

ORDINANCE

1. Title of the Course :

The title of the course is M.A.I.R.P.M. (Master of Arts in Industrial Relations Personnel Management).

2. Objective :

The objective of the Course is to impart theoretical and practical knowledge, skill and commitment in students in various areas of Human Resource Development and Management, Industrial Relations and human resource development, to enable them to discharge their functions professionally covering new challenges in the aforesaid areas. The syllabi will also focus on equipping the professional on changing management scenario in industrial establishment.

3. Duration :

Duration of the course shall be of two years. It is a regular course and covers intensive class-room teaching, field work and applied research.

4. Seats and admission Procedure :

The total No. of 100 students will be admitted in the course in each academic session on the basis of the admission procedure of the University which may be changed from time to time. The total admission will be made according to reservation rules regarding various categories like Gen., SC/ST and OBC.

5. Eligibility :

Any Graduate with three years degree course in Arts, Science, Commerce, Engineering, Management (B.B.A.) and Medicine, shall be eligible for admission in this course.

6. Fee :

The Total fee of the course shall be Rs. 15,000/- (Tuition Fees Rs. 6000/-, field work Rs. 2500/- applied research Rs. 1000/-, Journal fees Rs. 500/-, Exam Fees Rs. 1200/-, Block Field Work Fees Rs. 1500/-, Other fees of M.G. Kashi Vidyapith Rs. 1500/-, Departmental Library Fees Rs. 800/-. In addition to Rs. 15000/-, the students shall have to deposit Rs. 800/- as caution money for Departmental Library, which is refundable.

(2)

7. Faculty :

The faculty includes the core faculty, senior or retired teachers of the deptt. of Social work, Sociology, Psychology, Economics, Political Science, Business Administration, Statistics & Law of M.G. Kashi Vidyapith, Varanasi and other Universities and Senior Personnel & H.R. functionaries of various industrial/business organizations. Renowned expert in the field of Management and industrial relations will also be invited to deliver special lectures.

8. Attendance :

Seventy five percent attendance in the class and hundred percent attendance in the field work in compulsory for all the students. The field work placement of students will be made out of Varanasi, except D.L.W. for girls candidates.

9. Teaching Methodology :

This is a regular course and the teaching shall be done through class lectures, seminars, group-discussions & demonstration. There shall be two mid learn class or home assignments for each paper for 25 marks. Each assignment shall be of 12.5 Marks. The marks obtained by students in each assignment shall be included in their marks of annual examination. The comment and remarks on the assignment shall be communicated to students. There is no provision for the reevaluation of the assignments.

Besides, class-room teaching, the knowledge and skills of the students shall also be enriched by field work training. The field assignment shall be so designed as to enable the students to have in-depth insight into the structure and functioning of Human Resource Management. The class-room teaching shall be held only three days in a week and the student are required to carry out field-work in the remaining three days as a visit of certain agencies of repute. The first year's student are to be sent in batches with their field-work supervisors in personnel department of local factories and standard hotels for a stipulated period to have a practical understanding of the functioning of personnel Deptt. The student are required to submit their report regularly in the deptt., which will be discussed and supervised in supervisory conference. They are also required to visit the offices of local trade union-centers and their functioning systematically in order to have a deeper understanding of their problems and functioning. In addition to this the students are also required to go to the offices of local

deputy labour commissioner and labour court with their supervisors for a definite period to have a through understanding of the functioning of conciliation, adjudication and arbitration.

The second year's students are to be placed for block field work for two months. after the annual examination in the personnel department of a reputed concern, in order to become more analytical and system oriented in the area of personnel management and have deeper practical understanding of the problems and functioning of personnel men. For this purpose the students are to be thoroughly oriented in field-work through individual & group conferences by their supervisors in the whole academic session of the second year. The Director/supervisor is required to visit the placement centers, at the time of training and impart necessary supervision and guidance to the students. In addition to this, the students are also to be supervised by agency-supervisor.

10. Course details and Examinations :

In the first year there shall be nine theory papers, each carrying 100 marks, out of which 25 marks shall be allotted to two assignments and the students have to undergo concurrent field-work training which shall be evaluated out of 100 marks.

In the second year, there shall be eight theory papers, each carrying 100 marks, out which 25 marks shall be allotted to two assignments in each paper. During this year the students shall be required to submit a research project based on the field research study. The topic of the research project shall be based on specialized knowledge on their study. The project shall carry 100 marks, In addition to these papers and research project, there shall be field work (block field work) for 100 marks. The details of the papers and marks allotted to each paper are given below :

M.A.I.R.P.M.

