

ORDINANCE

1. Title of the Course :

The title of the course is M.H.R.M. (Master of Human Resource 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.

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 revaluation 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 Con-current 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.H. R .M.

Semester I:

Papers

1. Foundation of Human Behaviour
2. Industrial Sociology and Labour Economics
3. Human Resource Development
4. Social Security and Labour Welfare
5. Labour Problems and Social Work
6. Field Work

Semester II:

Papers

1. Industrial Psychology
2. Trade Unions and Collective Bargaining
3. principles of management
4. Labour Legislations
5. Computer Application in Organization
6. Field Work

Semester III:

Papers

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

Semester IV:

Papers

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

Semester -I

Paper-1, Foundation of Human Behaviour

Credit Hours:24

Objective: To Impart Knowledge to the Students on Human Behaviour, Its Nature, Foundation of Human Behaviour, Training, Motivation and Personality Development.

Course Content:

Unit-1

Growth and Development; Definition-Pre-Netal/ Post-Netal Development, Characteristics of Development, Nature of Development, Impact of Environment on Development. **Heredity**-Characteristics, Nature of Heredity, Step of Development and its Impact.

Unit-II

Personality : Meaning, Characteristics, Types, Principles, Different Aspects of Personality, Role of Personality, Determinants of Personality, Importance and Impact of Personality.

Unit-III

Behaviour: Meaning, Characteristics and Principles, Interaction, Feeling, Attitude, Interest, Emotion, Moral, Values, Ethics, Stimulus and Response, Etiquettes and Manner. **Content** of Behaviour.

Unit-IV

Motivation; Meaning, Characteristics, Importance, Objective, Nature and Theories. Steemed Motivation, Innate Motivation. **Psyche**, Mind, Level of Mind. **Psychotherapy** and Psycho-Analysis.

Suggested Reading

- 1.Hurlock.B. Eligabeth.(2001) : Personality development, New Delhi,Tata McGrwawHill.
- 2.Stiv Khera (2002) : You can win, Macmillan India Ltd. New Delhi.
- 3.Stiven. R.Corcy : Seven Habits of History effective People.
- 4.Prof. Baleshwar Pandey : Human development and Sangthanatmak Vyavahar.
- 5.Prof.A.S.Inam Shashtri : Personality development.
- 6.Prof. Ram Shankar Shukla : Human Development.
- 7.Carl Rodgers : Personality Development .

Semester -I

Paper-2, Industrial Sociology and Labour Economics.

Credit Hours:24

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. **Meaning** and its Impact on Family and Society.

Unit-II

Labour Problem; Meaning , Types and its Impact on Quality Production. **Labour** Problem in Democratic Society. **Various** Approaches to Labour; Classical Capitalistic, Democratic, Socialistic. **Labour** Force, Changing Composition of Labour Force.

Unit-III

Automation; Meaning, Nature and Implication of Automation. **Labour** Economics- Meaning and Characteristics. **Labour** Productivity- Meaning and Function. **Mobility** of Labour ; Meaning, Feature and Impact on Quality Production.

Unit-IV

Labour Market; Meaning, Nature and Characteristics of Labour Market; Demand of Labour in Total Economy, Supply of Labour. **Globalization** and its Impact on Labour Force and Productivity.

Suggested Reading

- 1.P.R.N. Sinha and Indubala Shiva : Shrama Arthshastra.
- 2.Power and Northrn 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-24

Objective: To impart knowledge to the student on Nature ,Methods &Challenges of H.R.D., Training & Training Methods ,Management Development Methods and Quality Management.

Course content :

Unit-1

Human Resource Development ; Concept , Nature, Philosophy, Principle and Importance of H.R.D., Emerging Methods of H.R.D. . Role and Responsibility of H.R.D. manager.

Unit –II

Training ; Concept, Types , Principle and Process of Training . Training Methods : On the Job Training & Off the Job Training – Job Instructions , Apprenticeship , Coaching , Job Rotation , Vestibule Training , Lectures , Conferences , Brain- Storming , Simulation Training , Sensitivity Training and Transactional Analysis.

