

Course of Studies for
Masters in Industrial Relations
and
Personnel Management

CHOICE BASED CREDIT SYSTEM

2016-17



Berhampur University

Bhanja Bihar , Berhampur -760007

Odisha, India

COURSE STRUCTURE
MASTER IN INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT
 Total Credits to be completed – 80 Minimum semesters allowed – 4 semesters

SEMESTER-I						
Paper Code	Course Title	L	T	P	Credit	Marks
IRPM-CC 101	Principle and Practices of Management	3	1	-	4	100
IRPM-CC 102	Industrial Relations	3	1	-	4	100
IRPM-CC 103	Human Resource Management	3	1	-	4	100
IRPM-CC 104	Industrial Jurisprudence and Labour Legislations	3	1	-	4	100
IRPM-CC 105	Industrial and Labour Economics	3	1	-	4	100
SEMESTER-II						
IRPM-CC 201	Trade Unions and Employment Relations	3	1	-	4	100
IRPM-CC 202	Organisational Behaviour	3	1	-	4	100
IRPM-CC 203	Labour Welfare & Labour Administration	3	1	-	4	100
IRPM-CC 204	Labour Legislations and Case Law	3	1	-	4	100
IRPM-CC 205	Research Methodology & Quantitative Techniques	3	1	-	4	100
SEMESTER-III						
IRPM-CC 301	Social Security	3	1	-	4	100
IRPM-CC 302	Human Resource Development	3	1	-	4	100
*Elective : A (Group-I)						
IRPM- CE 303	Compensation Management	3	1	-	4	100
IRPM- CE 304	Performance Management	3	1	-	4	100
*Elective : A (Group-II)						
IRPM- CE 305	Comparative Employee Relations & Trade Unionism	3	1	-	4	100
IRPM- CE 306	International Worker's Participation Management	3	1	-	4	100
*A student has to opt any one group from Elective- A						
Under CBCT (Open for the students of other Departments)						
IRPM-AE 307	Corporate Social Responsibility	3	1	-	4	100
IRPM-AE 308	Training and Development	3	1	-	4	100
SEMESTER-IV						
IRPM-CC 401	Organisational Change & Development	3	1	-	4	100
IRPM-CC 402	I. Human Resource Information System (HRIS)	1		1	2	50
	II. Seminar Presentation	-		2	2	50
IRPM-CC 403	Field Work Report and Viva- voce	1	-	3	4	75 +25
*Elective : B (Group-I)						
IRPM- CE 404	International HRM	3	1	-	4	100
IRPM- CE 405	Strategic HRM	3	1	-	4	100
*Elective : B (Group-II)						
IRPM- CE 406	Corporate Social Responsibility	3	1	-	4	100
IRPM-CE 407	Knowledge Management	3	1	-	4	100
*A student has to opt any one group from Elective- B						
Industrial Study Tour : (Compulsory)					Non Credit	

CC- Core Course: 1500 = 60 Credit (Mandatory with no Choice)
 CE-Core Elective: 400 = 16 Credit (Mandatory with choice departmentally)
 AE-Allied Elective: 100 = 04 Credit (Mandatory with choice Inter-departmental)
 (L-Lecturer, T-Tutorial, P-Practical)

DETAILED COURSE STRUCTURE

SEMESTER – I

IRPM-CC: 101. PRINCIPLES AND PRACTICES OF MANAGEMENT

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Management: Concept, Scope and Management as an Art, Science and Profession. Management Process: Planning, Organising, Directing and Controlling. Development of Management Thought: advanced by Scientific Management, Human Relations and Behavioural Schools and contributions of Fayol and Follette to management.

Unit-II

Functional areas of Management: Concept, functions and scope of Financial Management, Production Management, Marketing Management and Material Management.

Unit-III

Strategic Management: Nature and scope of Strategic Management, Concept of Core Competence, Strategy and Structure; Management of Strategic Change.

Unit-IV

Business Ethics: Concept and Practices in India.

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

IRPM-CC: 102. INDUSTRIAL RELATIONS

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Industrial Relations: Concept, Scope; Perspectives on IR: Unitary, Pluralistic; Models: John T. Dunlop's Industrial Relations System, Kochan, Katz and McKersie's Model of Industrial Relations.