Semester I:

Papers

1. Social Legislations for Managers
2. Industrial Sociology and Labour Economics
3. Human Resource Development
4. Social Security and Labour Welfare
5. Labour Problems in India
6. Field-Work

Semester II:

Papers

1. Industrial Psychology
2. Trade Unions and Collective Bargaining
3. Principles of Management
4. Labour Legislations
5. Wage and Salary Determinants and Administration
6. Field-Work

Semester III:

Papers

1. Indian Industrial and Business Environment
2. Social Research and Statistics
3. Management of Industrial Relations
4. Industrial Environment
5. Managerial Communication
6. Field-Work

Semester IV:

Papers

1. Human Resource Management
2. Strategic Management
3. Organizational Behavior
4. Labour Case Law and Case Study
5. Dissertation
6. Field-Work

Semester -I

Paper-1, Social Legislations for Managers

**Credit
Hours:40**

Objective: To impart knowledge to the students on social legislations and their needs for Indian managers under labour laws and concern provisions.

Course Content:

Unit-1

Social Legislations - concept, scope and objectives. Fundamental Rights of Indian Constitution. Protection of women workers under labour laws. Prevention of sexual harassment at work place; Vishakha guidelines.

Unit-II

Industrial Disputes Act rules, 1957 and various forms - A,C,E,H,M,O-3,P,P-A. Contract Labour Act rules 25 and 29 and form III and V. Application of Termination; Lay-off; Settlement; Closure; Process of disciplinary action.

Unit-III

Immunity(sec. 120 of IPC); Confinement and Gherao; Abduction and Kidnapping; Hunger Strike; Self defense. Employment bond; Force majeure clause.

Unit-IV

The Child Labour (Prohibition and Regulation) Act, 1986 - salient features. Consumer Protection Act,1986 - definitions, disputes redressal agencies. BOCW Act, 1996 and rules with form-I,III,XI,XV,XVI.

Semester -I

Paper-2, Industrial Sociology and Labour Economics

**Credit
Hours:40**

Objective: To Impart Knowledge to the Student on Industry- Characteristics Labour and its Impact on Quality Production,

Labour Economics and Labour Market.

Course Content:

Unit-I

Industry- meaning and characteristics. Social responsibilities of industries, Industrialization and Industrial Revolution - its Impact on family and society. Labour Problems- meaning , types and its impact on quality production. Labour problem in Democratic Society.

Unit-II

Various approaches to labour - Classical, Capitalistic, Democratic, Socialistic. Concept of labour force- quantitative and qualitative; changing composition of labour force in India

Unit-III

Automation - meaning, nature and implications. Concept and characteristics of labour economics. Labour Productivity- meaning and functions. Mobility of labour - meaning, features and impact on quality production.

Unit-IV

Labour Market- meaning, nature and characteristics; demand of labour in total economy; supply of labour. Globalization and its Impact on labour force and productivity.

Suggested Reading

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|---|--|
| 1.P.R.N. Sinha and Indubala Shinha | : Shram Evam Samaj Kalyan, Bharti Prakashan, Patna |
| 2.Power and Northern Richard D.Grivi | : Reading in Labour-Economics and Labour Relation. |
| 3.P. Verma, Tole Mc.Graw K.D . | : Labour Economics and Industrial Relation, New Delhi. |
| 4.Dutta and Sunderam | : Indian Economy, S.Chand and Co. New Delhi. |
| 5.Poder Smith | : Sociology of Industry, Brain and Child. |
| 6.V.Scheder | : Industry Sociology, Rawat Publication, Delhi. |

Semester-I

Paper-3, Human Resource Development

Credit hours- 40

Objective: To impart knowledge to the students on nature ,methods and challenges of H.R.D., training & training methods, management development methods and quality management.

Course content :

Unit - I

Human Resource Development- Concept, nature, philosophy, principles and importance. Emerging dimensions of human resource development. Roles and responsibilities of H.R.D. managers.

Unit - II

Training- Concept, principles and process. Types - technical, quality, skills, soft skill, professional, legal, team, managerial and safety. Methods - On the job training- Job rotation, coaching, job instruction, committee assignments, internship. Off the job training- case study, role play, In-basket business games, simulation, lectures & conferences.

Unit - III

Management Development- Concept, principles & objectives. need, planning and administration of executive development programme. Characteristics of effective programme for management development executive development techniques.

Unit - IV

Quality Circle and Management- Concept, structure, importance and objectives of rode map to start quality circle in organization. Total Quality Management- Concept, principles, importance & techniques.

