

DIPLOMA IN HUMAN RESOURCE MANAGEMENT
1. SCHEME OF EXAMINATIONS

PAPER	SUBJECTS	CREDIT	MAX MARKS		TOTAL
			INT	EXT	
I SEMESTER					
Paper-I	Management Principles and Business Ethics	4	25	75	100
Paper - II	Organizational Behaviour	4	25	75	100
Paper-III	Accounting for Manager	4	25	75	100
Paper-IV	Managerial Economics	4	25	75	100
Paper - V	Innovation and Entrepreneurship	4	25	75	100
II SEMESTER					
Paper-VI	Human Resources Development	3	25	75	100
Paper-VII	Industrial and Labour Relations	3	25	75	100
Paper-VIII	Performance Management	3	25	75	100
Paper - IX	Organisational Development	3	25	75	100
Paper - X	Strategic Management	4	25	75	100
Paper - XI	Human Resource Management	4	25	75	100

1. SYLLABUS

SEMESTER - I

PAPER -I MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

UNIT - I

Introduction: Nature of Management – **Management Skills** - The Evolution of Management Thought – Tasks of a Professional Manager – **Manager** – **Organisational Culture** - **Environment** – Systems Approach to Management – Levels in Management

UNIT - II

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). **Strategic Management Process** Decision Making Process and Techniques.

UNIT – III

Nature of Organizing : Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - **Managing Change and Innovation.**

UNIT – IV

Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organisation – Management by Exception (MBE) – **Leadership – Approaches to Leadership and Communication.**

UNIT – V

Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - **Business Ethics and - CSR Models.**

Reference Books

1. Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
2. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
3. Koontz, H. and Wehrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
4. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
5. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
6. Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012.

PAPER –II ORGANISATIONAL BEHAVIOUR

UNIT - I

Introduction to Organisational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory-

UNIT - II

Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory

Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values:- Components, Attitude – Behaviour relationship, formation, values.

Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self – efficacy theory, Reinforcement theory, Equity theory, Expectancy theory.

UNIT - III

Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication – Guidelines for Effective Communication

UNIT - IV

Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process

UNIT - V

Organisational Culture : Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices.

Reference Books

1. Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Organisational Behaviour, 15th Edition, Pearson Education, Inc. publishing as Prentice Hall, 2013.
2. K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 10th Edition, 2012.
3. Luthans, F. Organizational Behavior, 12th Edition, Tata McGraw Hill Education, 2011.
4. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
5. Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior: Leading Human Resources, 9th Edition, PHI Learning, 2008.
6. Newstrom, J.W., Organizational Behavior, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.

PAPER –III ACCOUNTING FOR MANAGER

Unit I

Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios- Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio - problems.

Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement - problems

UNIT – III

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.

UNIT – IV

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting. Standard costing and variance analysis.

UNIT – V

Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making.

Reference Books

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 4th Edition, Pearson, 2012.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text , Problems and Cases, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.

3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14th Edition, Pearson, 2008.
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011.

PAPER-IV MANAGERIAL ECONOMICS

Unit 1 : Fundamentals of Economics

Economics-twin theme of economics- three economic problems -production possibility frontier (PPF)- Firm objectives and individual decision making- Economy model in circular flow- Externalities-Demand & Supply- Types of demand -Determinants of Demand & Supply – Types of goods- types of elasticity in D & S, Utility, Indifference curve, market equilibrium of D & S- price control mechanisms -Case study.

Unit 2 : Production function and Market structure

Production function-short and long run relationship- Isoquants-Isocost>Returns to scale – Characteristics of Monopoly, Perfect, Monopolistic competition, Oligopoly market structure- Profit maximization, price and output relationship in long run and short run-types of pricing- Case study.

Unit 3: Macro economics

Objectives, scope of Macroeconomics-Aggregate demand – Aggregate supply – Variables of macroeconomics- output & Income determination, -unemployment -inflation, Economic growth, International trade, Business cycle, Exchange rate - National income determination and its measurement – Multiplier effect- Case study.

Unit 4 : Role of Money and Economic policy

Fiscal and monetary policy – Supply & Demand for money- Keynesian theory of money and interest -IS-LM model with foreign sector- Case study.

