

Integral University

DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT

PROGRAMME: BBA

PROGRAMME SPECIFIC OUTCOMES (PSO):

- Graduates can join a professional career in fields of banking, finance service, research and consultancy in private as well as Govt. owned companies of repute in India and abroad.
- Enable students to take up higher education such as MBA, MFC and other professional courses to become business professionals, researchers, consultants and teachers with core competencies and skills
- Demonstrate ability to recognize and identify ethical conflicts, apply ethical reasoning and assess response options relative to the needs and interests of relevant stakeholders to address issues in a business context.
- Demonstrate the understanding and ability to apply professional standards, theory, and research to address business problems within specific concentrations.

PROGRAMME EDUCATIONAL OBJECTIVES (PEO):

- To provide basic infrastructure and instructional facilities to the students to imbibe in them knowledge of Commerce and Management subject's basic principles and practices.
- To sharpen the inbuilt skill of the students to match with Global Graduates & Post Graduates in the area of Commerce and Management along with producing corporate managers.
- To provide on the job training to the students to get industrial exposure and acquaintance to the real life business situations.
- To acquaint students with modern teaching pedagogy by teaching case studies and organizing brainstorming sessions. Organizing curricular and co-curricular activities for developing multifaceted growth and development of personality of students.
- To teach values and ethics of Management and Corporate Social Responsibility of business to meet the current day national and global corporate challenges.

PROGRAMME OUTCOMES (PO):

- To produce Commerce and Management graduates equipped with modern communication skills.
- To develop philosophical, legal and ethical awareness to solve the present day problems prevalent in the society.
- Updating Information Technology development by equipping the students with newer ICT mechanism.
- Inculcate the habit of living in groups by forming association/councils for the individual and social causes as well as to organize different functions during the program period.
- To impart ecological and environmental subjects for developing and understanding of health and hygiene by striking a balance between professional job culture and living conditions.
- Apply concept of Commerce & Management subject in developing critical thinking for taking rational decision to solve day to day problems by minimizing uncertainties.

Integral University
B.B.A
Scheme of Evaluation -2015-16

YEAR -III

SEMESTER- VI

S. No	Subject Code	Subject	Period (Per Week)			Credit	Evaluation Scheme				
			L	T	P		C	Sessional (CA)			Exam
						CA	TA	Total	ESE		
1	BM324	Corporate Strategy	3	1	0	4	15	10	25	75	100
2	BM325	Entrepreneurship	3	1	0	4	15	10	25	75	100
ELECTIVE: Chose any one course from each group (Group-1, 2 &3)											
Group-1											
3	BM326	Service Marketing	3	1	0	4	15	10	25	75	100
	BM327	Introduction to Marketing Communication	3	1	0	4	15	10	25	75	100
Group-2											
4	BM328	Labour Laws	3	1	0	4	15	10	25	75	100
	BM329	Organizational Development & Change	3	1	0	4	15	10	25	75	100
Group-3											
5	BM330	Banking & Working Capital Management	3	1	0	4	15	10	25	75	100
	BM331	Introduction to Capital & Money Market	3	1	0	4	15	10	25	75	100
6	BM332	Project Report & Viva	0	0	4	4	0	0	25	75	100
7	BM333	Personnel Management	3	1	0	4	15	10	25	75	100
Total			18	6	4	28	90	60	175	525	700

L = Lecture, P = Practical, T =Tutorials, C= Credit, CT = Class Test, TA=Teacher Assessment,

ESE=End Semester Examination Subject Total = Sessional Total (CA) + End Semester Exam (ESE)

BBA

YEAR -III

SEMESTER – VI

Course Code : BM324 Title of The Course : CORPORATE STRATEGY

Approved On : 23/05/2015

Pre-Requisite : NONE Co-Requisite : NONE

L	T	P	C
3	1	0	4

Objective : The basic objective of the course is to expose the student to the Strategic Management, Creating and Understanding of the Environment Scanning. Creating and Understanding of the Formulation of Strategies, Implementation of Strategies and Evaluation of Strategies.

