

**DR. HARI SINGH GOUR UNIVERSITY SAGAR
(M.P.)**

(A Central University)



Department of Business Management

Syllabus

Of

MASTERS OF BUSINESS ADMINISTRATION

Human Resource Management

III & IV Sem

(As per AICTE/NEP Model)

w.e.f. Session 2024

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MBA -HRM III Sem

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- MDM-321-HR	Business Policy & Strategic Analysis	100	4	3	1	0	4
2.	BUM- DSM-322-HR	Soft Skill Development & Field Project	100	4	0	1	3	4
3.	BUM- DSM-323-HR	HR Operations	100	3	3	0	0	3
4.	BUM-SEC-324-HR	Conflict & Negotiation Management	100	3	3	0	0	3
5.	BUM- DSM-325-HR	Performance Management System	100	3	3	0	0	3
6.	BUM- DSM-326-HR	Labour Economics and Costing	100	3	3	0	0	3
			600	20	15	2	3	20

MBA-HRM IV Sem

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- MDM-421-HR	Entrepreneurship Development	100	4	3	1	0	4
2.	BUM-SEC-422-HR	Soft Skill Development & Field Project	100	4	0	1	3	4
3.	BUM- DSM-423-HR	Human resource metrics & Compensation management	100	3	3	0	0	4
4.	BUM- DSM-424-HR	Industrial Legislation & Labour Laws	100	3	3	0	0	4
5.	BUM- DSM-425-HR	International HRM & Cross Cultural Management	100	3	3	0	0	3
			500	17	12	2	3	17

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Third Semester
Course Code: BUM- MDM-321-HR
Title: Business Policy & Strategic Analysis

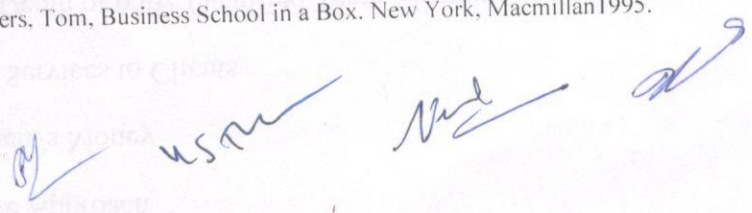
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM-MDM-321	Business Policy & Strategic Analysis	100	4	3	1	0	4

Course Objective: *The objective of the course is to make the students familiar with Strategies of establishing Business Relations and learn appropriate ways of Creating Business Strategies.*

UNIT – I	Business Policy as a field of study: Genesis and importance of Business Policy; Vision, Mission, Objectives and policies; General Management point of view: Strategic Decision making and Role of Strategist in Strategic Management.	12 Hours
UNIT – II	Environmental Analysis and Internal Analysis; SWOT Analysis; Industry Analysis; Concept of value chain, Strategic profile of a firm: case study method.	12 Hours
UNIT – III	Competitive Analysis: Framework for analyzing competition, competitive advantage of a firm; : Strategic Decision making and Role of Strategist in Strategic Management	12 Hours
UNIT – IV	Strategic Choice and Implementation: Tools and techniques for Strategic Analysis; Impact Matrix, The experience Curve, BCG Matrix, GEC Model.	12 Hours
UNIT – V	Strategic Planning: Formulation of Strategies. Competitive Advantage to Corporate Advantage -Integrative Analysis, Strategic Planning: Formulation of Strategies Cases and examples.	12 Hours

Books Recommended:

- Business Policy & Strategic Management, Azhar Kazmi , Tata McGraw Hill, New Delhi.
- Business Policy, Strategic Planning & Management, P.K. Ghosh, Sutan Chand New Delhi.
- Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall., 1984.
- Budhiraja, S.b. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill, 1996.
- Christensen, C.R. etc. Business Policy: Text and Cases. 6th ed., Homewood Illionis, Richard D. Irwin, 1987.
- Glueck, William F. Strategic Management and Business Policy. 3rd ed. New York, McGraw- Hill, 1988.
- Hax, A.C. and Majluf, N. s. Strategic Management. Englewood Cliffs, New Jersey, Prentice-Hall Inc. 1984.
- Heme. G. and Prahlad, C.K. Competing fot rhe Future, Boston, Harvard Business School Press, 1984.
- Peters, Tom, Business School in a Box. New York, Macmillan 1995.



