

## **PROGRAMME: M.A. IN PMIR SYLLABUS**

### **SEMESTER-I**

#### **Course/Paper Code-1 (CC-1) Fundamentals of Management**

- Unit (I)      **Introduction to Management & Management Thought** : Concept, significance and nature, science or an Art, Social responsibility of Management - School of Management thought - Contribution of F.W. Taylor and Henri - Fayol - Scientific Management School - Human Relation and Behavioural School - System School (approach), Management Process (operational) school.
- Unit (II)      **Planning** : Concept, Nature, types, importance, steps in planning process, objectives, management by objectives, its nature and benefits, decision making - concept, characteristics, significant steps in the process of decision making, making planning effective.
- Unit (III)     **Organisation** : Meaning of Organisation - formal and informal organizations, Principles of span of control, Departmentation - Various bases of Departmentation, Decentralization of authority, benefits and obstacles in delegation of authority, principles of delegation of authority, factors determining the degree of centralization of authority, committees - needs and advantages.
- Unit (IV)     **Directing - Concept, Principles, Techniques, Importance & Characteristics.**  
**Motivation** : Motivation - Maslow's Need Hierarchy approach - Herzberg's Motivation - Hygiene approach, expectancy Theory – Mc Clelland's Need theory - Job enrichment.  
Leadership - Meaning, different approach to leadership - leadership style.
- Unit (V)      **Controlling** :  
Nature and Process of Controlling - requirement of adequate control. Traditional budgetary and non-budgetary control devices.  
Special control techniques - PERT.

#### **BOOKS RECOMMENDED :**

1.      Saxena, SC                                 :      Principles and practice of Management, Agra, Sahitiya Bhawan Prakashan
2.      Gupta, CB                                    :      Principles and Practice of Management Delhi, Mayur Paper Book

3. LM Prasad : Principles and Practice of Management  
Delhi, Sultan Chand
4. Koontazad O'doneel : Principles of Management
5. Terry : Principles of Management
6. Tripathi, P.C. : Principles of Management
7. Jha B. & Jha S.N. : Fundamentals of Management

### **Course/Paper Code-2 (CC-2)**

### **Labour Legislations and Labour Administration in India**

- Unit (I) **Labour Legislation** - Meaning & definition, types of labour legislation, Factors responsible for the growth of labour legislation. History and growth of labour legislation in India. Principles and problems of labour legislation in India.
- Unit (II) (a) Indian constitution and labour, (b) Labour administration in India at central level (c) Labour Administration at state level with particular reference to the state of Bihar (d) International Labour Organization - Structure, Activities, International Standards of Labour, Impact of I.L.O. on Indian Labour Legislations, Labour Law Reforms.
- Unit (III) Labour Welfare – Meaning, definition, concept of Labour Welfare, Types and scope of Labour Welfare, Principles of Labour Welfare - Approaches to Labour Welfare, Agencies to Labour Welfare. Indian Constitution & Labour Welfare, Recommendations National Commission on Labour Welfare.
- Unit (IV) **Protective Labour Legislation in India -**  
(1) Factories Act, 1948  
(2) Plantations Labour Act, 1951  
(3) Mines Act, 1952
- Unit(V) (1) Contract Labour (Regulation & Abolition) Act, 1970  
(2) Child Labour (Prohibition & Regulation) Act, 1986  
(3) Bihar Shops & Establishment Act, 1953  
(4) Inter State Migrant Workmen (Regulation of Employment & conditions of Service) Act, 1979

### **BOOKS RECOMMENDED :**

1. Srivastava, SC : IR and Labour Laws, New Delhi, Vikash
2. Saiyed, I.A. : Labour Laws – Mumbai, Himalaya
3. Goswami, V.G. : Labour and Industrial Laws, Allahabad

|     |   |  |
|-----|---|--|
|     |   | Central Law Agency   |
| 4.  | Mishra, SN                              | : Labour and Industrial Laws   |
| 5.  | Malik, PL                               | : Industrial Laws  |
| 6.  | Taxmann                                 | : Labour Laws, New Delhi   |
| 7.  | Universal                               | : Labour and Industrial Laws Manual, New Delhi, Universal Law Publishing Agency    |
| 8.  | Das, R.K.                               | : Principles & Problems of Labour Legislation                                      |
| 9.  | Govt. of India                          | : Particular Enactments.   |
| 10. | P.R.N. Sinha, Indu Bala & Priyadarshani | : Industrial Relations & Trade Union & Labour Legislation                          |
| 11. | Govind Kumar and Ritu Rani :            | Sharam-Kalyan Awam Sanrakshan Vidhyan (Labour Welfare and Protective Legislations) |
| 12. | Govind Kumar and Ritu Rani :            | Sharam-Kalyan Awam Prashasan (Labour Welfare and Administration)                   |