Unit-III

Management Development ; Concept , Principle and Need of Management Development . Planning and Administration of Executive Development Programme . Methods of Management Development : On the Job Methods and Off the Job Methods – Multiple Management , Case Study , Incident Method , Role Playing Method, In – Basket Method and Business Games Method.

Unit -IV

Quality Management - Concept , Structure and Brief history of Quality Circle. Road map to start Quality Circle in any Organisation , Quality Certification and Total Quality Management.

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.
- 3) **Kavanagh , M.J.** : Human Resource Information System : 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:24

Objective: To provide knowledge to the student on social security. Concept, objective and significance, Industrial Health and Sickness, Labour Welfare and specific Labour Welfare Legislation.

Course Content:

Unit-I

Social security; Concept, Objective, Significance. **Social** Insurance and Social Assistance. **Major** Social Security Programmes of Govt. of India (a) Workmens Compensation, (b) ESI Scheme (c) EPF Scheme (d) Paymentst of Gratuity Act.

Unit-II

Industrial Health and Sickness; Meaning and Features. **Occupational** Diseases by Certain Chemical, Physical and Chronological Agents, Prevention and Treatment of Occupational Diseases.

Unit-III

Labour Welfare; Meaning , Scope, Principles and Philosophy. **Role of** State and Employers in Labour Welfare. **Statuary** Provisions of Labour Welfare- Canteen , Creche and Safety etc. and their Organization and Management; Non Statuary Welfare Provision- Housing, Education, Recreation, Cafeteria- Perks , Runours and Fixers, Family Related Benefits and Public Rewards .

Unit-IV

Some Specific Labour Welfare legislation; Bidi Workers Welfare Cess Act 1976; Mica Mines Labour Welfare Fund Act 1946. **Building** and Construction Workers Welfare Cess Act 1996. **Lime** Stone and Dolomite Mines Welfare Fund Act 1972.

Suggested Reading

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

Semester -I

Paper-5, Labour Problems and Social Work

Credit Hours:24

Objective: To Impart Knowledge to the Student on Labour Problems and its Impact on Psycho-Social Problems of Labour and Social Work Intervention For redressal.

Course Content:

Unit-I

Labour Problem; Meaning , Characteristics, Nature. **Housing,** Working, Family, Economic, Absentees, Drug Addiction Indiscipline and Adjustment Problems and its Impact on Quality Production

Unit-II

Psychological problem; Meaning, Characteristics, Objective. **Deviant** Behavior, Loss of Morale, Insecurity, Negative Feeling, Negative Attitude, Emotional Imbalance and Job in satisfaction

Unit-III

Social Work Intervention; Maladjustment, Drug Addict, Alcoholic Terminated and Having Family Problems. With Retrenched, Absentees

Unit-IV

Counselling; Meaning, Steps and Approaches. **Training** and ending of a good counseller. **Counseling** and its Practice in Industrial Sectors.

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.Shastri A.S.Inam.** : Professional Social Work.
- 4.Singh.A.N.** : Community organization.
- 5.Patterson, C.H.** : 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:24

Objective: To Impart Knowledge to the Student on Basic Values and Assumptive of Industrial Psychology, Job and Worker Analysis, Job Motivation and Satisfaction, Moral and Accident Related Topics.

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; Work Motivation and Job Satisfaction: Meaning, Factors and the Mechanism to Promote it; **Industrial Morale** ; Concept , Methods of Promoting Industrial Moral , Efficiency : Meaning , Factors and the Methods of Promoting Efficiency.

Unit-III

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.