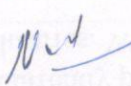
MBA Third Semester
Title: Soft Skill development& Field Project -BUM-SEC-322-HR

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	BUM-SEC-322	Soft Skill development& Field Project	100	4	0	1	3	4

Soft Skill development& Field Project shall be based on various practical Exercises which, shall comprise of Improving Communication Skills. Practices, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Workshops, Group Discussion and Seminars are the additional sources of knowledge.






Third Semester
Course Code: BUM-DSM-323-HR
Title: HR Operations

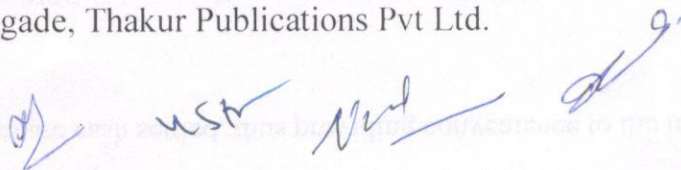
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-323	HR Operations	100	3	3	0	0	3

Course Objective: *The objective of the course is to make the students familiar with methods and importance of generating, maintaining and using information's for smooth functioning*

UNIT – I	Administration: Pay Roll Management, Creating HR Policy; Drafting: Appointment Letter; Promotion Policy, appreciation Letter, Notices & Circulars	09 Hours
UNIT – II	Compliance: Code of discipline; Discipline Procedure, Inquiry, Termination and dismissal; Drafting: memo, Show Cause, warning, suspension, Chargesheet.	09 Hours
UNIT – III	Employee Relations: Individualism and Collectivism, Joint and Unilateral regulation of employment, Centralized and Decentralized approaches to employment relation, role of Government in Employment relations	09Hours
UNIT – IV	Social Security: Provident Fund Act 1952: Objectives, Contribution rate, nature of PF. Employee State Insurance Act, 1948: Objectives, Contributions, payment of premium, calculation for payment of compensation. Payment of Gratuity Act, 1972:- Def of Gratuity, eligibility, minimum service condition, calculation of Gratuity in case of retirement, resignation and death.	09Hours
UNIT – V	Offboarding Employees: Exit Interviews, Retrenchment; Downsizing, VRS. Labour Welfare Measures: Evolution of Labour welfare in India, Labour welfare facilities, Labour Officer—Role & Function; Labour welfare agencies in India.	09Hours

Books Recommended:

- Guide on labour Management forms and precedents, S D Puri, Snow White publications
- Introduction to Labour Laws by N D Kapoor, Sultan Chand
- Bare Acts
- HR Operations, Dr. Jyoti Prasad Bhanage, Dr, Reshma Ramnath Kabugade, Thakur Publications Pvt Ltd.



Third Semester
Course Code: BUM-DSM-324-HR
Title: Conflict & Negotiation Management

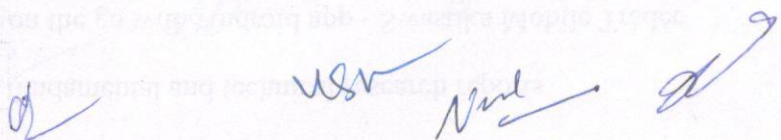
S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-324	Conflict & Negotiation Management	100	3	3	0	0	3

Course Objective: The objective of the course is to make the students familiar with methods and importance of generating, maintaining and using information's for smooth functioning