**Course/Paper Code-3 (CC-3) -**  
**Labour Economics and Environment**

- Unit (I)      (a) **Labour Economics** - meaning, nature and scope, method of study  
                  (b) **Labour problems** - meaning, origin, evaluation, causes, classification, effects, remedies, labour problems in India (c) Economic system - their constituents and fundamental institution, inequality in the distribution of wealth and income - its causes and effect, New Economic Policy- Labour policy and Indian Labour, Bonded Labour.
- Unit (II)      **Labour Market** - Its peculiarities and their implication analysis of Indian Labour force and Indian Labour market. Labor force participation rate means - factors determining labour force participation rate. Economic Reforms & Indian Labour Market.Global Perspectives of Labour.
- Unit (III)     **A Survey of Wage Theories** -  
                  (a) Subsistence theory  
                  (b) Marginal Productivity theory  
                  (c) Modern Theory of Wages  
                  (d) Collective bargaining theory  
                  (e) Exploitation theory - Their assumption & limitations
- Unit (IV)     **State regulation of wages** - Objective, principle - Living wage, Fair wage, capacity to pay, National Minimum wage, wage policy and wage

regulation in India, Wage differential - meaning, definition, nature and type - based on skill, occupation, region, industry, say their causes justification and effect with special reference to India.

Unit (V)      **Unemployment** : Concept, types, causes and remedies of unemployment - Globalization and employment trends in India, Productivity- meaning, factors determining level of productivity, causes for low productivity remedies. Hours of work.

**BOOKS RECOMMENDED :**

1. Bloom and Northrup : Economics of Labour Relations
2. Laster, Rechard, A : Labour Economics
3. Bhagdiwal, TN : Labour Economics and IR Agra – Sahitya Bhawan
4. Tyagi, BP : Labour Economics and Social Welfare, Meerut, Jai Prakash Nath & Co.
5. Saxena, RC : Labour Problems and Social Welfare, Meerut, K. Nath
6. McConnell, CR & Bruc, Stanly L : Contemporary Labour Economics, New York, McGraw Hill
7. Fleisher, Belmont M & Kniesner, Thomas, J : Labour Economics Theory, evidence and Policy, New Jersey Prentice Hall
8. Reynolds, LG, Masters, SH : Labour Economics and Labour Moser, CH Relations, New Jersey, Prentice Hall
9. Butler, Arthur D : Labour Economics and institutions
10. Ehrenberg, Ronodd. G & Smith : Modern Labour Economic : Thoery Robert S and Public Policy
11. Pandit , K. : New Dimensins of Labour Economics, Novelty & Co. Patna.

**Course/Paper Code-4 (CC-4) -**

**Trade Unionism**

**Unit-I Trade Unionism : Theoretical & Legal Framework**

- (a) Origin and growth of Trade Union. Meaning, Objectives, Functions, Methods of Trade Unions
- (b) Major Theories of Trade Unionism
- (c) Trade Unions Act, 1926 : Main Provisions

**Unit-II Trade Union Structure, Management & Governance**

- (a) Trade Union Structure - Types of Trade Union - Craft Union, Industrial Union, General Union, Federation and Confederations.
- (b) International Trade Union Federation, Global Union Federations.
- (c) Trade Union Structure at the National Level Managerial Trade Unions- Reason for formation of management Unions. Participation of women in Trade Union - Why women do not join Trade Union ?
- (d) Management and Government of Trade Unions - Bye laws or constitution of Trade Union
- (e) Trade Union and Finances & Funds - Source, Causes of Poor finances, Measures to strengthen Trade Union Finance, Political Funds.

**Unit-III Trade Union Recognition & Multiplicity of Trade Unions**

- (a) Trade Union Recognition - Concept of recognition, statutory & voluntary practices of recognition, Method of Recognition of Trade Unions, Rights to Recognized Trade Unions.
- (b) Multiplicity and Rivalry Trade Unions, Causes of Rivalries, affects of Rivalries, Measures to prohibit trade Union Rivalries.
- (c) Trade Union unity and union mergers.

**Unit-IV Trade Union Leadership, Politics and Democracy**

- (a) Trade Unions Leadership - nature of leadership, types of leadership. Internal and outside leadership. Situation & causes of outside leadership. Consequences of outside leadership.
- (b) Trade Union and Politics - Necessity for participating in politics, methods and forms of participation. Dominance by political parties in Indian Trade Unions - Advantage and Disadvantages
- (c) Trade Union and Democracy - Concept of democracy, why trade union should be democratic ?

**Unit-V Trade Union Movement in India**

- (a) History and growth of Trade Union in India - Pre-Independence Period, Post Independence Period - Post Economic Reform period of Trade Union Movement.
- (b) Challenges before Trade Unions in India - Internal & External Challenges, Measures to Strengthen Trade Unions.
- (c) Changing Approaches and Roles Trade Union for Survival in Globalised economy.