Course Outcomes	
CO 1:	To know overview of Strategic Management.
CO 2:	To understand Environment Scanning.
CO 3:	To understand Internal Analysis and factors of internal analysis of the organization.
CO 4:	To understand the Strategy formulation and choice.
CO 5:	To understand the Strategy implementation and control.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	INTRODUCTIN OF STRATEGIC MANAGEMNT	Strategic Management: introduction, nature & scope, need, strategic decision making. Mission & Objectives need for explicit mission, Components of mission statement, Formulation of mission & objectives and their specificity.	10
2	ENVIRONMENT SCANNING	Scanning the Environment: Types of environment, Scanning of Socio economic, Technological, Political environment, Techniques for environmental analysis. Industry analysis: Porter's approach, Environmental threat & opportunity profile.	10
3	INTERNAL ANALYSIS	Internal analysis: Value chain analysis, Factors of internal analysis; Marketing & distribution. R&D & engineering, Production & operations, Finance & accounting, Corporate resources & personal factors, Analyzing strengths & weaknesses of enterprise (SWOT).	10
4	STRATEGY FORMULATION & CHOICE	Strategy Formulation: Generic strategy alternatives; Stability, Expansion, Retrenchment, Combination, Strategy variations, BCG matrix, GE 9 cell matrix, Hofer's model.	8
5	IMPLEMENTATION & CONTROL	Strategic Implementation & control: Behavioural aspects, Strategy evaluation & control	7

References Books:
Strategic Management & Business Policy: Jouch & Gluick, (Mc Graw hill 3/e),2012
Strategic management & Business Policy: Wheelen & Hunger (Pearson Education 8/E),2013
Strategic Management by Pearce & Robinson Published by Aitbs Publishers, India,2014
STRATEGIC MANAGEMENT AND BUSINESS POLICYby Azhar Kazmi (Author)Publisher: McGraw Hill Education; 3 edition (16 May 2008)
Business Policy and Strategic Management Professor N.S. Gupta, Year of Publication : 2017 by Himalaya Publishing House ,India

Course Code : BM325 Title of The Course : ENTREPRENEURSHIP

Approved On : 23/05/2015

Pre-Requisite : NONE Co-Requisite : NONE

L	T	P	C
3	1	0	4

Objective : The basic objective of this course is to develop understanding of basic concepts in the area of entrepreneurship and also highlight the role and importance of entrepreneurship for economic development.

Course Outcomes	
CO 1:	To be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.
CO 2:	To understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.
CO 3:	To understand the concept of Entrepreneurial motivation and different factors related with Entrepreneurial motivation. To highlight the importance of achievement motivation theory and Kakinada experiment in entrepreneurial development.
CO 4:	To know how to select any business idea and how to arrange different sources for a start-up venture.
CO 5:	To understand the role and importance of SSI in the economic development of India.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	Entrepreneurship	Concept of Entrepreneurship: Meaning & characteristics of entrepreneurship, entrepreneurial culture, Socio-economic origin of entrepreneurship, Factors affecting entrepreneurship.	10
2	Conceptual Model of Entrepreneurship	Conceptual model of entrepreneurship, Traits of a good entrepreneur, Entrepreneur, Entrepreneur and Manager.	10
3	Entrepreneurial Motivation	Entrepreneurial Motivation: Motivating, Compelling and facilitating factors, Entrepreneurial ambition, achievement motivation theory and Kakinada experiment. Social entrepreneur	10
4	Establishment of Entrepreneurial System	Establishment of Entrepreneurial Systems: Search, Processing and selection of idea, Input requirements. Women entrepreneur	7
5	SSI: Concepts and Importance	SSI: Concept, Importance, Characteristics of SSI, Advantages and problems of SSI. Steps for starting a small scale industry, Guidelines for project report, Registration as SSI. Assistance to SSI: Need for incentives & subsidies, Need for institutional support, Role of government and other institutions.	8

References Books:
Entrepreneurial Development: C.B. Gupta & N.P.& Srinivasan, (sultan chand & sons), 2015
Vasant Desai, Management of a small scale Industry (Himalaya Publishing house),2015
Robert Hisrich, Michel Peters and Dean Shephard, Entrepreneurship, (TMH) 9 th Edition, 2016
Vasant Desai, Management of a small scale Industry (Himalaya Publishing house),2017
Robert Hisrich, Michel Peters and Dean Shephard, Entrepreneurship, (TMH) 9 th Edition, 2017

BBA

YEAR -III

SEMESTER – VI

Course Code : BM326 Title of The Course : SERVICE MARKETING

Approved On : 23/05/2015

Pre-Requisite : NONE Co-Requisite : NONE

L	T	P	C
3	1	0	4

Objective : The aim of this course is to acquaint the students with the concept of services marketing and other related issues viz Quality of Services , Service Delivery , Buyer Behavior , Services Marketing Strategies.

