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EIILM University

SYLLABUS BOOKLET

DIPLOMA IN HUMAN RESOURCE MANAGEMENT PROGRAMME

Syllabus DIPLOMA IN HUMAN RESOURCE MANAGEMENT SEMESTER – I PRINCIPLES OF MANAGEMENT

Sub. Code: DHRM-101

Credits: 04

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

Unit 1: Management Development

Nature, Scope and Process of Management; Historical Evolution of Management Thought; Different Approaches and Systems of Management: Skills, Roles and Modern Challenges.

Unit 2: Managing Activities

Planning: Understanding the Needs of Planning, Types of Planning, the Elements of Planning. Strategic Planning: The Growth of Strategic Planning, Strategic Thinking Frameworks, Strategic Planning Process, Assessing Organisation's Environment, Establishing Organisational Operating Strategies.

Managerial Decision Making: Types of Managerial Decisions, Steps in Decision Making Process.

Organizing: Organisational Design, Six Key Elements of Organisational Design, Different Types of Organisational Design, Advantages and Disadvantages of Different Types of Organisational Design, Organisational Structure, Dimensions of Structure, Situational Influences on Organization Design.

Controlling: Nature of Control in Organizations, Types of Control, Steps in Control in Process, Various Levels of Control Process, Managing Control in Organizations.

Unit 3: Managing Human Resources

Staffing: Human Resource Management, Human Resource Planning, Human Resource Planning Process, Human Resource Management Process, Recruitment, Selection, Socialization, Training and Development, Performance Appraisal, Promotions, Transfers, Demotions and Separations, Maintaining Human Resources, Four C's Model for Evaluating Human Resources, Special Issues in Human Resources.

Leadership: Leader, Power, Types of Power, Various Approaches to Leadership: Trait Theory Leadership, Behavioral Approach to Leadership, Contingency Theory of Leadership; Other Situational Approaches; Modern View of Leadership.

Suggested Reading:

1. Management Principles and Guidelines, Dueing N T and Ivancevich M J., Biztantra.
2. Management Principles and Guidelines, Charles Hill and Steve McShane, McGraw Hill.

Syllabus **DIPLOMA IN HUMAN RESOURCE MANAGEMENT** **SEMESTER – I** **ORGANIZATIONAL BEHAVIOUR**

Sub. Code: DHRM-102

Credits: 04

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

Unit 1: Evolution of Organizational Behaviour

Nature of Organizational Behaviour (OB): Definition, Features, Purpose, Importance and its Difference from other Disciplines.

Historical Development of OB: Scientific Management, Human Relations Approach and Contemporary Approaches (System and Contingency).

Contributing Disciplines to the OB Field: Psychology, Sociology, Anthropology, and Political Science.

Unit 2: Behaviour of Individuals

Ability: Nature and Types, Ability and Job Fit; Learning: Nature, Theories in Learning: Classical, Respondent, Operant, Cognitive and Social, Applications of Learning Principles in Organizations; Job: Job Satisfaction, Organizational Commitment, and Job Involvement;

Personality: Nature, Theories in Personality Development: Trait, Stage, Cognitive Theories; Personality and Organization Fit.

Perception: Nature of Perception, Process of Perception, Social Perception, Applications in Organizations.

Motivation: Nature of Motivation, Types of Motives, Theories of Motivation; Content and Process; Organizational Applications.

Unit 3: Group Dynamics

Group Behavior: Defining and Classifying Groups, Stages of Group Development, Group Decision Making, Merits and Demerits, Techniques; Understanding Work Teams; Types of Teams; Creating Effective Teams.

Leadership: Styles of Leadership, Theories in Leadership: Trait Theories, Behavioural Theories, Contingency Theories (Fiedler's Theory; Hersey and Blanchard Theory).

Conflict: Functional vs. Dysfunctional Conflict, Sources, Types of Conflict: Individual, Group, Organizational Conflict, and Conflict Resolution.