Unit 5 : International Aspects of Economics

Foreign Exchange market – Exchange rate determination -Balance of payment- Trade policy – International monetary system and Financial institutions- trade organization- Hecksher-Ohlin theory of trade- Case study.

References:

1. Foundation of Economics, Andrew Gillespie, Oxford University press.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.
6. International Economics: Theory and Policy, D. N Dwivedi, Vikas publishing house.

PAPER – V INNOVATION AND ENTREPRENEURSHIP

UNIT I

Introduction: The Entrepreneur – Definition – Characteristics of Successful

entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

UNIT II

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

UNIT III

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities.

Feasibility Analysis: Technical Feasibility of Products and Services - Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

UNIT IV

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.

UNIT V

Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

Reference Books

1. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
2. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
3. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
4. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
5. Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.

6. Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6th Edition, Cengage Learning, 2010.

SEMESTER –II
PAPER –VI HUMAN RESOURCES DEVELOPMENT

UNIT I

Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function

UNIT II

Human Resource Development System: HRD Mechanisms - Climate and Culture - Influences of Employee Behaviour - Model of Employee Behaviour - External and Internal Factors Influencing Employee Behaviour.
Learning and HRD: Learning Principles - Maximizing Learning - Individual Differences in the Learning Process - Learning Strategies and Styles - Recent Developments in Instructional and Cognitive Psychology.

UNIT III

Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development.
Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.

UNIT IV

Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external - Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method - Techniques of Training Different Levels - Training effectiveness.

UNIT V

Career Planning and Organizational Development - Definition - objectives - importance - career development - principles of theories career planning - steps involved - succession planning.

Recent Trends in HRD: Training for trainers and HRD professionals - Promoting Research in HRD.

ReferenceBooks

1. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rdEdition, Palgrave Macmillan, 2011.
2. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
3. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
4. Rishipal, Training and Development Methods, S.Chand, 2011.
5. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
6. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5thEdition, Cengage Learning, 2012.

PAPER -VII INDUSTRIAL AND LABOUR RELATIONS

UNIT I

Industrial Relations: Evolution of Industrial System in India- The changing concepts of Industrial relations- Factors affecting employee stability- Industrial relations problems in the Public Sector - INDUSTRIAL CONFLICTS — Industrial Disputes: Impact – Causes – Strikes – Prevention – Industrial Peace– Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT II

Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Trade Union Act 1926-Worker's participation in management.

UNIT III

The Industrial Employment Act 1946--Payments of Wages act 1936 –, Payment of Bonus 1965. Industrial Employment act 1947 pension Act 1871. The Contract Labour Act 1970-The Child Labour Prohibition and Regulation Act 1986.

UNIT IV

Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics Administrations of collective bargaining agreements- Fair and unfair labour practices- Tripartite Machinery: At the center and in the states-

UNIT V

Industrial Relations and the constitution -Industrial Relations and technological Change-India and International Organizations-Recommendations of Second National Commission of Labour 1999. Industrial Relations systems in U.K and U.S.A.

Reference Books

- 1.Mamoria and Gangar., Dynamics of Industrial Relations Himalaya Publishing House, 2012.
2. Bray, M. and Walsh, J., Industrial Relations: A Contemporary Approach, Tata McGraw Hill Education, 2011.
- 3.E.A. Ramaswamy, A Question of Balance:Labour, Management and Society,1997
4. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
5. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan Publishers India, 2009.
6. Sinha, S.I. and Sankar, P., Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2003.

PAPER –VIII PERFORMANCE MANAGEMENT

UNIT I

Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.

UNIT II

Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management

UNIT III

Performance Planning: ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process.

UNIT IV

Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.

UNIT V

Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance

Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.

Reference Books

1. Aguinis, H., Performance Management, 2nd Edition, Pearson, 2008.
2. Armstrong, M., Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page, 2012.
3. Bacal, R., Performance Management, 2nd Edition, Tata McGraw-Hill, 2012.
4. Cokins, G., Performance Management: Integrating Strategy Evaluation, Methodologies, Risk and Analytics, John Wiley and Sons, 2009
5. Daniels, A. and Daniels, J.E., Performance Management: Changing Behavior that Drives Organizational Effectiveness, 4th Edition, Performance Management Publications, 2004.
6. Kohli A. S. and Deb, T., Performance Management, Oxford University Press, 2008.

