

M.A. INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT COURSE STRUCTURE

SEMESTER – I

		Mid-Sem	End Sem	Total
Paper – I	Principles and Practices of Management	15	60	75
Paper – II	Industrial Relations – I	15	60	75
Paper – III	Human Resource Management – I	15	60	75
Paper – IV	Labour Legislation and Case Law – I	15	60	75
Paper – V	Labour Economics and Labour Problems	15	60	75
			Total:	375

SEMESTER – II

Paper – VI	Industrial Relations – II	15	60	75
Paper – VII	Human Resource Management – II	15	60	75
Paper – VIII	Labour Legislation and Case Laws – II	15	60	75
Paper – IX	Labour Welfare and Labour Administration	15	60	75
Paper – X	Research Methodology and Quantitative Techniques	15	60	75
			Total:	375

SEMESTER – III

Paper – XI	Organisational Behaviour – I	15	60	75
Paper – XII	Human Resource Development	15	60	75
Paper – XIII	Social Security	15	60	75

A candidate has to select one of the Groups as Special Paper both for Semester-III and Semester-IV.

Group – A

Paper – XIV	Strategic HRM	15	60	75
Paper – XV	International HRM	15	60	75

Group – B

Paper – XIV	Plant level Labour Management Relations – I	15	60	75
Paper – XV	Trade Unionism – I	15	60	75
			Total:	375

SEMESTER – IV

Paper – XVI	Organisational Behaviour – II	15	60	75
Paper – XVII	Computer Learning and Application in Human Resource Management		50	50

Elective:

Group – A

Paper – XVIII	Organisational Change	15	60	75
Paper – XIX	Organisational Development	15	60	75

Group – B

Paper – XVIII	Plant Level Labour Management Relations – II	15	60	75
Paper – XIX	Trade Unionism – II	15	60	75

Core:

Paper – XX	Field Study			100
Paper – XXI	Comprehensive Viva-voce Seminar Presentation			50
			Total:	475
			Grand Total:	1600

DETAILED COURSE DESCRIPTION

SEMESTER – I

PAPER – I

Principles and Practices of Management

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Management: Concept, scope and management as an art, science and profession.
- 2) Management Process: Planning, organising, directing and controlling.

- 3) Functional areas of Management: Concept, functions and scope of Financial Management, Production Management, Marketing Management and Material Management.
- 4) Strategic Management: Nature and scope of strategic management, concept of core competent, strategy ad structure; management of strategic change.
- 5) Business Ethics: Concept and Practices in India.
- 6) Case Analysis (The question paper shall have a compulsory question on case analysis).

PAPER – II
Industrial Relations – I

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Industrial Relations: Concept and scope: John T. Dunlop's Industrial Relations System, Kochan, Katz and McKersie's Model of Industrial Relations.
- 2) Trade Unionism: Meaning, definition, objects and functions of trade unions, types of trade unions (classified by membership): craft, industrial, general, national unions and federations. Problems of Trade Unionism: leadership and politics, Union Recognition (criteria under the Code of Discipline and Union Recognition Rules in Odisha); Intra-Union and Inter-Union Rivalry.
- 3) Trade Union Movement in India before and after Independence.
- 4) Employers' Federations and Managerial Unionism:
 - a) Employers' Federations in India – Growth, functions, role in industrial relations
 - b) Managerial Unionism in India – Evolution of managerial unionism in India; factors influencing the formation of managerial unions in India; Role of managerial unions in Industrial Relations.
- 5) State and Industrial Relations:

State Policy and Industrial Relations, voluntarism: Tripartite labour machinery, Indian Labour Conference, Standing Labour Committee, Industrial Committees; Wage Boards, Evaluation and Implementation Committee, Industrial Truce Resolution.
- 6) International Labour Organisation (ILO): structure and functions; impact of ILO on industrial relations in India.
- 7) Case Analysis (The question paper shall have a compulsory question on case analysis).