Unit-II

Industrial Conflict: Concept Forms and Causes of industrial Disputes; Settlement and prevention Mechanisms, Grievance handling, Collective bargaining, Workers participation in Management

Unit-III

State and Industrial Relations: State Policy and Industrial Relations, voluntarism: Tripartite labour machinery, Indian Labour Conference, Standing Labour Committee, Industrial Committees; Wage Boards, ; International Labour Organisation (ILO): Structure and Functions; Impact of ILO on industrial relations in India.

Unit-IV

Disciple at Work Place: 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 McGregor's Hot Stove Rule.

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

IRPM-CC: 103. HUMAN RESOURCE MANAGEMENT

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Conceptual Framework: Meaning, scope, objectives, policy, programmes and functions of Human Resource Management (HRM). Structuring the HRM Department

Unit-II

Human Resources Planning: Identifying Organisation's human resource requirements. Human Resources forecasting, Human Resources Inventory, Job Analysis. Human Resources Procurement: Recruitment, Selection, Placement, Human Resources Adjustment, Transfer and Promotion.

Unit-III

Performance Appraisal – Meaning, Scope, Objectives, Methods, and Process of Performance Appraisal; Errors in Appraisal.

Wage and Salary Administration – Concepts, Factors for wage determination, Wage Structures and Differentials, Job Evaluation, Wage Incentives.

Unit-IV

Human Resources Integration: Organisational Justice, Employee Commitment and Involvement through HRD Strategies. Human Resource Separation Plans: Combating Quits, Planning Post-retirement benefits, Policy issues in Separation.

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

IRPM-CC: 104. INDUSTRIAL JURISPRUDENCE AND LABOUR LEGISLATIONS

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Objectives and Principles of Labour Legislation, Development and Growth of Labour Legislation in India, Concept of Social Justice and Labour Legislation.

Unit-II

Protective Labour Legislation: The Factories Act, 1948; The Mines Act, 1952; The Orissa Shops and Commercial Establishments Act, 1956.

Unit-III

Regulative Labour Legislations: The Industrial Disputes Act, 1947; The Trade Unions Act, 1962; The Industrial Employment (Standing Orders) Act, 1946.

Unit-IV

Ardeshir H. Bhindiwala vrs. State of Bombay, AIR, 1962, Supreme Court (Factory and Manufacturing Process).

Chintamani Rao vrs. State of Madhya Pradesh, AIR 1958 SC (Worker).

Bangalore Water Supply and Sewerage Board vrs. A. Rajappa, LLJ, April 1978 Supreme Court (Industry under the Industrial Disputes Act).

Management of Pradip Lamp Works, Patna Vrs. Their Workmen, LLJ, 1970 (Industrial Dispute under the Industrial Disputes Act, 1947)

IRPM-CC: 105. INDUSTRIAL AND LABOUR ECONOMICS

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Industries: Structure and factors influencing size of industry, size, location and factors influencing location of Industry.

Financial Institutions: Government and Private Financial Institutions, Nationalized and Private Banks, Industrial Policies – Licensing Policy, FERA, FEMA, EXIT Policy.

Unit-II

Definition, Nature and Scope of Labour Economics.

Economic Systems: Capitalism, Socialism, Mixed Economy, Features of Indian Economic System.

Unit-III

Labour Market. Demand for and supply of labour, Characteristics of Indian Labour Market, Changing scenario, Concept of Employment and wage.

Unit-IV

Concept of Employment, Unemployment, Under Employment. Theories of employment, Unemployment problem in India. Concept of wages; theories of wages. National wage policy.

SEMESTER – II

IRPM-CC: 201. TRADE UNIONS AND EMPLOYMENT RELATIONS

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Introduction to Trade Union: Meaning, Definition, Objects; Theories of Trade Union: Sidney and Beatrice Webb, Perlman, Robert Hoxie, Karl Marx and Mahatma Gandhi.

Unit-II

Trade Unions: and functions: types of trade unions: Grow history of Trade union in India; Post Liberalization; Problems of Trade Union; Union Recognition Rules in Odisha.

Unit-III

Managerial Unionism: Employers' Federations, Growth and functions. Role of Employers' Federations in Industrial Relations

Unit-IV

International Trade Unionism; Trade Unions and its interface with technology and market.

