

V SEMESTER

BBA (CBCS) Syllabus 2019 – 2020**OU****3RD YEAR****SEMESTER – V**

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Exam Hrs.</i>	<i>Marks</i>
ELS 5	English (First Language) - 5	3	3		
MIL 5	MIL – 5	3	3		
GE -1	Mobile Commerce	4	4	3 Hrs.	60 U + 20 I
DSE 501	a) Financial Markets and Services (F) b) Brand Management (M) c) Organization Development (HR)	5	5	3 Hrs.	80 U + 20 I
DSE 502	a) Analysis of Investment in Financial Assets (F) b) Retail Management (M) c) Performance Appraisal and Counseling (HR)	5	5	3 Hrs.	80 U + 20 I
DSE 503	a) Insurance Services (F) b) Customer Relationship Management (M) c) Compensation Management (HR)	5	5	3 Hrs.	80 U + 20 I
	Total Semester Credits	24/25	25		

SEMESTER – VI

<i>Course Code</i>	<i>Course Title</i>	<i>HPW</i>	<i>Credits</i>	<i>Exam Hrs.</i>	<i>Marks</i>
ELS 6	English (First Language) – 6	3	3		
MIL 6	MIL – 6	3	3		
GE -2	Business Analytics	4	3	4 Hrs.	60 U + 20 I
DSE 601	a) Banking (F) b) Buyer Behaviour (M) c) Leadership and Change Management (HR)	5	5	3 Hrs.	80 U + 20 I
DSE 602	a) Risk Analysis And Management (F) b) Advertising and Sales Promotion (M) c) Talent and Knowledge Management (HR)	5	5	3 Hrs.	80 U + 20 I
DSE 603	a) International Finance (F) b) Rural Marketing (M) c) Employees Relations (HR)	5	5	3 Hrs.	80 U + 20 I
DSE 604	Project Report & Viva-Voce	4	4	Viva	Grade
	Total Semester Credits	29	29		
	Total All Semester Credits	148/150	150		

G.Pulla Reddy Degree & PG College
Mehdipatnam, Hyderabad

ELS: English Language Skill; SLS: Second Language Skill; AECC: Ability Enhancement Compulsory Course; SEC: Skill Enhancement Course; DSC: Discipline Specific Course; DSE: Discipline Specific Elective; GE: Generic Elective; T: Theory; P: Practical; I: Internal Exam; U: University Exam; PR: Project Report; VV: Viva-Voce Examination; F: Finance; M: Marketing; HR: Human Resource Management.

Note: If a student should opt for “a” in SEC in III semester, the student has to opt for “a” only in IV semester and So is the case with “b” and “c”. In the case of DSE also the rule applies.

OSMANIA UNIVERSITY
PROPOSED SCHEME FOR CHOICE BASED CREDIT SYSTEMS (CBCS) IN
BBA (GENERAL) PROGRAMME

SUMMARY OF CREDITS

Sl. No.	Course Category	No. of Courses	Credits Per Course	Credits
1	English Language	6	4/3	20
2.	MIL	6	4/3	20
3.	AECC	2	2	4
4.	SEC	4	2	8
5.	GE	2	4	8
6.	Project Report & Viva-voce	1	4	4
7.	DSC	12	5	60
8.	DSE	6	5	30
	Total	39		154
	Management	21		102
Credits Under NON – CGPA		NSS/NCC/Sports/Extra Curricular	Up to 6 (2 in each year)	
		Summer Internship	Up to 4 (2 in each after I & II years)	

Note :

- 1) IT lab will be evaluated through a practical exam.
- 2) At the end of third year there will be a comprehensive viva-voce on subjects & project undertaken during six semester and evaluation of project report.
- 3) Grade (A/B/CD) is awarded to both the project viva-voce and project report as per University Norms.

COURSE NO. GE -1**MOBILE COMMERCE****OBJECTIVE:**

The objective of the course is to provide the students with the Mobile Commerce concepts, environment and customer value.

UNIT – 1: INTRODUCTION TO MOBILE COMMERCE

Definition, Scope of Mobile Commerce, Benefits & Limitations of M- Commerce, M-Commerce Framework, M-commerce business models, E-commerce Vs M-Commerce. Impact of M-Commerce

UNIT – 2: MOBILE COMMERCE TECHNOLOGY:

Types of Mobile clients (mobile phones, PDAs, laptop computers, vehicle-mounted devices, hybrid devices), Device limitations: considerations for user interface and application design Device location technology: GPS, triangulation. Mobile client software: Mobile device operating systems, Micro browsers, Mobile device communications protocols: WAP, i-Mode, Mobile device page description languages, Mobile device application software.

