MASTER OF PHILOSOPHY IN HUMAN RESOURCE MANAGEMENT

SYLLABUS - 2007-09

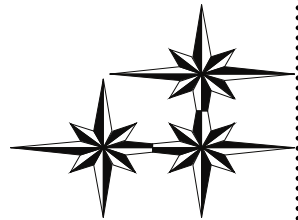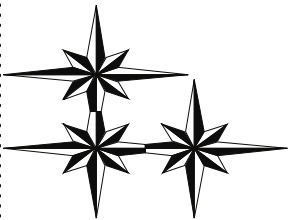**ST. JOSEPH'S COLLEGE (AUTONOMOUS), TIRUCHIRAPPALLI - 620 002**
DEGREE OF MASTER OF PHILOSOPHY (M. PHIL.)
FULL TIME - AUTONOMOUS REGULATIONS

GUIDELINES

1. ELIGIBILITY

✧ A Candidate who has qualified for the Master's Degree in any Faculty of this University or of any other University recognized by the University as equivalent there to (including old Regulations of any University) subject to such conditions as may be prescribed therefore shall be eligible to register for the Degree of Master of Philosophy (M.Phil.) and undergo the prescribed course of study in a Department concerned.

✧ A candidate who has qualified for Master's degree (through regular study / Distance Education mode / Open University System) with not less than 55% of marks in the concerned subject in any faculty of this university or any other university recognized by Bharathidasan University, shall be eligible to register for M.Phil. SC / ST candidates are exempted by 5% from the prescribed minimum marks.

2. DURATION

The duration of the M.Phil. course shall be of one year consisting of two semesters for the full-time programme.

3. COURSE OF STUDY

The course of study shall consist of

      Part - I   : 3 Written Papers
      Part - II : 1 Written Paper and Dissertation.

The three papers under Part I shall be :

      Paper I   : Research Methodology
      Paper II : Advanced / General Paper in the Subject
      Paper III : Advanced Paper in the subject

Paper I to III shall be common to all candidates in a course. Paper I, II, III & IV shall consist of 5 units each covering the subject requirements of the course offered. The Board of Studies shall approve the Syllabi for Papers. The syllabus for paper IV shall be prescribed by each Research Advisor, which is also to be approved by the Board of Studies. The number of specialized papers by the research advisor can be more than one.

Question papers for Papers I to III shall be set externally and valued by two examiners, one internal and one external. The concerned HOD will be in the Board of Examiners to pass the results. Paper IV shall be set and valued by the Research Adviser. The Controller of Examinations shall conduct the examinations for all papers and dissertation.

4. SCHEME OF EXAMINATION

4.1 Part-I (First Semester)
Paper I   : Research Methodology
Paper II : Advanced / General paper in the subject
Paper III : Advanced paper in the subject

Part-II (Second Semester)
Paper IV : Field of specialization
Paper V : Dissertation

4.2 Written Examination

The examinations for Papers-I, II and III shall be taken at the end of the first semester and Paper-IV at the end of the second semester. Each paper shall have 100 marks for the semester examination (written) and 100 marks for Continuous Internal Assessment.

The CIA components are:

Seminar-I	:	15	marks
Mid semester	:	35	marks
Seminar-II	:	15	marks
End semester	:	35	marks
Total	:	100	marks

Both the CIA marks and the external marks should be mentioned separately in the mark sheets. The duration for each semester examination shall be 3 hours. A candidate shall be declared to have passed Part-I & II examinations if he/she secures not less than 50 of the marks each in the CIA and the semester examination respectively. The aggregate of the marks secured in the semester examinations and CIA marks taken together must be 50% in each of the Papers I to IV and Dissertation.

4.3 Credits for Papers I to IV

Paper	Name	Contact Hours	Library Hours	Total Hours	Credits	CIA Marks
I	Research Methodology	6	6	12	10	100
II	Core Subject	6	6	12	10	100
III	Core Subject	6	6	12	10	100
IV	Optional Subject	2	4	6	5	100
	Total			42	35	400

Credits for Dissertation

Internal Examination (the split up for CIA)

Project	Credits	Marks	Total Marks
Seminar on review of related literature	3	30	
Seminar on Data Analysis / Results	2	20	200
Dissertation Evaluation	15	150	
Viva - voce	5	100	100
Total	**25**	**300**	**300**

External Examination

	Credits	Marks
Dissertation Evaluation	20	200
Viva-voce	5	100
Total	**25**	**300**