Unit 4: Organizational Issues

Organizational Culture: Nature, Types, Evolution and Importance in an Organization; Organizational Change: Nature and Forces of Change, Resistance to Change, Management of Resistance to Change.

Work Stress: Sources, Consequences of Stress, its Management: Individual and Organizational.

Suggested Reading:

1. Behaviour in Organizations, Greenberg J and Baron RA, PHI.
2. Organizational Behaviour: An Introductory Text, Huczynski and Buchanan, Prentice Hall.
3. Organizational Behaviour, Luthans F, Tata McGraw Hill.
4. Management and Organizational Behaviour, Mullins L J, Prentice Hall.
5. Organizational Behaviour, Robbins S P, Prentice Hall.
6. Organizational Behaviour: Text and Cases, Sekharan U, Tata McGraw Hill.

Syllabus
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SEMESTER – I
HUMAN RESOURCE MANAGEMENT

Sub. Code: DHRM-103

Credits: 04

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

Unit 1: Personnel Management and the New Approach of Human Resource Management

Nature and Development of Personnel Management: Historical Context in the United Kingdom, the Welfare Tradition, the Industrial Relations Tradition, the Control of Labor Tradition, the Professional Tradition.

The Roles and Tasks of Personnel Function: Tyson and Fell (Clerk of Works, Contracts Manager, Architect), Personnel as a Specialist Function, Personnel Policies, Strategies and Operating Plans, Personnel Activities.

Shift in Approach which has led to the Term Human Resource Management: Political, Economic, Social Context of Change, Human Resource Management within the Organization Structure.

Unit 2: Procedures and Practices used for Obtaining Suitable Employees

Human Resource Planning: Definition, Purpose, Processes and Limiting Factors.

Systematic Approach to Recruitment: Recruitment Policy, Recruitment Procedure, Job Analysis, Job Description, Personnel Specification, Recruitment Methods and Media, Evaluation.

Systematic Approach to Selection: Selection Procedure, Design of Application Form, Selection Methods, References, Offer of Employment, Evaluation of Process.

Unit 3: Principles and Procedures for Monitoring and Reward the Employee

Performance Appraisal: Definition; Purpose of Appraisal; Appraisal Procedures and Techniques; Appraisal Interview; Follow Up; Reward Management: Job Evaluation Purpose and Methods, Factors Determining Pay, Payment Systems, Incentive Schemes, Legal Framework on Pay and Benefits; Discipline and Grievance Procedures: Definition, Model Disciplinary Procedure, Disciplinary Interviews, ACAS Code of Practice, Grievance Procedures, Grievance Interviews. Human Resource Management Information Systems: Personnel Records and Statistics, Use of Statistics in HRM, Computers in HRM, Confidentiality, Legal Requirements, E.G. Data Protection Act (1984).

Unit 4: Employee Exit from the Organization

An Introduction to Legal Framework on Employment Protection: Dismissal: Wrongful, Unfair and Justified; Role of Industrial Tribunals; Termination of Employment: Retirement, Resignation, Termination of Contract, Exit Interviews; Dealing with Human Aspects of Termination Employment: Procedure for Dismissal, Counseling, Training, Notice of Dismissal.

Suggested Reading:

1. Human Resource Management: An Introduction, Bolton T., Blackwell.
2. Business Basics: Human Resource Management, BPP Publishing.
3. Personnel Management, Cole G A, 4th Ed., Letts Education.
4. Human Resource Management for Higher Awards, Dransfield et al, Heinemann.
5. Introducing Human Resource Management, Foot M and Hook C, Longman.
6. Human Resource Management, Graham H T and Bennett R, Pitman.
7. Personnel Practice, Martin M and Jackson T., IPD.
8. Human Resource Management, Tyson S and York A., Heinemann.

Syllabus
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SEMESTER – I
COMPUTER APPLICATION IN MANAGEMENT

Sub. Code: DHRM-104

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Introduction to Computer System

Introduction: Evolution of Computers, Characteristics, Classification, Generations; Computer Architecture: Components of Computer Systems (I/O Devices); Computer Memory; Data Representation.