Course Outcomes	
CO 1:	To know overview of Services and its concept.
CO 2:	To understand the quality services.
CO 3:	To understand Internal Analysis and service delivery pattern.
CO 4:	To understand the behavior of consumers in services.
CO 5:	To analyze the future of service marketing.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	Concept of Services	Concept of Services: Introduction, types, Unique characteristics of Services Differentiation of goods and services, Services Marketing Triangle.	10
2	Quality in Services	Service Quality: Gap Model of Service Quality. Quality gaps, Concept of services marketing, Service marketing mix.	10
3	Service Delivery	Managing effective Service Delivery: Managing demand and capacity, Importance of employees, Intermediaries and customer participation in effective delivery.	10
4	Consumer Behavior in Services	Consumer behavior in services, Customer expectation of service	8
5	Improving services	Relationship marketing: The service based business plan, the future of service marketing; Technological changes and the services.	7

References Books:
Zeithmal Valarie, Services Marketing, Tata McGraw Hill Education,2010
H. Lovelock, Christopher & Wirtz, Jochen. (2011). Services Marketing: People, Technology, Strategy, 7th edition.
Christopher Lovelock, Services Marketing: People, Technology, Strategy, Canadian Edition 1st Edition,2007
Sinha P.K. & Sahoo S.C. (Himalya Publishing House) Services Marketing Helen Woodruff , (Macmillan India Ltd.) Services Marketing.2009
Dr. K. Karunakaran ,Services Marketing (Text and Cases in Indian Context),2014, Himalaya Publishing House

Course Code : BM327 Title of The Course : INTRODUCTION TO MARKETING COMMUNICATIONS

Approved On : 23/05/2015

L	T	P	C
3	1	0	4

Pre-Requisite : NONE Co-Requisite : NONE

Objective : To make students understand and to impart to the students conceptual knowledge of marketing communication concept and methodologies of various components of marketing campaigns.

Course Outcomes	
CO 1:	To provide the in depth knowledge about marketing communication concept.
CO 2:	To provide the knowledge of advertising, its importance and process in marketing arena so that products and services could be better catered to the end consumers.
CO 3:	To further give an in depth understanding of advertising offline as well as online.
CO 4:	To explore other avenues of marketing to promote products and services so that greater amount of masses can be reached.
CO 5:	To know the application of sales promotion

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	Marketing communication: Introductory Perceptive:	The marketing mix and promotion management, Definition of marketing communication, The communication process, Integrated marketing communication and practices	9
2	Advertising-I	Overview of advertising, advertising management process, Setting advertising objectives, Creating advertising strategy, Message and appeals	9
3	Advertising-II	Media strategy, Analysis of advertising media, advertising on internet, Elevating advertising campaign	9
4	Public relation and direct marketing	Publicity and public relation- Scope, importance and objectives for both internal and external customers, sponsorship marketing and event marketing, participation, sponsoring and event management, direct marketing and interactive communication-direct mailer, online marketing	9
5	Sales Promotion	Definition, Scope and limitations, Trade promotions and trade allowances, Trade contest and incentives, POP material-window display, Demonstration and road shows, Couponing, Premiums, Price-off, Refunds and rebates, Contest and sweep stickers, Evaluating sales promotion plans	9

References Books:
Marketing Communication: Chris Fill,S. M Publication, 2008
Advertising Procedure, Russel and Lane advertising management: Mandra Mohan,2008
Management of public relation and communication: Sailesh Sen Gupta,PHP publication 2007
Marketing Communication: Chris Fill S. M Publication, 2010
Management of public relation and communication: Sailesh Sen Gupta PHP publication 2012

BBA

YEAR -III

SEMESTER – VI

Course Code : BM328 Title of The Course : LABOUR LAWS

Approved On : 23/05/2015

Pre-Requisite : NONE Co-Requisite : NONE

L	T	P	C
3	1	0	4

Objective : Creating an understanding of the laws related to employment, labour, wages, bonus & specific situations.