4.4 Dissertation

For carrying out the dissertation the mandatory requirement is strictly adhering to the rules of the college as given below:

4.4.1a Requirement

Every student is expected to give two seminars one concerning Review of Related Literature within the four weeks from the beginning of the second semester and the other on Data Analysis / Result just before the submission of the final draft of the dissertation

4.4.1b Submission

Candidates shall submit the Dissertations to the Controller of Examination not earlier than five months but within six months in the full time programme. The above said time limit shall start from 1st of the month which follows after the month in which Part-I examinations are conducted. If a candidate is not able to submit his/her Dissertation within the period stated above, he/she shall be given an extension time of three months in the first instance and another three months in the second instance with penalty fees. If a candidate does not submit his Dissertation even after the two extensions, his registration shall be treated as cancelled and he has to re-register for the course subject to the discretion of the Principal. However the candidate need not write once again the theory papers if he / she has already passed these papers.

4.4.1c Requirement

For the valuation of dissertation the mandatory requirement is a pass in papers I to IV. One external examiner and the Research Adviser shall value the Dissertation. The external examiner should be selected only from outside the college and shall be within the colleges affiliated to Bharathidasan University. In case of non-availability, the panel can include examiners from the other university / colleges in Tamil Nadu. The external examiner shall be selected from a panel of 3 experts suggested by the Research Adviser. However, the Controller of Examination may ask for another panel if he deems it necessary. Both the internal and external examiner will evaluate the Dissertation and allot the marks separately. However the viva-voce will be done by both of them. The average marks will be considered.

4.4.2 Viva-voce

The external examiner who valued the Dissertation and the Research Adviser shall conduct the Viva-Voce for the candidate for a maximum of 100 marks. A Candidate shall be declared to have passed in viva-voce if he secures not less than 50% of the marks prescribed for Dissertation and 50% of the marks in the aggregate of the marks secured in viva-voce test and Dissertation valuation. A student can undertake project in the second semester whether or not he /she has passed the first semester.

5. QUESTION PAPER PATTERN

5.1 Internal (Mid & End)

5.1a For Science

There are two sections A and B:
Section A contains 8 short answer Questions   8 × 4 = 32
Section B contains 4 Essay Question   4 × 17 = 68
                                                          100

5.1b For Arts

Only one section of Essay type questions   5 × 20 = 100

5.2 External Exam (Semester)

5.2a For Science

Section A - 10 short answer Questions   10 × 3 = 30
Section B - 5 Essay type Questions either or   5 ×14 = 70
                                                          100

5.2b For Arts

Only one section of Essay type questions 5 out of 8 (5 × 20 = 100)

5.2c For the Paper-IV (Optional/Research Adviser's paper)

The Question paper pattern for Paper IV is common for both Science and Arts. The pattern is only one section with Essay type Questions 5 out of 8 (5 × 20 = 100)

There may be two separate mark sheets for the first and second semester respectively. The marks allotted by the guide and that by the External Examiner must be shown in separate columns of the 2nd Semester mark sheet.

6. CLASSIFICATION OF SUCCESSFUL CANDIDATES

6.1   The candidates who pass the Part - I and Part - II examinations in their first attempt shall be classified as follows:

No.	Total Marks secured in Part - I and Part - II Examinations	Classification
1.	80% and above in the case of Science Subjects & 75% and above in the case of Arts and Social Science Subjects	I Class with Distinction
2.	60% to 79% in the case of Science Subjects & 60% to 74% in the case of Arts and Social Science Subjects	I Class
3.	50% to 59% in all the subjects (Mathematics, Statistics and Computer Science / Applications shall be treated as Science Subjects)	II Class

6.2   Candidates who pass the course in more than one attempt shall be declared to have completed the programme under II Class.

7.   QUALIFICATIONS OF RESEARCH ADVISER FOR THE M.Phil. COURSE

7.1   A person eligible to be a Research Adviser shall be required to possess a Ph.D. Degree or two years of Post-Graduate teaching experience after qualifying for M.Phil. / M.Litt. degree. He / She should have obtained recognition from the University.

7.2   In view of the paucity of guides in the newly emerging subjects like Biotechnology, Microbiology, Remote Sensing the research guides in the related areas may be permitted to guide students provided these guides satisfy the qualification requirements.

7.3   Normally a person shall be allowed to guide not more than three candidates.

7.4   Change of guide may be permitted by the Principal based on the merit of the individual cases.

8.   ATTENDANCE

✧   Daily attendance for 90 working days should be enforced for the students.