**BOOKS RECOMMENDED ;**

1. Mamoria, CB : Dynamics of Industrial Relations, Mumbai, Himalaya
2. Sinha, PRN : IR and Trade Unions Labour Legislation, Delhi, Pearson
3. Punuka, SD : Labour Welfare, Trade Unions and Industrial Relations, Mumbai, Himalaya
4. Dhyani, SN : Trade Union and Right to Strike
5. Jha, SN : Indian Trade Unions
6. Karnic, VB : Strikes in India
7. Sinah G.P. & PRN Sinha : Industrial Relations & Labour Legislation
8. Karnik, V.B. : Indian Trade Union Movement.
  
9. Dankert : Contemporary Unionism
10. Pandit K. : Industrial Relations and Trade Unionism

**Ability Enhancement Compulsory Course -1 (AECC-1)**  
**Environment Sustainability & Swachhha Bharat**  
**Abhiyan Activities**

## SEMESTER - II

Course/Paper Code-5 (CC-5) - -

### Industrial Relations

- Unit -I**      **Concept & Approaches** :- Meaning of Industrial Relations, Actors in Industrial Relations and their objectives & Changing roles of actors of Industrial Relations. (a) Aspects of Industrial Relations : Cooperation and conflict (b) Approaches to Industrial Relations :- System approach (Dunlop's), Input – output Approach, Conditions for good Industrial Relations, Economic Reforms and Industrial Relations.
- Unit-II**      **Management of Industrial Conflict -**
- (a) Industrial Conflict : Meaning, nature, causes, extent and methods of settling industrial disputes, Industrial Disputes Act, 1947.
  - (b) **Conciliation/Mediation :**
    - (i) Meaning and definition
    - (ii) Merits and demerits of conciliation/mediation as a method of settling industrial disputes.
    - (iv) Weaknesses of conciliation in India
  - (c) **Adjudication :**
    - (i) Meaning, definition and significance
    - (ii) Merits, demerits and methods of settling industrial disputes.
    - (iii) Adjudicating authorities in India.
    - (iv) Weakness of adjudication in India
  - (d) **Voluntary Arbitration**
    - (i) Meaning, definition and significance
    - (ii) Voluntary Arbitration in India-Strength and weaknesses
- Unit -III**      **Collective Bargaining :**
- (i) Meaning and Definition
  - (ii) Pre-condition for success of Collective Bargaining
  - (iii) Subject matter of Collective Bargaining
  - (iv) Process/Procedure of Collective Bargaining
  - (v) Merits and demerits of Collective Bargaining as a method of settling disputes.
  - (vi) Hindrances to the Growth of Collective Bargaining in India.
- Unit -IV**      **Industrial Action** :- Meaning and definition, Functions, Forms of strikes & lockouts, nature of strike, types of strikes, causes & effects of strikes, Legal framework of strikes & lockouts in India. Lay off, Retrenchment, Dismissal, Unfair Labour Practices.
- Unit -V**      **Management of Industrial Cooperation** - Meaning and definition of different terms used in this regard : Labour Management co-operation,



worker's Participation in Management, Industrial Democracy - Levels and forms of Cooperation/Participation, Schemes of Workers Participation in Management in India and their legal status, Obstacles in the way of worker's participation in Management in India. Economic Reforms and New Trends of Workers Participation.

**BOOKS RECOMMENDED :**

1. Mamoria, CB : Dynamics of Industrial Relations Mumbai, Himalaya
2. Monappa, Arun : IR, Delhi, TMH
3. Sarma, AM : Industrial Relations, Mumbai, Himalaya
4. Sinha, PRN : IR and Trade Unions, Delhi, Pearson
5. Ratnam, CS : IR, New Delhi, Oxford
6. Singh, Nirmal, Bhatia, SK : IR & Collective Bargaining, New Delhi, Deep and Deep
7. Tripathi, PC : PM&IR, New Delhi, Sultan Chand
8. Sen, Ratna : IR, Shifting Paradigm, Delhi, MacMillan
9. Venkata Ratnam, P : IR, New Delhi, Asain Publication
10. Chhabra, TN, Suri RK : IR Concept and Issues
11. Nowlakha, RL : Industrial Relations and Social Security, Jaipur, Ramesh Book Depot
12. Srivastava, CB : IR and Labour Law, New Delhi, Vikash
13. Sinha, PRN & Indu Bala : IR, Trade Unions & Labour Legislations  
Pridarshini
14. Shukla, BN & Bimla Shukla : Collective Bargaining
15. Pandit K. : Industrial Relations & Trade Unionism

**Course/Paper Code-6 (CC-6)** -

**Human Resource Management**

**Unit-I Introduction to Human Resource Management**

- (a) Meaning & Concept of HRM, objectives & scope of HRM, Importance of HRM, Functions and Responsibilities of Human Resource Management, Evaluation & growth of HRM, Challenges of HRM.
- (b) Organisational Structure and Human Resource Management

**Unit-II Acquisition of Human Resource**

- (a) Human Resource Planning - Meaning, Objectives and Importance, Process of HRP, Problems/Barriers of HRP, Measures to make HRP effective, Impact of Technology on HRP.
- (b) Job Analysis - Meaning and Concept, Methods, Problems & suggestions.
- (c) Human Resource Information System - Concept, objectives and importance, Benefits and Limitations
- (d) Recruitment and Selection - Concepts, Sources, Process & Steps, Merits & Demerits.

