



**UTKAL UNIVERSITY**

**Vanivihar, BBSR**

# **COURSES OF STUDIES**

**Of**

**MASTER OF  
PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS**

**Banki College (Autonomous), Banki  
Cuttack**



# **UTKAL UNIVERSITY**

## **VANIVIHAR**

### **BHUBANESWAR – 751004, ODISHA**

#### **MASTER OF ARTS IN PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS**

The Post Graduate Department of Personal Management and Industrial Relations has the advantage of being part of the great academic institution. It has taken its birth in the year 1970, with the objective of providing training through a curriculum to deal with the problem and challenges of management and developing human resources in organizations. The Department endeavors to develop professional managers for the corporate sector and public systems, through its two-year regular Management Programme, Master in Personnel management & Industrial relations (PM&IR). Our students are our strength and alumni are our path finders. The department proves its worth through the excellence achieved by its products.

#### **IMS-Industry Interaction**

The Department is a member of the Association of Management Development Institutions in South Asia (AMDISA). The department closely interacts with industrial houses through MDP, Consultancy, Summer Placement Programme, Project Work Assignments, guest faculty system and membership of professional bodies. Executives from various organizations are being appointed as the members of Board of studies.

#### **Computer Facilities**

The Department has a well furnished Computer Lab with internet facility for the use of its students and teachers.

#### **Library Facilities**

IMS has its own library consisting of reference and text book for the use of faculty members and students. The Department also subscribes newspapers, periodicals and journals of national and international repute for the use of students and teachers.

## **Journal**

The Institute publishes a quadric-annual journal “The Mass Com dot.” - The Journal containing research papers contributed by student, faculty members and experts from different institutions.

## **Hostel**

Hostel accommodation in the campus is provided to all the students of the department.

## **EXTRA-CURRICULAR ACTIVITIES**

### ***Professional Interactions***

Seminar on various topics is held once in a week, on Friday both students and faculty members participate in such seminar activities. Besides, experts are also invited from reputed institutes/universities/ industrial houses to address the students.

### **Cultural**

The Department is proud of its students who have excelled in music, dance, literature and other allied fields. Musical concerts, plays, dances and mimicries are organized by the students during the annual function, celebrated every year. Inter-departmental competitions are held on debate, essay, photo caption, quiz, song, etc. to promote creativity of students.

### **Alumni Association**

The Alumni Association serves as a link between the department and its alumni. It has established close contact and interaction with the alumni of the department and facilitated exchange of ideas and experience to promote professionalism among students.

### **Curriculum**

With the increasing demand for human Resource professionals, the department administers a realistic course curriculum with regular modifications by experts. The two-year postgraduate programme on personnel Management & Industrial Relations, covers the following papers through semester system:

#### **SEMESTER – I (July – December)**

| <b>Paper Code</b> | <b>Subject</b>                    |
|-------------------|-----------------------------------|
| 101.1             | General Management                |
| 101.2             | Industrial Relations-I            |
| 101.3             | Labour Legislations & Cases-I     |
| 101.4             | Industrial Economics              |
| 101.5             | Social Research & Statistics      |
| 101.6             | Industrial Sociology & Psychology |

**Semester – II (January – June)**

| <b>Paper Code</b> | <b>Subject</b>   |
|-------------------|--|
| 201.1             | Human Resource Management-I  |
| 201.2             | Industrial Relations-II  |
| 201.3             | Labour Legislations & Cases-II   |
| 201.4             | Labour and Managerial Economics  |
| 201.5             | Management Information System & Computer Application   |
| 201.6             | Summer Training & Presentation (The Presentation is given in presence of all faculty members and an expert from industry). |

**SEMESTER-III (July – December)**

| <b>Paper Code</b> | <b>Subject</b>                                     |
|-------------------|--|
| 301.1             | Human Resource Management-II                       |
| 301.2             | Organisational Behaviour-I                         |
| 301.3             | Statistics & Computer Applications                 |
| 301.4             | Human Resource Development-I                       |
| 301.5             | Basics of Financial & Marketing Management         |
| 301.6             | Total Quality Management & Productivity Management |