Course Outcomes	
CO 1:	Students will learn about laws related to employment under major provision of Employment Exchange Act 1959 and the Apprentices Act 1961.
CO 2:	Students will understand the laws related to labor in purview of Factories Act, Health, Safety and welfare provisions, Employment of women and young persons, child labour and bonded system.
CO 3:	Students will understand laws concerning Labor Disputes in industrial setups, its repercussions, the settlement machinery and authorities under the Industrial Dispute Act.
CO 4:	Students will understand the laws relating to Wages and Bonus as under the provisions of the Minimum Wages Act 1948; Payment of Wages Act 1936 and Payment of Bonus Act 1965.
CO 5:	Students will acquaint with the objectives, Redressal Machinery, Procedure for complaints, Remedies, Appeals, Enforcement of orders and Penalties under Consumer Protection Act, 1956.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	Introduction Laws Related to Employment	Introduction to labor legislation; Brief history of labor legislation in India; Major provision of Employment Exchange Act 1959 and the Apprentices Act 1961.	10
2	Laws Related to Labor	The Factories Act: Object and definitions. Health, Safety and welfare provisions, Employment of women and young persons. The contract Labor Act 1970; The Child Labor Act 1986; The Bonded System Act 1976.	10
3	Laws Related to Labor Disputes	The Industrial Disputes Act: Scope and object. The settlement machinery and authorities under the act, strikes, lockouts, and layoffs, Trade Union Act: Objectives, Definition & registration.	9
4	Wages and Bonus Law	Major provisions of the Minimum Wages Act 1948; Major provisions of the Payment of Wages Act 1936; The Payment of Bonus Act 1965	8
5	Consumer Protection Act, 1956	Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.	8

References Books:

NM Tripathi, Indian Law Institute Labor law and Labor Relations: Cases and Material, Bombay.2012

Kothari, GM A study of Industrial Law N M Tripathi, Bombay.2007

S.S. Gulshan, G.K. Kapoor, Business Law Including Company Law (14 Edn. New Age Publication),2004

S.S. Gulshan, G.K. Kapoor, Business Law Including Company Law (16 Edn. New Age Publication),2012

S.S. Gulshan, G.K. Kapoor, Business Law Including Company Law (17 Edn. New Age Publication),2015

Course Code : BM329 Title of The Course : ORGANIZATION DEVELOPMENT & CHANGE

Approved On : 23/05/2015

Pre-Requisite : NONE Co-Requisite : NONE

L	T	P	C
3	1	0	4

Objective : The objective of this elective course of human resource management is to understand the process and intervention for organizational development.

Course Outcomes	
CO 1:	Students will understand the Concept, History & progress of Organization Development along with its theories & methods and models.
CO 2:	Students will acquire knowledge on process of Organization Development and the necessary conditions for its Success.
CO 3:	Students will understand the development of facilitators of OD and its relationship with Culture. Also, students will be able to understand the role of Feedback in personal Growth and Stress Management.
CO 4:	Students will learn about various organization development interventions existing within organizations and ways of managing organizational change.
CO 5:	Students will develop understanding on implementation of OD Process including the conceptual learning of Business ethics and OD, Work Organization and Quality of Work Life.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	INTRODUCTION	Concept & definition of organization development, History & progress of O.D. –Theories & methods, Goals ,Objectives of O.D, O.D. Models, Management development Vs. Organization development	9
2	CONDITION AND PROCESS	Conditions for O.D. success, Organization development process, Action research & Organization development	9
3	FACILITATORS & CULTURE	Development of O.D. facilitators ,OD & Culture, Feedback – A key for personal Growth, Stress Management	9
4	ORGANIZATION DEVELOPMENT INTERVENTIONS	Overview of organization development interventions Team interventions, Inter-group, third party & Comprehensive interventions, Structural interventions & Managing organizational change	9
5	IMPLEMENTATION OF ORGANIZATION DEVELOPMENT PROCESS	Organizational learning and transformation, Future of organization development, Business ethics and OD, Work Organization and Quality of Work Life (QWL)	9