**Unit-III Developing Human Resource**

- (a) Socialisation, orientation and Induction - Concept Importance and process.
- (b) Training & Development - Meaning, Concept, objectives, concept of Development, Significance, Types, Difference between Training & Development.
- (c) Promotion & Transfer - Meaning and concept, objectives, types, basis of promotion seniority Vs merit - Promotion & Transfer Policy.

**Unit-IV Performance Management**

- (a) Performance Appraisal - Concept, Objectives, Planning and Development of an effective performance Appraisal, Methods, Benefits and Pitfalls.
- (b) Potential Appraisal and succession planning, Meaning, Potential attributes, significance causes of failure of succession planning in Indian Industries.
- (c) Career Planning

**Unit-V          Discipline, Grievances and Standing orders**

- (a) Discipline in Industry – concept and definitions – objectives, Acts and omissions constituting misconduct – Domestic enquiry.
- (b) Standing orders –meaning and concepts, Industrial Employment (Standing Orders) Act, 1946.
- (c) Grievances in Industry – Nature of grievances, concept and definition – significance – causes of grievances – Grievance Handling.

**BOOKS RECOMMENDED :**

- |     |                               |   |  |
|-----|-------------------------------|---|--|
| 1.  | L.M. Prasad                   | : | Human Resource Management, New Delhi, S.Chand            |
| 2.  | Rao, VSP                      | : | Human Resource Management, New Delhi, Excel Books        |
| 3.  | Aswathapa K.                  | : | Human Resource Management, New Delhi, TMH                |
| 4.  | Gupta, CB                     | : | Human Resource Management                                |
| 5.  | Kulkarni MU                   | : | HRM and IR   |
| 6.  | Sudha, GS                     | : | Human Resource Management, New Delhi, Makone Publication |
| 7.  | Chhabra, TN                   | : | HRM, Concept and Practice                                |
| 8.  | Dessler, Gary                 | : | HRM, N Delhi, Prentice Hall of India                     |
| 9.  | Beard Well, Ian & Holden, Len | : | HRM : A contemporary perspective, New Delhi, MacMillan   |
| 10. | Armstrong, M                  | : | A Hand Book of HRM Practice, New Delhi, Kagam Page       |
| 11. | Tripathi, PC                  | : | PM & IR, New Delhi, Sultan Chand and Sons.               |
| 12. | Venkata Ratnam, C.S.          | : | PM & Human Resource, Delhi, Tata MacGrow Hill            |
| 13. | Pandit K.                     | : | Human Resource Management                                |

**Course/Paper Code-7 (CC-7)**  
**Organisational Behaviour**

- Unit-I** (a) Organisational Behaviour - Meaning and Importance. Foundation of OB. Models of OB.
- Unit-II** Foundations of Individual Behaviour  
(a) Personality - Context, Nature, Determinants  
(b) Perception - Meaning & Definitions, Factors, Perceptual Process.  
(c) Learning - Meaning & Definitions, explicit and tacit knowledge.  
(d) Attitudes - Concept, Nature, components of Attitudes.
- Unit-III** (a) Group Dynamics - Concept group, Types of group, usefulness of group in organization. Pitfalls of groups, Determinants of group, Behaviour, External conditions, Group cohesiveness, Team Dynamics.  
(b) Power and Political Behaviour, Power Dynamics, Sources of Power. Power Tactics, Ethics in Power and Politics.  
(c) Conflict and Negotiations - Concept, Nature of conflict, conflict management style.
- Unit-IV** (a) Communication - Meaning and Definition, Significance, Types, Barriers to effective communication, Factors influencing communication, Role of I.T. in Communication.  
(b) Work stress & Management - Concept, Sources of stress, Individual Levels stress, Groups level stress, organizational stress, Burnout stress of syndrome. Stress Management and strategies.  
(c) Organisational Culture - Meaning & Definitions, cultural dimensions, changing organizational culture, Effects of culture, creating and Innovation, work culture.
- Unit-V** (a) Organisational change - Meaning and nature of change, levels of change, Importance of change, obstacles to change  
(b) Organisational Development - Concept, Pre-requisites for OD, OD Interventions.  
(c) Cross-culture and Multi-culture, Multicultural teams& Management.

