

M. COM. (FINAL) BUSINESS ADMINISTRATION

(Annual Scheme)

PAPER-I:

HUMAN RESOURCE MANAGEMENT

Duration 3 hrs

Max. Marks : 100

Unit -I

Introduction: Organisation and functions of personnel Management. Role of personnel Department in the Organisational set-up, personnel policies and Procedures.

Unit-II

Procuring Human Resources: Manpower planning, Job analysis, Recruitment Selection and placement use of interviews and psychological tests. Human Resource Development: Induction and Training, Career Development.

Unit-III

Performance and Potential Appraisal, Merit Rating, Executive Development Career planning, employee counseling.

Compensation : Base of Compensation , Methods of Job Evaluation, Wage Systems, Incentive systems. Fringe Benefits.

Unit - IV

Integration: Motivation and Morale. Employee Leadership. Human and Organisational Conflicts. Disciplinary Policy and Grievance Procedure

Industrial Psychology Psychological Determinants of Industrial Efficiency, Role of Industrial Psychology in solving Labour Problem

Unit V

Separation Policies by redundancy and Labour separation process. Lay off and Retrenchment. Demerit, displacement and discharge. Procedure

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Management Policies and Procedures in: (i) Government (ii) Public Enterprises.

Books Recommended:

1. Gomez-Meija, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resource, Prentice Hall, New Jersey, 1998
2. D'Cenzo, David A. and Stephan P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi, 2001
3. Saiyadain, Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999.
4. Chhabra T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi, 1999
5. Flippo, Edwin B.: Principles of Personnel Management, McGraw Hill, New York.
6. Dessler, Garry, Human Resource Management, Prentice Hall of India,
7. Human Resource Management – Dr. C.B. Gupta – Sultan and Sons
8. Chhabra T.N., Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd. New Delhi

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PAPER-II:

MARKETING MANAGEMENT

Duration 3 hrs

Max Marks : 100

Unit-I

Introduction: Nature and scope of Marketing, Importance of marketing in liberalized Economy, Marketing environment, Approaches to marketing, Marketing concept.

Product Planning: Process of Product planning and Development, Product Differentiation, Brand and Trade Marks, Packaging, Labeling, Product line Policy. Product life cycle.

Unit-II

Marketing Research: Meaning of Market Research, Nature and importance of Marketing Research, Area of Marketing Research. Techniques of Marketing Research, Planning the General Procedure, Models of consumer behavior and Motivation Research.

Planning Outlets: Various channels for Consumer and Business goods, selection of the Channels of distribution.

Unit-III

Pricing Strategy: Factors to be considered in pricing, pricing objectives and strategies, Break even analysis, Price maintenance

Planning Market and Sales: Sales forecast period, Uses of sales forecast, Methods of sales forecast, Market segmentation. Planning sales territories Establishing sales Quotas. Assigning sales territories, Routing Salesman.

Unit-IV

Sales Promotion Mix: Determining the sales promotion program, personal selling, selling process, qualities of a salesman. Advertising

(Media choice, Good copy, timing, Budgeting, Testing Efficiency) Sales Promotion (dealer aids, consumer stimulation), Public Relations (Methods)

Marketing Organization: Purpose of marketing, Basis of Divisionalistic, Relation of the marketing departments with other departments.

Unit-V

Control of Marketing Operations: Need for control, phase of Control, Techniques of controlling (Budgeting, Sales analysis Distribution cost accounting and analysis). Marketing audit.

Marketing of Service: Banking, Insurance and Transport.