PAPER – III
Human Resources Management – I

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Conceptual Framework: Meaning, scope, objectives and functions of Human Resource Management (HRM); Personnel administration, Industrial Relations and Labour Welfare and sub-functions covered under each of them.
- 2) Philosophy of HRM advanced by Scientific Management, Human Relations and Behavioural Schools of Thought and contributions of Fayol and Follette to management.
- 3) Environment of HRM in India – Economic, Demographic and Labour Market; Socio-Cultural, Political, Technological and Market Environments.
- 4) HRM Policy, Meaning of Policy, steps in policy formulation, Personnel/ HRM Programmes.
- 5) Structuring the HRM Department: Organisation Structuring Process, Internal Structure of Personnel/HRM Department. Line-Staff Dynamics of Personnel.
- 6) HRM Case Analysis (The question paper shall have a compulsory question on case analysis).

PAPER – IV
Labour Legislation and Case Law – I

Total Marks: 75 (End Semester 60 and Mid Semester 15)

Group – A

- 1) Objectives and Principles of Labour Legislation, Development and Growth of Labour Legislation in India, Concept of Social Justice and Labour Legislation.
- 2) Protective Labour Legislation: Factories Act, 1948; Mines Act, 1952; Odisha Shops and Commercial Establishments Act, 1956.
- 3) Regulative Labour Legislations: Industrial Disputes Act, 1947; Trade Unions Act, 1962; Industrial Employment (Standing Orders) Act, 1946.

Group – B

- 1) Ardeshir H. Bhindiwala vrs. State of Bombay, AIR, 1962, Supreme Court (Factory and Manufacturing Process).
- 2) Chintamani Rao vrs. State of Madhya Pradesh, AIR 1958 SC (Worker).
- 3) Bangalore Water Supply and Sewerage Board vrs. A. Rajappa, LLJ, April 1978 Supreme Court (Industry under the Industrial Disputes Act).

Examinees are required to answer three questions from Group-A and One question from Group-B.

PAPER – V
Labour Economics and Labour Problems

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Definition and Scope of Labour Economics
- 2) Economic Systems: Capitalism, Socialism, Mixed Economy, Features of Indian Economic System.

- 3) Labour Market: Features of Labour Market, Types of Labour Market, Characteristics of Labour Market in India.
- 4) Unemployment: Concept and Types of Unemployment, Problems of Unemployment in India.
- 5) Wage: Wage concepts, wage theories – Subsistence Theory, Wage Fund Theory, Residual Claimant Theory, Managerial Productivity Theory, Demand and Supply Theory and Collective Bargaining Theory.
- 6) Indian Labour Problems: Problems of women, child, migrant, contract and agricultural labour.

SEMESTER – II
PAPER – VI
Industrial Relations – II

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Theories of Trade Union Movement: Sidney and Beatrice Webbs, Perlman, Robert Hoxie, Karl Marx and Mahatma Gandhi.
- 2) Industrial Conflicts: Meaning, Scope, Causes, Manifestations and Consequences of industrial conflicts, methods of resolution of industrial conflicts – Mutual Negotiation, Conciliation, Voluntary Arbitration and Adjudication.
- 3) Collective Bargaining: Meaning, Nature, Scope, Process and Strategies of Collective Bargaining; Theories of Collective Bargaining – Governmental Theory, Walton and McKersie's Approach; Recent trends in collective bargaining in India.
- 4) Workers' Participation in Management: Meaning, Scope and Objectives of Participation; Forms and levels of participation; Participative Management – The Indian Experience.
- 5) Grievance Handling Meaning and Grievance Source and Consequences of Grievances Model Grievance Procedure; Stepladder system and Open Door Policy.
- 6) Disciplinary Action: Meaning of Discipline; Evolution of the principles and procedure of disciplinary action; Minor and Major offences; types of punishment; steps involved in disciplinary action – Issuing charge sheet, submission of explanation, conducting domestic enquiry, Recording the findings of the Enquiry Officer, Awarding Punishments; McGregor's Hot Stove Rule.

Case Analysis (The question paper shall have a compulsory question on case analysis).

PAPER – VII
Human Resource Management – II

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Human Resources Planning: Identifying Organisation's human resource requirements. Human Resources forecasting, Human Resources Inventory, Job Analysis.
- 2) Human Resources Procurement: Recruitment, Selection, Placement, Human Resources Adjustment, Transfer and Promotion.
- 3) Performance Appraisal – Meaning, Scope, Objectives, Methods, and Process of Performance Appraisal; Errors in Appraisal; Performance Management System: Meaning, Scope and Balanced Score Card Approach to PMS.
- 4) Human Resources Maintenance: Wage and Salary Administration – Concepts, Factors for wage determination, Wage structures and differentials, Job Evaluation, Wage Incentives; Employees Benefits and Services.
- 5) Human Resources Integration: Organisational Justice, Employee Commitment and Involvement through HRD strategies.
- 6) Human Resource Separation Plans: Combating Quits, Planning Post-retirement benefits, Policy issues in separation.