**BOOKS RECOMMENDED ;**

1. Dwevedi, RS : Organisational Behaviour Delhi, McMillan
2. LM Prasad : Organisational Behaviour, New Delhi, Sultan Chand
3. Luthan, F : Organisational Behaviour, New Delhi, McGraw Hill

4. Davis, Keith : Organisational Behaviour, New Delhi, TMH
5. Robbins, Stephen, P : Organisational Behaviour, New Delhi, PHI
6. Aswathapa, K : Organisational Behaviour, Mumbai,  
Himalaya
7. Jain, PK : Organisational Behaviour, Jaipur, Rajasthan,  
Hindi Granth Academy
8. Hersey & Blanchart : Management of Organisational Behaviour
9. Schein : Organisation Psychology
10. Korman : Organisational Behaviour.
11. Udai Pareek & Sushma Khanna : Organisational Behaviour,  
Understanding Organizational Behaviour,  
Oxford University.

**Course/Paper Code-8 (CC-8)**  
**Social Security Legislations**

- Unit -I** Social Security - Meaning, Scope, Evolution and institutional growth, need of social security.
- Unit -II** Social Insurance and Social Assistance - Its meaning, significance and differences, Financing of social security, concept of employer's Liability.
- Unit -III** (a) Employees Compensation Act, 1923  
(b) Maternity Benefits Act, 1961  
(c) Payment of Gratuity Act, 1972
- Unit -IV** Employees Provident Fund & Miscellaneous Provisions Act, 1952  
(a) Employees P.F. Scheme  
(b) Employees Pension Scheme  
(c) Deposit Linked Insurance Scheme - Its financing administration.
- Unit -V** Employees State Insurance Act, 1948 - Scope, Benefits (a) Sickness (b) Maternity (c) Disablement (d) Dependent (e) Medical (f) Funerals (g) Others. Its Financing, Administration. Unorganised Workers Social Security Act, 2008.

**BOOKS RECOMMENDED :**

1. Srivastava, CB : IR and Labour Laws, New Delhi, Vikash
2. Saiyed, I.A. : Labour Laws – Mumbai, Himalaya
3. Goswami, V.G. : Labour and Industrial Laws, Allahabad  
Central Law Agency
4. Mishra, SN : Labour and Industrial Laws
5. Malik, PL : Industrial Laws
6. Taxmann : Labour Laws, New Delhi
7. Universal : Labour and Industrial Laws Manual, New  
Delhi, Universal Law Publishing Agency
8. Das, R.K. : Principles & Problems of Labour  
Legislation
9. Govt. of India : Particular Enactments.

**Course/Paper Code-9 (CC-9)**  
**Industrial Organization and Management**

- Unit-I (a) Industrial Organization- Concept, Scope, Significance, Classification, Industrial Organization in India,  
(b) Evolution of Modern Factory System – Historical development of Industry, Industrial Revolution, Scientific Revolution, Technological Revolution, IT and Digitalization.
- Unit II Entrepreneurship Development- Concept, Types, Characteristics, Entrepreneurial process, Theory of Entrepreneurship, Factors promoting Entrepreneurship, Role and functions of Entrepreneur, qualities of successful Entrepreneur, Entrepreneurship Development Programme.
- Unit III (a) Plant Location– Meaning and Aspect of Plant Location, Advantages and Disadvantages, factors, Theory of Plant Locations, Dynamics of Industrial Locations,  
(b) Plant layout – Meaning, objective, factors, Techniques and Principles, Size of Industrial Unit – Factors determining size of Industrial Unit, Determination of Optimum size.
- Unit IV (a) Rationalization – Concept, Features, Objectives, Causes, Principles, Benefits, Rationalization vs Nationalization, Rationalization of Indian Industries.  
(b) Scientific Management – Concept, Characteristics, Principles, Techniques, Benefits of Scientific management, Rationalization vs Scientific management.
- Unit V (a) Industrial Financial Planning – Meaning, need, essential of good financial planning, Classification of Capital, Capitalization – Theories – Over capitalization – Under capitalization, Capital Structure.  
(b) Sources of Industrial Finance – Financial Requirements, Sources of raising finance, Traditional and institutional industrial finance.

**BOOKS RECOMMENDED :**

1. Bishwambhar Jha                      Fundamentals of Industrial Organization and Management, Novelty and Company.
2. P.N. Yadav                              Industrial Organization and Management.

