



**Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore**  
**Shri Vaishnav School of Management**

**Choice Based Credit System (CBCS) in Light of NEP-2020**  
**BBA (Human Resource) VI SEMESTER (2022-2026)**

**BBA601 BASICS OF MANAGERIAL ECONOMICS**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBA601	MAJ	Basics of Managerial Economics	60	20	20	-	-	3	-	-	3

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major  
\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

**COURSE OBJECTIVE**

To enable students to have a clear understanding of the basics of Managerial Economics. This course is designed specifically for enabling individuals to become better decision-makers in market economies by providing a simple introduction to Managerial Economics.

**EXAMINATION SCHEME**

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**COURSE OUTCOMES**

- CO1: Familiarizing with the concept of Micro and Macro Economics.
- CO2: Acquaintance with the concept of Demand and Supply and its impact on Market.
- CO3: Developing knowledge of business characteristics and market imperfections.
- CO4: Familiarize with the concepts of National income, GDP, GNP etc.

**COURSE CONTENTS**

**UNIT I: Introduction to Managerial Economics**

1. Introduction of Economics, Micro Economics and Macro Economics
2. Relationship between Micro and Macro Economics, Managerial Economics
3. Economy and its working
4. Production possibility frontier

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<b>BBA601</b>	<b>MAJ</b>	<b>Basics of Managerial Economics</b>	<b>60</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	

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**UNIT II: Demand & Supply analysis**

1. Concept of Demand and Supply, Factor affecting demand and supply
2. Demand and Supply Function, demand and supply Curves
3. Demand of a commodity and price, market equilibrium, shift in demand curve, Income and demand, Income and substitution effect
4. Elasticity of Demand, Demand forecast

**UNIT III: Theory of Production and Analysis of Cost**

1. The Production Function, Law of Diminishing Returns, The Law of Variable Proportions
2. Relation between Total Product, Average Product and Marginal product, The Three Stages of Production, Short-run and the Long-run. Returns to Scale
3. Costs of Different types, Behavior of average and marginal costs
4. Cost Curve, Relationship between Production and Cost
5. Economies of Scale- Real Economies of Scale, Pecuniary Economies of Scale, Opportunity costs and Markets.

**UNIT IV: Market Structure Analysis and Theory of Firm**

1. Markets of Different types
2. Modern Theories of Profit
3. Perfect Competition, Monopoly, Oligopoly, and Imperfect Competition
4. Monopolistic market, Multi product firms
5. Why do markets fail

**UNIT V: Macroeconomics for Management**

1. Macroeconomic Policies: Meaning
2. Objective and Formulation
3. National Income, GDP, GNP
4. Consumption, Saving and Investment
5. Inflation, Monetary Policy and Fiscal Policy

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**SUGGESTED READINGS**

1. D.N. Dwivedi, Managerial Economics, Vikas Publication, Latest Edition
2. Yogesh Maheswari, Managerial Economics, Phi Learning, Newdelhi, 2005 Gupta G.S.,
3. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer & Harris,
4. Managerial Economics, Cengage Learning, Newdelhi, 2005 Geetika, Ghosh & Choudhury
5. Baumol W, Economic Theory and Operations Analysis, Latest Edition

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### Choice Based Credit System (CBCS) in Light of NEP-2020

#### BBA (Human Resource) VI SEMESTER (2022-2026)

#### BBA602 FUNDAMENTALS OF STATISTICS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
BBA602	AECC	Fundamentals of Statistics	60	20	20	-	-	4	-	-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; AECC – Ability Enhancement Compulsory Courses

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### COURSE OBJECTIVES

1. To acquaint the students with basic mathematical tools used in management.
2. To Guide students about the importance and utility of Statistics in Business.

#### EXAMINATION SCHEME

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases /problems worth 24 marks.