Suggested Reading

- 1) **Balkaoui , A.R. & Balkaoui, J.M.** : Human Resource Valuation : A Guide to Stratgic andTechniques.
- 2) **Dale , B** : Quality and Human Resource : an Executive Guide.
: Human Resource Information System :
- 3) **Kavanagh , M.J.** : Development and
Applications.
- 4) **Mabey , C. & Salama , G .** : Strategic Human Resource Management.
- 5) **Thomson , R. & Mabey , C.** : Developing Human Resource.
- 6) **Bhatia , S.K .** : Human Resource Development.
- 7) **Greenhause,J.H.** : Career Management.

Semester -I

Paper-4, Social Security and Labour Welfare

Credit Hours:
40

Objective: To provide knowledge to the student on social security and their concept, objectives and significance with labour welfare and specific labour welfare legislations.

Course Content:

Unit-I

Social Security - concept, objectives, and significance, and evolution in industries. Social insurance and social assistance. Major social security programmes of Govt. of India for labour.

Unit-II

Social Security for workers under labour laws- Employee's Compensation, ESI scheme, EPF scheme, Maternity Benefits, Gratuity and Bonus.

Unit-III

Labour Welfare - philosophy, historical development, scope, principles. Role of state, trade unions and employers in labour welfare. Labour welfare programmes in India. Statutory and Non- statutory welfare provisions. Industrial social work. Welfare of special categories of labour.

Unit-IV

Salient features of some specific labour welfare legislations - Beedi Workers Welfare Cess Act, 1976; Mica Mines Labour Welfare Fund Act, 1946; Building and Other Construction Workers Welfare Cess Act, 1996; Limestone and Dolomite Mines Welfare Fund Act, 1972.

Suggested Reading

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|-----------------------------|---|
| 1.Sharma, A.M. | : Aspect of Labour Welfare and social security-Latest Edition. |
| 2.Mishra, Shrikant.p | : Dynamics of Industrial Relations Trade Unionism and Labour .
Welfare in India, Saha Publication, Samralpur 1990. |
| 3.Malik, P.L. | : Industrial Law, Eastern Book Agency, New Delhi, 1990. |
| 4.C.Serohna. | : Social Security and Labour Welfare. |

Semester -I

Paper - 5 , Labour Problems in India

Credit hours - 40

Objectives - To impart knowledge to the students on various problems of Indian labour, its type characteristics.

Course contents-

Unit - I

Labour - concept; shape of labour in ancient, medieval and modern India. Type of labour; Formal and informal labour - characteristics, magnitude and their protective measure.

Unit - II

Labour Problems- meaning and its features. Indian labour problems- unemployment, low wages, Indebtedness, absenteeism, migration, low productivity, industrial housing.

Unit -III

Unionism, alcoholism, surpluses, illiteracy, extreme poverty, gender parity, nutritional basket, bondage, work culture, unskillfulness, abusness.

Unit -IV

Unawareness their rights, lack of social security net. Problems specified for child and women labour. labour and human rights.

Suggested Reading

- 1.Puri, S.K. : An Introduction to Labour and Industrial Laws, Allahabad, Allahabad Law Agency 1998.
- 2.Agrawal, S.L. : Labour Relation Law, New Delhi, Macmillan, 1980.
- 3.Shastrri A.S.Inam. : Professional Social Work.
- 4.Singh.A.N. : Community organization.
: Theories of counseling and psychotherapy, New Yark, Harper
and Row, 1966.
6. Pathak R.C. :Labour Problem and labour walfare .
7. Pathak R.C. :Social Works- Method, History and Philosophy
Vijay Prakashan Mandir, Varanasi

Semester - II

Paper- 1, Industrial Psychology

Credit Hours:
40

Objective: To impart knowledge to the students on basic values and assumptive of industrial psychology, job

and worker analysis, job motivation, satisfaction, and Moral.

Course Content.

Unit-I

Industrial Psychology - concept, nature, scope, objectives. Basic values and assumptive of industrial psychology. Recent trends of research in the area of industrial psychology in India and abroad.

Unit -II

Job and Worker's analysis - concept, objectives and factors. Monotony - meaning, factors and the

mechanism of its control. Fatigue - meaning ,factors, and the mechanism of its control.

Unit-III

Work Motivation and Job Satisfaction - meaning, factors and the mechanism to promote it. Industrial Morale - concept, promoting methods. Efficiency - meaning, factors and promoting methods.

