

॥ अंतरी पेटवू ज्ञानज्योत ॥

North Maharashtra University, Jalgaon



(NAAC Accredited 'B' Grade University)

**Faculty
of
Commerce and Management**

Syllabus of

Pre Ph.D. Course Work – Commerce

w.e.f. 2011-12



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PAPER-II: COMMERCE

ORGANISATION AND MANAGEMENT

Nature of Management

Concept of Management, Management and Administration: A Terminological Conflict Importance of Management, Nature of Management, Management: Science or Art Management as Profession, Professionalisation of Management in India, Universality of Management, Applying Management Theory in Practice, Role of Management Principles Effective Management

Management Functions and Skills

Management Functions, Nature of Management Functions, Management Role, Functions at Various Levels of Management, Top Management, Functions of Board of Directors, Functions of Chief Executive, Middle Management, Supervisory Management, Functional Areas of Management, Management Skills, Top Management Skills

Planning

Concept of Planning, Nature of Planning, Importance of Planning, Steps in Planning, Types of Planning, Corporate and Functional Planning, Strategic and Operational Planning, Long-term and Short-term Planning, Proactive and Reactive Planning, Formal and Informal, Planning, Types of Plans, Barriers to Effective Planning, Making Planning Effective

Decision Making

Concept of Decision and Decision Making, Types of Decisions, Decision-making Process Effective Decisions, Guidelines for Making Effective Decision, Individual vs. Group, Decision Making, Rationality in Decision Making, Creativity and Decision Making Role of Creativity in Decision Making, Decision-making Conditions

Organising

Concept of Organisation and Organising, Organisation Theory, Classical Organisation Theory, Neoclassical Organisation Theory, Modern Organisation Theory: Systems Approach, Modern Organisation Theory: Contingency Approach, Factors Affecting Organisation Structure, Size of Organisation

Controlling

Concept of Controlling, Controlling and Other Functions, Steps in Controlling, Types of Controlling, Control Areas, Controlling and Management by Exception, Benefits of Management by Exception, Design of Effective Control System, Essentials of Effective Control System, Behavioural Implications of Control, Causes of Resistance to Control

Human Resource Management

Meaning, Objectives, and Human Resource Planning

Human Resource Development

Concept and HRD tools, Training objectives and Methods.

ACCOUNTANCY

Advanced Accounting

Elementary study of Accounting standards -

- a. Introduction, Objectives, Advantages, and Applicability of Accounting Standards
- b. Elementary Study of
 - i. AS-1- Disclosure of Accounting Policies
 - ii. AS-2 – Valuation of Inventories
 - iii. AS-6 - Depreciation Accounting
 - iv. AS-10 – Accounting for Fixed Assets
 - v. A.S.4 Contingencies & events occurring after the Balance Sheet dates

Accounting for Amalgamation -

Amalgamation of companies - Concepts of Amalgamation – Types of Amalgamation - Amalgamation in the nature of Merger and Amalgamation in the nature of Purchase - Purchase consideration - AS 14 on ACCOUNTING FOR AMALGAMATION.

Developments in Accounting

Elementary study of - Human Resources Accounting, Inflation Accounting, Value Added Statement, Corporate social reporting, Interim reporting

Cost and Management Accounting

Cost Accounting

Costing, Cost Accounting, Cost Accountancy- Objectives, Scope, Advantages and Limitations of Cost Accounting. Qualities of a good cost accounting system, Essential factors for installing a cost accounting system. Relationship between Cost Accounting, Financial Accounting, and Management Accounting

Marginal Costing & Break-Even-Analysis

Marginal Costing – Concepts of Marginal Cost and Marginal Costing, Advantages and Limitations of Marginal Costing, Classification of costs, Fixed, Variable, Semi-variable-Break-up of Semi-Variable Expenses, Role of Contribution, Basic Equation of Marginal Costing, Marginal Costing Vs Absorption costing, Break–Even Analysis- Meaning of Break-even point, Break-even Chart, Profit-Volume Ratio, Margin of Safety, Key-Factor, Cost-Volume Profit analysis, Point of Indifference, Computation and application of Break-Even Analysis. Major areas of application [Theory only]

Budget and Budgetary Control :

Concept of Budget, Budgeting & Budgetary Control, Budget Manual, Objectives, Advantages, Limitations of Budgetary Control.