References Books:

Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Wendell L. French, th University of Washington, Cecil H. Bell, the University of Washington, Pearson Publishers, 2012
Organisational Development For Excellence Hardcover – 2000, by Kesho Prasad (Author), Publisher: Macmillan Publishers India
Organization Design, Change and Development Hardcover – 1999, by M. G. Rao (Author), V. S. P. Rao (Author), Publisher: Discovery Publishing Pvt.Ltd (1999)
Organization Development and Transformation: Managing Effective Change, by Wendell French (Author), Cecil Bell (Author) Robert Zawacki (Author), Publisher: McGraw Hill Education; 6 edition (26 September 2005)
Organization Development Paperback – 1 Jan 2009 by V.G. Kondalkar (Author) Publisher: Newagepublishers

BBA

YEAR -III

SEMESTER – VI

Course Code : BM330 Title of The Course : BANKING AND WORKING CAPITAL MANAGEMENT

Approved On : 23/05/2015

Pre-Requisite : NONE Co-Requisite : NONE

L	T	P	C
3	1	0	4

Objective : The objective of the course is to acquaint the student with the first hand knowledge of the working capital management.

Course Outcomes	
CO1	To understand the nature and scope of working capital management.
CO2	To acquire basic understanding of working capital requirement at different levels and financing approach required for the same.
CO3	To provide comprehensive knowledge of cash management system.
CO4	To describe various attributes of credit management.
CO5	To provide conceptual understanding of inventory management in the light of various models and techniques.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	Working Capital Management	Introduction, Concept of working capital, Characteristics of current assets, Factors affecting Working capital requirements, Importance of working capital, Sources of working capital Factoring services; Various committee reports on banking finance; Dimensions of working capital management.	10
2	Levels of Working Capital Investment	Current assets financing policy, financing approach in working capital, financing of working capital and norms of bank finance, operating cycle and cash cycle.	10
3	Cash Management System	Introduction, Motives for holding cash, Factors determining the cash balance, Types of collection system Optimal cash balance, Options for investing surplus funds, Strategies of managing surplus fund (Excluding cash management models).	10
4	Credit Management	Terms of payment; Credit policy variety variables, Control of Accounts Receivables.	7
5	Inventory Management	Introduction, Need for inventories, Economic order quantity Model; Ordering level; Maximum and Minimum inventory levels; Pricing the issues of Raw materials (FIFO, LIFO, and Average Method only) Cost holding inventory.	8

References Books:
V. K. Bhalla, Working Capital Management, S. Chand & Company Pvt. Ltd., New Delhi, 2014.
K. Rangarajan & A. Misra, Working Capital Management, Excel Books, 2004.
Jain, N.K., Working Capital Management, APH Publishing, 2004.
Khan, M.Y, Financial System, 2nd Edition, Tata Mc Graw Hill.
Machiraju, Indian Financial System, 2nd Edition, Vikas Publication

BBA

YEAR -III

SEMESTER – VI

Course Code : BM331 Title of The Course : INTRODUCTION TO CAPITAL & MONEY MARKET

Approved On : 23/05/2015

Pre-Requisite : NONE Co-Requisite : NONE

L	T	P	C
3	1	0	4

Objective : This is an elective course of finance in the area of money and capital market in order to acquaint a student to have a thorough understanding of these markets to enable them to make investment.

Course Outcomes	
CO 1:	To understand the whole financial system and its apex bodies which deals in financial market.
CO 2:	To understand & have knowledge about the primary market as a whole and its contribution and role in Indian economy. Also to make students aware about the different bodies and their functions which belong to the primary market.
CO 3:	To make students aware about the role of secondary market in Indian economy and also about stock exchanges.
CO 4:	Understand the concept of Mutual Funds as a financial product & its classification.
CO 5:	To have knowledge about Money Market as a whole.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	Overview of Indian Financial Markets	Indian financial system: Structure, objective, significance, Liberalization of the financial system, Capital market reforms after 91, Role of RBI & SEBI in the development of financial markets	9
2	Primary market	Origin, Objective, and development, Functioning of primary market, and its contribution in Indian economy, Players in primary market, Instruments of primary Markets, Recent trends and regulations Depository – meaning and function, types of depository in India- NSDL & CDSL, Demat & Remat meaning and process.	9
3	Secondary market	Origin, development, objective of stock market in India, Nature and function of S.E., Organization of Indian S.E. and its membership, Regulation and control of S.E., NSE- features and trading, BSE- Feature and Trading Automation of S.E. in India	9
4	Mutual funds	Objectives, Features and importance, SEBI Regulations, Classification of schemes.	9
5	Money market	Organization, Features, Instruments, Regulations	9