UNIT – I	Negotiation:- Def, nature, importance, dimensions, and prerequisites of successful negotiations, Types of Negotiations, Four Stage Model of Negotiation.	09 Hours
UNIT –II	Preparation for Negotiation, Goal Setting, Criteria for negotiation. Identifying BATNA (Best alternative to negotiated agreement), ZOPA (Zone of possible agreement).	09 Hours
UNIT – III	Negotiation Styles: Leigh Thompson's 5 negotiation mental Model, trust building during negotiations, Win-Win Negotiations, Ethics in Negotiation.	09Hours
UNIT – IV	Conflict Management: Def, reason, and importance; Types of Conflict; source of conflict. Theories :- Realist Theory; Rational Choice Theory; Role Of Communication and Mis-communication in Conflict Management.	09Hours
UNIT – V	Levels of Conflict: -Intrapersonal, Interpersonal, Intra-group, Inter-group. Intra-organisational; Conflict Resolutions, Factors that prevents Conflicts.	09Hours

Books Recommended:

- Bromwich, Rebecca and Harrison, Thomas, Negotiation and Conflict Resolution in Criminal Practice: A Handbook (Toronto: Canadian Scholars Press: 2019).
- Fisher, R., Patton, B., & Ury, W. Getting to Yes: Negotiating Agreement Without Giving In (Rev. ed.). (New York: Penguin Books, 2011).
- Don Hellriegel, John W. Slocum, Jr., and Richard W. Woodman, Organizational Behaviour, 5th ed., West, St. Paul, Minn, 1989.
- Luthans F, Organisational Behaviour, IRWIN/McGRAW-HILL 1998.



Third Semester
Course Code: BUM-DSM-325-HR
Title: Performance Management System

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-325	Performance Management System	100	3	3	0	0	3

Course Objective: *The objective of the course is to make the students familiar with methods and importance of Performance Management Process for employee Management.*

UNIT – I	Definition, History & Philosophy of Performance Management System. Characteristics, Objectives and Principles of Pfm. Determinants of Job Performance.	09 Hours
UNIT – II	Personality & Job Performance-the Five Factor Model; Performance Counselling:- Def, Principles, counselling for Higher performance & Skills.	09 Hours
UNIT – III	Performance Planning:- Definition, Goal Setting Theory, Expectancy Theory; Setting of Performance Criteria---Principles & Process.	09Hours
UNIT – IV	Performance Measurement:- Performance Appraisal Methods; Potential Appraisal; Balance Score Card; EFQM; EVA;	09Hours
UNIT – V	Performance & Reward Management:- Objectives of Reward Management; Types of Pay For Performance Plan-----Individual Based, Team Based & Organisation Wide Plans. Ethics:- Def; Principles of Ethical PFM; Issues & Delimas in Performance Management	09Hours

Books Recommended:

- Performance Management, Kohli, Deb, Oxford
- Performance Management System, Davinder Sharma, HPH
- Performance Management, Aquinis, Pearson
- Performance Management, Cardy, PHI
- Performance Management System, R.K. Sahu, Excel Books

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Third Semester
Course Code: BUM-DSM-326-HR
Title: Labour Economics and Costing

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-326	Labour Economics and Costing	100	3	3	0	0	3

Course Objective: *The objective of the course is to develop students' understanding of labour market dynamics, wage determination, workforce trends and to analyse key issues like human capital development, gig economy and employment policies etc.*