Unit-IV

Industrial Accident; Meaning, Factors, Theories. Frequency and Severity Rate; Causes and Prevention of Accidents; Accident Proneness: Meaning and Psychological Factors Associated to it;

Suggested Reading

- 1.Blum Milton & Naylor.** : Industrial Psychology, Harper, New Yark 1968.
- 2.Brown, J.A.C.** : Social Psychology of Industry,Himalayan Publishsing House,
- 3.Ghosh, P.K. & Gaurpada.** : Industrial Psychology, Himalayan Publishin
- 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 Union and Collective Bargaining

Credit Hours:24

Objective: To Impart Knowledge to the Student on Trade Union, Their Functions, Responsibility, Future and Collective Bargaining its Scope, Principles, Problems.

Course Content:

Unit-I

Trade Union; Concept , Objectives, Functions ,Theories , History of Trade Union Movement in India , Central Labor Organization – AUTUC, INTUC, CITU, BMS and others . Trade Union Rivalry .

Unit-II

Indian Trade Union Act 1926; Registration, Recognition of Trade Union Power and Immunities , Management of Trade Union, Trade Union and Democracy, Social Responsibility of Trade Union , Trade Union and Labor Related Politics of Govt. of India, I LO, Employee's Associations and their Effectiveness in Working of Trade Union with Particular Reference to India.

Unit-III

Collective Bargaining; Concept, Objectives , Importance, Scope, Theories, Principles, Factors, Methods, and Problems .

Unit-IV

Development of Collective Bargaining in India and U S A, Collective Agreements, Centralization of Bargaining Structure and Conciliation . Recent Trends in the Area of Collective Bargaining in the Indian Industrial Scene.

Suggested Reading

- 1.Pandey, Baleshwar** : Bharat Men Samuhik Saudebaji, Uttar Pradesh Hindi Sansthan, Lucknow.
- 2.Bhatia S.K.** : Collective Bargaining, Deep & Deep, New Delhi.
- 3.Agrawal Dharmaveer** : Industrial Relations and collective bargaining, Deep & Deep, 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.
- 6.Pandey, Baleshwar.** : Bharat Men Shram Saghad, Uttar Pradesh Hindi Sansthan Lucknow, 1989.
- 7.Giri, V.V.** :Trade Union Movement in India

Semester – II

Paper- 3, Principles of Management

Credit Hours:24

Objective: To Impart Knowledge to the Student on Management, it's Functions, Importance, Principles, Areas, Level of Management, Theoretical Approaches and Managerial Skills of Role.

Course Content:

Unit-I

Management ; Concept and Principles, Management as a System in the Traditional and Modern Perspectives, Management as a Profession in India- Current Status and the Challenges, Management Skills Roles and Responsibilities in Organizational Development and Creativity.

Unit-II

Functional aspects of management ; Policies and Planning , Decision Making Process , Coordination , Direction, Organization, Authority Delegation and Decentralization, Communication, Staffing, Performance Appraisal, Leadership and Managerial Control.

Unit-III

Theoretical Approaches to Management ; Classical School, Scientific Management School, Management Process School, Human Relations School, Systems Theory School, and Contingency Theory School. Contributions of Peter F. Drucker and Herbert Simon in the Development of Management Thoughts.

Unit-IV

Areas of Management; Concept, Need, Significances and Scope of Human Resource Management, Marketing Management, Production Management, Material Management, Financial Management, Operation Management, Project Management .

Suggested Reading

- 1.Agrawal, R.D.** : Organisation and Management, Tata Mc-Graw Hill Publishing Co., New Delhi, 1982.
- 2.Banergi, Shyamal** : Principles and Practice of Management, Oxford & T B.H., Publishingg Co. New Delhi, 1982.
- 3.Chandan, J.S** : Management Theory and Practice, New Delhi, 1989.
- 4.Sorab, Sadriatel** : Theory & Practice of Management, Jaico-Publishing House, Mumbai, 1999.
- 5.Verma, M.K.** : Managing More Effectively, Response Book, New Delhi, 2000.
- 6.Pathak,R.D.** : Organizational Behaviour, Himalaya Publishing House, Bombay, 1983.
- 7.Tripathi, P.C & Reddy,P.N.** : Principles of Management Tata Mc-Graw Hill Publishing Company Ltd. New Delhi, 1995.
- 8.Saxena, S.C.** : Principles and Practice of Management, Sahiya Bhawan, Agra 1989.
- 9.Prasad, L.M.** : Principles and Practice of Management, Sultan chana and sons,Agra.