Case analysis (The question paper shall have a compulsory question on case analysis).

PAPER – VIII
Labour Legislation and Case Law – II

Total Marks: 75 (End Semester 60 and Mid Semester 15)

Group – A

- 1) Protective Labour Legislation: Inter-State Migrant Workmen's Act, 1979; Contract Labour (Regulation and Abolition) Act, 1970, Child Labour Regulation and Prohibition Act, 1986.
- 2) Wages and Bonus Legislation: Payment of Wages Act, 1986; Minimum Wages Act, 1948; Payment of Bonus Act, 1965.
- 3) Miscellaneous Legislation: RTI Act, 2005, Equal Remuneration Act, 1976; Mahatma Gandhi National Rural Employment Guarantee Act, 2008.

Group – B

Case Laws:

1. Jalan Trading Co. Pvt. Ltd. vrs. Mazdoor Union, AIR, 1966, Supreme Court (Payment of Bonus).
 2. Workmen on Orient Paper Mills Ltd. vrs. Orient Paper Mills Ltd. AIR 1968 Supreme Court (Payment of Minimum Wages).
 3. Chatge and Patil Concerns Employees Union vrs. Ghatage and Patil Transports Pvt. Ltd. AIR 1968 Supreme Court (Motor Transport Workers Act).
 4. R.K. Panda vrs. Steel Authority of India, AIR, Supreme Court, Contract Labour Regulation & Abolition) Act, 1970.
- Examinees are to answer THREE questions from Group-A and ONE question from Group-B.

PAPER – IX
Labour Welfare and Labour Administration

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Labour Welfare: Concept, Scope, Principles and Philosophy (Approaches).
- 2) Development of Labour Welfare in India.

- 3) Welfare Programmes – Statutory – Canteen, Crèche; Non-Statutory – Housing, Workers' Education, Workers' Cooperatives.
- 4) Industrial Safety and Hygiene: Accidents – Concept, causes and consequences, prevention of accidents and safety programmes; Industrial Health and Hygiene; Occupational Diseases, Prevention and Curative Programmes.
- 5) Welfare Officer: Appointment, Status and Functions in Factories and Mines.
- 6) Labour Administration: Labour Administration Machinery at State and Central Levels; Labour Administration Machinery in Odisha.

PAPER – X

Research Methodology and Quantitative Techniques

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Meaning and importance of Social Science Research, Methods of Social Science Research – Historical Method, Case Study Method, Survey Method.
- 2) Research Design I: Identification of Research Problem, Hypothesis, Sources of Data Collection.
- 3) Research Design II: Sampling Methods; Tools of Data Collection – Schedule, Questionnaire, Interview and Observation; Report Writing.
- 4) Quantitative Techniques: Tabulation, Arithmetic Mean, Median, Mode, Standard Deviation; Coefficient of Correlation, Rank Correlation; Chi Square.

SEMESTER – III

PAPER – XI

Organisational Behaviour – I

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Organisational Behaviour: Concept, Scope, and Approaches.
- 2) Components of OB system: Inputs – Objectives and resources; Throughout (OB Process); Formal Organization System, Individual system and social system as components; Intervening process – OB modification and reinforcement; Output – Organisational Effectiveness.
- 3) Formal Organizational System; Organizational Structuring Process: Bureaucratic, Project and Matrix Structures; Organisational Environment: Work culture; Organisational Climate.
- 4) Individual in the world of work: Perceptions, personality, work alienation and involvement, Quality Circles, Team Building.
- 5) Social System: Informal Groups and Organisation, Group Dynamics.
Case Analysis (The question paper shall have a compulsory question on case analysis).