UNIT – I	Introduction to Labour Economics: Concept and definition, Nature, Scope and importance. Labour economics as a branch of economics, Labour market and their characteristics, Theories of Labour supply and demand, Factors affecting labour demand. Determinants of the supply and demand for Labour.	09 Hours
UNIT –II	Labour productivity and employment: Concept, nature and factors affecting Labour productivity, Measurement of labour productivity- productivity indices and Labour demand elasticity, employment theories and models- Labour force participation and Unemployment. Wage determination and its policies in Indian labour market.	09 Hours
UNIT – III	Human Capital and Labour Mobility: Concept and significance of Human capital, Investment in Human Capital, Human capital as an asset, HR accounting and its limitations, Labour migration and its impacts- Cause and patterns of migration, brain drain and economic effects.	09Hours
UNIT – IV	Costing Concept and Decision-making: Concept of Cost and its classifications, Cost-volume profit analysis, Role of Cost accounting and cost management in decision-making, Understanding cost concepts in Labour Markets, Labour turnover and productivity, Capital budgeting and Investment decisions.	09Hours
UNIT – V	Contemporary Issues in Labour Economics and Costing: Globalisation and its impact on labour market, Technological changes and the future of work, Challenges in regulating GIG economy, Demographic shifts and their impact on labour markets, Impact of climate change on employment and rising trend of Green jobs.	09Hours

Books Recommended:

- Modern Labor Economics: Theory and Public Policy" by Ronald Ehrenberg and Robert Smith.
- Labour Economics: Theory and Indian Policy Perspectives" by Deb Kusum Das and K.L. Krishna
- Labour Economics and Public Policy" by K.K. Bagchi

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Fourth Semester
Course Code: BUM-MDM-421-HR
Title: Entrepreneurship Development

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- MDM-421	Entrepreneurship Development	100	4	3	1	0	4

Course Objective: *The objective of the course is to make the students familiar with methods and process of setting -up one's own business, source of Finance and understanding Market Needs.*

UNIT – I	Entrepreneurship and Intrapreneurship-similarities and variance-India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators Rural entrepreneurship, social entrepreneurship, women entrepreneurs- The entrepreneurial mind-setKey attributes an entrepreneur - Desirable and acquirable attitudes and behaviors-Readiness-The right time, right age, right conditions	12 Hours
UNIT –II	Myths and realities of entrepreneurship-Transition from college/ regular job to the world of start-ups-Personal finance- Explaining to family- Entrepreneurial Stress-Composition-complementarity-Different life stages- Relative importance-Disagreements, Idea, opportunity and retrospective determinism- To solve something felt and experienced vs I want to be an entrepreneur- Where can ideas come from- Creating and appropriating value- Scarcity, choice and tradeoffs-Identifying 'paying customer', developing market understanding- Narrowing focus-End user profiling, Ideal Persona	12 Hours
UNIT – III	Market segmentation, Market sizing- Marketing plan, pricing- Strategy-Rigor of another kind: Heuristics and Gut-feel- Business Plan -How to develop it-What all should it have, what it shouldn't have-Unit economics, scalability, defensibility-Venture feasibility analysis-Pitching- Legal Matters- Organizational form-partnership, sole proprietorship, corporation- Intellectual property-copyright, trademarks	12 Hours
UNIT – IV	Tax, Personnel law, contract law-Law vs Ethics-Legal expenses, hiring the service provider- Digital Haves and Have-nots- Digital Economy as a resource- Promotion tools-the value of Likes and Shares- Matchmakers-Long Tail markets-Micro-Apps-Funding and Incubation, Informal capital-Friends & Family, Angel-Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs-Selecting the right VC-Financing Mix and the Financing continuumshareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, Idea / patent, Driving force and capital infusion-Go-Live	12 Hours
UNIT – V	What proof of concept is needed-Minimum viable productName of product / service- Website / Visiting card /Office space- Struggles-Causes of failure-Product/ market, financing, managerial-Resilience-How many attempts- Valuation and Harvesting-Valuation Methods-Term sheet-Strategic sale, negotiations-Management succession	12 Hours

Books Recommended:

- Nina Jacob, - *Creativity in Organisations* (Wheeler, 1998)
- Jonne & Ceserani- *Innovation & Creativity* (Crest) 2001.
- Bridge S et al- *Understanding Enterprise: Entrepreneurship and Small Business* (Palgrave, 2003)
- Holt- *Entrepreneurship: New Venture Creation* (Prentice-Hall) 1998.
- Dollinger M J- *Entrepreneurship* (Prentice-Hall, 1999)