Classification of Budgets - Long term, Short term budget, Flexible budget, Fixed budget, Master Budget, Functional Budgets: Sales Budget, Production Budget, Purchase Budget, Capital Expenditure Budget, Cash Budget, Zero-Base Budgeting (ZBB), Nature, procedure, Advantages and limitations of ZBB

Financial Management

Financial statements

Meaning, Nature, Objectives, and Importance of Financial Statements –Limitation of Financial statements – Requisites, Attributes or Essential Requirements of Financial Statements – Recent trends in Presenting Financial statements

Analysis and Interpretation of Financial Statements

Analysis and Interpretation - Meaning – Types of Analysis and Interpretations- Internal Analysis – External Analysis- Horizontal Analysis – Vertical analysis

Tools of Analysis and Interpretation – Meaning, Nature, Objectives, Significance and Limitations of: Comparative Financial Statements, Common Size Statements, Trend Analysis, Ratio Analysis, Fund Flow Analysis and Cash Flow Analysis

Calculations of Ratios

Liquidity Ratios - Current ratio- Quick ratio- Absolute Liquid Ratio

Profitability Ratios - Gross Profit Ratio- Net Profit Ratio- Operating ratio- Operating Profit ratio- Return on Investment- Return on capital Employed Ratio- Earning per share Ratio- Dividend Yield Ratio- Price earnings Ratio- Net profit to Net Worth ratio

Efficiency /Turnover Ratios - Stock turnover ratio – Debtors turnover ratio- Debt collection period ratio- Creditor turnover ratio- Average payment period- Working capital turnover ratio-Fixed assets turnover ratio- Capital turnover ratio

AUDITING

Auditing Concepts - Nature and limitations of Auditing, Basic Principles governing an audit, Objectives & scope of the audit of financial statements, Difference between Auditing and Investigation

Types of Audit - Features, principles, advantages & limitations of - Internal audit, Statutory audit, Continuous audit, Annual audit, Interim audit, Balance sheet audit, Tax audit, Cost audit, Efficiency audit.

Company Audit – Qualifications and Disqualifications of Auditors, Appointment of auditors, Removal of auditors, Powers and duties of auditors, Qualified Audit Report and Clean Audit Report.

MARKETING

Meaning and Definition of Marketing - Traditional v/s Modern Concept – Scope – Importance – Approaches to Study of Marketing – Commodity – Institutional Approach, Functional approach, Decision making approach legal and system approach – Marketing v/s Societal Marketing – Marketing Process, functions of Marketing.

Marketing Mix – P 5

Meaning and Composition – Formulation of new Product Strategy – Product planning and process – Product life cycle – Product positioning – New product planning – Product diversification strategy.

Service Marketing –

Reasons for growth in Service Sectors – Role of Services in an economy – Services in Indian Scenario – Types of Services – Characteristic of Services – Difference between goods services – Needs for services marketing – Obstacles in service marketing.

International Marketing Practices and Problems –

Definition and Meaning – Domestic market and international market – special consideration in international marketing – difficulties in international marketing – Tariff and Non Tariff – Barriers to international marketing – Developing a marketing strategy – selecting a market – Taking entry into market – Direct and indirect exporting – Licensing.

BUSINESS ECONOMICS AND BANKING

Business Economics:

- i) Introduction
- ii) Demand Analysis and Elasticity of Demand
- iii) Utility Analysis.

Market Structure & Price Determination:

- i) Cost, Revenue and Price Determination in different Market situation.
- ii) Production Function –Law of variable proportion and law of returns to scale.

Macro Economics:

- i) Classical and Keynesian Approach in Determination of output & employment
- ii) Macro Economic Problems – Inflation, Unemployment & Business cycle.
- iii) Monetary and Fiscal Policy.

Banking:

- i) Meaning & Functions of Commercial Bank.
- ii) Accounts of Customers.
- iii) Negotiable Instruments.
- iv) Reserve Bank of India.