PAPER – XII

Human Resources Development

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Human Resources Development: Importance of Human Resources; Concept and Philosophy of HRD: Human Resources Accounting.
- 2) HRD Mechanisms: Performance Appraisal; Potential Appraisal Feedback and Counselling; Career Planning and Development; Job Rotation, Training; Organisational Development: Research and Systems Development; Employee Welfare and Quality of Work Life.
- 3) Knowledge as an input in HRD and Knowledge Management.
- 4) Training and Development: Meaning of Training Development and Education; Concept of Learning, Organising a Training Programme; Types of Training – Apprenticeship Training, Supervisory Training, Training within Industry, Executive Development; Evaluation of Training.
- 5) Training and Development Methods: Lecture; Syndicate discussion method; Case Study: Role Play; Management games; Inbasket exercises: Managerial Grid; Sensitivity Training; Management by Objectives; Transactional analysis; Transcendental Meditation.
- 6) HRD practices in Indian Organisations.
- 7) Human Information System and Human Resource Audit.
Case Analysis (The question paper shall have a compulsory question on case analysis).

PAPER – XIII

Social Security

Total Marks: 75 (End Semester 60 and Mid Semester 15)

Group – A

- 1) Social Security: Concept and scope; social assistance and social insurance; Development of Social Security in India and Social Security measures in India.
- 2) Social Security Legislation in India: Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948; Payment of Gratuity Act, 1972; Employees Provident Fund Act, 1952; Maternity Benefit Act, 1961.

Group – B

Case Law:

- 1) Employees' State Insurance Corporation, Bhopal vrs. The Central Press, LLJ, 1977, Supreme Court (ESI).
- 2) Taurnamulla Estate vrs. Their Workmen, LLJ 1972, Supreme Court (Gratuity).
- 3) State of Punjab vrs. Satpal, AIR 1970, Supreme Court (Provident Fund).

- 4) Mackinnon Mackenzie and Co. Pvt. Ltd. vrs. Ibrahim Mohammad Issac, AIR, 1996, Supreme Court (Workmen's Compensation).
- 5) Examinees are to answer THREE questions from Group-A and ONE question from Group-B.

Elective:

(A candidate has to select one of the Groups as Special Paper both for Semester III and Semester IV).

**GROUP – A
PAPER – XIV
Strategic HRM**

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Concept and scope of Strategic HRM.
- 2) Integration of Business Strategy and HR Strategy: Stages in the evolution of Business and HR Planning Integration; Determinants of Integration between Business Strategy and HR Planning; Business Strategy Planning Problems and Implications for HR Managers.
- 3) Implementation of HR strategy: various processes involved in implementation.
- 4) Evolution of Strategic HRM in India.
- 5) Case Analysis (Compulsory).

**PAPER – XV
International HRM**

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Internationalisation, Globalisation and Emergence of Transnational Enterprises; International Division of Labour and Labour Market.
- 2) The culture factor in HR and Corporate Policy: Cross-National Organisational Research; Cultural diversity and culture shock.
- 3) Strategic planning and organisational structure in multinational corporations.
- 4) HRM theories and models from an International perspective: Perlmutter's Management Orientations towards HR; Adler and Ghadar's Phases of internationalisation and impact on the focus of HRM; the Two logics of Evans and Lorange: Developing capable transnational managers.
- 5) HRD and staff-flow policy, international transfers, Training and Development, Designing and Implementing the Staffing Policy.
- 6) Compensation and Appraisal of International Staff.
- 7) Human Resource Management and Industrial Relations Practices in USA, UK and Japan.
- 8) Case Analysis (Compulsory)

**GROUP – B
PAPER – XIV**

Plant Level Labour Management Relations – I

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Evolution of Labour Management Relations: Primitive Stage; Agrarian Economy Stage; Serfdom Stage; Handicraft Stage; Cottage Industry Stage; Industrial Capitalism Stage.
- 2) Nature and scope of Labour Management Relations at Plant Level; Labour Management Relations and the Industrial Environment.
- 3) Socio-economic and Political ideologies and Labour Management Relations.
- 4) Patterns Labour Management Relations: Conflictive, Regulative, Consultative, Assimilative, Participative.
- 5) Stages of Labour Management Relations: Conflict Containment, Power Bargaining, Accommodation, Deal Bargaining Cooperation.
- 6) Labour Management Relations at different levels in the Plant: Shop-floor level, Middle-level and Top-level.
Case Analysis: The question paper shall have a compulsory question on case analysis)