UNIT – 3: WIRELESS COMMUNICATIONS TECHNOLOGY:

Wireless wide area network (WWAN) technology: cellular systems 2G (CDMA, TDMA, GSM), 2.5G (GPRS, EDGE), 3G (WCDMA/UMTS, CDMA2000), 4G, 5G. Wireless local area network (WLAN) technology (wi-fi), Wireless metropolitan area network (WMAN) technology (WIMAX) Wireless personal area network (WPAN) technology (Bluetooth).

UNIT – 4 : M-COMMERCE APPLICATIONS :

Mobile financial services, Mobile advertising, Mobile Payment, Mobile Ticketing, Mobile product location and shopping, Mobile business services, Mobile auction, Mobile entertainment, Mobile office, Mobile distance education.

SUGGESTED READINGS :

1. Mobile Commerce, Karabi Bandyopadhyay, PHI Learning Pvt. Limited, EEE, 2013.
2. Mobile Commerce: Technology, Theory and Applications, E.Brian Mennecke, J.Troy Strader, Idea Group Inc., IRM press, 2003.
3. The Economics of Electronic Commerce, Choi, S. Y., D. O., Stahl, and A. B. Whinston, Macmillan Technical Pub., 1997.
4. Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business, Paul May, Cambridge University Press March 2001.
5. M-Commerce Crash Course, P. J. Louis, McGraw- Hill Companies.
6. The Definitive Guide, 5th ed., Musciano, C, and B. Kennedy, HTML & XHTML, O'Reilly Media, 2002.

COURSE NO. DSC - 501 (a)

FINANCIAL MARKETS AND SERVICES (F)

OBJECTIVE :

To explain the structure of Indian Financial System.
To understand leasing, hire purchase and Mutual funds.

UNIT - I : STRUCTURE OF INDIAN FINANCIAL SYSTEM :

Indian Financial System – Structure, Functions, Types of Financial Markets, Securities traded in Financial Markets, Regulatory Institutions and their functions– RBI & SEBI, Global Financial Markets

UNIT - II: PRIMARY AND SECONDARY MARKET :

Primary Market – Introduction, Book Building, Free Pricing, Underwriting, On-Line IPOs, e-Prospectus; Secondary Market – Organisation of Stock Exchanges, NSE, BSE and OTCEI, Listing of Securities, Trading and Settlement, Internet Trading, New financial instruments.

UNIT - III : LEASING AND HIRE PURCHASE :

Asset/ Fund Based Financial Services – Leasing, Concept and classification, Advantages and Limitations, Hire Purchase – Definition, mechanism, Differences between Leasing and Hire Purchase, Venture Capital – Definition, Rationale, stages of financing.

UNIT - IV : NON FUND FINANCIAL SERVICES :

Non- Fund Based Financial Services – Credit Rating, Factoring and Forfaiting, Merchant Banking – Definition, Features, Mechanism, Types.

UNIT - V : MUTUAL FUNDS :

Mutual Funds – History, Definition, Classification, Advantages and Disadvantages, Estimating the Net Asset Value, Mechanics of MF Operations, Functions of AMC, Evaluating Mutual Funds.

SUGGESTED BOOKS :

1. Meir Kohn, 2015, Financial Institutes and Markets, 2nd edition , Oxford University Press, South Asia Edition .
2. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House, 2018
3. Madura, Financial Institutions and Markets, Cengage Learning
4. M.Y. Khan, Financial Services, Mc Graw Hill
5. Dr. S.Guruswamy, Financial Services and Markets, Thomson
6. L.M.Bhole and Jitendra Mahakud, Financial Institutions and Markets, Mc Graw Hill

COURSE NO. DSC – 501 (b)

BRAND MANAGMENT (M)

OBJECTIVE :

To provide an understanding of Different Types of Brand Awareness, Equity.

UNIT - I : INTRODUCTION TO BRAND MANAGEMENT :

Concept of Branding – Definition – Significance of Brand - Brand Types – Difference between Brand and Product – Branding – Brand Building – Brand Launching.

UNIT - II : BRAND AWARENESS :

Branding and Advertisement – Creating Brand Awareness – AIDA Model – Branding Strategies – Brand Communication.