Unit-IV

Stress in Organization - organizational and personal factors that leads to stress. Prevention and Treatment of

stress, Persons vulnerable to stress & burn out. Working Environment - meaning and its factors.

Suggested Reading

- 1.Blum Milton & Naylor.** : Industrial Psychology, Harper, New Yark 1968.
: Social Psychology of Industry,Himalayan Publishsing House,
- 2.Brown, J.A.C.** : Industrial Psychology, Himalayan Publishin
- 3.Ghosh, P.K. & Gaurpada.** : Industrial Psychology, Prantice Hall of India, New Delhi.
- 4.Errest J.McCormick & Darial R.Ilgen .** : Industrial Psychology, Prantice Hall of India, New Delhi.
- 5.D.G.Das.** : Industrial Psychology, King Books, Delhi-110006.
- 6.Ozaha, R.K.** : Industrial Psychology.
- 7.Mamoria & Mamoria.** : Personnel Management and Industrial Relation.

Semester - II

Paper- 2, Trade Unions and Collective Bargaining

Credit Hours:
40

Objective: To impart knowledge to the students on trade union and their functions, responsibility, future and collective bargaining - its scope, principles and problems.

Course Content:

Unit-I

Trade Union - meaning , objectives, functions, History of trade union movement in India. Introduction to central labour organizations – AIUTUC, INTUC, CITU, BMS and HMS. trade union rivalry .

Unit-II

Theories of trade union - classical, evolutionary, industrial jurisprudence, rebellion and Gandhian. Recognition of trade union - power and immunities, management of trade unions, Social responsibility of trade union. Employee's Associations and their effectiveness in working.

Unit-III

Development of collective bargaining in India and U S A. Collective Bargaining - concept, objectives, needs, scope, principles, theories- behavioral, transactional & powers.

Unit-IV

Factors, methods, and problems of collective bargaining . Collective Agreements. Centralization of bargaining structure and conciliation. Recent trends of collective bargaining in the India.

Suggested Reading

- 1.Pandey, Baleshwar** : Bharat Men Samuhik Saudebaji, Uttar Pradesh Hindi Sansthan, Lucknow.
- 2.Bhatia, S.K.** : Collective Bargaining, Deep & Deep, New Delhi.
: Industrial Relations and collective bargaining, Deep & Deep,
- 3.Agrawal, Dharmaveer** : New Delhi.
- 4.Venkat, Ratnam, C.S.** : Trade Unions challenges at the beginning of 21st century (Ed),
Indian books, New Delhi,2000.
- 5.Venkat, Ratnam, C.S.** : Trade Unions Perspective ILO, New Delhi, 1999.
: Bharat Men Shram Saghbad, Uttar Pradesh Hindi Sansthan
- 6.Pandey, Baleshwar** : Lucknow, 1989.
- 7.Giri, V.V.** :Trade Union Movement in India

Semester – II

Paper- 3, Principles of Management

Credit Hours:40

Objective: To impart knowledge to the students on management, its functions, importance, principles, areas, level of management, theoretical approaches and managerial skills.

Course Content:

Unit -I

Management- concept, objectives, challenges and significance. Management as a Profession in India. Management skill and responsibilities in organization.

Unit - II

Functional aspects of management- planning, co-ordination, direction, staffing, leadership, organizing, division of work, decentralization, delegation, unity of command, span of control, communication.

Unit - III

Development of management thought: Bureaucratic- characteristics, principles, advantages and disadvantages. Scientific Management - characteristics, principles, advantages and disadvantages. Process of Administration Management - concept of functional management and business activities, principles of management.

Unit - IV

Human Relations movement- Hawthorne studies. Behavioral- characteristics, contribution of Douglas McGregor & Rensis Likert. System approach- features & contribution.
Contingency approach-features & contribution.

Semester - II
Paper-4, Labour legislations

Credit Hours: 40

Objective: To impart knowledge to the students on labour legislations, constitutional provisions, and working conditions in India and protective measures.

Course Content:

Unit-I

Labour Legislations - concept, need and significance; Labour in the Indian Constitution. Historical background of the development of Factories in India. Indian factories Act, 1948 - definition, inspecting staff, health, safety, welfare, leaves, employment of young persons, working hours. Salient features of The Mines Act, 1952 and The Plantation Act, 1951.

Unit-II

Industrial Disputes Act, 1947- definition, authorities- procedure, power and duties, strikes, lockouts, lay-off, retrenchment. The Industrial Employment (Standing Order) Act, 1946 - salient features. The Trade Union Act, 1926 - registration process and liabilities. Salient features of The Unorganised Workers Social Security Act, 2008.