Books Recommended:

1. Still, Condiff and Govani : Fundamental of Modern Marketing
2. Kotler, Philip: Marketing Management-Analysis, Planning and Control
3. Stanton, W.J. : Fundamentals of Marketing
4. Davar, R.S.: Modern Marketing Management
5. Johnson, L.K.: Sales and Marketing Management
6. Neelameghan, S. (Ed.) : Marketing Management and the Indian Economy
7. Srivastave, P. Kumar : Marketing in India
8. Phelps, D.M. and Westing, J.H. : Marketing Management
9. Ghandi, J.C. : Marketing : A Management Approach
- Stand, I.A. and Taylor, D.A: A Management approach of Marketing

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OPTIONAL PAPERS

(Any three of the following)

PAPER -I:

Duration 3 hrs. **MANAGEMENT OF PUBLIC ENTERPRISES**

Max. Marks : 100

Unit-I

Concept of Public Enterprises: 'Public' Concept, Enterprise concept and its synthesis of public enterprises/ public undertaking distinguished from private undertakings. The Role of public enterprises under different economic systems. Social and economic benefits of public enterprises. Patterns of public enterprise- Public Corporations. Government Companies, Quasi corporation, Departmental undertakings, Control Boards, Commodity Boards. Joint Sector undertaking. Denationalization of Public enterprises, Quasi Organization.

Unit-II

Financial Administration, compensation, Sources of finance, debt equity ratio, state of capitalization. Evaluation and the criteria of efficiency, Performance Budgeting, output and price policy, Purchase sale policy. Inventory policy. Profit policy.

Unit-III

Personnel Administration: Labour Relations, Joint Consultative Committees and collective bargaining, workers participation in management, wage and salary administration as compared to private sector undertaking, development of Regular management cadre Management of Public relations in Public enterprises. Dividend of share capital of Public Enterprise.

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Unit-IV

Public Accountability-Parliamentary and Presidential and ministerial control; government directives and informal contracts, autonomy of public enterprise in theory and practice, Social audit, department of public enterprise. Comptroller and Auditor General Control.

Unit-V

Critical appraisal of working of public enterprise in India Organizational structure and management of (i) Railway board (ii) Steel Authority of India (S.A.I.L.) (iii) Oil and Natural Gas Commission (ONGC).

Books Recommended:

1. V.V. Ramanandham: Nature of Public Enterprises.
2. Khera, S.: Government in Business.
3. Om Prakash : Theory and working of State Corporation.
4. Gupta K.R. : Issues in Public Enterprises in India.
5. Ramanandham V.V.: Control of public Enterprises.
6. Chanda A.: Indian Administration.
7. Krishna Menon Committee: Report on State Undertaking (Nov. 59)

PAPER -II:

MANAGEMENT OF CO-OPERATIVE INSTITUTIONS

Unit I Duration 3 hrs

Max Marks 100

Principles of Co-operation, types of co-operatives, Origin and development of Co-operative movement in India, Present position, Problems and suggestion, Co-operative management concept, importance, present trends.

Unit II

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- Organizations structure, General body, Boards of Directors, Executive Committees, Chief Executive, Role and Function of Co-operative Manager, Qualities of Manager.

Unit –III

Co-operative leadership, Co-operative Democracy, co-operative education – Member education, co-operative training – Objects, co-operative training in India.

Unit –IV

Management of Co-operative banks, Agriculture credit societies, consumer cooperative stores and marketing societies.

Unit –V

Co-operative audit objects, kinds, audit machinery, efficiency audit, supervision, role of registrar of Co-operative societies in Co-operative movement, public relations in Co-operatives.

Books :

1. Stephenson: Management of Co-operative societies.
2. Guy Hutter: Studies in Management.
3. I.L.O Co-operative organizations.
4. B.S. Mathur: Co-operation in India.
5. M.C. Khandelwal: Co-operative Audit X-rayed.

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PAPER -III:

INDUSTRIAL RELATIONS & SOCIAL SECURITY

Unit-I Duration 3 hrs.

Max Marks : 100

Concept of Industrial relations, Trade Unionism, Collective Bargaining, Workes participation in management, Labour administration in Tripartite machinery.

Unit-II

I.L.O - its organization and impact on labour legislation in India. Industrial Housing.

Unit-III

Law relating to: (i) Trade Unions (ii) Industrial disputes (iii) Minimum wages (iv) Payment of wages.

Unit-IV

Social security concept, Social insurance and Social assistance, Social security in India. Unemployment insurance Scheme.