**SEMESTER - III**  
**Course/Paper Code-10 (CC-10)**

**- International Industrial Relations System**

- Unit (I)      **Industrial Relations Concept**
- (a) Meaning, Definition, Emerging trends in industrial relations at the international level, Boomer's framework in Industrial Relations at International Level. Need to study Industrial Relations at International Levels.
  - (b) Concept of Multinationals Corporations & Labour Relations Practices of Multinational Companies.  
Multinational Companies and Industrial Relations – an approach
  - (c) Impacting Globalisation on Industrial Relations, Globalised issues and Trade Union demanding New Roles,
- Unit (II)      **Industrial Relations and Comparative Practices**
- 1. A brief account of historical development of Trade Union in U.K., USA, Japan.
  - 2. The system of recognition of Trade Unions – a comparative reviewing of different countries U.K. ,USA, Japan
  - 3. Union Security Measures, Wagner Act, 1935. The Taft- Hartley Act, 1947.
- Unit (III)      **Collective Bargaining**
- Meaning, Definition, subject – Matter of Collective Bargaining, Unit of Collective Bargaining, Collective Bargaining Power, Theories of Collective Bargaining.
- Negotiation Process and Agreements in Collective Bargaining & Govt. interventions
- (a) Negotiation process – Management & union strategies  
Preparatory process – Negotiating agreement management & union
  - (b) Drafting and agreement and implementation
  - (c) Contemporary Collective Bargaining in UK, USA and Japan.
- Unit (IV)      Participative Management, Concept, Objectives & importance , Schemes of Participative Management, Contemporary Worker's Participations in U.K.,U.S.A.& Japan. Quality Circle.
- Unit (V)      **Technology and Industrial Relations** –(a) Technological change and its impact on Industrial Relations, Industrial Relations & Information Technology.



- (b) Futuristic Issues on Industrial Relations - HRD Dimension in Industrial Relations, Integrating HRD into Industrial Relations, Strategic Human Resource Management & Industrial Relations.

**BOOKS RECOMMENDED :**

1. S.K. Bhatia – International Practices in Industrial Relations
2. C.B. Mamoria – Industrial Relations
3. ILO – Labour Relations
4. C.S. Venkata Ratnam – Globalisation & Labour Management Relations
5. C.S. Venkata Ratnam – Negotiated Change
6. Kazuo Okochi & Bernard – Workers & Employees in Japan, Princeton, Press.
7. Pandit K. – International Industrial Relations, Himalaya Publishing House , New Delhi.

**Course/Paper Code-11 (CC-11)**  
**Human Resource Development**

- Unit (I)** Human Resource Development Perspectives
- (a) HRD - Meaning and Concept, Evolution and emergence of HRD, Functions of HRD Department, Role of HRD Manager/ professionals, significance of HRD.
  - (b) Technological Change and HRD. Total Quality Management (TQM) Applications for HRD. Digitalization in HRD
  - (c) Global Business Environment and HRD.
- Unit (II)** Acquisition and Retaining Talent
- (a) e-recruitment and multi-media Interviews.
  - (b) Employee Retention - Concept, Developing Retention Strategy in an organization. Life-friendly organization (LFO), Strategies for work-life balance, Quality of Work life- Concept, Purpose. Concept of Wellness.
- Unit (III)** Competency Development
- Competency Mapping and Development - Concept, Methods & Process of identification of competencies. Methods of Mapping competencies, Methods of Developing Competency. Strategies for Developing Employees Capabilities.
- Unit (IV)** Organisational context and HRD - HR out sourcing - Reasons and challenges, futuristic scenario, BPO-challenges faced by HR Professional in BPO. Effective Team Work
- Unit (V)** Organisational Culture Building & Maintenance Issues
- (a) Organisational Culture - Concept, Importance, Elements, Process of maintaining culture. (b) Cultural Diversity - Concept, importance, Managing cultural diversity.
  - (b) Problems of Cross- Culture and Its Management.

**BOOKS RECOMMENDED :**

1. Rudra Dutta – Human Development & Economic Development – Deep & Deep Publications, New Delhi-110027
2. S.C. Gupta – International Human Resource Management, MacMillan.  
International HRM - A cross cultural approach – Trence, Sage Publication
3. Gary Dessler – Human Resource Management
4. Battia S.K. - Emerging Issues of HRD

**Course/Paper Code-12 (CC-12)**  
**Wage and Salary Management**

- Unit (I) Wage and Salary and Component of Wages**  
Concept, Difference between wages and salary, types of wages – Money Wage, Real Wage, Method of Wage payment – Time Rate, Piece Rate, Purpose of Wage and Salary Administration.  
**Components of Wages**  
Basic Wage, Dearness Allowances, Consumers Price Index Number.
- Unit (II) Compensation Management**  
Compensation Management - concept & objectives, factors affecting compensation management, approaches to compensation management.  
**Incentives** – Meaning, types – financial and non-financial, Incentive plans
- Unit (III)** (a) **Bonus** – Concept, payment of bonus in India – Payment of Bonus Act 1965  
(b) Fringe Benefits and Services
- Unit (IV)** (a) **Wage Related Issues** :  
(i) Trade Unions and Wages  
(ii) Wages and Productivity  
(iii) Wages and Standard of Living/Concept of Decent Life  
(iv) Wages and Women  
(b) **Wage board** – Concept, Appointment and Constitution, Power and functions
- Unit (V) Wage Legislations in India**  
(i) Payment of Wages Act, 1936  
(ii) Minimum Wages Act, 1948  
(iii) Equal Remuneration Act, 1976

**BOOKS RECOMMENDED :**

1. I.L.O. ‘Minimum Wages Fixing and Economic Development’ International Labour Office, Geneva.
2. I.L.O. ‘Payment by Results’ : International Labour Office, Geneva.
3. I.L.O. ‘Wages’ International Labour Office, Geneva.
4. Lanham ‘Administration of Wages and Salaries’ : Harper & Row Publishers, London.
5. Sidney Weintraule ‘Some Aspects of Wage Theory and Policy’ Chilton Book, New York.
6. Subramanian ‘Wages in India’.