✧   Periodical report of a student to the guide concerned should be recorded in the register kept by the guide.

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M.PHIL. HUMAN RESOURCE MANAGEMENT - COURSE PATTERN - 2007

Sem	Code	Course	Title of the paper
I	07 MHR 101	I	Management Research
	07 MHR 102	II	Perspectives in Human Resource Management
	07 MHR 103	III	Inernational Human Resource Management
II	07 MHR 204	IV	Business Communication
	07 MHR 205	IV	Quality and Performance Management
	07 MHR 206	IV	Organizational Behaviour
	07 MHR 207	IV	Organization Development
	07 MHR 208	IV	Management of Community Based Organizations

Paper I - MANAGEMENT RESEARCH

UNIT I: RESEARCH IN MANAGEMENT

Research: Definition and purpose.
Scientific method: Characteristics, Scientific attitude.
Research In Management: Introduction, Meaning and Nature, Scope and Objectives, Types, Utility and Limitations.

UNIT II: RESEARCH IN MANAGERIAL FUNCTIONS

Research Design: Meaning and types. Hypothesis: Definition, Sources and Types. — Research in planning, controlling, organizing, staffing, leading, decision-making, motivation, leadership, interpersonal relations, and marketing. Sampling – meaning, methods and procedures.

UNIT III: COLLECTION OF RESEARCH DATA

Sources of Research data: Primary and secondary sources. Primary data collection methods: Questionnaire and testing of questionnaire. Attitude measurement: Scales of measurement (Nominal, Ordinal, Interval, Ratio). Rating scales: Attitudes scales (Likert scale, semantic differential scale). Profile analysis. Observation, Interview, Schedule.

UNIT IV: STATISTICAL ANALYSIS I

Univariate analysis with the help of descriptive statistics. Investigation of association (Bivariate data). Pearson's correlation coefficient (Interval and ratio scales). Spearman's rank correlation coefficient   (ordinal data). Contingency coefficient (Nominal data). Simple regression analysis – Assumption about the model – Violation of models and rectification. Testing of hypothesis: Framing null and alternate hypothesis. Critical region, test statistic, standard error and its role Parametric Test: Tests based on normal, t, f, Chi-square distributions.

UNIT V: STATISTICAL ANALYSIS II

Non-parametric test; Kolomogrov – Smirnov one and two sample test, run test, Mann Whitney U test, Will Coxson signed rank test – Kruskal – Wallish test – Fried mann test and Kendall's W test. Overview of some advanced statistical tools: Principle component analysis – Measures of association of minimal data: Lamda, Phi coefficient.

Reference

1. Sullivan, Monette and Dejong, 2001. *Applied Social Research (Tools For The Human Services)*, Harcourt Brace College Publishers.
2. Baker, T.L., 1999. *Doing Social Research*, III edition, New York, McGraw Hill
3. Gilbert, A. and Churchil Jr., 1983. *Marketing Research: Methodological Foundations*, India, Prentice Hall
4. Tull, D.S. and Hawkins, D.I., 2000. *Marketing Research: Measurement and Methods*, Prentice hall India.
5. Kurtz, R. Norman, 1983. Introduction to Social Statistics, New Delhi, McGraw-Hill International.
6. Nachmias, Frankfort and Nachmias, David, 1996. Research Methods in Social Sciences, V Edition., London, Arnold.

Paper II: PERSPECTIVES IN HR MANAGEMENT

UNIT I: STRATEGIC MANAGEMENT IN HR

Strategic planning and HR Management

HRM in the changing environmental context: Managing strategic change, Diagnosing strategic change needs.

HR strategy: Formulation, Implementation.

Strategic HRM: Definition, Aim, Rationale, Resource – based, Approaches, Limitations

UNIT II: PERFORMANCE PLANNING AND DEVELOPMENT

Competency related HRM: The concepts of competency and competence, the constituents of competency, Types of competencies, Describing competencies

Emotional Intelligence: Concept and Meaning, Importance, Elements

Knowledge Management: - Definition, the concept, type, the purpose and significance, Approaches, Issues, Contribution of HR to knowledge management.

Performance Appraisal: Definition, Methods, Appraising problems and solutions, Diversity in performance appraisal, Performance appraisal in practice, the role of Appraisals in managing performance.

UNIT III: HUMAN RESOURCE INFORMAYTION SYSTEM

What do computers do? Benefits of a computer, HRIS, HR information strategy, The functions of a computerized HR system, rating of system features and effective system.