UNIT - III : BRAND EXTENSION :

Brand Line Extension – Horizontal Extension Pros and Cons of Brand Extension – Related Extension – Unrelated Extension – Brand Generic Branding.

UNIT - IV : BRAND PERSONALITY :

Branding – Brand Personality – Brand Positioning – Re Positioning – Brand Positioning Strategies – Brand Positioning Variables.

UNIT - V : BRAND EQUITY :

Concept of Brand Equity – Brand Awareness – Personality – Positioning – Enhancing Brand Equity – Brand Management – Planning – Sources Brand.

SUGGESTED BOOKS :

1. Brand Management - Gulnar sharma, Karan Singh Khundia - Himalaya Publishing House
2. Brand Management: Principles and Practices - Kirti Dutta - Oxford University Press.
3. Brand Management: The Indian Context - YLR Moorthi - Vikas Publishing House

COURSE NO. DSC – 501 (c)

ORGANIZATION DEVELOPMENT (HR)

OBJECTIVE:

This course offers an exploration of the field of OD through its human and social process and address new management and OD paradigms in rapidly changing context of Globalization and Organizational Change.

UNIT – I : INTRODUCTION :

Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

UNIT – II : OD MODELS :

Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work.

UNIT – III : OD PROCESS :

The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps to Transforming an Organization.

UNIT – IV : OD INTERVENTIONS :

Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching and Counseling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building.

UNIT – V: APPLICATIONS OF OD :

Socio-Technical Systems, Self-Managed Teams, MBO and Appraisal, Quality Circles, Quality of Work Life, Total Quality Management, Self-Design Systems, High Performance work systems.

SUGGESTED BOOKS:

1. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2006, Pearson Education.
3. Thomas G. Cummings, Christopher G Worley, “Organization Development and Change”, 2007, Thomson, 8th Ed.
4. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books.
5. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books.

ANALYSIS OF INVESTMENT IN FINANCIAL ASSETS (F)

OBJECTIVES:

The objective of the course is to provide the students with a basic view of valuation and investment in financial assets.

To explain the basic concepts of risk and return and various methods of analysis.

To explain the concept of portfolio and the various portfolio theories and evaluation methods.

UNIT – I : INTRODUCTION :

Definition of Investment; Real vs. Financial assets; Investment, Speculation, Hedging and Arbitraging. Par Value, Book Value, Market Value and Intrinsic Value of Financial of Assets. Sources of investment information. Factors to be considered in investment decisions-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept of returns – realized return and expected return. Concept and Types of risk. Measurement of Risk -Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Behavioural aspects of investing. An overview of approaches to security analysis - Fundamental Analysis; Technical Analysis and Efficient Market Hypothesis.

UNIT – II : VALUATION OF FIXED INCOME SECURITIES :

Features and types of fixed income securities. Bond yield measures - Current yield, holding period return, YTM, AYTM and YTC. Bond duration, Valuation of deep discount bonds. Bond price theorems.

UNIT – III : - VALUATION OF COMMON STOCK :

Features of Common Stock. Approaches to valuation of Common Stock. Dividend Discount Model, Earnings Capitalization Models, Price-Earnings Multiplier Approach Systematic and Unsystematic Risk, Capital Asset Pricing Model (CAPM).

UNIT – IV : BASIC PORTFOLIO THEORY :

Concept of portfolio, return and risk. Harry Markowitz's Portfolio Theory – The concept, assumptions, merits and demerits. Risk and return of two assets portfolio. Construction and evaluation of Minimum Risk Portfolio.

UNIT – V : EVALUATION OF PORTFOLIO :

Measures of return – Types of Formula Plans: Constant – Rupee – Value Plan, Constant Ratio Plan, Variable Ratio Plan; Rupee-Cost Averaging; Risk – Adjusted Measures of Performance: Sharpe's Reward – to – Variability Ratio, Treynor's Reward – to – Volatility Ratio, Jensen's Differential Return Measure.

SUGGESTED BOOKS :

1. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
3. V.K. Bhalla, "Fundamentals of Investment Management", S. Chand & Company Ltd.
4. R.P.Rustagi, "Investment Management", Sultan Chand & Sons.
5. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.

COURSE NO. DSC - 502 (b)

RETAIL MANAGEMENT (M)

OBJECTIVE :

This course introduces the role of retailing and various formats and theories. It focuses on distribution management.