REFERENCE BOOKS

Organisation and Management

1. Principles and Practice of Management - L.M Prasad
2. An Introduction to Business Organisation and Management - Singh and Chhabra
3. Business Management in 21st Century - R. K Desai
4. Management Concepts and Strategies - J.S Chandan
5. Principles and Practice of Managements- A New Horizon - Jaya Bhattacharya
6. Taxmann's Principles of Management - Dr. Neeru Vasisth
7. Vyavasaay Vyavasthapan - Dr. Prabhaker deshमुख
8. Personnel and Human Resource Management – P.Subba Rao, Himalaya Publishing House.

Accountancy

1. Advanced Accountancy – Vol. I , R. L. Gupta & M. Radhaswamy, Sultan Chand & Sons
2. Advanced Accounts, M.C. Shukla, T.S. Grewal & S.C. Gupta, S. Chand & Co Ltd.
3. Advanced Accounts - Jain and Narang - Kalyani Publishers, Ludhiana
4. Accounting Theory, R. K. Lele and Jawaharlal, Himalaya Publishers
5. Accounting Text & Cases, Robert Anthony, D.F.Hawkins & K.A.Merchant- Tata McGraw Hill
6. Corporate Accounting, Dr. S. N. Maheshwari, Viakas Publishing House Pvt. Ltd. New Delhi
7. Advanced Accounting, Dr. Ashok Sehgal & Dr. Deepak Sehgal: Taxmann, New Delhi.
8. Fundamentals of Cost Accounting - S N Maheshwari – Sultan Chand & Sons, New Delhi.
9. Cost Accounting - Jawaharlal – Tata McGraw Hill Publishing company Limited New Delhi.
10. Advanced Cost and Management Accounting - V. K. Saxena and C. D. Vashist - Sultan Chand & Sons, New Delhi
11. Cost & Management Accounting - Ravi M Kishore - Taxmann Allied Services Pvt Ltd
12. Financial Management – P. V. Kulkarni, B. G. Satyaprasad - Himalaya Publishing House
13. Financial Management - Ravi M Kishor –Taxmann
14. Financial Management – M. Y. Khan,, P. K. Jain- Tata McGraw Hill
15. B. N. Todon – Practical Auditing.
16. Dr Kamal Gupta – Fundamentals of Auditing – TMH – New Delhi.
17. Saxena & Saravaravel – Practical Auditing – Himalaya Publishing House, Mumbai.
18. Saxena & Reddy – Essentials of Auditing - Himalaya Publishing House, Mumbai.
19. L.K.Shukla – Auditing – Principles & Practice – Taxmann law’s New Delhi.
20. Auditing by Vinod Kumar Agrawal & Abhishek Porwal – A.S.Foundation, Pune.

Marketing

1. Marketing Management – Philip Kotler.
2. Marketing Management – R. Jay Praash Reddy.
3. Marketing Management – Dhruva Datta Chawdhary.
4. Marketing Management – S. A. Sherlkar.
5. Service Marketing – Vasanti Venugopal, Raghu V. N.
6. International Marketing - Dr. Gupta Nand.

Business Economics and Banking

1. Business Economics and Business Environment, by S.K. Misra and V.K.Puri. Pub- Himalaya Publishing House, Mumbai.
2. Business Economics, by V.G.Mankar, Pub- Macmillan Publishers India Ltd.
3. Principles of Microeconomics, by H.L.Ahuja.
4. Economics Environment of Business (Microeconomics Analysis),by H.L.Ahuja
5. Money, Banking, International Trade and Public Finance. By –D.M.Mithani, Pub- Himalaya Publishing House, Mumbai.
6. Banking Theory and Practice, by K.C.Shekhar and Lekshmy Shekhar, Pub- Vikas Publishing House Pvt. Ltd., New Delhi.
7. Modern Economic Theory, by K.K. Dewett, Pub- S.Chand Pub, New Delhi.
8. Banking Theory, Law and Practice, Prf. E.Gardon and Dr.K.Natrajan, Himalaya Publishing House, Mumbai.
9. Law and Practice of Banking (16th Ed.) by Prof. S.R. Davar. , Pub- Progressive Corporation Pvt. Ltd., Bombay.
10. Banking Theory, Law and Practice by K.P.M. Sundharam and P.N. Varshney, Pub- Sultan Chand & Sons, New Delhi.