Fourth Semester
Course Code: BUM-DSM-422-HR
Title: Soft Skill Development & Field Project

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	BUM-SEC-422	Soft Skill Development & Field Project	100	4	0	1	3	4

Soft Skill development& Field Project shall be based on various practical Exercises which, shall comprise of Improving Communication Skills, Practices, debates, paper writing, case competition, group discussion, conferences surveys, management games, role-plays, workshops presentation, extempore, prepared speeches, library assignments, company studies project assignment etc. The weight-age of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean. The plan for the semester will be announced separately. The selected topics shall be from the all subjects that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be (40+60) marks. The evaluation is to be made internally out of 40 marks and externally out of 60 marks which will be for project work and Viva-Voce.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Workshops, Group Discussion and Seminars are the additional sources of knowledge.



Fourth Semester
Course Code: BUM-DSM-423-HR
Title: Human resource metrics & Compensation management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-423	Human resource metrics & Compensation management	100	3	3	0	0	3

Course Objective:

- Understand Metric assessment in HR
- Learn the creation of Compensation package
- Relevance of psychological contract & its creation

UNIT – I	HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Metrics & Analytics. Significance of HR Analytics, Benefits of HR Analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.	09 Hours
UNIT –II	Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results. Identify the right HR metrics– aligning HR and business goals.	09 Hours
UNIT – III	Compensation Management: Concept, definition, objectives, dimensions, concept of total reward system. Economic theories of wages, Living & Fair wage concept. Wage & Salary determination, Job Evaluation approach to Compensation management, Designing Compensation, Internal & External Equity compensation system, Wage differentials.	09Hours
UNIT – IV	Performance Based compensation: pay for performance, Incentive plans & Fringe Benefits. Strategic compensation Management. Special group compensation: Top Executives, CEO, R&D Staff, Competency Mapping	09Hours
UNIT – V	Psychological Contract:-Definition, Types Of Psychological Contract, Advantages & Disadvantages of Psychological Contract; Importance.	09Hours

Books Recommended:

- P. Subba Rao, Essentials of Human Resource Management & Industrial relations, Fifth edition, Himalaya publishing House.
- SC Srivastava, Industrial Relations & Labour Laws, Vikas publishing house.
- AM Sarma, Industrial Relations & Labour Laws, Himalaya Publishing House, Second edition, 2015
- Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press.
- Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House. First edition, 2015
- B.D. Singh, Compensation and Reward Management, Excel Books, Sixth edition, 2012
- Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House.
- John Sullivan, HR Metrics, the world-class way; how to enhance your status

Fourth Semester
Course Code: BUM- DSM-424-HR
Title: Industrial Legislation & Labour Laws

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-424	Industrial Legislation & Labour Laws	100	3	3	0	0	3

Course Objective: To Learn Various Business Laws through respective ACTS; Understand the legal Compliances of Corporate; Learn about the rights of workmen and rules to protect them.

