relations & Communication, Semantics, Crafting a Public Relations Message, Information Flow as a Public Relations Tool, Models for Public Relations: Grunig-Hunt, Two-Step Flow Communication Model, Concentric Circle Theory of Public Relations, Pat Jackson's Public Relations Model, Public Relations Agency vs. In-House PR Departments,

Unit III: Media

LHS 6

Media- Definition, Importance & Examples, Journalism- Definition, Roles & Issues, conducting a Professional Media Interview, giving a Professional Media Interview, Publicity, Social Media - Definition, Use & Strategies, Web Presence: Definition & Importance, The Role of Social Media in Business Communication, Internet Communication: Social Media, Email, Blog, & Chat, Social Networking: Definition and Professional Use

Unit IV: Effective Writing for Public Relations

LHS 7

Public Relations Writing - Characteristics & Skills, News Release - Essential Guidelines, Writing a News Release: What's Newsworthy, News Releases in the Internet Age, Effective Prewriting: Instructions and Examples, The Inverted Pyramid in Journalistic Writing, Structuring Paragraphs and Sentences: Tips and Tricks, Readability: How to Write So Others Will Understand, Writing for Your Audience, Common Writing Pitfalls and How to Avoid Them, and Self-Editing: Definition & Concept

Unit V: The Public Relations Plan**LHS 3**

Public Relations Plan: Example & Overview, Setting Goals for a Public Relations Campaign, Developing a Public Relations Plan, Components of a Written Public Relations Plan,

Unit VI: Crisis Management and Public Relations**LHS 3**

Public Issues & Their Significance in the Modern Corporation, Effective Issue Management Process, Crisis Planning & Management in Business: Definition & Elements, Risk Communication Theory, and Application, Crisis Management & Current Communications Phenomena

References

Effective Public Relations and Media Strategy, Reddi C. V. Narasimha, PHI, 2019

A Modern Guide to Public Relations, Amy Rosenberg,

Public Relations, Edward L Bernays