References Books:

Vasant Desai, Indian Financial Systems, Himalaya Publishers,2012

Meir Khan – Financial Institutions and Markets, Oxford Press,2007

Amit Kumar Goel, Capital & Money Market, Himalya Publication Pvt Ltd, New Delhi,2014

I.M.Bhole , Financial Institutions and Market, TATA McGraw-Hill,2014

V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai,2016

BBA

YEAR -III

SEMESTER – VI

Course Code : BM332 Title of The Course : PROJECTREPORT AND VIVA

Approved On : 23/05/2015

Pre-Requisite : NONE Co-Requisite : NONE

L	T	P	C
0	0	4	4

The students are required to carry out a project on any management subject and submit a report. The internal examination will be based on the progress of the work and viva taken by the concerned guide on the completion of the project. External examination will be a viva-voce on the project report.

BBA

YEAR -III

SEMESTER – VI

Course Code : BM333 Title of The Course : PERSONNEL MANAGEMENT

Approved On : 23/05/2015

L	T	P	C
3	1	0	4

Pre-Requisite : NONE Co-Requisite : NONE

Objective : The course aims at familiarizing the students with various aspects of HRM and help the students to acquire decision making skills for managing human resource in an organization with a deep insight of hr functions

Course Outcomes	
CO 1:	Students will be able to understand the concepts, evolution, philosophies and functions of HRM.
CO 2:	The Students will learn in detail about Job analysis, job design, job simplification and job rotation. Also, they will understand about Human Resource Planning Model and Barriers in its effective implementation.
CO 3:	The students will gain understanding on sources, policies and procedure relating to Recruitment, Selection, Placement, Transfer and promotion.
CO 4:	It will make students aware about the concept and methods of training and development. It will also create understanding of concept, methods and problems in process of performance appraisal along with the concepts and process of Career planning, Succession Planning and Management development.
CO 5:	The students will get deeper understanding on Component of Remuneration with the emerging trends in HRM due to globalization deregulation and technological advancements.

Unit No	Title of The Unit	Content of Unit	Contact Hrs
1	Human Resource Management Introduction	Nature, scope, role and importance of HRM. Evolution of HRM, Functions of HRM ,Philosophies of HRM.	10
2	Human Resource Management Planning	Job analysis: Concept, steps in analyzing job and introduction to methods of collecting job analysis information. Job description, job specification, job design, job simplification, job rotation,job enrichment and job enlargement. Human Resource Planning Model, Barriers of HR Planning	10
3	Human Resource Acquisition	Recruitment: sources of recruitment, policies and procedure of recruitment, Selection: Steps in selection process & interviews. Placement and induction, Transfer and promotion.	7
4	Training. Appraisal & Development	Concept of training Identification of training needs (TNA) and methods of training, Performance appraisal- Concept , methods and problems of performance appraisal. Career planning, Succession Planning Management development.	8
5	Employee Remuneration& Emerging Trends In HRM	Component Of Remuneration: Wage and salary, Incentive, Fringe benefits, Non monetary benefits. New trends in HRM due to globalization deregulation and technological advancements. HRM in India.	10

References Books:

HumanResourceManagement,Excelbooks:RaoV.S.P.

PersonnelManagement:MonnappaandSaiyadanTataMcgrawHill.

HumanResourceManagement:Dessler,Garg,PearsonEducation.edition2010

Maheshwari, Human Resources for Managers, 4th Edition, S. Chand, New Delhi, India, 2018.

Kishor R. M., HRM 6th Edition, Taxmann Publications, New Delhi, India,2016.