UNIT – I	Factories Act, 1948:- Objectives; Def:- Factory, Manufacturing Process, Worker, Occupier; Inspecting Staff; Measures for:- Health, Safety, Welfare, working hours of Adults, Employment of Young Persons; General duties of Manufacturer for articles & Substances.	9 Hours
UNIT – II	Industrial Dispute Act, 1947:- Objectives of Act; Def of Industrial Dispute; Public Utility Services; Unfair Labour Practices; Strike —def, Types, Rules for strike in general & for Public Utility Services; Lockouts ---Def, rules for Lockout; Lay-Off ---Def, Forms & Methods, Compensation in Lay-Off; Retrenchment ---Def, Essentials, Conditions precedent to retrenchment of Workmen.	9 Hours
UNIT – III	Trade Unions Act 1926:- Def, Registration of TU, Rights of a Registered TU, General Fund & Political Fund. Workmen's Compensation Act, 1923: Def:- Workman, Employer, Hazardous Occupation; Dependents; Disablement; Employers Liability for Compensation; Amount Of Compensation.	9 Hours
UNIT – IV	Minimum Wages Act, 1948:- Theory of wages---Deduction theory, Subsistence Theory, Wage Fund Doctrine, theory of Marginal Productivity; Objective of Act; Def:- Wages, living wage, Fair Wage; Need Base Minimum Wages; Payment of Wages Act:- Objectives, Provisions of Act:---Time of Payment, Unlawful Deductions, Authorised Deductions, Mode of Payment, Responsibility of payment.	9 Hours
UNIT – V	Maternity Benefit Act, 1961: Objectives; Restrictions on Employment of Women; Right to Payment of Maternity Benefit; Payment in case of death of Women; Leave for Miscarriage; Nursing Breaks. Provisions of Paternity Benefits:--- Rules of paternity leaves for father, duration, eligibility; Significance of Paternity leave Payment of Bonus Act, 1965:- Definition Of Bonus, Allocable Surplus, available Surplus, accounting Year; Computation of available Surplus; Eligibility of Bonus; Disqualification for Bonus; Payment of Minimum & maximum Bonus	9 Hours

Recommended Books:

- Labour & Industrial Laws, Dr. V.G. Goswami, Central Law Agencies
- Bare Acts of respective Acts
- Legal Aspects of Business, Albuquerque, Oxford.
- Labour & industrial Laws, S.N. Misra, Central Law Agency
- Taxmann's Labour Laws, Taxmann Publications.

Fourth Semester
Course Code: BUM-DSM-425-HR
Title: International HRM & Cross Cultural Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	BUM- DSM-425	International HRM & Cross Cultural Management	100	3	3	0	0	3

Course Objective: Course Objective: Course Objective: To learn the International HR Environment; understand the HR working with Cross-culture Challenges; leadership

UNIT – I	International HRM: Approaches, Challenges in global labour market-Linking HR to International expansion strategies, Socio-cultural context, Culture and employee management issues, challenges in managing employee diversity, stages of international involvement, developing HRM policies in global context, Managing expatriate assignments with HRM policies.	09 Hours
UNIT –II	Institutional & Structural Context-Managing alliances and joint ventures ,HR challenges in cross border integrations-Legal issues in global workforce management, Meeting the challenges of effective Staffing in International context, appraisal of expatriate, third and host country employees, case study	09 Hours
UNIT – III	Issues in international performance management, international training, international compensation-approaches, composition, social security systems across countries, emerging issues, International Labour Relations, HRM practices in different countries. Case study	09Hours
UNIT – IV	Cross Cultural Management: Dimensions of culture, the impact of culture on business practices, leadership across cultures, challenging role of Global Manager/Leader, need for cross-cultural management. Case study	09Hours
UNIT – V	The challenge of managing multicultural/cross-cultural workgroups and international teams, virtual and multi cultural teams ,cross-cultural communications and negotiation-Decision-making within diverse cultures -ethical dilemmas and social responsibility facing firms in different cultures, Building cultural intelligence and cultural competence. Case study	09Hours

Books Recommended:

- French and Bell, Organizational Development, Pearson Education Sixth edition, 2008
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education, Eighth edition, 2013
- S.P.Robbins, "Organisational Behaviour", Pearson Education
- Prasad, Organization Development for Excellence, McMillan, India.
- Sharma A.M, Managing Human Resources in Global Environment", Himalaya Publication, Nagpur, Latest edition, 2013
- P. Subba Rao, International Human Resource Management, Himalaya Publication, Second edition, 2017
- International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth, 1994.
- K. Aswathappa & Sadhna Dash, "International Human Resource Management: Text & Cases", Tata Mcgraw Hill Education, Private Ltd., New Delhi, Second edition, 2013