Unit V

Law relating to social security: (i) Employees' State Insurance (ii) Provident Fund and Pensions (iii) Workmen's Compensation (iv) Maternity Benefits.

Books Recommended:

1. C.S. Venkata Ratnam (2001), Industrial Relations : Test and Cases
Oxford University Press Delhi
2. Singh B.P. and T.N. Chhabra, Personnel Management & Industrial
Relations Dhanpat Rai and Co. Pvt. Ltd. Delhi, 2000.
3. Dwivedi, R.S., Managing Human Resources : Industrial Relations in
Indian Enterprises, Gargota Publishing Company, New Delhi, 2000
4. Paul Edward, (Ed) (1997), Labour Administration in India, E.O. New

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Dr. Anand Kumar
Principal
Gargota Publishing Company
New Delhi, India

Delhi.

5. Debi S. Saini (1994) Redressal of Labour grievances, Claims and Disputes, Oxford & IBH, New Delhi.
6. Verma. Promod, Management of Industrial Relations, New Delhi, Oxford & IBH.1990

PAPER-IV:

INTERNATIONAL MARKETING

Duration 3 hrs

Max. Marks : 100

Unit-I

Introduction: Meaning and importance of international Marketing. Distinction between international and export marketing Scope of international marketing, Export and economic development.

The International market: Initial selection of market.

Marketing Research: Scope, conducting marketing research and the impact of external environment.

Unit-II


The Export Organisation: Internal, external export houses, Trading houses.

Product Planning & Development: Domestic product development and overseas product development, quality control branding, trademarks, packaging, product life cycle, pricing, price policy, price quotation transfer pricing. Factors affecting pricing decisions.

Unit III

Channels of Distribution. Factors affecting the choice, types of channels, and a direct export agency, international franchising.

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Promotional Measures. Institutional support FDA IFO Export promotion councils, commodity Boards, IIFT- Governmental measures Duty Draw Back CCS. Export Oriented Units. Free Trade Zones, Marketing Development Assistance.

Unit-IV

Export Finance: Meaning, Methods of Payment of bills of Exchange, letter of credit, buyers credit, suppliers credit refinancing facilities. Institutional support EXIM Bank, ECGE Export, procedure & documentation.

Unit-V

International Trading Organization and Blocks: Impact of GATT, UNCTAD, EEC, COMECO, SAARC, ASEAN.

Books Recommended:

1. Varshney & Bhattacharya: International Marketing.
2. Simon Majaro: International Marketing.
3. Jain, P.K. : International Marketing.
4. Saranaral : International Marketing.
5. Mittal, S.C. : International Marketing.
6. Onkvisit .S, Shaw.J - International Marketing (Pearson, 3rd Ed.)
7. Cherunilam F - International Trade and Export Management (Himalaya, 2007)

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PAPER-V:

Duration 3 hrs

FINANCIAL MANAGEMENT

Max. Marks : 100

Unit -I

Perspective of Finance: Finance function, Meaning, scope and objectives of Financial Management.

Capital Budgeting: Concept, nature and process, Methods and techniques of appraising investment, Proposals, Capital rationing.

Unit-II

Cost of Capital: Need and Importance of measuring cost of capital, measurement of cost of various components of capital, weighed average cost of capital.

Unit-III

Financing decisions: Key Decisions in capital structure, type of issues, selection of security mix, income and control, operating and financial leverages. Sources of long terms finance - external and internal.

Unit-IV

Financial Institutions. IDBI, ICICI, IRBI, EXIM Bank, RFC, Bonus Shares. Right Shares.

Unit V

Working capital management determinants of working capital, management of inventories, receivables and cash, Profit: Planning and control, Break-Even analysis.

Books Recommended:

1. Howard and Upton: Introduction to business: Finance.

2. John on R.W. Financial Management

3. J. Horne - Financial Management & Policy

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4. Wertone & Bringham : Managerial Finance.
5. Hampton : Financial Decision Marketing.
6. Khan and Jain : Financial Management.
7. Pandey, I.M. : Financial Management.
8. Kuchhal , S.C. : Financial Management.