Unit 2: Computer Software

Introduction to Software: Relation between Hardware and Software; Types of Software: System Software, Application Software; Software Development Life Cycle; Introduction to Algorithm; Flow chart.

Unit 3: Operating Systems

Operating System: Functions of OS, Measuring System Performance; Evolution of Operating Systems : Serial Processing, Batch Processing, Multiprogramming; Types of Operating System; Operating System Techniques Multitasking, Multithreading, Multiprocessing; Some Popular Operating Systems: DOS (Disk Operating System), UNIX Operating System, Linux, Microsoft Windows, Microsoft Windows NT.

BLOCK II

Unit 4: Business Data Processing

Data Processing; File Management System: File Types, File Organization, File Utilities; Database Management System: Database Models, Main Components of a DBMS, Creating and Using a Database.

Unit 5: Data Communications

Basic Elements of a Communication System: Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques; Modems; Analog versus Digital Transmission; Multiplexing Techniques.

Unit 6: Computer Networks

Need for Computer Communication Networks; Types of Network; Network Topologies; Network Protocol; OSI and TCP/IP Model; the Future of Internet Technology; Internet Protocol; World Wide Web; E-mail; Search Engines.

BLOCK II

Unit 7: Office Automation Systems Part I

MS Word - I: Key Terminologies, Opening and Formatting Documents, Clip Art, Table, List; MS Word-II: Autocorrect, Macros, Mail Merge, Templates, Style, Border and Shading, Spelling and Grammar, Page Formatting; MS Excel-I: Working with Worksheet; MS Excel-II: Built in Function, What if analysis, Data Table Sorting; MS Excel – III: Graphs and Charts.

Unit 8: Office Automation Systems Part II

MS PowerPoint I: Auto Layouts, Toolbars, Insertion of New Slides; MS PowerPoint II: Presentation Using Wizards, Usage of Design Templates, Frame Movements of the Above.

Unit 9: Office Automation Systems Part III

Introduction to MS Outlook: Starting Outlook, the Outlook Inbox Window, Key to the Inbox Window, Going Online with Outlook; Computer in Office Automation, Computers in Engineering

Suggested Reading:

1. **Fundamentals of Computers by Rajaraman, Publisher: Prentice Hall of India, New Delhi**
2. **Data Communication & Computer Network by White, Publisher: Thomas Learning, Bombay**
3. **Business Data Communication by Shelly, Publisher: Thomson Learning, Bombay**
4. **Computer Fundamentals by B.Ram, Publisher: New Age Int.**
5. **Computer Fundamentals by P.K Sinha, Priti Sinha, Publisher: BPB Publications, New Delhi**

Syllabus
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SEMESTER – I
MANAGEMENT OF INDUSTRIAL RELATIONS

Sub. Code: DHRM-105

Credits-03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Industrial Relations Strategy

Evolution of Industrial Relation; Industrial Relations; Relations Strategy; Future of Industrial Relations in India.

Unit 2: Types of Unions

Historical Evolution and Aspects of Trade Union in India; Approaches to Trade Union, Types of Union, Functions of Trade Unions.

Unit 3: Industrial Dispute Act

National Level Federations; the Industrial Dispute (Central) Rules, Central ID Rules, 1957.

BLOCK - II

Unit 4: Trade Unions Act 1926

The Trade Union Act 1926.

Unit 5: Wage Fixation Method

Concept of Collective Bargaining; Stages and Prerequisites for Collective Bargaining; Collective Bargaining as a Wage Fixation Method.

Unit 6: Collective Bargaining

Types of Collective Bargaining and Studies in Collective Bargaining; Approaches and Nature of Grievances; Causes, Procedure and Grievance; Redress Mechanism; Case Study.

BLOCK - III

Unit 7: Disciplinary Proceedings

Judicial Approaches to Discipline; Disciplinary Proceedings; Domestic Enquiry and Award of Punishment; Nature of Conflict and its Manifestations; Labor Administration Machinery.