UNIT – I : INTRODUCTION TO RETAIL MANAGEMENT :

Retailing: Role, Relevance and Trends - Introduction to retailing - Types of Retailing, Characteristics of Retailing, Functions and activities of Retailing. Emergence and growth of Retailing in India, FDI in Indian Retailing.

UNIT – II : RETAIL FORMATS AND THEORIES :

Traditional retail formats – cooperatives and Government and Modern Retail formats in India; Emergence of Malls in India; Franchising – Types of Franchising, Advantages and disadvantages of franchising; legal issues in franchising in India. Theories of Retail Development – Environmental theory, cyclical theory, conflict Theory and Concept of Life cycle in retail

UNIT – III : MERCHANDISE MANAGEMENT :

Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

UNIT – IV : RETAIL STORE DESIGN :

Store layout, significance of Store layout, types of store layout, layout selection - Chief Considerations, Need and Importance of Store Environment, Visual Merchandising, Promotions Strategy, Retail Communication Mix and POP Displays.

UNIT – V : DISTRIBUTION MANAGEMENT :

Role and functions of channels of distribution, selecting channel Members – Criteria; Motivating the Channel participants, controlling channel participant, Managing Channel Conflicts, Physical Distribution System.

SUGGESTED BOOKS :

1. Retail Marketing Management - Second Edition – David Gilbert - Pearson Education
2. Retailing Management - Swapna Pradhan – Tata Mcgraw Hill
3. Contours of Retailing Management - S.A. Chunawalla - Himalaya Publishing House
4. Retail Management - Gibson G. Vedamani – Jaico Books
5. The Art of Retailing - A. J Lamba - Tata Mcgraw Hill
6. Sales and Distribution Management - Dr. S. Gupta - Excel Books
7. Sales and Distribution Management - Panda & Sahadev - Oxford University Press

COURSE NO. DSC – 502 (c)

PERFORMANCE APPRAISAL AND COUNSELLING (HR)

OBJECTIVE:

This course offers an understanding of employee performance and measures to improve through HRD.

UNIT – I : INTRODUCTION :

Performance Appraisal – Concept, Definition, Philosophy, Nature, Scope purpose, Uses, Benefits, Components, objectives and systems.

UNIT – II : PLANNING PERFORMANCE :

Performance Appraisal – Employer and Employee perspective, performance appraisal versus performance management and merit rating. Identifying performance dimensions, KPA's and performance planning, Performance Appraisal process. Developing an effective appraisal program. Issues in appraisal design.

UNIT – III : PERFORMANCE MEASUREMENT :

Methods of Performance Appraisal, Pro's and con's of 360 Degree Appraisal. Types of Appraisal Interviews and Conducting Appraisal Interviews.

Barriers to effective appraisal and overcoming barriers to appraisal.

UNIT – IV : IMPROVING PERFORMANCE :

Identifying sources of ineffective performance. Performance Diagnosis, factors that influence performance, legal issues in Performance Appraisal. Strategies to improve performance.

UNIT – V : COUNSELLING :

Employee counselling, characteristics of people with good mental health, need and functions of counselling, manager's role in counselling. Types of counselling.

SUGGESTED BOOKS :

1. David A Decenzo, Stephen P Robbins, "Fundamentals of Human Resource Management", Wiley Publications.
2. Snell / Bohlander, "Human Resource Management", Thomson.
3. Luis R. Gomez Mejia, David B Balkin, Robert L. Cardy, "Managing Human Resources, PHI Pvt. Ltd.
4. John W Newstrom, "Organizational Behaviour", Mc Graw Hill.
5. L.M. Prasad, "Principles and practices of Management", Sultan Chand & Sons.

COURSE NO. DSC – 503 (a)

INSURANCE (F)

OBJECTIVES :

The course helps the students to know about insurance.
It focuses on latest trends in insurance.

UNIT - I : INTRODUCTION TO INSURANCE :

Definition and nature of insurance, Role, importance and functions of insurance.
Meaning of insurance and re-insurance, principles of insurance, types of insurance, globalization of insurance and insurance sector reforms in India.

UNIT - II : LIFE INSURANCE :

Life insurance- procedure for issuing a policy, policy loans revival
The concept of life insurance, life insurance products- traditional and market related, pension plans, group insurance, tax treatment of life insurance, claims settlement.