**PAPER – XV
Trade Unionism – I**

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Industrialisation and Emergence of Trade Unions: Factors relevant for the growth of trade unionism in India.
- 2) Trade Unions: Organisational Perspective; Types of Trade Unions Reformists Unions. Business Unions, Friendly or Uplift Unionism and Predatory Unions.
- 3) Union Security measures: Check off, Agency Shop, Open Shop, Closed Shop, Maintenance Shop, etc.
Trade Union structure with special reference to affiliation.
- 4) Trade Union membership and agencies: latest emerging trends.
- 5) Trade Union Recognition and Trade Union Rivalry Impact and RI.
- 6) Union Leadership issue, its latest trends, leadership viz., politicisation of Trade Union, Role of Trade Union Federations.
- 7) Case Analysis (The question paper shall have a compulsory question on case analysis)

**SEMESTER – IV
Paper – XVI
Organisational Behaviour – II**

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Strategies for Managing Formal Organisations: Decision-making and control, Leadership – Theories and Types; Communication – Processes and barriers; Organisational Learning.
- 2) Job Designing, Job Analysis, Job Enlargement, Job Enrichment, Quality of Work Life.
- 3) Motivation: Concept and Theories of Motivation of Maslow, Alderfer, Herzberg, Vroom, Lawler and Porter and Adam's Equity Theory.
- 4) Strategies for Managing Synergetic Areas: Managing conflict and stress, managing power and politics.
- 5) Case Analysis (The question paper shall have a compulsory question on case analysis)

Paper – XVII
Computer Learning and Application in HRM

Computer Fundamentals:

- 1) Fundamentals of Computer, Block Diagram of a Computer System; Different Generations of Computer; Computer Language and Translators; I/O devices; Specification of Computer Systems.
- 2) Operating Systems: Types of OS, Basic services of OS, OS Functions and Commands (with special reference to MS-Windows), Computer Networks; Types of Network, LAN, WAN, MAN, Internet and FTP, Client Server Architecture.
- 3) MIS: What is MIS? System Development Lifecycle (SDLC), Introduction to Database (FOX-PRO), Features (Create, Append, Edit, List, Display, Replace, Modify, Sort, Locate), Database Programming with special reference to HRM.
- 4) Electronic Spreadsheets: Ms-Excel, Graphs, Statistical functions.
- 5) Enterprise Resource Planning and HRM.

Electives

Group – A
Paper – XVIII
Organisational Change

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Organisational Change, meaning and importance.
- 2) Perspectives on change: Contingency perspective. Resource Dependence perspective, Population-Ecology perspective, Institutional Perspective.
- 3) Types of change – Continuous or Incremental change, Discontinuous change Participative and Directive change.
- 4) Change programmes: Steps to implement change in Business process.
- 5) Content Areas of Change: Technology, Marketing, Quality and Cost.
- 6) Case Analysis (Compulsory).

Paper – XIX
Organisational Development

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Organisational Development: Concept and scope and Historical Perspective of OD.
- 2) OD and External Environment.
- 3) The OD Process.
- 4) OD Interventions – Traditional and Modern methods.
- 5) Conditions for Optimum Success of OD.
- 6) OD in Indian organisations.
- 7) Case Analysis (Compulsory).

Group – B
Paper – XVIII
Plant Level Labour Management Relations – II

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) Standing Order and their administration.
 - 2) Works Committees: Joint Management Councils; Worker Director; Joint Committees; Quality Circles; Small Group Activities; Suggestion Scheme; Collective Bargaining; Internal-Customer Service Model (The Practice of SAIL).
 - 3) Grievance Handling: Step-ladder system and open-door policy: Steps in handling grievances; Principles of grievance handling; grievance handling practices in some companies.
 - 4) Disciplinary action: Drafting Charge Sheet; conducting domestic enquiry; Approaches to deal with cases of indiscipline; Role of trade unions in maintenance of discipline in the plant; Legal constraints.
 - 5) Work-stoppages: Strikes, Lockouts, Dharnas, Gheraos, Methods of Conflict Resolution.
 - 6) Communication with the Workforce: Communication as induction; Communication of Standing Orders; Communication and Grievance Procedure Communication a Technological Change; Communication as negotiation with trade unions; the culture of two-way communication.
- Case Analysis (The question paper shall have a compulsory question on case analysis)

Paper – XIX
Trade Unionism – II

Total Marks: 75 (End Semester 60 and Mid Semester 15)

- 1) State and Trade Unions.