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PAPER-II : MANAGEMENT

GENERAL MANAGEMENT

Nature & Development of Management

Management: Concept, Nature, Importance, Art and Science & as a Profession, Management Vs Administration, Decision Theory Approach, Contingency Approach, Human behavior Approach, Challenges of management due to globalization, The organizational Chart., Levels of Management & their respective Functions, Job design, Managerial Functions in MNC's Departmentalization, Methods of Vertical Co-ordination, Need and Significance of Management, Management V/S Administration, levels of Management

Process of Management

Planning: Nature, Scope, Objective and Significances of Planning, Key factors to planning, Types of Plans, Process of Planning, Effective planning-Principles, Barriers & How to overcome barriers.

Organizing: Concept, Designing Organization Structure, Forms of Organizational Structure, Departmentation- need, importance & bases of Departmentation, Span of Control - Determination of factors affecting Span of Control, Delegation of Authority, Authority & Responsibility, Line & Staff, and Formal & Informal Organization.

Staffing: fundamentals of staffing Concept, Manpower Planning. system approach to staffing

Directing: Concept, Direction and Supervision, Importance of Directing, Principles of Directing.

Coordination – Need & Importance, Coordination & Cooperation, Techniques of Effective coordination.

Controlling : Concept, Types of control, Method : Pre-control - Concurrent control - Post control, an Integrated Control System, Concept of Quality, Factors affecting Quality, Developing a Quality, Control system - Pre-control of inputs.

Decision Making

Meaning Importance and types of decision, Decision making process, Effective decisions, creativity and decision making, Quality and quantitative techniques used for decision making, Planning Premises and Forecasting, Total quality management, Kaizen concept, Just in time inventory

Quantitative Techniques in Operations Management

Introduction to operations Research- Decision Making, Role of Technology In OR- Transportation Model- Assignment Model-CPM&PERT, Inventory Management, Inventory Models(EOQ)

Corporate Social Responsibility and Business Ethics

Concept & Definition of Corporate Social Responsibility, Scope of Corporate Social Responsibility, Corporate Social Responsibility and the Law, Corporate Social Responsiveness, Definition of Ethics, Nature & objective Ethics, Ethics & Related Terms: Ethics & Morality, Ethics & Religion, Ethics & Law, Distinction Between Values & Ethics, Meaning & Scope of Business Ethics

Management Information Systems:

Concepts, Classification & Value of Information, Information System: Open & Closed, Management Information System, Definition, Concepts & Meaning, Components & Activities Types – Operation support system & Management support systems , Control systems –

Feedback & Feed forward systems., MIS planning process – Steps in planning, MIS design & Development Process – Phases, Components of MIS, MIS vis-à-vis Computer, Academics & Users, MIS vis-à-vis Information Concepts, System Concepts, Process of Management Information System, System Analysis & Design, Introduction & Need for System analysis, System analysis of a new requirement, Structured systems analysis & Design (SSAD) , Development of MIS, Introduction & Contents of MIS Long range plans, Determining the information Requirement , Management of Quality in the MIS, Factors contributing in the Success & Failure of MIS.

MARKETING MANAGEMENT

Marketing Management

Introduction to Marketing, Marketing Management-Definition, nature and scope Marketing, Process Forms of Marketing, Organisation Market Segmentation and Target Marketing, Consumerism

Marketing Mix

7 P's of Marketing mix, Product Life Cycle, Sales Management, Brand and Brand Management.

Marketing Research and Consumer Behaviour

Marketing Research- Meaning, Types and Process, Marketing Information System.

- a. Consumer behaviour: Determinants of consumer behaviour
- b. Consumer decision making process/ Buying Process:
 - i) For Normal products: Need recognition, Information search, Evaluation of alternatives, Purchasing decision & post-purchase behaviour.
 - (ii) For New products: Awareness, Interest, Evaluation, and Trial & Adoption
- c) Organizational buyer decision process: Problem recognition, Product specification, Product & Vendor search, Product & Vendor evaluation, Product & Vendor selection & performance evaluation

New Trends in Marketing

International Marketing, E-Marketing, Green Marketing, Social Marketing, Holistic Marketing, Emotional Marketing, Customer Relationship Management

FINANCIAL MANAGEMENT

Introduction to Financial Management

Approaches to Financial Management: Traditional View - Modern View, Different Financial Decision