Unit 8: Industrial Disputes Act 1947

Inter Industry Propensity for Strikes; Strike Patterns; Environmental Influence: Arbitration, Conciliation, Adjudication, Unfair Labor Practices; Case Study; Industrial Disputes Act 1947; Evolution and Nature of Participation; Prerequisites for Successful Participation.

Unit 9: Limitation of Participation

Degree of Influence and Involvement; Forms of Participation; Impact of Participation; Limitation of Participation; Current Trends in Participation in Indian Industries; Case Study.

SUGGESTED READING:

1. Dynamics of Industrial Relations in India by Mammoria C. B. Publisher: Himalaya Publishing House
2. Personal Management by Mammoria C. B. Publisher: Himalaya Publishing House
3. Industrial Relations & Labor Laws by Srivastava S. C. Publisher: Vikas Publishing House
4. Personal Management & Industrial Relation : R. S Davar, Publisher: Vikas Publishing House
5. Hand Book of Industrial Laws by Kapoor N. D. Publishing House: Sultan Chand & Sons;
6. Personal Management & Industrial Relation : Mittal Kumar, Publisher: Anmol Publication
7. Contemporary Industrial Relations by Ian J Beardwell, Publisher: Oxford University Press

Syllabus
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SEMESTER – II
LABOR LAWS

Sub. Code: DHRM-106

Credits: 04

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

Unit 1: Labour Law in India: An Overview

Legislative History; Broad Outline of Indian Labour Laws; International Labour Laws: Indian Context; Organized and Unorganized Sector; Disputes Settlement Machinery.

Unit 2: Employment Contract and Wage Determination

Industrial Employment (Standing Orders) Act, 1946 ; Industrial Disputes Act, 1947 ; The Contract Labour (Regulation & Abolition) Act 1970, The Child Labour (Prohibition & Regulation) Act, 1986 ; Equal Remuneration Act, 1976 ; The Weekly Holidays Act, 1942; The Minimum Wages Act, 1948 ; The Payment of Wages Act, 1936 ; The Payment of Bonus Act, 1965.

Unit 3: Employment Injury, Health and Retirement Benefits

The Factories Act, 1948; Employers' Liability Act, 1938 ; Employees State Insurance Act, 1948 ; Maternity Benefit Act, 1961 ; The Workmen's Compensation Act, 1923; Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 ; The Payment of Gratuity Act, 1972.

Unit 4: Trade Unionism

The Trade Unions Act, 1926, Collective Bargaining: ILO conventions.

Suggested Readings:

1. Workmen's Compensation Act, Aiyer & Aiyer, Sitaraman & Co.
2. Law of Employees' Provident Fund, Chaturvedi R G, Bharat Law.
3. Commentary on Workmen's Compensation Act, Chaudhry R N, Sitaraman & Co.
4. Commentaries on Industrial Employment, Desai K M, Sitaraman & Co.
5. Law of Employees Provident Funds, Dr. Chaturvedi R G, Sitaraman & Co.
6. Law of Discharge and Dismissal, Dr. Rao D P K, Sitaraman & Co.

7. Labour and Industrial Laws Goswami, V G, Sitaraman & Co.
8. The Law on Industrial Dispute, Malhotra O P, Sitaraman & Co.

Syllabus
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SEMESTER – II
TEAM BUILDING

Sub. Code: DHRM-108

Credits: 04

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

Unit 1: Groups

Definition; Work Groups and Families; Individuals and Groups; Organizations and Communities; Participation Pattern; Communication; Cohesiveness; Factors of Cohesiveness; Cohesive Group; its Advantages and Disadvantages; Essentials of Morale; Elements of Developing as Persons, Individuals and Individualists.

Unit 2: Group Building and Maintenance

Needs of a Group; Needs of Leadership; Functions and its Implications; Group Processes; Decision Making; Responses to Authority; Fight and Flight; Defense Mechanisms; Group Building and Maintenance: Objective; Coping with Conflict; Responses to Conflict - Pros and Cons; Necessity of Maintenance in a Team; Communication within Groups: Objective; Subgroups; Effects of Inter-group Conflict; Transactions between Groups; Relationship of Group with Environment; On Competition and Cooperation.