- 2) Workers involvement in Trade Unions. How and why workers join the Union venerable of Union involvement.
- 3) Trade Union and Workers: Workers Perception towards Unions. Workers role in Unions. Workers role in union functioning; Workers participation in union activities; Worker-leader analysis.
- 4) Management of Trade Unions: Compendium of tasks recruitment of members, collection of subscription, resolution of grievances, management of rank and file members, managing the management commutation return work and framework of Administration.
- 5) New Directions in Trade Unionism in India; White Collar Unionism; Rural Unionism; Emergence of unions in the Unorganised Sector.
- 6) Impact of New Economic Policy on the Trade Union Movement in India; Response of Unions to the new challenges. Case Analysis (The question paper shall have a compulsory question on case analysis)

Paper – XX:	Field Study	100 marks
Paper – XXI:	a) Comprehensive Viva-Voce	50 marks
	b) Seminar Presentation	50 marks

BOOKS AND JOURNALS RECOMMENDED

SEMESTER – I

Paper – I: Principles and Practices of Management

1. Koontz and O'Donnell, *Management*.
2. Koontz and Wehrich, *Essentials of Management*.
3. L.M. Prasad, *Principles and Practices of Management*.
4. Y.K. Bhushan, *Fundamentals of Business Organisation and Management*.
5. Burton and Thakur, *Management Today: Principles and Practice*.
6. T.N. Chhabra, *Managing People at Work*.

Paper – II: Industrial Relations – I

1. P.R.N. Sinha *et al.* *Industrial Relations and Labour Legislation*.
2. C.S. Venkataraman, *Industrial Relations*.
3. S.D. Puneekar *et al.*, *Labour Welfare, Trade Unions and Industrial Relations*.
4. A.M. Sarma, *Industrial Relations*.
5. C.B. Mamoria *et al.*, *Industrial Relations*.
6. Ratna Sen, *Industrial Relations in India*.
7. T.N. Chhabra, *Industrial Relations*.
8. P.C. Tripathy and C.B. Gupta, *Industrial Relations and Labour Laws*.
9. Arun Monappa, *Industrial Relations*.
10. N.N. Chatterjee, *Industrial Relations in India's Developing Economy*.
11. E.A. Ramaswamy and Uma Ramaswamy, *Industry and Labour*.
12. Shri Ram Centre for Industrial Relations and Human Resources, *Indian Journal of Industrial Relations*.

Paper – III: Human Resources Management – I

1. T.N. Chhabra, *Human Resource Management*.
2. Jyoti and Venkatesh, *Human Resource Management*.
3. K. Aswathappa, *Human Resource Management*.
4. C.B. Gupta, *Human Resource Management*.
5. NIPM, *Personnel Today* (Journal)
6. *Harvard Business Review* (Journal).
7. P. Subba Rao, *Essentials of Human Resource Management and Industrial Relations*.
8. R.S. Dwivedi, *Managing Human Resources: Industrial Relations in Indian Enterprises*.
9. Edwin Flippo, *Personnel Management*.
10. Gary Dessler, *Human Resource Management*.
11. J. Storey (ed.), *New Perspectives on Human Resource Management*.
12. Cascio, *Human Resource Management*.

Paper – IV: Labour Legislation and Case Law – I

1. S.P. Jain, *Industrial and Labour Laws*.
2. S.C. Srivastava, *Industrial and Labour Laws*.
3. P.L. Mallik, *Labour and Industrial Law*.
4. A.M. Sarma, *Industrial Jurisprudence*.
5. Concerned bare Acts and Case Laws.
6. *Labour Law Journal*.
7. *Labour Law Reporter*.

Paper – V: Labour Economics and Labour Problems

1. T.N. Bhagoliwala, *Labour Economics*.
2. B.P. Tyagi, *Economic Systems*.
3. R.C. Saxena, *Labour Problems and Social Welfare*.

SEMESTER – II

Paper – VI: Industrial Relations – II

Same as Paper – II: Industrial Relations – I

Paper – VII: Human Resource Management – II

Same as Paper – III: Human Resource Management – I

Paper – VIII: Labour Legislation and Case Laws – II

Same as Paper – IV: Labour Legislation and Case Laws – I

Paper – IX: Labour Welfare and Labour Administration

1. S.D. Punekar *et al.*, *Labour Welfare, Trade Unions and Industrial Relations*.
2. A.M. Sarma, *Aspects of Labour Welfare and Social Security*.
3. M.V. Moorthy, *Principles of Labour Welfare*.
4. K.N. Vaid, *Labour Welfare in India*.