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

IRPM-CC: 202. ORGANISATIONAL BEHAVIOUR

Total Marks: 100 (End Semester 80 and Mid Semester20)

Unit: I

OB: An overview & Learning; Values and Attitudes; Personality & Personality Attributes; Perception & Attributes on Social perception.

Unit: II

Motivation: Principles, applications and exercises; Contentment and Process Theories; Emotions & Emotional Intelligence Attitude: Concept, Formation of attitude, Types of attitude and significance of attitude

Unit: III

Communication in Organizations: Group & Team behaviour; Interpersonal Communications; Communication Process and Barriers; Interpersonal Behaviour; Communication in Groups Corporate Etiquette and Cross-Cultural Communication.

Unit: IV

Leadership: Theories on Leadership; Decision-making in organizations; Conflict & Negotiation

IRPM-CC: 203. LABOUR WELFARE AND LABOUR ADMINISTRATION

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

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

Unit-II

Welfare Programmes – Statutory – Canteen, Crèche; Non-Statutory – Housing, Workers' Education, Workers' Cooperatives.

Welfare Officer: Appointment, Status and Functions in Factories and Mines.

Unit-III

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.

Unit-IV

Labour Administration: Labour Administration Machinery at State and Central Levels; Labour Administration Machinery in Odisha.

IRPM-CC: 204. LABOUR LEGISLATIONS AND CASE LAW

Total Marks: 100 (End Semester 80 and Mid Semester20)

Unit-I

Protective Labour Legislations: The Inter-State Migrant Workmen's Act, 1979; The Contract Labour (Regulation and Abolition) Act, 1970.

Unit-II

The Building and other construction workers (Regulation of Employment and Conditions of Service) Act, 1996. The Child Labour (Regulation and Prohibition) Act, 1986.

Unit-III

Wages and Bonus Legislations: The Payment of Wages Act, 1986; the Minimum Wages Act, 1948; the Payment of Bonus Act, 1965.

Unit-IV

Jalan Trading Co. Pvt. Ltd. vrs. Mazdoor Union, AIR, 1966, Supreme Court (Payment of Bonus).

Workmen on Orient Paper Mills Ltd. vrs. Orient Paper Mills Ltd. AIR 1968 Supreme Court (Payment of Minimum Wages).

Chatge and Patil Concerns Employees Union vrs. Ghatage and Patil Transports Pvt. Ltd. AIR 1968 Supreme Court (Motor Transport Workers Act).

R.K. Panda vrs. Steel Authority of India, AIR, Supreme Court, Contract Labour Regulation & Abolition) Act, 1970.

IRPM-CC: 205. RESEARCH METHODOLOGY AND QUANTITATIVE TECHNIQUES

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Meaning and importance of Social Science Research, Methods of Social Science Research – Historical Method, Case Study Method, Survey Method.

Unit-II

Research Design I: Identification of Research Problem, Hypothesis, Sources of Data Collection.

Unit-III

Research Design II: Sampling Methods; Tools of Data Collection – Schedule, Questionnaire, Interview and Observation; Report Writing.

Unit-IV

Quantitative Techniques: Tabulation, Arithmetic Mean, Median, Mode, Standard Deviation; Coefficient of Correlation, Rank Correlation; Chi Square.

SEMESTER – III

IRPM-CC: 301. SOCIAL SECURITY

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Social Security: Concept, scope and approaches; Social Assistance and Social Insurance; Development of Social Security in India.

Unit-II

Social Assistance Legislations in India: The Employees' Compensation Act, 1923; The Payment of Gratuity Act, 1972; The Maternity Benefit Act, 1961.

Unit- III

Social Insurance Legislations in India: The Employees' State Insurance Act, 1948, The Employees Provident Fund and Miscellaneous Provisions Act, 1952

Unit-IV

Case Law:

Employees' State Insurance Corporation, Bhopal vrs. The Central Press, LLJ, 1977, Supreme Court (ESI); Taurnamulla Estate vrs. Their Workmen, LLJ 1972, Supreme Court (Gratuity); State of Punjab vrs. Satpal, AIR 1970, Supreme Court (Provident Fund); Mackinnon Mackenzie and Co. Pvt. Ltd., vrs. Ibrahim Mohammad Issac, AIR, 1996, Supreme Court (Workmen's Compensation).