PAPER –VI:

STOCK EXCHANGE

Duration 3 hrs.

Max. Marks 100

Unit-I

Meaning - Nature, Importance, Origin and Development of Stock exchange in India.

Organization and management of stock exchange, Membership of Stock exchange, Responsibilities and duties of stock exchange members, code of conduct. Functions of stock exchange.

Unit-II

Transaction of business on stock exchange – Spot and forward trading

Speculation Distinction with bearing agreements. Kinds of securities.

Unit-III

New Issue market in India: Method of new issues, listing, transfer of shares and debentures (provisions of companies act, 1956 relating to issue, listing and transfer of securities).

Pricing of Securities: Price index, Fluctuations in security prices, factors affecting security prices.

Unit-IV

Stock exchange intermediaries: Brokers, sub-brokers, Merchant Bankers, Registrar, Clearing and share transfer agents and mutual funds.

Securities contracts regulation act and rules (main provisions, Securities and Exchange Board of India (SEBI) and stock exchanges in India (Act and Guidelines).

Unit-V

Indian Stamp Act (Provisions relating to stamping of Securities).

Defects in the working of Stock Exchanges. Stock Exchange reforms. A detailed study of Jaipur Stock Exchange.

Books :

1. Sharma, Agarwal, Gupta: Working of Stock exchanges in India
2. Sharma, Agarwal, Gupta: Issues in Capital Market

PAPER -VII:

PRODUCTION MANAGEMENT

Duration 3 hrs

Max. Marks : 100

Unit- I

Fundamentals of production management, Nature, Scope, Functions, Problems, Production and Productivity organizing for production Types of manufacturing systems.

Production Planning, Objectives, Factors affecting Production Planning.

Planning future activities, forecasting. Qualitative & Quantitative forecasting Methods, longrange forecast, planning method (P.E.R.T and C.P.M.)

Process Planning System. Techniques of process planning Assembly charts, Process charts make or buy analysis.

Unit II

Process design. Factors affecting design. Relation with types of manufacturing plant location and layout. Factors affecting location

Types of plans layout, evaluation of alternative layout Management of industrial power.

Work measurement and work standards. Uses of work measurement data, procedure for work measurement. Direct work measurement. Time study, activity sampling, Indirect work measurement: Synthetic timing, Predetermined motion time system, analytical estimating.

Unit-III

Methods analysis: Areas of application, Approaches to methods design, Tools of methods analysis, work simplification programme.

Product design and Engineering Designing the product, product research, Product development, product improvement engineering product line simplification. Diversification and standardization, Patent legislation in India.

Unit-IV

Production Control- Control functions: Routing Loading, Scheduling, Dispatching, Follow up.

Quality control & inspection: Place of quality control in modern enterprises, organization of quality control. Statistical quality control inspection location for inspection, inspection procedure and records Inspection devices.

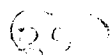
Unit-V

Financial control of production budgeting. Break-Even Analysis Standards costs and Analysis of Variance.

Automation Pre-requisites, Role in production, Bottlenecks, Role of Operations Research in Production.

Book Recommended:

1. Unit-1, 2, 3 - Modern Production Management.



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2. Mayors, P.R.: Production Management.
3. Bromm, H.N.: Production Management.
4. Hansen: Quality Control.
5. Betty. J.: Prinicipal of Industrial Management.
6. Lundy J.L.: Effective Industrial Management.
7. Basu, S.K.: Seah, K.C. and Datt. N.K. : Works Organisation and Management

PAPER –VIII:

MATERIAL MANAGEMENT

Duration 3 hrs.

Max. Marks : 100

Unit-I

Conceptual: Role and Importance of Materials Management, Scope and functions, Material cycle, Organisation of materials management, Goals and objectives of materials organisation, materials planning.

Unit-II

Purchase function : Make or buy decision, purchase procedure, factors affecting purchase organization centralised versus decentralized purchasing, purchases practices, Legal aspects of purchasing, price payment Quality Delivery terms.