**SEMESTER – IV (January – June)**

| <b>Paper Code</b> | <b>Subject</b>  |
|-------------------|---|
| 401.1             | Organisational Behaviour-II   |
| 401.2             | Human Resource Development-II   |
| 401.3             | Labour Administration & Social Security   |
| 401.4             | Business Environment & Strategic Management   |
| 401.5             | A. Seminar Presentation (Group) (In presence of all faculty members and two externals)<br>B. Comprehensive Viva-Voce (Covers all the theory papers) |
| 401.6             | Dissertation and Viva-Voce  |

**Summer Training :** After Completion of Semester-II, students are to undertake 6 weeks Summer Training Programme in Corporate or related service organizations. They are to submit a training report for valuation.

**Annual Project Work:** During Semester-IV, all the students are required to undertake Annual Project work on a topic relevant to HR & IR practices in corporate. The topic is decided in consultation with project guides.

## **Pedagogy**

To facilitate integrated learning in the department, different methods are followed to make it highly participative. The pedagogy includes lecture and discussions, case development & case methods, seminars, self learning, industrial visits and individual/group presentations. Emphasis is laid on imparting leadership and interpersonal skill, to the students.

## **Attendance**

A minimum of 75 per cent attendance is essential for a student to be eligible for appearing at the University examination.

## **Research**

Research has always been given top priority in the Department to improve teaching and to increase knowledge. Research is undertaken in different areas of Management, viz, Behavioural Science, human Resource Management, Industrial Relations, Labour Laws and Social Security, etc.

## **Placement in 2006-07**

Leading organizations both in public and private sector are invited for campus recruitment. During 2006-07 academic session. Organisations like Engineers India Ltd., Ramoji Films (ETV) and Orissa Cement Ltd. Have selected 11 students of the department

## Our Products are in .....

- ABB
- Bharat heavy Electrical Limited
- Bharat Heavy Electrical Limited
- Coal India Limited
- General Insurance Corporation
- Hindustan Shipyard
- ITDC
- IMFA
- JK Groups
- Life insurance Corporation
- NALCO
- National Grid Corporation
- Nilachal Ispat Nigam Limited
- Oil & Natural Gas Commission
- OPGC
- Paradeep Port Trust
- Stat Bank of India
- TELCO
- United Commercial Bank
- WIPRO
- Dr. Reddy's laboratory
- HAL
- Engineers India Ltd.
- Airtel
- Reliance Retail
- Axis Bank
- ICICI Bank
- Aditya Birla
- Bharat Aluminium Company
- Bank of India
- Gas Authority of India Limited
- GRIDCO, Orissa
- Indian Organics
- Infosys
- Indian overseas bank
- Larsen & Toubro
- Mahanadi Coal Fields
- NTRC
- NHPC
- Orissa Hydro Power Corporation
- Oil India Limited
- Paradeep Phosphates Limited
- Rashtriya Ispat Nigam Ltd.
- Steel Authority of India Limited
- Ramoji Film City, Hyderabad
- OCL
- BEML
- Indian Oil Corporation
- OPTCL
- VEDANT
- Aircel

## 1 Regulation for semester examination system

1.11 The Course contains 4 Semester. Each Semester has six (6) papers each. Each paper is of 100 marks.

The distributions of marks is as follows:

1. Quizzes(minimum three quizzes, average marks of best two will be considered)- 10
2. Assignment/Project work/Case presentation – 15
3. End Term Examinations – 75

Minimum pass mark in each subject is 50 percent.

A student has to pass in all subjects in periodicals and end-term examinations separately in each Semester.

A student can repeat the subject, if failed, provided he/she secures minimum 50% marks in aggregate in the Semester. Maximum two papers can be repeated. Such repetition is allowed for once within two subsequent academic years.