Unit-III

Salient features of The Payment of Bonus Act, 1965. The Maternity Benefits Act, 1961. Employees' Provident Funds and Miscellaneous Provisions Act, 1952. Employees' State Insurance Act, 1948- definition, corporation, standing committee and medical benefit council, contribution, benefits. Employees Compensation Act, 1923 - definition, compensation, commissioner.

Unit-IV

Salient features of The Payment of Wages Act, 1936. The Minimum Wages Act, 1948. Bonded Labour System (Abolition) Act, 1976. The Contract Labour (Regulation and Abolition) Act, 1976 - definition, registration, welfare and health.

Suggested Reading

- 1. Agrawal, S.L.** : Labour Relations in India, The Mcmillan Co. India, Delhi 1978.
- 2. Mishra S.N.** : Shramik Vidhian.
- 3. Mishra S.N.** : An Intruduction to Labour and Industrial Law, Allahabad Law Agency, Allahabad, 1991.
- 4. Sinha, P.R.N.** : Industrial Relation, Trade Unions and Labour Legislation. Person Education, 1909.
- 5. Bachandani, K.R.** : Industrial Law, Himalya Publishing House, Bombay, 1981.

SEMESTER – II

Paper -5, Wage and Salary Determinants and Administration

Credit Hours: 40

Objectives - To impart knowledge to the students on concept of wages, types and its determinant, wage legislations with national policy measures.

Contents -

Unit -I

Wages - concept, criteria and administration, earning and motivation; Types - minimum, fair and living. Wage rate analysis, wage survey.

Unit -II

Wage payment - time rate and piece rate system. Wage and Salary administration - features and responsibility. Wage incentives, basic wage, dearness allowance, overtime payment, time bond wage payment.

Unit -III

Wage fixation; wage boards; Pay Commission. Salient features of Wage related legislations - The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965 and The Equal Remuneration Act, 1976.

Unit - IV

Wage Policy - meaning and objectives, National Wage Policy, Employee and executive compensation.

semester -III

Paper-1, Indian Industrial and Business Environment

Credit Hours:24

Objective: To Educate the Student on Indian Industrial Economy in India, Constitutional Proviso on Related to Business, Major Social Problem, Meaning of Macro Economy.

Course Content:

Unit-I

Political, Economic ; Meaning and Definition Demographic and Social Scenario in India. Constitutional Provision Relating to Business and Industry, Monopolies and Restrictive Trade Practice.

Unit-II

Industrial Economy in India; Mixed Economy, Private, Public and Co-Operative Sector in India, Organized, Unorganized and Informal Sector in India. **Consumer Protection** Provisions in India.

Unit-III

Types of Industries-Large, Medium and Small Industries, Sick Industries; Meaning and Features Regulation and Contract Act. **Major Social Problem**- Poverty, Unemployment, Child Labour.

Unit-IV

Macro Economic; Meaning , Theory and Policy, Managerial Economics, Basic Econometrics of H. R , Economics of H. R. M. **Industrial Economics** and Comparative Strategic. Entrepreneurship and New Venture.

Suggested Reading

1. **Diwan, Parag and Agrawal, L.N.** : Business Environment Excel Book, New Delhi 1993.
2. **Chamailum Francis.** : Business Environmental, Himalaya Publishing House, New Delhi, 1993.
3. **L.M.Prasad.** : Business Policy and Strategy.
4. **R.M. Srivastav .** : Managerial Policy and Strategic Management.

Semester - III

Paper- 2, Social Research and Statistics

Credit Hours:24

Objective: To Impart Knowledge to the Student on Social Research, its Objective, Scope, Methods. Types Uses and Limitation. To Understand the Statistics, Use of Statistics and Measurement in Social Research.

Course Content:

Unit-I

Social Research ; Meaning, Objectives, Scope and Limitations in Social Science. Scientific Methods in Social Research. **Types of Research-** Pure, Applied , Action & Operational Research. **Hypothesis-**Meaning, Types and Importance. **Qualitative & Quantative Studies.**

Unit-II

Selection and Formulation of Research Problem; Research Design and its Types.. **Sampling and its Types.**
Tools Methods and Techniques of Data Collection: Observation, Interview Schedule, Questionnaire.
Processing of Data: Classification & Tabulation , Analysis and Interpretation, Report Writing .