Problems and How to deal with them, developing an information system, Examples of applications

Auditing system: Introduction, basic components of manual HR systems, Automating individual HR tasks, Establishing HR information system – Need for HRIS,

HRIS in action, HRIS vendors, Internets, Intranets and HRM

UNIT IV: HUMAN RESOURCES IN AN INTERNATIONAL BUSINESS

International HRM Defined, Characteristics, The context, HR policies, Employment policies, Recruitment and selection, career planning, International employee development, Managing expatriates, Realistic purview

The Internationalization of Business, Improving International Assignments through Selection

Diversity counts: Sending women managers abroad

Training and Maintaining International Employees.

UNIT V: HRM IN THE FUTURE

Changing environment of HRM, Ergonomics

Threats And Challenges: Generic Uncertainty, Technology Revolutions, New Competitors,

Market fragmentation, Demand for quality

Need for responsive organanisation

Changing role of HR managers

Major forces of change in HRM

Current Trends and their implications for the future

Decline of Unions

REFERENCE

1. Gomez, Balkin, Cardy, 2002. Managing Human Resources, 3rd edition Prentice Hall of India Pvt. Ltd., New Delhil.
2. Aswathappa, K., 2001. Human Resource & Personnel Management., 3rd edition New Delhi, Tata-McGraw – Hill Publishing Company Ltd.
3. Michael Armstrong, 2001. A handbook of HRM Practice., 8th Edition, New York, Kogan Page.
4. Gary Dessler, 2002. Human Resource Management, 8TH EDITION, Pearson Education Asia.
5. Drucker, Heinenan, 2003. The practice of Management.
6. DeCenzo, David A. and Robbins, Stephen P., 1999. Personnel / Human Resource Management, New Delhi, Prentice Hall.

Paper III: INERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit I: Introduction

Definition of IHRM - Need for IHRM - Variables that moderate Domestic IHRM and IHRM - Importance of Cultural awareness, expanding the role of HRM in International Firms.

Unit II: Organizational Context of IHRM

IHRM Approach Path to Global Status, Linking HR and International Expansion - Strategies, International Recruitment and Selection of Executives, Nationality Staffing Policies, Issues.

Unit III: Performance Management Systems

Multinational Performance, Management Systems, Factors associated with Individual Performance Appraisal, Criteria for appraising International Employees.

Unit IV: Training and Development

Explorative Training, Developing of International Staff and Multinational Teams

Unit V: Compensation

Objectives of International Compensation, Approaches, Issues, Challenges and Theoretical Development in IHRM, Repatriation Process, Managing people in International Context, Issues in Multinational CSR.

References

1. Dowling, 'International Human Resource Management', Pearson Publications
2. Bhatia, S. K., 'International Human Resource Management', Deep & Deep Publications
3. Moneer and Tayeb, 'International Human Resource Management'

Paper IV - BUSINESS COMMUNICATION

Dr. M. JOSEPH IRUDAYARAJ

Objectives

To expose the students to the basics of business communication.

UNIT-I

What is communication? – Importance of effective communication in business – objectives of communication – media of communication – types of communication – barriers to communication – principles of communication.

UNIT-II

Business letter – need, functions and kinds of business letter – essential of an effective business letter – the language of a business letter – physics appearance –m mechanical structure of business letter – planning the letter.

UNIT-III

Forms of letter – enquires – replies – offers and quotations – orders – execution of orders – credit and status enquiries – trade and bank references – making status enquiries- replaying status enquiries -= complaints and adjustments – collection letters – circular letters.

UNIT IV

Report writing: report – importance of reports – types – characteristics of a good report – preparing a report – report by individuals – report by committees –agenda and minutes of meting.

UNIT V

Oral and other forms of communication – the telephone – handling complaints and grievances – answering enquiries – interviews - interviews techniques – suggestions to ensure the success of a good speech – qualities of good speaker – model speeches – word processor –telex –fax – E-mail –tele conferencing.

REFERENCE

1. Rajendra Paul & Korlahalli, J.S., 1997. Essentials of Business Communication. Sultanchand & Sons

Paper IV - QUALITY AND PERFORMANCE MANAGEMENT

Dr. P. DEVANESAN

Objectives

✧ To understand the concepts of quality and performance and the linkage between them in the context of HRM.
✧ To study the issues / problems in quality and performance management as prospective areas of research.
✧ To learn the skills and techniques associated with quality and performance management

I. INTRODUCTION

Quality: meaning, components, approach, focus.