A student can improve "division" by re-appearing for an examination. Such reappearance the marks obtained, lower than the earlier, the higher marks would not be considered as final marks. This type of reappearance is for one time only and can be within two academic years from the year of regular appearance.

A student can not repeat in practical's, dissertation, etc. which he/she has to appear at his/her regular session.

A student has to undergo summer-training, project work, short and long industrial tours, which are compulsory and part of course-curriculum. The students are required to submit reports after each industrial tour. This may be followed by Seminars.

Each student has to present a Seminar paper on any topic during each semester in presence of all, faculty members as guide.

In the fourth semester the group Seminars are compulsory which will be done in presence of all, faculty members and an external.

In the dissertation viva-voce two externals (one academic and one from industry) will be present.

### **Admission Procedure**

1. Any graduate securing 50% marks in aggregate (In +3 Exms.) shall be eligible for admission into Master in Personnel Management and Industrial Relations.
2. The admission will be on career-cum-entrance test basis. Career marking will be based on division secured in HSC, +2 and +3 Examinations.
3. Entrance mark will be of 50 marks.

## **DETAIL COURSE OUTLINE**

### **SEMESTER – I**

#### **PAPER – 101.1: General Management**

Basic concept of Management and Nature of Business Organisation; Role and Responsibilities' of Management; management as a profession, Management & Organisation: development of Management Thought – Contribution of Taylor; Fayol Follet and Mayo.

Managerial Functions- other schools of management Thought Planning – types of plan, objectives, MBO

Organisation – Line & staff organization, Matrix organization departmentation, delegation, decentralisation.

Directing – leading coordinating, communication, feedback.

Controlling – Span of control.

#### **PAPER- 101.2: Industrial Relations – I**

Meaning, Determinants of IR Systems; IR Models; Trade Unionism – Formation & Recognition; Economic Environment and T.U., Employers' Unions, Managerial unionism – Bank, Railway and Postal, Role and responsibilities of trade unions; IR Trends and Future in India. National Commission on Labour. ILO - its role and Impact on Tripartism in India.

#### **PAPER-101.3 : Labour Legislations- I**

Principles and determinants of Labour legislation; Constitution and Labour Legislations; Major Classifications, Growth of Labour Legislation in India; Social Justice, Natural Justice and Distributive Justice; ILO – its Impact on LL in India.

#### ***Prospective & Regulative: Labour Legislations***

Factories Act, 1948 & Orissa Rules; industrial Employment (Standing Orders) Act, 1946; Orissa Shops & Commercial Estt. Act; 1979; Inter-State Migrant Workmen's' Act; 1979;

Contract Labour (Regulation & Abolition) Act 1970 ;( at least one case is to be taught in each law)

#### **PAPER – 101.4: Industrial Economics**

Economic Development, Specific issues concerning economic development; Factors facilitating economic development; Study of Organisation and Structure of industries, Size of industries, location of industries – factors influencing location; Role of government and state financial institutions in development of industries; Liberalisation, privatization and globalization: Industrial Policies, Licensing, FERA,EXIT Policy.



**PAPER – 101.5: Social Research & Statistics**

Scientific methods; Planning a Research Project: Problem Identification – formulation and classifications, objectives, concepts, hypotheses and assumptions. Design of Research – importance and types; Sources of Data – available data methods;- observation, interview, questionnaire, Sampling Techniques, Elementary Statistics – Frequency Distribution, Measures of Central Tendency, Dispersion, co relation and regression.

**Paper – 101.6 : Industrial Sociology & Psychology**

Social system; Concept and prerequisites of Industrialisation; Industrial Development; Types of Production Relationship; socialization of Individuals; Attitude of work; work Ethos, Culture and Ethics, Changing composition of Industrial Workforces; Assembly line Production & Automation, social Implication of Automation, Scope of Industrial Psychology; Methods of Psychology; Frustrations and Conflict; Frustrations in Industrial Organisation and their consequences; defiance mechanism; emotions; Health Hazards associated with induction of new technologies: Principles and philosophy of safety Management, Accident, accident proneness, psychology of accident.