IRPM-CC: 302. HUMAN RESOURCES DEVELOPMENT

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Human Resources Development: Importance of Human Resources; Concept and Philosophy of HRD: Human Resources Accounting.

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.

Unit-II

Knowledge Management: Meaning and Importance; Types of knowledge; Knowledge Management Process; Role of HR in institutionalising Knowledge Management in an Organisation.

Unit-III

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.

Training and Development Methods: Lecture; Syndicate discussion method; Case Study; Role Play; Management games; In-basket exercises; Managerial Grid; Sensitivity Training; Management by Objectives; Transactional Analysis; Transcendental Meditation.

Unit-IV

HRD practices in Indian Organisations, Human Resource Accounting and Audit.

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

*Elective: A

IRPM-CE: 303. COMPENSATION MANAGEMENT

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Introduction to Compensation Management: concept, definition, objectives, importance, components and determinants of Compensation. Job evaluation: concept, process, method, uses; compensation Planning.

Unit-II

Managing compensation: Designing a Compensation System, Internal, External Equity in Compensation Management, Compensation Policy formulation as a Retention Strategy. Effects of Compensation on Performance and Motivation.

Unit-III

Wage and Salary Administration: concept of wages. Wage determination process, methods of wage fixation, types of wages, wage differentials, wage policy and its importance. Different types of compensation, executive compensation system.

Unit-IV

Incentive and benefits administration: concept of incentives, benefits of incentive plan. Types of wage incentives plans, merits and demerits of individual and group incentive system, objectives and kinds of fringe benefits. Benefits determination process, employee benefit and services.

IRPM-CE: 304. PERFORMANCE MANAGEMENT

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Performance Management: Meaning, concept, scope, importance and process of Performance Management. Benefits of Performance management.

Unit-II

Performance Planning: role analysis and evaluating performance management; performance management and development, performance management and pay compensation.

Unit-III

Analyzing Performance Problem, Performance Management and Team. Competency Management: concept, competency development, competency mapping, gap analysis

Unit-IV

360 degree feedback, assessment centre, performance reviewing, coaching and counselling strategy for improving performance, cases on Performance Management in Manufacturing Service and IT sectors.

IRPM-CE: 305. COMPARATIVE EMPLOYEE RELATIONS AND TRADE UNIONISM

Unit-I

Conceptual and theoretical framework of Industrial Relations. Comparative methodology including comparative labour movement. System of Industrial Relations in UK, USA, Germany, Japan, China and South Africa System of Industrial Relations in India.

Unit-II

Workplace Behaviour and Consequences of globalization and change. Trade Unions and national and international policy-making bodies on labor standards; International Trade Unionism

Unit-III

Approaches of trade unions to globalization. Trade Unions and its interface with technology, market and distribution of power. Developments of trade unions in non-conventional sectors like IT, BPO, Call Centers, etc.

Unit-IV

Trade Union's role in Collective Bargaining, MNCs Negotiated Flexibilities, Out Sourcing

IRPM-CE: 306. INTERNATIONAL WORKER'S PARTICIPATION MANAGEMENT

Unit-I

Workers Participation and Industrial Democracy in UK, Germany and Australia.

Unit-II

Workers Participation in USA, Australia & Japan.

Unit-III

Collective Bargaining in UK, USA and Japan

Unit-V

Industrial Relations & Social systems of developed countries (USA, Japan, German)

UNDER CBCT (OPEN FOR THE STUDENTS OF OTHER DEPARTMENTS)

IRPM-AE: 307. CORPORATE SOCIAL RESPONSIBILITY

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Corporate Social Responsibility: Concept, development of business and importance of CSR with different view points. Corporate Governance and CSR.

Unit-II

History of CSR in India; Stakeholders in CSR, Intangible aspects of stake holders approach, stake holders' trade-offs.

Unit-III

Role of various institutions in CSR: Govt. NGOs, Educational Institutions and Media.

Unit-IV

Social Audit: Introduction, Scope and Objectives, CSR and Corporate Accountability, Types of Social Audit, Key Developments in Transparency and Reporting

IRPM-AE: 308. TRAINING AND DEVELOPMENT

Unit-I

Introduction to Training: Concept and importance of Training, Training process, objectives. Training needs assessment.