Unit-III

Statistics; Meaning, Uses and Limitations , Social Surveys and Case Studies in Social Research. **Measurement of Central Tendency** : Arithmetic Mean, Mode and Median

Unit-IV

Measurement of Dispersion; Mean Deviation, Standard Deviation. **Correlation-**Concept, Types. Karl Pearson's Co- Efficient of Correlation, Rank Correlation Co-Efficient, Index Number : Meaning , Uses and Importance.

Suggested Reading

- 1.Mukherjee, R.N. : Social Research and statistics, vivek prakashan, Delhi, 2009.
- 2.Bajpai, S.R. : Methods of Social Survey and Research, kitab ghar, Kanpur,1982.
- 3.Kathari, C.R. : An Intruduction to Operation Research, Vikash Publishing House, New Delhi, 1994.
- 4.Jain. Gopal Lal. : Research Methodology Method, Tools & Techniques, Margal Deep Publication, New Delhi.
- 3.Labour Bureau (Govt. of India) : Labour Research Vol. I,II & III, Indian Labour Year Book C.S. (Latest Ed.).
- 4.Gupta, S.P. : Statistical Method, Sultan Chand & Sons, New Delhi, 1994.
- 5.Singh, A.N. & Garg Neha. : Principles of statistics, Rapid Book Services, Lucknow,2007

Semester-III

Paper-3, Management of Industrial Relation

Credit Hours:24

Objective: To Impart Knowledge to the Student on Management, Industrial Relation, Skills of Relation, Approach of I. R., Training and Method, Disputes and Bargaining Model in India.

Course Content:

Unit-I

Industrial Relations; Meaning and Approaches- Systems Approach to Industrial Relation Factors Affecting Industrial Relations. Work Cultures, Industrial Conflicts and Co-Operation. Right to Manage and seek Social Justice; Gandhian Approach to Industrial Relations. Changing Role of State, Trade Union and Management.

Unit-II

Industrial disputes- Meaning and Characteristics. **Strike and Lockout-**Concepts, Illegal Strikes, Causes and Effects of Strike, Right to Strike, Prevention of Strike. Some Other Types of Industrial Disputes ; Retrenchment, Lay Off , Closure , Termination of Services and Industrial Sickness.

Unit-III

Participation in Management; Meaning, of Participative Management, - Work Committees, Joint Management Councils, Workers Participation at Board Level, Informal Approach to Participation.

Unit-IV

Approach to Settlement of Industrial Dispute ; Conciliation - Meaning, Perspective and Function of Conciliation Machinery. **Arbitration** ; Meaning ,Methods and Effectiveness. **Adjudication** ; Labour Courts, Industrial Tribunal and National Tribunal Systems.

Suggested Reading

1. **Agrawal, R.O.** : Dynamics of Labour Management Relations, Tata Mc-Graw-Hill, New Delhi-1995.
2. **Mc maria, C.B.** : Dynamics of Industrial Relations in India, Himalya Publishing House, Bombay, 1995.
3. **Sinha, P.R.N.** : Industrial Relations, Trade Unions and Labour Legislation. Person Education 2007.
4. **Denlop J.T.** : Industrial Relations System, Henry Hall and CD, New Yark, 1958.
5. **Chatterjee N.N.** : Industrial Relations in India Developing Economy, Allied Book Agency, Culcutta, 1984.
6. **Verma, Pramod.** : Management of Industrial Relations oxford and I.B.H Publishing Co. New Delhi, 1981.

semester - III

Paper- 4, Industrial Social Work

Credit Hours:24

Objective: To Impart Knowledge to the Students on Social Work in Industry and Skills and Implement in Social Work, Problems and Remedies.

Course Content:

Unit -I

Industrial Social Work ; Meaning , Definition, Scope , Values and Philosophy . Social Responsibilities of Industry. Various Approaches to Social Welfare. Recent Development in Social Work Practice in Industry, Future of Industrial Social Work with Special Reference to India.

Unit-II

Social Case Work; Meaning ,Principles, Techniques and Process of use in the Area of Industrial Social Work as a Method of Practice in the Industrial Setting.

Unit-III

Community Organization; Meaning and its use in Industries, Labour Community Development. **Corporate Social Responsibility (CSR)** –Concept, Objective and Scope. **Integrated Approach** to Social Work Methods in the Field of Industrial Social Work.

Unit-IV

Industrial Environment ; Meaning and Nature, Roles. Responsibilities of Industrial Social Work in the Growth and Development of a Balanced Industrial Environment. Social Service Organizations for Industrial Workers.