#### COURSE OUTCOMES

- CO1: Demonstrate understanding of basic statistical concepts  
CO2: Structure business problems in a mathematical form  
CO3: Apply the statistical concepts learn to other business concepts and  
CO4: Validate mathematical/statistical statements relating to economics, business and finance

#### COURSE CONTENT

##### **UNIT I: Basic Ideas in Statistics**

1. Definition, Function and Scope of Statistics
2. Collection and Presentation of Data.
3. Classification, Frequency Distribution

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<b>BBA602</b>	<b>AECC</b>	<b>Fundamentals of Statistics</b>	<b>60</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	

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**UNIT II: Measures of Central Tendency and Variation**

1. Mean, Median, Mode
2. Range, Co-efficient of Variation
3. Standard Deviation

**UNIT III: Correlation and Regression Analysis**

1. Methods of Studying Correlation for Grouped and Ungrouped Frequency Distribution.
2. Equation of Regression Lines

**UNIT IV: Time Series Analysis**

1. Time Series and its Components
2. Linear and Non-linear Trend
3. Seasonal Variations and Irregular Variations and their Measurements.

**UNIT V: Probability**

1. Definition of Probability, Conditional Probability
2. Dependent and Independent Events
3. Addition and Multiplication Rule of Probability

**SUGGESTED READINGS**

1. Anderson, Sweeney, William, Camm(2014). *Statistics for Business and Economics*.Cengage Learning. Latest Edition.
2. Gupta S. P. (2014).*Statistical Methods*.Sultan Chand and Sons.Latest Edition.
3. Das, N.G. (2008). *Statistical Methods*. M. Das and Co.Kolkata.Latest edition.
4. Aczel and Sounderpandian (2008). *Complete Business Statistics*. Tata-McGraw Hill. Latest Edition.
5. Levin and Rubin (2008). *Statistics for Management*.Dorling Kindersley Pvt Ltd.Latest Edition.

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**BBA (Human Resource) VI SEMESTER (2022-2026)**

**BBAH603 DIVERSITY AND INCLUSIVENESS**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME									
			THEORY			PRACTICAL			L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
BBAH603	MAJ	Diversity and Inclusiveness	60	20	20	-	-	3	-	-	3	

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; MAJ – Major  
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**COURSE OBJECTIVE**

This course aims at developing an understanding the issues and challenges involved in managing a diverse workforce and gaining deeper insights about individual biases towards diversity management.

**EXAMINATION SCHEME**

The internal assessment of the students’ performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of 5 questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**COURSE OUTCOMES**

- CO1: Define and describe the various issues related to diversity, equity and inclusion
- CO2: Understand various dimensions of diversity and its implications at workplace
- CO3: Utilize knowledge and skills gained to assist in creating a more inclusive workplace environment.

**COURSE CONTENT**

**UNIT I: Introduction to Diversity, Equity and Inclusion**

1. Diversity, Equity, Inclusion: Concept, Benefits and Issues
2. Unconscious Bias: Concept, Types, and leverage tactics to reduce bias
3. Intersectionality: Concept and implications at workplace

**UNIT II: Primary Dimensions of Diversity**

1. Primary Dimensions: Concept, Importance
2. Types: Race, ethnicity, age, gender, sexual orientation, physical and mental challenges
3. Do’s and Don’ts: Interaction with Women at Workplace

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<b>BBAH603</b>	<b>MAJ</b>	<b>Diversity and Inclusiveness</b>	<b>60</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	

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### UNIT III: Secondary Dimensions of Diversity

1. Secondary Dimensions: Concept, Importance
2. Types: Social class, religion, appearance/weight, language/communication
3. Flexible work programs, Workplace Bullying

### UNIT IV: Paradigms for Managing Diversity

1. Paradigms for Managing Diversity: Discrimination-and-Fairness Paradigm, Access-and-Legitimacy Paradigm, Learning-and-Effectiveness Paradigm
2. Preconditions for Making the Paradigm Shift
3. Cultural Differences: India Vs West

### UNIT V: Building Effective Work Relationships across Difference

1. Workplace Inclusion Strategies
2. Diversity and Conflict Management
3. Recent Trends in Workforce Diversity

### SUGGESTED READINGS

1. Stewart, R. and Clegg, C. H. (1999). *Managing Organizations: Current Issues Handbook of Organization Studies*, Vol 2. SAGE.
2. Armstrong, M. (2017). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.
3. <https://hbr.org/1996/09/making-differences-matter-a-new-paradigm-for-managing-diversity> (Retrieved on July 7, 2019)
4. [https://www.academia.edu/16634467/Models\\_of\\_Global\\_Diversity\\_Management](https://www.academia.edu/16634467/Models_of_Global_Diversity_Management)
5. (Retrieved on July 7, 2019)
6. <https://hbr.org/2006/09/rethinking-political-correctness>(Retrieved on July 7, 2019)
7. <https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/>
8. (Retrieved on July 7, 2019)
9. <https://hbr.org/2018/03/diversity-and-authenticity> (Retrieved on July 7, 2019)
10. Bourke, J., Garr, S., van Berkel, A., and Wong, J. 2017. Diversity and inclusion: The reality gap. Deloitte
11. University: <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/diversity-andinclusion-at-the-workplace.html>(Retrieved on July 7, 2019)