Unit-II

Learning: concept, principles of learning; conditions for effective learning, learning cycle, learning process, learning curve, how do trainees learn, learning and modification of behavior.

Unit-III

Effective Trainer: Instructor's competencies. Management of training environment, tools, infrastructure; training methods types of training, designing training

Unit-IV

Organization of Training: Training manual, organization of training selection and training of trainers, Govt. Agencies, workers' education.

SEMESTER-IV

IRPM-CC: 401. ORGANISATIONAL CHANGE & DEVELOPMENT

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Organisational Change: meaning and importance. Perspectives on change: Contingency perspective. Resource Dependence perspective, Population-Ecology perspective, Institutional Perspective.

Unit-II

Types of change: Continuous or Incremental change, Discontinuous change, Participative and Directive change. Change programmes: Steps to implement change in Business process.

Unit-III

Organisational Development: Concept and scope. OD and External Environment, OD Interventions – Traditional and Modern methods.

Unit-IV

Organisational Development Process, Conditions for Optimum Success of OD, OD in Indian organisations?

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

IRPM-CC: 402 (i). HUMAN RESOURCE INFORMATION SYSTEM

Total Marks: 50 (End Semester 50)

Unit-I

Computer Fundamentals:

Fundamentals of Computer, Block Diagram of a Computer System; Different Generations of Computer; Computer Language and Translators; I/O devices; Specification of Computer Systems.

Unit-II

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.

Unit-III

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.

Unit-IV

Electronic Spreadsheets: Ms-Excel, Graphs, Statistical functions.

Enterprise Resource Planning and HRM.

IRPM-CC: 402 (ii). SEMINAR PRESENTATIONS: 50 Marks

IRPM-CC: 403. FIELD WORK REPORT AND VIVA-VOCE: 75 Marks + 25 Marks = 100 Marks

IRPM-CE: 404. INTERNATIONAL HRM

Total Marks: 100 (End Semester 80 and Mid Semester20)

Unit-I

Internationalisation, Globalisation and Emergence of Transnational Enterprises; International Division of Labour and Labour Market.

The culture factor in HR and Corporate Policy: Cross-National Organisational Research; Cultural diversity and culture shock.

Unit: II

Strategic planning and organisational structure in multinational corporations. 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.

Unit; III

HRD and staff-flow policy, International Transfers, Training and Development, Designing and Implementing the Staffing Policy. Compensation and Appraisal of International Staff.

Unit: IV

Industrial Relations Practices in USA, UK and Japan. Workers participation in Germany. USA, UK and Japan

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

IRPM-CE: 405. STRATEGIC HRM

Total Marks: 100 (End Semester 80 and Mid Semester20)

Unit:I

Meaning, concept and scope of Strategic HRM.

Unit:II

Evolution of Strategic HRM in India.

Unit:III

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.

Unit:IV

Implementation of HR strategy: various processes involved in implementation.

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

IRPM-CE: 406. CORPORATE SOCIAL RESPONSIBILITY

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Corporate Social Responsibility: Concept, development of business and importance of CSR with different viewpoints. Corporate Governance and CSR and related theories.

Unit-II

History of CSR in India; Stakeholders in CSR, Intangible aspects of stake holders approach, stake holders' trade-offs.

Unit-III

Role of various institutions in CSR: Govt. NGO, Educational Institutions, Media.

Unit-IV

Social Audit: Introduction, Scope and Objectives, CSR and Corporate Accountability,: Types of Social Audit, Key Developments in Transparency and Reporting

IRPM-CE: 407. KNOWLEDGE MANAGEMNT

Total Marks: 100 (End Semester 80 and Mid Semester 20)

Unit-I

Knowledge Organization: & Management: Concept, objectives, types of knowledge, Future preparation for knowledge organization, understanding Knowledge Management in HR context.

Unit-II

Knowledge at the environmental and organizational level; Building knowledge organization: Issues and challenges for knowledge organization; Strategies for knowledge organization.

Unit-III

Enabling organization into knowledge enterprise; Implementation of knowledge management at organization /enterprise level. Structuring the new age HR organization.