Paper – X: Research Methodology and Quantitative Techniques

1. B.A.V. Sharma, *et al.* (Ed.), *Research Methods in Social Sciences*.
2. Vidyadhar Agnihotri, *Techniques of Social Research*.
3. B.N. Ghosh, *Scientific Methods and Social Research*.
4. Goode and Hatt, *Methods of Social Research*.
5. M.H. Gopal, *Introduction to research in Social Sciences*.
6. C.R. Kothari, *Research Methodology*.
7. S.R. Bajpai, *Methods of Social Survey Research*.
8. Wilkinson and Bhandarkar, *Methodology and Teachings of Social Research*.
9. Hans Raj, *Theory and Practice of Social Research*.
10. S.P. Gupta, *Statistical Methods*.
11. O.R. Krishnaswamy and M. Ranganatham, *Methodology of Research in Social Sciences*.

SEMESTER – III

Paper – XI: Organisational Behaviour – I

1. Fred Luthans, *Organisational Behaviour*.
2. Stephen Robbins, *Organisational Behaviour*.
3. Rao and Narayan, *Organisational Theory and Behaviour*.
4. K. Aswathappa, *Organisational Behaviour*.
5. Hersey and Blanchard, *Management of Organisational Behaviour*.
6. B.P. Singh and T.N. Chhabra, *Organisational Theory and Behaviour*.
7. McShane, Von Glinow and Sharma, *Organisational Behaviour*.
8. Keith Davis and Newstorm, *Organisational Behaviour*.

Paper – XII: Human Resource Development

1. T.V. Rao and Perira (Ed.), *Recent Experiences in Human Resource Development*.
2. B.L. Mathur, *Human Resource Development: Strategic Approaches and Experiences*.
3. D.V. Agarwal, *Manpower Planning and Training and Development*.
4. Srinivas Kandula, *Strategic Human Resource Development*.
5. ILO, *An Introduction to Training and Training Methods for Management Development*.

Paper – XIII: Social Security

1. A.M. Sarma, *Social Security*.
2. Vivek and Bhattacharya, *Social Security Measures in India*.
3. Concerned Bare Acts and Case Laws.

ELECTIVES

Group – A

Paper – XIV: Strategic HRM

1. Charles R. Greer, *Strategic HRM*.
2. Aradhana Sharma, *Strategic HRM: An Indian Perspective*.
3. Tanjuna Aggarwal, *Strategic HRM*.

Paper – XV: International HRM

1. Dowling, Welch and Schuler, *International Human Resource Management: Managing People in a Multinational Context*.
2. S.C. Gupta, *Text Book of International HRM*.
3. P. Subba Rao, *International HRM*.
4. Terence Jackson, *International HRM*.
5. Anna-Wildtarzing and Ruysseveldt, *International HRM*.
6. Monir H. Tayeb, *International HRM*.
7. D. Orrington, *International HRM*.
8. *Harvard Business Review* (Journal).

Group – B

Paper XIV: Plant Level Labour Management Relations – I

Same as Paper – II: International Relations – I)

Paper – XV: Trade Unionism – I

Same as Paper – II: Industrial Relations – I).

SEMESTER – IV

Paper – XVI: Organisational Behaviour – II

Same as Paper – XI: Organisational Behaviour – I

Paper – XVII: Computer Learning and Application in Human Resource Management

1. V. Rajaramana, *Fundamentals of Computers*.
2. Orillia, *Introduction to Business Data Processing*.

**Electives
Group – A**

Paper – XVIII: Organisational Change

1. V. Nilakanth and S. Ramnarayan, *Organisational Change*.
2. Konter, Stein and Jick, *The Challenge of Organisational Change*.

Paper – XIX: Organisational Development

1. French and Bell, *Organisation Development*.
2. Fred Luthans, *Organisational Behaviour*.
3. Ramanarayan *et al.*, *Organisational Development*.

Group – B

Paper – XVIII: Plant Level Labour Management Relations – II

Same as Paper – II: Industrial Relations – I

Paper – XIX: Trade Unionism – II

Same as Paper – II: Industrial Relations – I.