Unit-III

Value analysis: Meaning, objects, application and problems .

Inventory Management: Inventory classification Inventory control level, safety stock level, Peak and slack level, ABC Analysis of Inventory

Unit IV

Stores Management. Functions, Principles of strings, stores classification, coding and identification, receiving procedure, storing Issuing materials (trans record), physical verification of material

Warehouse management: Function of warehouse in market, location and layout, Warehousing as a function and problem.

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Unit - A

Materials handling: Objective, Principles, Types and classification of materials handling equipment, selection of materials handling equipments, Relationship with flow of materials and plant layout.

Obsolescence Surplus and Scrap Management: Reasons for generation, Identification and control, Disposal.

Books Recommended:

1. Lee and Delber (ed.) Purchasing and Materials Management.
2. Alijan : Purchasing Handbook.
3. England and Leenders : Purchasing and Material Management.
4. Dean S. Ammer : Material Management.
5. Lamer and Donald : Purchasing and Materials Management.
6. R. Gopalkrishnan and Sundersan : Integrated Material Management.
7. H.H. Westidng, I.V. Fincen and G.J. Zone: Purchasing Management.
8. S.K. Dutta : Material Management.

PAPER-IX:

MARKETING RESEARCH

Duration 3 hrs

Max. Marks = 100

Unit-I

- ❖ Definition and Nature Purpose and Importance of Marketing Research, Limitations of Marketing Research and Information System Organisation of marketing Research

Unit II

Application of Marketing Research, Basic Methods (Survey, Observation, Experiment)

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Specialised Techniques of Marketing Research (Panel, Brand, Barometer)

Unit III

Motivational Research, Advertising Research. New Product Research. Planning the General procedure. Internal business records and their uses. External Research. Sampling Theory-Selecting a sample .

Unit-IV

(Questionnaire designing, collection of data-tabulation of data.

Unit-V

Analysis of data, Interpretation and Report writing. Application and Follow-up.

Books Recommended:

1. Brown L.O: Marketing and Distribution Research.
2. Grisp, R.D. Marketing Research.
3. Delens, A.H.R.: Principles of Market Research.
4. Boyd, Westfall & Starch: Market Research.
5. Kulkarni, Pradhan, Patil : Modern Marketing Research.

PAPER -X:

Duration 3 hrs

ADVERTISING MANAGEMENT

Max Marks - 100

Unit - I

Meaning and Role of Advertising. Advertising as a management Function. Marketing Process and Advertising. Types of Advertising. Role of Advertising in adopting of new product

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Unit-II

Types of advertising decisions, Organisation of Advertising department, functions and importance of advertising department.

Unit-III

Advertising Media- types of media, planning media mix for campaign, media scene in India, advertising strategy, advertising copy, copy formulation, Advertising Budget, Planning and Execution of advertising campaign.

Unit-IV

- ❖ Measuring Advertising Effectiveness, Need and Scope of Advertising Research, Advertising Research process, Survey tools, sources of data, media research, copy research, motivational research.

Unit-V

- ❖ Advertising ethics, Laws affecting advertising in India, Industrial Advertising, Advertising agencies role and functions, Television Advertising in India.

Books Recommended:

1. S.A. Chunawalla and K.C. Sethia: Foundations of Advertising Theory and Practice (Himalaya Publishing House, Bombay)
2. B.M. Ahuja: Advertising (Subject Publications, New Delhi)
3. R.S. Rathore : Advertising Management (Himalaya Publishing House, Bombay)
4. M.N. Mishra : Sales Promotion and Advertising Management (Himalaya Publishing House, Bombay)
5. Aaker, Batra and Mayer: Advertising Management (Prentice-hall of India Pvt. Ltd. New Delhi, India ed)
6. Douglas E. Rogers and Malcolm Advertising Principles and Practices (D.B. Thompson, London & Co. Pvt. Ltd Bombay)

PAPER -XI:

TOURISM MANAGEMENT

Duration 3 hrs

Max. Marks : 100

Unit-I

Tourism and social cultural correlations, objectives of tourism, role of tourism in socio-economic development. Tourism and Transport linkage. Tourism Marketing - Objectives and strategies, Role of advertising and public relations in tourism. Role of travel agents and tourist guide.