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## Shri Vaishnav School of Management

### Choice Based Credit System (CBCS) in Light of NEP-2020

#### BBA (Human Resource) VI SEMESTER (2022-2026)

#### BBAH604 FUNDAMENTALS OF COMPENSATION AND REWARDS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME									
			THEORY			PRACTICAL			L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*					
BBAH604	DSE	Fundamentals of Compensation and Rewards	60	20	20	-	-	4	-	-	4	

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

\***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

#### COURSE OBJECTIVES

The objective of this course is to provide basic understanding of compensation and rewards management in organizations. It explores the principles, theories, and practices related to designing, implementing, and managing effective compensation and rewards systems. Students will learn about the strategic importance of compensation, various compensation structures, performance management, employee benefits, and legal considerations.

#### EXAMINATION SCHEME

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

#### COURSE OUTCOMES

- CO1: Understand the fundamental concepts of compensation and rewards.
- CO2: Understand how compensation system works and is administered in an organisation.
- CO3: Understand different benefits and their importance in organization.
- CO4: Fulfill some of the legal obligations while designing a compensation and rewards system.
- CO5: Be aware of some of the latest trends in managing compensation and rewards strategy.

#### COURSE CONTENT

##### **UNIT I: Introduction to Compensation and Rewards**

1. Definition and importance of compensation and rewards
2. Historical overview and trends
3. The strategic role of compensation in organizations

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<b>BBAH604</b>	<b>DSE</b>	<b>Fundamentals of Compensation and Rewards</b>	<b>60</b>	<b>20</b>	<b>20</b>	-	-	<b>4</b>	-	-	<b>4</b>	

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**UNIT II: Wage and Salary Administration**

1. Wage and salary administration at the micro level
2. Job evaluation: definition, traditional and new techniques
3. Compensation structure: Base pay systems, Variable pay systems (bonuses, incentives, commissions)
4. Indian practices: wage boards, pay commissions

**UNIT III: Employee Benefits**

1. Types of benefits (healthcare, retirement, leave, etc.)
2. Incentives, fringe benefits
3. Performance linked compensation; benefits and services
4. Communication and administration of benefits

**UNIT IV: Legal Aspects of Compensation**

1. Provident Fund
2. Gratuity
3. Employees' State Insurance
4. Other statutory benefits

**UNIT V: Emerging Trends in Compensation and Rewards**

1. Total rewards approach
2. Flexible benefits and work-life balance initiatives
3. Recognition and non-monetary rewards

**SUGGESTED READINGS**

1. Anderson, R.I. (10<sup>th</sup> Edition). *Compensation Management in Knowledge Based World*. Pearson Education.
2. Balsam, S. (2002). *An Introduction to Executive Compensation*. Academic Press.
3. Biswas, B.D. (2012). *Compensation and Benefit Design*. FTPress.
4. Martocchio, J.J. (2004). *Strategic Compensation*. Prentice Hall
5. Singh, B.D. (2012). *Compensation and Reward Management*. Excel astern Book Company. Lucknow. Edition: 15th Edition

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**BBA (Human Resource) VI SEMESTER (2022-2026)**

**BBAH605 BUILDING LEARNING ORGANISATIONS**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
<b>BBAH605</b>	<b>DSE</b>	<b>Building Learning Organisations</b>	<b>60</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>

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**COURSE OBJECTIVES**

This course introduces students to the concept of building learning organizations and the strategies and practices involved in creating a culture of continuous learning and improvement within an organization. Students will explore the theoretical foundations of learning organizations, and develop skills and techniques for fostering a learning-oriented environment.

**EXAMINATION SCHEME**

The internal assessment of the students’ performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

**COURSE OUTCOMES**

- CO1: Understand the concept of a learning organization and its significance in the modern business environment.
- CO2: Explore the theoretical frameworks related to building learning organizations.
- CO3: Analyze the key elements and characteristics of learning organizations.
- CO4: Examine the role of leadership in fostering a culture of learning and knowledge sharing.
- CO5: Develop skills and strategies for creating and implementing learning initiatives in organizations.