Suggested Reading

- 1.Patterson C.H.** : Theories of Counselling and Psycho-therapy, New York, Harper and Raw, 1966.
- 2.Prasantham, B.J.** : Therapeutic Counselling Vellore, Christian Counselling Centre, 1987.
- 3.Rimm C. David and Masters C.John** : Bahaviour Therapy, New York, Academic Press 1974.
Veeroraghvan and Vimala . : A Test book of psychotherapy, New Delhi, Starling Publishing.
- 4.Fried Lender Walter L.** : Concept and Methods of social work, Prentice Hall of India, New Delhi, 1977.
- 5.Mishra, Prayagdeen.** : Samajik Vaiyaktik sena karya Uttar Pradesh Hindi Sansthan, Lucknow, 1985.
- 6.Grish Kumar.** : Samaj Karya Prakriya Varanasi, 1974.

Semester –III

Paper- 5, Managerial Communication

Credit Hours:24

Objective: To Impart Knowledge to the Students on Communication Skill in Management Functions Development of Interview Skill and Writing Notice, Reports and Communication in Management.

Course Content:

Unit-I

Communication – Concept, Objective and Importance. **Functional Aspects of Communication-** Different Levels of Communication, Principles of Communication.

Unit-II

Barriers of communication ; Grape -Wine Communication , Management and Communication Network, Role of media in Communication. **Media of Communication in Industries-** Objectives and Methods of Superior-Subordinate Communication. Feed- Back System in Communication, Challenges of Communication in Indian Perspective.

Unit-III

Types of Communication; Johari Window of Communication, Intrapersonal and Interpersonal, Group Communication, Organizational Communication, Mass Communication, Verbal and Non Verbal Communication, Eye Contact, Body Language.

Unit-IV

Interview ; Concept, , Methods, Techniques, Steps and Types. **Business Communication Letter-** Memo, Notice, Reports, Advertisement, Home Magazine, Presentation etc.

Suggested Reading

1. **Diwan, Parog and Agrawal.** : Business Communication Excel Book New Delhi, 1997.
2. **Jitendra M.D.** : Organization Communication Ravat Publication.
3. **P.C.Jain.** : Organizational Behaviour Rajasthan Publicati

Semester - IV

Paper -1, Human Resources Management

Credit Hours:24

Objective: To Impart Knowledge to the Student on Human Resource Management, Approach and Current Trends of H.R.M, Methods and Challenges.

Course Content:

Unit-I

Human Resource Management- Concept. Approaches, Scientific Management Approach, Human Relations Approach, Behavioural Approach. Differences between Personnel Management and Human Resource Management.

Unit-II

Development of Human Resource Management in India; Significance and Positions of- Labour Officer, Welfare Officer, Personnel Officer. Human Resources Manager : Current Status and Role of Human Resource Manager.

Unit-III

Functions of H R M : Techniques of Wage Determination, Job Analysis , Job Description and Job Specification. Human Resource Planning, Career Planning and Career Development , Recruitment and Selection, Performance Appraisal and Potential Appraisal. Grievances and Their Redressal Mechanism, VRS and Organisational Exit ,Exit Interview.

Unit-IV

Discipline and Disciplinary procedure, Positive Approach to Discipline, Punishment - Major and Minor, Knowledge Management,B.P.O.and Out Sourcing.

Suggested Reading

- 1.L.M.Prasad Himgan.** : Resource Management latest edition.
- 2.Ashmas Thapa.** : Personnel Management and Human Resource Management.
- 3.Sharma. A.M.** : Human Resource Management
- 4.Mamoria C.B.** : Personnel Management.
- 5.Aswathappa K.** : Human Resource and Personnel Management.
- 6.Storey,John.** : Human Resource Management

Semester - IV

Paper-2, Strategic Management

Credit hours-24

Objective - To Impart Knowledge To the Student On Strategic Management ,Strategic-Intent , Models,Formulation, Techniques, Implementations And Evaluation etc.

Course content :

Unit-I

Strategic Management ; Concept, Nature , Scope, process and Models of Strategic Management . Strategic Management System and Limitation of Strategic Management. **Strategic Intent** - Vision, Mission, and Objective. **Strategic Formulation** and Top Management Strategic Formulation.

Unit-II

Environmental Analysis – Societal Environmental Analysis, Task Environment Analysis , Structure Analysis, Organizational Culture Analysis and Resource Analysis . **Tools and Techniques** of Strategic Management. **SWOT** Analysis.

Unit-III

Strategic Implementation ; Structure Implementation , Functional Implementation and Behavioural Implementation . **Elements of Strategic Audit** - Current Situation ,Corporate Governance ,Internal and External Environment ,Analysis of Strategic Factors , Recommendation , Implementation, Evolution and Control.