Unit-II

Tourism and International organizations World travel and Tourism Council - Objectives and Functions. Tourism Policy and Programmes in India. Tourism perspectives in Eighth Five Year Plan and onwards.

Unit-III

Role of Indian Tourism Development Corporation. Problems and Prospects of Tourism Industry in India. Hotel Management - Need and Importance. Hotel Management Institutes in India Hotel Planning and Development.

Unit-IV

Importance of Tourism in Rajasthan. Important Tourist Places in Rajasthan. Tourist Facilities, Role organization and progress of RTDC. Heritage Hotels in Rajasthan - Importance, present position and prospects.

Unit-V

Role of state in promoting Tourism in Rajasthan. Shortcomings of Tourism and Hotel Management in Rajasthan. Prospects of Tourism in Rajasthan.

Books:

1. Ratandeep Singh Infrastructure of Tourism in India, New Delhi: Kanishka Publishers, 1996

2. A. J. Binns et al. The Management of Tourism London: Heinemann

3. P. H. G. Vanden Broucke

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Uttarakhand Annual Reports.

PAPER –XII:

BUSINESS RESEARCH METHODS

Duration 3 hrs.

Max. Marks : 100

Unit-I

Meaning and objectives of Research, Need and Importance of Research in Business. Types of Research, Problems in Social Science Research. Identification of Research Problem. Framing of Hypothesis. Research Design – Important Concepts. Sampling Design-steps.

Unit-II

Collection of Data – Primary and Secondary Source. Questionnaire and Schedule. Interviews and observation, scaling – Importance and Techniques, Editing, Coding Classification and Tabulation.

Unit-III

Hypothesis Testing – Pragmatic and Non-pragmatic, Methods, Interpretation and Report Writing, Layout of Research Report.

Unit-IV

Use of Statistical Devices in Research. Intrapolation and Extrapolation. Analysis of Variance, Simple regression and Correlation.

Unit V

Probability and Probability Distribution. Business Forecasting – Time Series. Decision Theory.

Books

1. P. T. P. S. Research Methodology, New Delhi: Wiley Eastern Ltd.

2. Fundamentals of Statistics of Management, New Delhi: Prentice Hall India

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India

Goode & Hatt: Methods in Social Research, New Delhi: McGraw Hill

PAPER -XIII:

HUMAN RESOURCE DEVELOPMENT

Duration: 3 hrs

Max. Marks : 100

Unit-I

- ❖ HRD Concepts, Goals, HRD Mechanisms, processes and outcomes HRD System Design Principles, Line Managers & HRD.

Unit-II

- ❖ Transactional Analysis, Interpersonal Styles, Team Building, Role Efficacy, Employees Empowerment.

Unit-III

- ❖ Training- Concept, Importance, Training need Assessment, Training Methods, Evaluation of Training, Executive Development.
- ❖ Motivational Aspects of HRD, Counseling & Mentoring, Career Planning & Development.

Unit-IV

- ❖ Interpersonal Relations, Feedback-Giving and Receiving Feedback 360 Degree Appraisal System.

Unit-V

- ❖ HRD culture & Climate, learning Organisations, HRD for Workers, Quality Circles.

Books Recommended:

1. Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 1993
2. K. Ghil, Uddeshi & Sinha, Dharm P. HRD: Global Challenges & Strategies in 2000 A.D. New Delhi, P. ED, 1993
3. Maheshwari, B. E. & Sinha, Dharm P. Management of Change in HRD HRD, New Delhi, P. McGraw Hill, 1993

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1. Pareek, U.etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992
2. Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988.
6. Silvera, D.N.: HRD: The Indian Experience, Delhi, New, India, 1991.

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