Semester - II
Paper-4, Labour legislations

Credit Hours:24

Objective: To Impart Knowledge to the Student on Labour Legislation, Human Rights, Working Conditions in India and Working Procedure.

Course Content:

Unit-I

Labour Legislation ; Concept, Need and Significance; Human Rights in the Indian Constitution, Historical background of the Development of Factories in India; Indian factories Act 1948. Payment of Wages Act 1936, Minimum Wages Act 1948.

Unit-II

Workmen's Compensation Act 1923; E. S. I. Act 1948, Industrial Disputes Act 1947. Minimum Wages Act 1948, Maternity Benefit Act 1961

Unit-III

Industrial Employment Act (standing order) Act 1946 ; Payment of Bonus Act 1965 ; Contribution of Labour laws in development of present working force in India.

Unit-IV

Bonded Labour system (abolition) Act 1976; Inter State Migrant Workers (regulation of employment and contract of services) Act 1979; International Labour Organizations, their working procedures and Representation System.

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, Computer Applications in Organisation

Credit Hours: 24

Objectives: To acquaint scholars about development and use of computers and to enhance their knowledge about technicality and complexity of computer processing works. It is supposed that knowledge about basics and most frequent activities on computers help them achieve a ready and trained state of skill to be used in their professional life.

Course Content:

UNIT–I Computer and Hardware

Computer : Definition, types, evolution, classification, digital computer architecture, hardware and peripherals; Number system–Binary, Octal, Hexadecimal and their relation; Data Representation in digital computers–ASCII and EBCDIC.

UNIT–II Computer and Software

Software : Definition, Program Life Cycle (Algorithm, Flow Chart), Types–Firmware, Application Software, System Software (Operating System–Windows)
Data Organization in computers– Files, File types, File Naming, File and Directory organization.

UNIT–III Network, Communication and resources

Network : Definition, Architecture, Topologies
Network Communications : components of network; INTERNET Resources – Web Fundamentals, Domain Name, URL, IP address, World Wide Web; E-Mail, Working With Browsers, Working with Search Engines.

UNIT–IV Data Processing and Management

Processing and Presentation Tools : Use of MS-Word; Data Base Management System : Definition, concept, types–Simple, Hierarchical, Relational.
Web Enabled Presentation : Publication of Information– Use of MS-Publisher; Data and Information security in Computer.

SUGGESTED READING

1. **CHAUBE (Anurag)** and **SHUKLA (Sudhir)**. Computer evam soochna prabandh. 2010. Uttar Pradesh Hindi Sansthan, Lucknow.
2. **JAIN (P K)** and **JAIN (P)**. Computer Fundamentals. 2009. BPB Publications, New Delhi.
3. **GREENLAW (Raymond)**. Inline/Online: Fundamentals of the Internet and the World Wide Web. New York: McGraw Hill, 2007.
4. **MANO (M)**. Computer architecture. 2010. Prentice-Hall of India, Delhi.
5. **GRIFFITHS (Peter)**. Managing your internet and intranet services: the information professional's guide to strategy. Ed.2. 2004. Facet Publishing, London.
6. **JANCZEWSKI (Lech)**. Internet and intranet security management: risks and solutions. 2000. Idea, Hershey.
7. **WISE (Richard)**. Multimedia: a critical introduction. 2000. Routledge, London.
8. **ULLMAN (Jeffary)**. Database Management system. 2010. PHI, Delhi.
9. **SYBEX®**. INTERNET Complete, BPB Publications, New Delhi.

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 Froncis.** : 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) .