Unit 3: Group Dynamism

Objective; Stages of Group Development; Group Skills; Accelerating Development; Roles Revisited: Objective; Team Roles; Management Teams: Line and Staff Roles; Responsibility Charting; Clarifying Roles; Building the Collaborative Organization: Definition of Team Collaboration; Collaborative Work Systems as a Solution; Collaborative Competencies; Collaborative Culture.

Suggested Reading:

1. Management of Human Resources, Dr A. K Saini and Sanjay Kumar Pathak, Gullybaba Publishing House.
2. Human Resource Management, K. Ashwa Thapa, Himalaya Publishing House.
3. Human Resource Management, V. S. P Rao, Excel Publishing House.

4. Human Resource Management, L. M Prasad, Sultan Chand Publishing House.

Syllabus
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SEMESTER – II
MANAGING HUMAN RESOURCE DEVELOPMENT

Sub. Code: DHRM-108

Credits: 04

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

Unit 1: Human Resource Planning

Relationship between HRM, HRP & HRD; Concepts, Approaches, Process and Practices of Human Resource Planning; Methods and Techniques of Human Resource Planning; Measurements in Human Resource Planning.

Unit 2: Human Resource Development

Concept and Origin of HRD; Nature, History and Philosophy of Human Resource Development (HRD); Aims of HRD; Approaches to HRD; Constraints in HRD; Future of HRD.

Unit 3: HRD Instruments and Intervention

Introduction; Influence of HRD on Employee Behavior, Motivation; HRD Process; Job Analysis and Design: Concepts, Process; Job Description and Specification: Potential Problems of Job Analysis, Factors and Techniques Affecting Job Design; Recruitment and Selection; Techno Application Recruitment Process; Performance Management: Evaluation of Performance and Review, Potential Appraisal and Promotion, the Relevance of American Theories of Motivation with Regard to Compensation and Reward, Counseling, Job Evaluation; Training and Development.

Unit 4: Emerging Issues in HRD

Relationship between HRD Instruments, Processes, Outcomes and Organizational Effectiveness; Evaluation of HRD Effectiveness, Role of HRD in Culturally Diverse Environment; HRD and Organizational Development Interventions, Quality of Work Life (QWL); Current Trends in HRD Practices: Human Resources Information Systems, HR Auditing and Accounting, Developing Leaders.

Suggested Reading:

1. Human Resource: Planning, Planning & Deployment Alope K.Sen, Asian Books Private Limited.
2. Strategic HR Planning, Vivek Paranjpe, Hewlett Packhard, Allied Publishers Ltd.
3. Human Resource Development, Randy L.Desimone, Jon M.Werner, and David M.Harris, Thomson South-western.
4. Human Resource Development, P.C.Tripathi, Sultan Chand & sons.
5. Human Resource Development, Madan Mohan Verma, Gitanjali Publishing House.
6. Human Resource Development: The Indian Experience D.M.Sivera, N I P.

Syllabus

DIPLOMA IN HUMAN RESOURCE MANAGEMENT SEMESTER – II COMPENSATION MANAGEMENT

Sub. Code: DHRM-109

Credits: 04

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

Unit1: Concept and Issues

Role of Compensation and Rewards in the Organization; Framework of Compensation Policy; Labour Market Characteristics.

Unit 2: Essential Elements

Compensation Structure and Differentials: Compensation, Reward, Wage Levels and Wage Structures, Wage Determination Process, Wage Administration Rules, Factors Influencing Wage and Salary Structure, Principles of Wage and Salaries Administration, Theory of Wages, Subsistence Theory, Wages Fund Theory, Surplus Value Theory, Residual Claimant Theory, Marginal Productivity Theory, Bargaining Theory, Behavioral Theories, Minimum and Fair Living Wage, Basic Kinds of Wage Plans, Wage Differentials, Elements of a Good Wage Plan, Institutional Mechanism for Wage Determination, Legalistic Framework for Wage Determination, Importance of Wage Differentials; Job Evaluation: Nature and Objectives of Job Evaluation, Principles of Job Evaluation Program, Procedure of Job Evaluation, Basic Job Evaluation Methods, Systems, Packaged Point Plans, Implementation of Evaluated Job Structure.