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<b>BBAH605</b>	<b>DSE</b>	<b>Building Learning Organisations</b>	<b>60</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	

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**COURSE CONTENT**

**UNIT I: Introduction to Learning Organisations**

1. Definition and characteristics of learning organizations
2. Historical development and evolution of the concept
3. Importance and benefits of learning organizations

**UNIT II: Theoretical Foundations of Learning**

1. Individual and team learning
2. Learning through experimentation and reflection
3. Action learning and learning networks
4. Identifying and addressing barriers to learning

**UNIT III: Organizational Learning and Knowledge Management**

1. Types of organizational learning (single-loop, double-loop, and deuterio-learning)
2. Knowledge creation, acquisition, and sharing
3. Knowledge management systems and tools
4. Peter Senge's Five Disciplines of a Learning Organization

**UNIT IV: Building a Learning Culture**

1. Role of leadership in creating a learning culture
2. Developing a shared vision and learning-oriented values
3. Promoting open communication and collaboration

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**Choice Based Credit System (CBCS) in Light of NEP-2020**  
**BBA (Human Resource) VI SEMESTER (2022-2026)**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
<b>BBAH605</b>	<b>DSE</b>	<b>Building Learning Organisations</b>	<b>60</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>

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**UNIT V: Fostering Learning Culture in Organisations**

1. Organizational structure and design for learning
2. Learning systems and processes (e.g., training and development, mentoring, coaching)
3. Role of technology in supporting learning initiatives; E-learning platforms and virtual learning environments
4. Learning metrics and performance measurement

**SUGGESTED READINGS**

1. Dixon, N. (1994) *The Organizational Learning Cycle. How we can learn collectively.* London: McGraw-Hill.
2. Senge, P.M. (2006). *The Fifth Discipline: The Art & Practice of the Learning Organization.* London, England: Random House Books.

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**BBA (Human Resource) VI SEMESTER (2022-2026)**

**BBAH606 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
<b>BBAH606</b>	<b>DSE</b>	<b>International Human Resource Management</b>	<b>60</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>

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**COURSE OBJECTIVE**

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

**EXAMINATION SCHEME**

The internal assessment of the students’ performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections, A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases /problems worth 24 marks.

**COURSE OUTCOME**

- CO1: To Understand the concepts, theories, and principles of International Human Resource Management (IHRM).
- CO2: To Understand and analyze the complexities of international staffing, including executive nationality issues, staffing policies, and the challenges associated with staff selection in a global context.
- CO3: To Understand the complexities and dynamics of international labor relations, including the impact of labor laws, cultural diversity, and globalization on labor management in multinational organizations.

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**COURSE CONTENT**

**UNIT I: Introduction of IHRM**

1. Meaning
2. Objectives
3. Scope
4. Difference between domestic HRM and IHRM
5. Challenges of IHRM

**UNIT II: International Staffing & Performance Management**

1. International Staffing: Executive Nationality Issues, Staffing Policies
2. Issues in Staff Selection
3. Multinational Performance Management
4. Factors associated with Individual Performance and Appraisal
5. Criteria Used for Performance Appraisal of International Employees.

**UNIT III: The diffusion of International HRM in MNCs:**

1. Global versus local strategy and structure in MNCs.
2. Transfer of HR practices in MNCs.
3. Knowledge management and international HRM.
4. Cross cultural management.
5. Global work life management.

**UNIT IV: Labour Unions and IHRM**

1. Key issues in International Labor Relations
2. Labor Unions and International Labor relations
3. The Response of Labor Unions to Multinationals

**UNIT V: Issues, Challenges, and Emerging Trends in IHRM**

1. Managing people in an International Context
2. Human Resources Issues in Multinational Corporate
3. Research in IHRM
4. Social Responsibility - IHRM Practices in India, USA and Japan

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**SUGGESTED READINGS**

1. Dowling, P. (2004). International Human Resource Management: Managing People in a Multinational Context: Managing People in a Multinational Context. Thomson.
2. Sengupta, N. (2007). International human resource management. Excel Books India.
3. Tarique, I., Briscoe, D. R., & Schuler, R. S. (2015). International human resource management: Policies and practices for multinational enterprises. Routledge.

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