**Course/Paper Code-13 (CC-13)**  
**Computer Application and Information System**

**Unit (I) Computer Fundamental**

Introduction to Computer, Generation of Computers, Major Component of Computer, Input/Output devices, Classification of Memory, Computer Arithmetics Codes (Conversion), 1's & 2's Complements, Classification of Computer According to their Sizes, Type of Computer. Software and Hardware, Application & System Software, Operating System, Compiler. Type of processing –Batch, Real time & On line processing, Compiler, High Level Language, Low level language, Assembly Language, Compiler, interpreter, Assembler, Multiuser, Multitasking, Multiprogramming & Multiprocessing Command & Program.

**Unit (II) Data Base System**

Introduction to Data and Information, Data, Field, Record and Files. Purpose of Data Base Management System – Entity Model Relationship Model, Relationship Sets, Attribute, Triple data value and data elements. Data Model – Relational Model, Hirrrancal Model & Network Model. File Organisation – Sequential File, Random Access File, Index Sequential File.

**Unit (III) Introduction to Information Technology (Networking & Internet)**

Introduction to Networking, Advantages of Networking, LAN, MAN, WAN, Topology – Bus, Star, Ring, Hybrid. ATM, EFT & ECS, EDI. Internet and its application, Internet Operation, HTTP, WWW, TCP/IP, EFT, Routers, URL, Gopher, ISP, Modem, Telnet, DNS, Client/server, Web server, Web Browsers, Gateway, HTML, Firewall, Uploading & Downloading, Concept of Cloud Computing.

**Unit (IV) System Analysis & Design (SAD) & Management Information System (MIS)**

Introduction to MIS : Information System for Operational Control, Management Control Strategie Planning etc. MB Based organization function. Concept of System Analysis & Design, Characteristics of System, Type of System, Data flow Diagrams, Different Stages of SDLC.

- Unit (V)
- (I) Introduction to Operating System MS-Dos and Series of Window O.S.
  - (II) Introduction to MS-Office :
    - MS- Word
    - MS-Excel
    - MS-Power Point

**Practical**

1. MS DOS (Internal Command)
2. MS-Office (MS Word, Excel, Power Point)
3. Internet Operation

**BOOKS – RECOMMENDED**

- |    |   |   |   |
|----|---|---|---|
| 1. | Computer Fundamental & Organization                 | - | Dr. B. Ram<br>BCE, Patna                        |
| 2. | Computer Fundamental                                | - | V.K. Jain                                       |
| 3. | Fundamental of Computer & Information<br>Technology | - | Dr. C.P. Gupta<br>Lakshmi Narayan Agrawal, Agra |
| 4. | Introduction to Information Technology              | - | ITLES- Pearson Publication                      |
| 5. | MIS   | - | C.S.V. Murthy                                   |
| 6. | Data base System                                    | - | B.C. Desai                                      |
| 7. | SAD   | - | E.Award   |
| 8. | MS-DOS  | - | Russell A Stultz (6.22)                         |
| 9. | MS-Office   | - | 2000 BPB  |

**Course/Paper Code-14 (CC-14)**

**Business Ethics and Values**

Unit-I.(a) Business ethics and values - concept, ethical concern in HRD, Emerging Issues in Business Ethics, Why Business Ethics is vital for Managers ?, Improving Ethical Decision-making.

(b) Managing Ethical Organization – Elements of Building Ethical Organization, Role of Managers in Influencing Ethical Climate, Codes of Ethics, Codes of Conduct, Ethical Leadership.

Unit-II.(a) Values and Culture- Meaning of values, Developing Managerial Values, Emerging Values of Corporates, Values of Indian Culture, Meaning and Types of corporate culture, Building and Maintaining Organization Culture.

(b) Indian Ethos in Management – Indian Ancient Ethos in Management, Core Values in Indian Culture, Karma Yoga and Nishkham Karma, Ethos of Mahatama Gandhi and Sri Aurobindo.

Unit-III (a) Business Ethics and Professions – Ethical Concerns in Human Resource Management (HRM), Marketing, Finance, Work Ethics, Business Ethics of Tata’s Group, Patanjali, Infosys and other Indian organization.

(b) Global Values – Ethics in Global Business, Managing Cultural Diversity.

Unit-IV Corporate Governance - Meaning, Objectives, Importance, Corporate Governance in the global context, Codes of Corporate Governance, Factors for Success of Corporate Governance, Evaluation of Corporate Governance, Whistle Blowing.

Unit-V Corporate social responsibility - concept, importance, maintenance of corporate social responsibility, Social Responsibility of Business, Core Moral Responsibility of Enterprise towards Stakeholders, Value based Governance in Organization.