Unit 3: Principles of External and Internal Differentials

Rewards and Incentives: Determinants of Incentives, Classification of Rewards, Incentive Payments, Objectives of Wage Incentive Schemes, Guidelines for Effective Incentive Plans, on Monetary Incentives, Cafeteria Style of Compensation; Fringe Benefits: Features of Fringe Benefits, Objectives of Fringe Benefits and Services Programme, Coverage of Benefits, Employee Services, Fringe Benefits in India, Benefit Programmes for Management, Administration of Benefits and Services.

Unit 4: Latest Trends in Compensation

Compensation Surveys: Introduction and Methodology, Uses of Compensation Surveys, Planning Compensation for Executives and Knowledge Workers, Downsizing and Voluntary Retirement Scheme, Pay Restructuring in Mergers Acquisitions.

Suggested Readings:

1. Management Principles and Guidelines, Dueing N T and Ivancevich M J, Biztantra.
2. Fundamentals of Management, Griffin M, All India Publishers.
3. Essentials of Management, Koontz O'Donnell and Weihrich H, Tata McGraw-Hill.
4. Principles and Practice of Management, Prasad L M, Himalaya.
5. Management, Robbins S and Coulter M, Prentice-Hall.
6. Management, Stoner J A F, Freeman R E and Gilbert D R, Prentice-Hall.

Syllabus
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
SEMESTER – II
MANAGEMENT OF TRAINING AND DEVELOPMENT

Sub. Code: DHRM-110

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Conceptual Framework of Training-I

Introduction to Training Development and Education; Objectives of Training; Areas of Training, Drawbacks and Problem of Training; Significance of Training; Training Manual; Learning and Learning Styles; Learning process: A Few Good Learning Theories.

Unit 2: Conceptual Framework of Training-II

Adult Learning; Learning styles elements and profiles; Principles of Effective Training and Learning; Effective Training; Collection of Articles.

Unit 3: Approaches to Training

Approaches to Training; Training Procedure; Training Need; Assessment; Training for Performance; Training Room Design; Role and Responsibilities of HRD and Training Specialist.

BLOCK - II

Unit 4: Designing Training Plan

Objectives of Designing Training Plan; Competency Based HRM/Training; Competency Psychology Designing & Conducting Specific T & D Programmes; New Employee Training.

Unit 5: Methods and Styles of Training I

Introduction to Training Methods and Techniques; Sensitivity Training; On the Job Training; Basic Teaching and Presentation Skills.

Unit 6: Methods and Styles of Training II

Training Methods; Criteria for Method Selection; Relationship between Principles of Teaching and Learning Methods; Computer Based Training (CBT).

BLOCK – III

Unit 7: Evaluation of Training

Introduction; Concept and Principles; Evaluation of Training; Evaluating Training and Results.

Unit 8: Methods of Evaluation & Training Assessment

Program Evaluation; Planning the Program Evaluation; Levels of Evaluation Methods of Evaluation; Feedback and Assessment; Evaluating Training Staff; Assessing the ROI of Training, Tutorial.

Unit 9: Management Training & Development

Management Development; Employee Training & Coaching; Mentoring and Coaching; ROI of Management Training; Training Practices; Train the Trainer; Training for Diversity.

Suggested Reading:

1. Management of Human Resources, Dr A. K Saini and Sanjay Kumar Pathak, Publisher: Gullybaba Publishing
2. Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House
3. Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House
4. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House.
5. Training, Needs, Analysis and Evaluation by Frances and Roland Bee, Publisher: IPD London
6. Art of Training and Development in Management by Leslie Rae, Publisher: Crest Publication.