PAPER -IX ORGANISATIONAL DEVELOPMENT

UNIT I

Approaches to Understanding Organisations: Key Organisational Designs - Procedures - Differentiation & Integration - Basic Design – Dimensions Determination of Structure - Forces Reshaping Organisation – Life Cycles in Organisation

UNIT II

Organisational culture – Key Role of Organisational Culture - Functions & Effects of Organisational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organisational Culture

UNIT III

Work Groups & Teams - Preparing for the world of work Group Behaviour Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder

UNIT IV

Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications

UNIT V

Organisational Development and Change: Organisational Development Alternative Interventions - Change Agents : Skills - Resistance to change- Managerial the resistance - Levin's change model - Organisational reality

Reference Books

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, Sage Publication 2009.
2. Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7th Edition, Pearson, 2006.
3. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2011.
4. Cummings, T., Theory of Organization Development and Change, 9th Edition, SouthWestern, 2011.
5. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Pearson Higher Education, 2006.
6. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning



and Transformation, 2nd Edition, Sage India, 2011.

PAPER -X STRATEGIC MANAGEMENT

UNIT I

Introduction: Strategy – Phases of Strategic Management-Strategic Management Process – Strategic Decision making- Corporate Policy: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies.

Developing a Strategic Vision - Setting Objectives – Crafting Strategy – Strategies and Tactics -Importance of Corporate Strategy – the 7-S Framework

UNIT II

Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility -Corporate governance

UNIT III

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – – SWOT Audit – Stockholders' Expectations – Scenario planning— Michael Porter's Framework for Strategic Management

UNIT IV

Strategy Formulation and Choice of alternatives: Strategies - modernization, diversification integration; Merger, Acquisitions and Joint ventures; Turnaround, divestment and liquidation strategies; Process of strategic choice - industry, competitor and SWOT analysis; factors affecting strategic choice; Generic competitive strategies - cost leadership, differentiation, focus, bench marking, service blue printing- Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies

UNIT V

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Strategic Leadership Strategic Control: Strategic Control Process – Du Pont's Control Model – Balanced Score Card — Future of Strategic Management – Strategic Information System

Reference Books

1. David, F.R., Strategic Management – Concepts and Cases, 13th Edition. Prentice-Hall, 2008.



2. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 3rd Edition, Tata McGraw-Hill, 2009.

3. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.

4. Hitt, Ireland, Hoskisson and Manikuttu, Strategic Management, 9th Edition, Cengage Learning, 2012. 5. Kazmi, A., Strategic Management and Business Policy, 3rd Edition, Tata McGrawHill Education, 2008. 6. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2012.

7. Pitts, R. and Lei, D., Strategic Management: Building and Sustaining Competitive Advantage, 4th Edition, Cengage Learning, 2006.

8. Srinivasan, R., Strategic Management – The Indian Context, 3rd Edition, PHI Learning, 2008.

9. Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 12th Edition, Pearson, 2010.

PAPER -XI HUMAN RESOURCE MANAGEMENT

UNIT - I

Introduction of Human Resources Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Role of Technology in SHRM, E-HRM

UNIT - II

Human Resource Planning and Development (HRP & D): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. E- Recruitment and E-Selection. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate.

UNIT - III

Training, Development

Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, e-learning.

UNIT - IV

Performance Management:

Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS.

UNIT - V

Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living

Index and Calculation of Dearness Allowance, Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition. Implementation of Technology in Compensation Management.

Reference Books

1. Ashwathappa, K., Human Resource Management, 6th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
2. DeCenzo, D.A. and Robbins, S.P., Human Resource Management, 10th Edition, Wiley India Pvt. Ltd., 2011.
3. Dessler, G., Human Resource Management, 12th Edition, Pearson, 2011.
4. Ivancevich, J.M., Human Resource Management, 10th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.
5. Mamoria, C.B. and Gankar, S.V., Personnel Management, Himalaya Publishing House, 2011.
6. Noe, R.A., Hollenbeck, Gerhart and Wright, Fundamentals of Human Resource Management, 3rd Edition, McGrawHill Education Ltd., 2012.