Financial Management's Importance in Business: Significance of Financial Controller-Finance Manager as a Facilitator- Organization Chart of Finance Function-Reason for Centralizing Finance Function

Financial Objectives of Business Firm: Profit Maximization, Wealth Maximization, Value Maximization, Other Maximization Objectives, Agency theory of Firm

Components of Financial system: Function of Financial system, financial system design, Nature and role of financial Institution {Intermediaries} and financial market

Raising Finance

a) Short term Financing

- i) Introduction & Characteristics
- ii) Sources of Short term Finance

b) Long Term Financing

- i) Need for long term financing
- ii) Sources of Long Term Finance
- iii) Risk analysis in Capital Budgeting & Sensitivity analysis

c) Primary & Secondary Markets

- i) Meaning, Importance & Role
- ii) Market intermediaries: brokers, dealers, investment bankers
- iii) Bid, Ask or Offer, bid- ask spread, Bull and bear, blue chips, day trading, stop loss,
- iv) BSE/ NSE Indices

Investment Decisions

a) Short term Investment Decisions

b) Long term Investment Decisions

- 1) Time value of Money
 - (i) An overview & Study of Time lines
 - (ii) Theory of interest or computation of Interest
 - (iii) Amortization of a loan
- 2) Capital Expenditure Planning & control
 - (i) Definition, Importance

c) Venture Capital Finance

- i) Introduction, Meaning Features & Types
- ii) Stages of Venture Capital Investment

d) Mutual Funds: Concept & Types

e) Decision making techniques

- i) Lease or Buy
- ii) Make or Buy
- iii) Manufacture or Vendor Development
- iv) Do or Outsource

f) Owners Self Outlet or Franchisee appointment

Emerging trends Finance

Concepts of

- a) Corporate Combinations
- b) Corporate Financial Distress
- c) Derivatives & Options
- d) Hybrid Financing: preferred stock, leasing, warrants & convertibles
- e) Reverse Mortgage
- f) Credit rating
- g) Portfolio Management
- h) International Financial Management

HUMAN RESOURCE MANAGEMENT

Introduction to Human Resource Management

- a) Concept, Characteristic & Significance of Human Resource
- b) Definitions, Nature, Scope & Objectives of HRM
- c) Functions of HRM.
- d) HRM Vs. Personnel Management
- e) HRM Vs. HRD
- f) Challenges before HRM
- g) Employer-Employee Relationship: concepts, Objectives, Parties, Measures for Improvement

Human Resource Management Process

- a) Human Resource Planning
 - i) Concept & Need of HRP
 - ii) Process of Human Resource Planning
 - iii) Methods of Demand Forecasting
 - iv) Prerequisites of HRP
- b) Process of Procurement
 - i) Recruitment
 - (1) Concept, Purpose & Factors Affecting Recruitment
 - (2) Sources of Recruitment
 - (3) Process of Recruitment
 - ii) Selection
 - (1) Concept Selection process
 - (2) Barriers of selection
 - iii) Placement: Concept & Problems

- iv) Induction:
 - (1) Concept, Objective & Steps in Induction
 - (2) Topics of Induction Programme
 - (3) Problems in Induction

Human Resource Development and Industrial Relations

- a) Performance appraisal
 - i) Definitions, Objective & Process of Performance Appraisal
 - ii) Methods of Performance Appraisal
 - (1) Traditional Methods: Ranking, Paired Comparison, Grading, Critical Incident, Force Choice, Checklist, Graphic Rating, Essay Evaluation, Confidential Reports
 - (2) Modern Methods: MBO, BARS, Assessment Centres, 360 Degree Appraisal System
 - iii) Problems with Performance Appraisal
- b) Employee Training
 - i) Meaning, Need and Objective of Training
 - (1) Methods of Training: On the Job & Off the Job
 - ii) Sensitivity Training
 - iii) Evaluation of Training
- c) Executive Development
 - i) Meaning & Methods of Executive Development
- d) Industrial Relations:
 - i) Labour welfare & Social Security
 - ii) Workers Participation in Management
 - iii) Empowerment
 - iv) Industrial hygiene

Recent Trends in HRM

Concepts of -

- a) Human Resource Audit
- b) Human Resource Information System
- c) Human Resource Accounting
- d) Employer branding
- e) Moonlighting by employees
- f) Dual career group
- g) Competency Mapping
- h) Downsizing & Rightsizing
- i) HR Matrix
- j) HR score card
- k) Talent Management
- l) Flexi-time & Flexi-work
- m) e-HRM : e-recruitment, e-training & e-learning.