Unit-4

Strategic control ; Operational Control and Techniques of Strategic Evolution & Control. **Strategic Hierarchy**- Corporate Level, Business Level, Functional Level and Operational Level Strategic.

Suggested reading

- 1) **Ansoff,I.** : Strategic Management .
- 2) **Gulek,W.F.** : Strategic Management.
- 3) **Srivastava,R.M .** : Corporate Strategy-Planning.
- 4) **Nanjundih,R .** : Strategic Planning and Business policy.
- 5) **Kazmi, Azhar.** : Business Policy.
- 6) **Ghose.P.K.** : Business Policy.
- 7) **Miner,Steiner.** : Management Policy and Strategic.

Semester-IV

Paper-3, Organizational Behavior

credit hours :24

Objective: To impart knowledge to the student on Organisational Behaviour particularly on Organisational Behaviour, Human Relations, Interpersonal Behaviour, Organisational Structure, Organisational Change and Development.

Course Content :

UNIT –I

Organization ; Concept , Objective and Nature of Organization . Theories of Organization – Classical Theory, Neo-Classical and Recent Theories of Organization.

Organizational Behaviour – Concept , Important and Models of Organizational Behaviour .

UNIT- II

Human Relations – Concept and Theories of Human Relations – Contribution of ELTON MAYO , RANISLIKERT , KRIS ARGYRS DOUGLAS and Theory ‘ Z ‘ . Interpersonal Behaviour –Concept , Basis of Interpersonal Behaviour –Perception , Learning , Knowledge and Personality.

UNIT- III

Organizational Structure ; - Concept and Forms of Organizational Structure , Departmentalisation , Delegation of Authority , Centralisation and Decentralisation .

Organizational Culture – Concept , Determinants , Significance of Organizational Culture .

UNIT – IV

Organizational Change – Concept and Forms of Organizational Change , Planned Changes , Obstacles in Organisational Change .

Organisational development – Concept , Process , Barriers in Organisational Development , Methods of Organisational Development – Sensitivity Training , Survey feedback , Process Consultation , Team Building and Management by Objective.

Suggested Reading

- 1) **Jain P.C .** :Organisational behaviour.
- 2) **Dwivedi,R.S.** :Human Relations and Organisational Behaviour.
- 3) **Dayal,Ishwar** :Organisational Development.
- 4) **Luthans,F.** :Organisational behaviour.
- 5) **Prasad L.M.** :Organisational Theory & Behaviour.

Semester-IV

Paper-4, Labour Case Law and Case Study

Credit hours:24

Objective- Critical Appraisal of Some Important Decisions Delivered by Hon. Supreme Court Shall be Discussed With the Students Apart From this Some Important Case Studies Shall be Discussed to Provide a Practical Understanding of Different Aspect of Human Relation & Industrial Relation.

Course content :

Unit-I

- 1.Chintamani Rao Vs State of Madhya Pradesh A.I.R. 1958 S.C.(Workers) .
2. Ardisir K . Bhindiwala Vs state of Bombay A.I.R. 1962 S.C. (factory manufacturing process).
3. Phizer (India) Ltd. Vs Kalyani Plant (Case Study – Skill Development).

Unit –II

- 1.University of Delhi Vs Ram Nath (1963) A.I.R. 1963 K.L.G.(335) (Definition Industry).
- 2.Banglore Water Supply Vs A. Rajappa L.L.J. April 1978 S.C.(Definition of Industry).
- 3.Durgapur Steel Ltd .(Case Study).

Unit-III

- 1.State Bank of India Vs Sundermani 1976 (3) S.C.R. 163 Retrenchment
- 2.Workmen of Dewan Tea State Vs their Management A.I.R. 1964 S.C.(1458-1964).
- 3.Bhushan Cement Ltd. (Case Study on Labour Management Corporation).

Unit-IV

- 1.D.P. Maheshwari Vs Delhi Administration 1983. Labour Industrial Case 1929 (Workmen).
- 2.Punjab National Bank Ltd. Vs their Workmen A.I.R. 1900 S.C. 160 (Strike).
- 3.Gujrat Steel Tube Ltd. Vs Gujrat Steel Tube Mazdoor Sabha 1980 (40) F.L.R. 152 (Termination of Services).
- 4 .Kailing Tube Workmen of Kailing Tube A.I.R. 1969 S.C. 1978 (37) F.L.R.314 (S.C.) (Closure Retrenchment and Lay Off) .