**BOOKS – RECOMMENDED**

1. S.K. Bhatia Business Ethics and Global Values  
Deep & Deep Publication Pvt. Ltd., New Delhi.
2. Dr. Neeru Vasishth & Namita Rajput Business Ethics and Values, Taxmann Publications.
3. S.K. Bhatia International Human Resource Management,

Deep & Deep Publication Pvt. Ltd., New Delhi,

**Ability Enhancement Compulsory Course-2 ( AECC-2)**

**Human Values & Professional Ethics &  
Gender Sensitization**

## **SEMESTER - IV**

### **Elective Course-1 (EC-1)**

#### **Dissertation (Based on Field Work/In-plant Training)**

### **Elective Course-2 (EC-2)**

#### **Viva-Voce (Based on dissertation and theoretical aspects of various papers)**

### **Discipline Specific Elective Course-1 (DSE-1) Finance & Marketing Management (With Case Study)**

- Unit-I (a) Finance Management- Meaning, Scope, Importance, Objectives and Functions Organization for Financial Management.  
(b) Long Term Investment Decisions :  
(i) Meaning and importance of Capital Budgeting Factors, Determining Capital Budgeting  
(ii) Concept, Measurement and Factors determining cost capital  
(iii) Capital Structure- Concept and theories of capital structure
- Unit-II. Current Assets Management :  
(a) Working Capital Management, Concept, Planning , Sources of working Capital -External and Internal Sources,  
(b) Management of cash including objective and factors determining cash need.  
(e) Concept, objectives and Importance of Book-keeping and Accounting
- Unit-III- Corporate Laws and Provisions  
(a) Indian Companies Act, 2013- Provisions relating to formation, registration and winding up.  
(b) Partnership Act, 1932 – Creation, registration, Rights and Duties of Partners, Admission, Retirement of Partners and winding . Features of partnership  
(c) Indian Contract Act, 1872 - Definition and essential features of a valid contract, Offer and acceptance, Considerations, Free consent, Quasi – contract etc
- Unit-IV. Marketing Management :  
(a) Meaning & Concepts of Marketing Management, Philosophy of marketing management –product concept, selling concept, The Marketing System, Marketing Opportunities  
(b) Consumer Market and buying behavior, Current Demand Measurement, Market Forecasting
- Unit-V Marketing Strategies :



- (a) Marketing Planning –Components of Marketing Plannig, Product life-cycle strategy, Some Marketing Mix Decisions.
- (b) Product decisions and brand decision, Sales Promotion and Publicity decision, Marketing Organization and Marketing Research.
- (c)

**BOOKS RECOMMENDED : TEXT BOOKS**

1. I.M. Pandey – Financial Management, Vikas Publication House
2. Philip Kotler, Marketing Management
3. R.S. Davar, Modern Marketing Management
4. S.N. Jha – Fundamentals of Marketing, Novelty and Company.

**Generic Elective Course -1 (GE-1)**

**Labour Planning & Social Institutions  
( With Case Study)**

- Unit-I- Problems of Industrial Labour in India-
- (a). Number and Composition, Housing, Various Welfare amenities and Securities.
  - (b) Labour Productivity –Meaning, factors determining level of productivity, causes of low productivity and remedies
- Unit-II- Problems of Agricultural Labour in India
- Number and Composition, Under-employment and seasonal unemployment, Imbalance in the conditions of Agricultural & Industrial labour in India
- Unit-III- Labour Planning & Reforms
- (a) Meaning of Economic Planning – Its needs, forms and objectives & Labour Planning under Economic reforms
  - (b) Labour Planning in India under five- years plan – history and present position , Priorities and futuristic goals.
- Unit-IV
- (a) Social Pathology – definition-factors responsible for socio-pathological conditions.
  - (b) Social Problems- Crime, Juvenile Delinquency, Alcoholism, Beggary and Poverty- Types, causes, extent, effects Prevention and Control.
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- Unit-V Society and Social Institutions.
- (a) Marriage – types of marriage, social customs governing marriage
  - (b) Family – Origin, growth and subsequent changes-joint family system. Disintegrating process, Modern Family.
  - (c) Caste in India – meaning – functions – impact of industrialization on caste and culture .definition – causes – theories regarding causation of crime – control of crime

**BOOKS RECOMMENDED : TEXT BOOKS**

1. J.N. Mongia (ed.). Reading in India Labour and Social Welfare
2. K.N. Vaid, Labour Welfare in India
3. V.K.R.V. Rao, Agricultural Labour Year Book
4. Government of India, Indian Labour Year Book
5. D.R. Gadgil, Planning and Economic Development in India
6. S.K.S. Iyenger, Fifteen Years of Democratic Planning
7. Government of India, Five Year Plans
8. P.N. Prabha, Hindu Social Organizations
9. Hutton, Caste in India
10. G.R. Madan, Indian Social Problems