Unit-IV

The value of knowledge drives and human asset valuation. Concept of Intellectual Capital, HR learning focus.

BOOKS AND JOURNALS RECOMMENDED

101: Principles and Practices of Management

1. L.M. Prasad, Principles and Practices of Management. Sultan Chand and Sons, 08 Edition.
2. T.N. Chhabra, Managing People at Work. Publisher: Dhanpat Rai & Co.
3. Anil Bhat and Arya Kumar, Principles, Processes and Practices, Oxford University Press, 2015.
4. Burton and Thakur, Management Today: Principles and Practice. McGraw Hill Education (India) Private Limited, 01 Edition.
5. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, 2015.
6. Koontz and O'Donnell, Management. Publisher: Tata McGraw - Hill Education, 02 Edition.
7. Koontz and Wehrich, Essentials of Management. Tata McGraw Hill Publishing, 2015.
8. DuBrin, Management Essentials, CENGAGE Learning, 09 Edition, 2015.
9. Griffin, Management: Principle and Applications, CENGAGE Learning, 10 Edition, 2015.
10. Robin Stephen, P. and Mary Coulter, Management, Pearson Education Ltd. New Delhi.

102: Industrial Relations

1. C.S. Venkataraman, Industrial Relations. Oxford University Press, 01 Edition.
2. Arun Monappa, Industrial Relations. Tata McGraw - Hill Education, 01 Edition
3. C.B. Mamoria et al., Industrial Relations. . Himalaya Publishing House Pvt. Ltd.,
4. E.A. Ramaswamy and Uma Ramaswamy, Industry and Labour. Oxford University Press.
5. P.C. Tripathy and C.B. Gupta, Industrial Relations and Labour Laws. Sultan Chand & Sons Publisher, 04 Edition.
6. P.R.N. Sinha et al. Industrial Relations and Labour Legislation. Pearson Publisher, 01 Edition
7. Ratna Sen, Industrial Relations in India. Laxmi Publications-New Delhi, 02 Edition.
8. S.D. Punekar et al., Labour Welfare, Trade Unions and Industrial Relations. Himalaya Publishing House.
9. T.N. Chhabra, Industrial Relations. Pentagon Press Publisher.
10. Shri Ram Centre for Industrial Relations and Human Resources, Indian Journal of Industrial Relations.
11. A.M. Sarma, Industrial Relations. Himalaya Publishing House Pvt. Ltd., 02 Edition.

103: Human Resources Management

1. Dr P. Jyothi, Human Resource Management, Oxford University Press, 2015
2. Uday Kumar Haldar and Juthika Sarkar, Human Resource Management, Oxford University Press, 2015
3. T.N. Chhabra, Human Resource Management. Dhanpat Rai & Co. Publisher.
4. Jyoti and Venkatesh, Human Resource Management. Oxford University Press India. 2014
5. K. Aswathappa, Human Resource Management. McGraw Hill Education (India) Private Limited, 07 Edition.

6. C.B. Gupta, Human Resource Management. Sultan Chand and Sons Publisher, 14 Edition.
7. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations. Himalaya Publishing House Pvt. Ltd., 05 Edition.
8. Edwin Flippo, Personnel Management. Tata McGraw - Hill Education publisher, 06 Edition.
9. Gary Dessler, Human Resource Management. Pearson India, 12 Edition.
10. Price, human resource management: In a business context, CENGAGE Learning, 03 Edition, 2014
11. Mathis, Human Resource Management., CENGAGE Learning, 10 Edition, 2014
12. NIPM, Personnel Today (Journal)
13. Harvard Business Review (Journal).

104: Industrial Jurisprudence and Labour Legislations

1. Universal's Legal Manual, Labour and industrial law, Universal Law Publishing Co., 2015
2. P.L. Mallik, Labour and Industrial Law. Eastern Book Company, 04 Edition, 2015
3. S.P. Jain, Industrial and Labour Laws. Dhanpat Rai's Publication, 2014
4. S.C. Srivastava, Industrial and Labour Laws., Vikas Publishing House., 2014
5. A.M. Sarma, Industrial Jurisprudence, Himalaya Publishing House.
6. Taxmann, Labour law, Taxmann Publications Pvt. Ltd., 2015
7. Monappa, Industrial Relations and Labour Laws, 02 Edition, McGraw Hill Education (India) Private Limited.
8. Singh A, labour and industrial law, LexisNexis, 2014
9. Concerned bare Acts and Case Laws.
10. Labour Law Journal.
11. Labour Law Reporter.