UNIT - III : GENERAL INSURANCE :

Concept of General Insurance procedure, group imane, Group Insurance Types – Health, Accident, Motor, fire insurance masine insurance, claim settlements.

UNIT – IV : POLICY DOCUMENTS AND ASSIGNMENT, NOMINATION & SURRENDER OF POLICY :

- a) Policy Documents : Life Insurance Policy Application and Process – Proposal Form and Related Documents – Importance of a Policy Document – Format of a Policy Document – Policy Schedule and its Various Components – Conditions and Privileges in a Policy Document – Duplicate Policies.
- b) Assignment, Nomination & Surrender of Policy : Assignment of Life Insurance Policies – Conditional Assignment – Absolute Assignment – Process of Assignment – Nomination – Process of Nomination – Features of Nomination – Assignment Vs. Nomination – Surrender of Policies – Foreclosure of Insurance Policies.

UNIT – V : POLICY CLAIMS :

Types of Policy Claims – Survival Benefits – Death Claims – Maturity Documents required for Processing Early Claims Processing State – Early Claims and Non-early Claims – Documents required for Processing Early Claims – Death due to Un-natural Causes or Accidents – Nomination – Assignment – Waiver of Evidence of Title – Claims Concession Clause and Extended Claims Concession Clause – Presumption of Death – Insurance Riders – Accidental Death Benefit Rider – Permanent Death Benefit Rider – IRDA Regulations for Claim Payments.

SUGGESTED BOOKS:

1. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
2. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.
3. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
4. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16th Edition

COURSE NO. DSC – 503 (b)

CUSTOMER RELATIONSHIP MANAGEMENT (M)

OBJECTIVES :

To know the importance of customer involvement and relations with corporations making the student know and build beneficial relations.

UNIT – 1 : EVOLUTION OF CUSTOMER RELATIONSHIP :

CRM – Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM Process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability.

UNIT – II : CRM CONCEPTS :

Customer Value, Customer Expectation, Customer Satisfaction, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability.

UNIT – III : PLANNING FOR CRM :

Steps in Planning – Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM Plan, CRM Strategy: The Strategy Development Process.

UNIT – IV : CRM AND MARKETING STRATEGY :

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM. CRM in Consumer Markets, CRM in Services Sector.

UNIT – V : CRM PROBLEMS IN IMPLEMENTATION :

Issues and Problems in Implementing CRM, Information Technology Tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM).

SUGGESTED BOOKS :

1. Jagdish N. Sheth, Atul Parvatiyar & G Shainesh, “Customer Relationship Management”, Emerging Concepts, Tools and Application”, TMH
2. Francis Buttle, “CRM: Concept and Technologies”, Elsevier, a division of Read Elseview India Pvt. Ltd.
3. Dilip Soman & Sara N – Marandi, “Managing Customer Value” Cambridge.
4. Alok Kumar Rai, “Customer Relationship Management: Concepts and Cases”, PHI.
5. Ken Burnett, the Handbook of Key “Customer Relationship Management”, Pearson Education.
6. Mukesh Chaturvedi, Abinav Chaturvedi, “Customer Relationship Management – An Indian Perspective”, Excel Books
7. K Govind Bhat, “Customer Relationship Management”, (2018), HPH.

COURSE NO. DSC - 503 (c)

COMPENSATION MANAGEMENT (HR)

OBJECTIVE :

To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system.

UNIT – I : INTRODUCTION TO STRATEGIC COMPENSATION MANAGEMENT :

Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization-Non-financial compensation system - New trends in compensation management.

UNIT – II : COMPENSATION AND EMPLOYEE BEHAVIOUR :

Bases For Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay-Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

UNIT – III : DESIGNING COMPENSATION SYSTEM :

Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys–Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

UNIT – IV : EMPLOYEE BENEFITS MANAGEMENT :

Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

UNIT – V : CONTEMPORARY STRATEGIC COMPENSATION CHALLENGES :

International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Strategic Issues and Choices in Using Contingent and Flexible Workers.

SUGGESTED READINGS :

1. Handerson, “Compensation Management in a Knowledge Based World”, 2007, Pearson Ed. 9th Ed.
2. Joseph J.Martocchio, “Strategic Compensation”, 2006, Pearson Ed Richard I 3rd Ed.
3. Milkovich & Newman, “Compensation”, 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, “Compensation Management”, 2009, Himalaya Publishing House.
5. Tapomoy Deb, “Compensation Management”, 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, “Compensation Management”, 2009, Oxford University Press.