Appraisal: meaning, definition, purpose, advantages, types, links, elements, trends, options, documentation and assessment centers.

Linkage between quality and performance

Performance Management: meaning definition, targets setting objective, guidelines, steps, systems and principles.

Introducing and managing quality in organizations: core competencies.

II. TOTAL QUALITY MANAGEMENT (TQM)

Meaning and scope of TQM

TQM and the management of change.

TQM and its implication for Performance Management.

Quality control and quality assurance.

HRM and quality improvement measures.

III. MEASURING PERFORMANCE AND QUALITY

Importance of measurement

Techniques of performance measurement: Graphic Rating Scale, Alternative Comparison Method, Paired Comparison Method, Forced Distribution Method, Critical incident Method, Narrative Descriptive Method, Behaviorally Anchored Rating Scale.

Assessing quality: indicators, questions, objectives and measures/techniques.

Quality System: Tom Peter's 12 attributes.

Core Competency mapping.

IV. PROBLEMS/ISSUES IN PERFORMANCE AND QUALITY MANAGEMENT

Problems in appraisal.

Problems with rating scales.

Problems in quality indicators and with quality measurement.

Legal and ethical issues.

Overcoming / minimizing problems: Management support.

V. PERFORMANCE AND QUALITY MANAGEMENT IN PRACTICE

Performance related skills training

Counseling towards effective performance

Quality circles and other such efforts.

Quality as culture and a way of life: sustainability and strategy.

Organisations as investors in people. (IIP based initiatives)

References

1. Dessler, Garry, 1999. Human Resource Management, Prentice –Hall of India, Private Limited. New Delhi, 7th edition.
2. Hannagan, Tim, 1997. Management: Concepts and Practices, Macmillan India Limited, Delhi.
3. Hederson , Richard J., 1984. Performance Appraisal Prentice Hall, New Jersey.
4. Neale, Francis, 2002. Handbook of Performance Management, Jaico Publishing House, Mumbai .
5. Rao, V.S.P. and Narayana, P.S. 1987. Principles and Practice of management, Konark Publishers Private Limited. Delhi.
6. Thompson L.R. 1999. Constructive Appraisal, American Management Association, New York.

Paper IV - ORGANIZATIONAL BEHAVIOUR

Dr. A. SAVARIMUTHU

Objectives

✧ To understand the basic concepts and objectives of OB
✧ To highlight the need for the study of behaviour modification
✧ To understand the behaviour determinants of organizational effectiveness

UNIT I: BASIC CONCEPTS

Industrial psychology: concept, scope, psychological tests, role and functions of industrial psychologist

Organizational behaviour: concept, meaning, objectives, approaches, contributions of other social sciences and the five anchors of organizational behaviour

Scope: individual process, group process, and organizational process

UNIT II: BEHAVIOUR DETERMINANTS

Perception, learning, personality.

Social system: culture, role, and status

Environmental and experiential influences

Organizational environment structure and theory; technology and people; informal organization

Stress, fatigue, monotony

UNIT III: BEHAVIOR MODIFICATION

B.M.: -concept, meaning, and application, ABC's of behaviour modification

Motivating the work force, motivation model, positive, negative

Job satisfaction and work behaviour

Coping with problem employees

Work place emotions, values, attitudes and ethics

UNIT IV: ORGANIZATIONAL TEAM DYNAMICS

Team: types, designs, development, norms, role, and cohesiveness

Team building: process, types

Team resource, roles and responsibilities, self-identity

Managing team process

Team skills: group working, process management, influencing skill

UNIT V: ORGANIZATIONAL CLIMATE AND CHANGE

Organizational climate: meaning, determinants, and measurements

Conflict managements: meaning, types, resolution model

Organizational change: concept, objectives, approaches

Strategic models of organizational change

Impact and implication of organizational change

Levels of organizational change in OD

Managing change

Quality of work-life

References

1. Davis and Newstrom, 1997. Organizational Behaviour. New York: McGraw-Hill Publishers.
2. Davis, L.E. and Cherns, A.B., 1975. The Quality of Working Life. New York, Free Press.
3. Luthans, Fred, 2002. Organizational Behaviour. New York: McGraw-Hill Publishers.
4. Prasad, L. M., 2001. Organizational Behaviour. New Delhi: Sultan Chand & Sons.
5. Robbins, Stephen. 2000. Organizational Behaviour. New Delhi: Prentice Hall of India.
6. Sekaran, Uma. Organizational Behaviour, Tata McGraw-Hill