105: Labour Economics and Labour Problems

1. T.N. Bhagoliwala, Labour Economics. Vikas Publishing House Pvt., Ltd
2. M.V. Joshi, Labour Economics and Labour Problems, Atlantic Publisher, 2015
3. Jiwitesh Kumar Singh., Labour Economics. Deep & Deep Publications, 01 Edition,
4. Mehata, P.L., Comprehensive Managerial Economics, Sultan Chand & Sons, New Delhi.
5. B.P. Tyagi, Economic Systems. Meerut : Jai Prakash Nath & Co, 2011
6. R.C. Saxena, Labour Problems and Social Welfare, KNATH & CO

201: Trade Unions and Employment Relations

1. Ratna Sen, Industrial Relations in India. Tata McGraw Hill 2014.
2. Vaid, K.N., The New Worker, Asia Publishing House, Mumbai.
3. N.N. Chatterjee, Industrial Relations in India's Developing Economy. Allied Book Agency
4. Steve Williams, Introducing Employment Relations, Oxford University Press, 03 Edition.
5. P.R.N. Sinha et al. Industrial Relations and Labour Legislation. Pearson Publisher, 01 Edition.
6. C.S. Venkataraman, Industrial Relations. Oxford University Press, 01 Edition.

7. S.D. Punekar et al., Labour Welfare, Trade Unions and Industrial Relations. Himalaya Publishing House.
8. A.M. Sarma, Industrial Relations. Himalaya Publishing House Pvt. Ltd., 02 Edition.
9. C.B. Mamoria et al., Industrial Relations. . Himalaya Publishing House Pvt. Ltd., 2015.
10. T.N. Chhabra, Industrial Relations. Pentagon Press Publisher.
11. P.C. Tripathy and C.B. Gupta, Industrial Relations and Labour Laws. Sultan Chand & Sons Publisher, 04 Edition.
12. Arun Monappa, Industrial Relations. Tata McGraw - Hill Education, 01 Edition.
13. E.A. Ramaswamy and Uma Ramaswamy, Industry and Labour. Oxford University Press, New Delhi.

202: Organisational Behaviour

1. Sushama Khanna and Udai Pareeks ,Understanding Organisational Behaviour,: Oxford University Press,2015
2. Dipak Kumar Bhattacharyya, Organisational Behaviour, Publisher: Oxford University Press, 2015
3. Khandelwal and Nelson, Organisational Behaviour, CENGAGE Learning, 07 Edition,2015
4. K. Aswathappa, Organisational Behaviour, Himalaya Publishing Co. Pvt.,Ltd., Mumbai, 2015
5. Stephen, P. Robbins, Organisational Behaviour, Pearson Education Pvt.,Ltd., New Delhi,2015
6. Fred Luthans, Organisational Behaviour, McGraw Hill Publishing Co., Ltd.,2015
7. Hersey and Blanchard, Management of Organisational Behaviour, Pearson Education Pvt.,Ltd., New Delhi,2015.
8. Keith Davis and Newstorm, Organisational Behaviour, Tata McGraw Hill Publishing Co. Pvt., Ltd.,2015
9. Rao and Narayan, Organisational Theory and Behaviour.
10. B.P. Singh and T.N. Chhabra, Organisational Theory and Behaviour.

203: Labour Welfare and Labour Administration

1. S.D. Punekar et al., Labour Welfare, Trade Unions and Industrial Relations, Himalaya Publishing House, 2015
2. A.M. Sarma, Aspects of Labour Welfare and Social Security, Himalaya Publishing House, New Delhi.
3. M.V. Moorthy, Principles of Labour Welfare, Oxford & IBH Publication, Co., New Delhi.
4. K.N. Vaid, Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi.
5. Ram Chandra P., Singh, Labour Welfare Administration in India, Deep & Deep Publication, New Delhi.
6. R. S. Kumar ,Understanding labour welfare administration challenges and response, Cyber Tech Publication

204: Labour Legislations and Case Law

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