Reference Books

GENERAL MANAGEMENT

1. Principles of management By L.M.Prasad
2. Principles of management by sherlekar and sherlekar
3. Management process and prespective by T.N. Chhabra and R.K.Suri
4. Ethical Management – Satish Modh - Macmillan
5. Business Ethics - Agalgatti – Nirali Prakashan
6. Business Ethics – A.C.Fernando - Pearso
7. Management & Organization – By Liouis A. Allen, Tata McGraw Hill Book Company, Delhi
8. Organization & Management – By C. B. Gupta, Sultan Chand & Sons, Delhi

9. Business Organization & Management – By R.N. Gupta, Sultan Chand & Sons, Delhi
10. Corporate Governance: Principal Policies & Practices by Fernando, Pearson Education
11. Corporate Ethics: The Business Code of Conduct for Ethical Employees by Steven R. Barth, Aspatore Books, 2003
12. Production & Operations Management – Chunawala & Patel – Himalaya Publishing House
13. Management Information System by Jawadekar – Tata McGraw Hill

MARKETING MANAGEMENT

1. Principle of Marketing by Kotler & Armstrong – Pearson, LPE 9th edition
2. Marketing Management – Arunkumar N. Meenakshi – Vikas Publishing
3. Marketing Management – Text & Cases by S H H Kazami – Excel Books
4. Marketing Management – Stanton – McGraw Hill
5. Marketing Management by Kotler, Keller & Koshti - Tata McGraw Hill
6. Marketing Management – Text & Cases by Tapan Panda – Excel Books
7. Marketing Management by S.A Sherlekar – Himalaya Publishing House
8. Marketing Management (Text & Cases in Indian Context) by Karunakaran– Himalaya Publishing House
9. Marketing: Marketing in 21st Century – Berman – Biztantra (Willy India Pvt. Ltd.)
10. Basics of Marketing Management – R.B. Rudani - S. Chand & Company Ltd.

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1. Financial Management by Ravi M. Kishore – Taxman Publication
2. Financial Management tools & Techniques by Dr Pradip Kumar Sinha – Excel books
3. Financial Management: Principles & Practice by G Sudarsana Reddy- Himalaya Publishing
4. Fundamentals of Financial Management by Vyuptakesh Sharan – Pearson Education 2nd Edition
5. Financial Management by I M Pandey – Vikas Publishing House
6. Financial Management – P.V. Kulkarni, Satyaprasad - Himalaya Publishing House
7. Financial Management – Principles & Practice by Sudhindra Bhat– Excel Books
8. Financial Management: Management & Policy By R.M. Srivastava - Himalaya Publishing House
9. Fundamentals of Financial Management by Brigham & Houton - Cengage Learning
10. Financial Management by Khan & Jain- Tata McGraw Hill

HUMAN RESOURCE MANAGEMENT

1. Human Resource Management, Text & Cases By Dr. V.S.P Rao - Excel Books
2. Essentials of Human Resource Management By P. Subba Rao – Himalaya Publishing House
3. Human Resource Management By S.S.Khanka – S Chand & Sons
4. Human Resource Management By Dr K. Ashwathappa – Tata McGraw Hill
5. Comprehensive Human Resource Management By P.L.Rao - Excel Books
6. Human Resource Management By Snell, Bohalender Cengage Learning
7. Human Resource Management by A M Sarma – Himalaya Publishing
8. Managing Human Resources By Fisher- Cengage Learning
9. Human Resource Management By Dr. C.B. Gupta – Sultand Chand & Sons
10. Human Resource Management By Dipakkumar Bhattacharya: Excel Books
11. Human Resource Management By Garvy Dessler.- Pearson/ Prantice Hall
12. Human Resource Management, Principles & Practice By P. C. Aquinas - Vikas Publishing.
13. Personnel Management: C. B. Mamoria., Himalaya Publishing