Paper IV - ORGANIZATION DEVELOPMENT

Rev. Dr. S. LAZAR, SJ

Learning Outcomes

✧ Understanding the concept, theoretical foundations, nature and scope of OD

✧ An overall exposure to OD interventions and strategies

✧ Research perspective on key considerations and issues in OD

UNIT I – INTRODUCTION

Historical perspective of OD
Underlying assumptions of change
Theory and practice of change
The nature of planned change
The nature of client systems, group dynamics, inter-group dynamics and organizations as systems

UNIT II – OPERATIONAL COMPONENTS

Diagnostic component
Action component
Process maintenance component
Action research and OD

UNIT III – OD INTERVENTIONS

Team interventions
Inter-group interventions
Personal, interpersonal and group process intervention
Comprehensive interventions
Structural interventions

UNIT IV – IMPLEMENTATION AND ASSESSMENT OF OD

Conditions for failure and success in OD efforts
Assessment of OD
Change in organizational performance
The impact of OD

UNIT V – SOME KEY CONSIDERATIONS AND ISSUES IN OD

Issues in consultant-client relationships
Mechanistic and organic systems and the contingency approach
The future of OD
Some Indian experiences in OD

References

1. Wendell L. French and Cecil H. Bell, Jr., *Organization Development*, PHI
2. Warner Burke, W. *Organisation Development.* Addison-Wesley
3. Margulias and Raja. Organization Development: Values Process & Technology. Tata McGraw-Hill.

Paper IV - MANAGEMENT OF COMMUNITY BASED ORGANIZATIONS

Rev. Dr. M. ELIAS, SJ

Unit-I: UN Bodies & International Organizations

Food and Agriculture Organization (FAO)

United Nations Development Programme (UNDP)

United Nations Environment Programme (UNEP)

United Nations Educational, Scientific and Cultural Organization (UNESCO)

United Nations High Commissioner for Refugees (UNHCR)

United Nations Children's Fund (UNICEF)

World Health Organization (WHO)

Action Aid, Oxfam, Caritas,

Unit-II: The Voluntary Sector

Beginning with a Vision, Strategies and Policies,

Indian Scenario, 10th Five Year Plan Concept of Welfare State,

NGOs/Voluntary Organizations : Differences Characteristics, Types, Classifications, Functions, Problems;

Role of Voluntary Organizations in National Development.

Matters of Governance : Societies Act, Trust Act, Cooperatives, Requirements, Constitution, Registration, Memorandum and By Laws, Duties of Office Bearers

Ethics and Social Responsibility,

Unit-III: Community Based Organizations (CBOs) and Management

Developing organizations : Managing growth, Change and Structure

Building Links and Learning Between NGOs and CBOs in the North and South, NGO Life Cycle.

Challenges for Non Governmental Development Organizations Management,

Management of Self Help Groups (SHGs) : Genesis, Characteristic Features, Organizational, Structural and Functional Aspects, Training and Development,

SHGs and women Empowerment, SHGs and Social Development.

Unit-IV: Management of People

Universal Qualities of Effective Management Trustees, Patrons, Board of Management, Paid staff, Seconded staff, Volunteers,

Recruiting the Right people.

Human Resource Management, Self discovery,

Effective Management and Managerial Skills,

Team Working : Effective Team Communication,

Team development, Decision Making, Conflict Resolution, Problem Solving.

Unit-V: Financial Accounting and Record Keeping

Concept of Accounting, Record Keeping, Legal Requirements, Management

Accounting, Resource Moralization, Funding Pattern and Problems.

Options, Strategies and Trade - SHGs in Resource Mobilization Governance and Accountability.

Accounting for Change : The Practice of Social Auditing.

Books for Reference

1. David Hussey and Robert Perrin, 2003. How to Manage a Voluntary Organization, Kogan Page Limited, London.
2. Jerry Spiegel and Cresencio Torres, 1995. Manger's Official Guide to Team Working, Synergy Books International, Malaysia.
3. Lilitha, N. and Nagarajan, B.S., 2002. Self Help Groups in Rural Development, Dominant Publishers and Distributors, New Delhi.
4. Michael Edwards and Alan Fowler, 2003. NGO Management, Earthscan India, New Delhi.
5. United Nations System, 2003. A Guide for NGOs. 10th edition.

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