**SEMESTER – II****PAPER- 201.1 : Human Resource Management- I**

Concept, Philosophy, Scope and Development of Human Resource management; Growth of HRM function in India; Human Resource Planning; factors influencing HR planning; Corporate Planning; HR Policy – Implementation, plan and programme Recruitment Selection & Placement.

**PAPER – 201.2 : Industrial Relations – II**

Industrial Peace and Harmony; Code of Discipline and Code of Conduct in Industry with Case Studies; Domestic Enquiry with cases. Collective bargaining – Status and Trend in India and case studies, workers' Participation in Management – Status & Trend and case Studies; Grievance Management – Hotstove Rule, Conflict Management – methods Approach, Govt. interventions (conciliation, arbitration and Adjudication) Contemporary Trends of Industrial Relations in India.

**PAPER- 201.3 : Labour Legislations – II****Legislations relating to IR**

Industrial Disputes Act, 1948 with rules and cases, Trade Unions Act, 1926 with rules and cases.

**Legislations relating to Wages and Bonus**

Payment of Wages act, 1936 with cases Minimum Wages Act, 1948 with cases payment of Bonus Act, 1965 with rules and cases.

### **Legislations relating to Social Security**

Workmens' Compensation Act, 1923 ESI Act, 1948 and rules EPF Act, 1952 and rules Maternity Benefit Act, 1972 Pension and Linked Deposit Insurance Act, 1976

### **PAPER - 201.4 : Labour & Managerial Economics**

Nature and scope of Labour Economics; Labour Problems of Developing Economy; Structure, Composition & Extent of Indian Labour Force; Basic of Labour Market: Supply & Demand.

Employment: Theories of employment, technology & employment; unemployment and underemployment.

Wages : Economics of wages, minimum, living & fair wages. Wage Policy for Developing Economy.

Managerial Economics-

- Concept
- Managerial economics and business decisions.
- Production function.
- Return to scale in production.
- Optimisation in production.
- Cost, cost output, relationship, cost of multiple products.
- Break-even analysis.

Theories of price, price discrimination, profit managerial objectives profit maximization.

Capital budgeting, process, investment appraisal Uncertainty and Capital rationing.

### **PAPER- 201.5 : Management Information System (MIS) &Computer Applications**

#### **(MIS - 40)**

Automation of information Processing; Computer operating System; Type of data Processing; Information systems for operational control, Management control and strategic planning. Structure of MIS based on organisation function. Application in human Resource Management. Transaction Processing, Word and Text processing, Computer graphics, Computer based message system. System Development Life Cycle.

### **Computer Application (40):**

Computer fundamentals: Strand-alone computers, Computer network, Using office-suite (LOTUS; COREL, MICROSOFT). Database Management System. Internet.

### **Practical (20):**

Practical Examination will be there of 20 marks.

### **PAPRE - 201.6: Summer Training Report – 75**

Presentation- 25 (for at least 5 minutes in presence of all faculty members and an external)

## **SEMESTER - III**

### **PAPER - 301.1 : Human Resource Management – II**

Performance Appraisal: Design, method, Process and Problems Potential Appraisal, Performance counseling, Wage and Salary Administration, Job evaluation, internal Bench marking, Competence based Evaluation. Human Resource Audit, Human Resource information System. Total Quality management and human Resource. Hr environment, Changing role of HRM, Strategic HR-management, Profile of Indian works and Managers (Detail to be taught with case studies).

### **PAPER - 301.2 : Organisational Behavior – I**

Basic concept and scope of OB, Personality and Defense Mechanism, Attitude, Values, Attribute, Learning, Perception, Job satisfaction and morale: Implication of low and high morale. Motivation for work, Theories of Motivation: Maslow, McGregor, Herzberg, mc. Lelland, Vroom, Alderfer Clayton, Adam; Porter & Lawler. Technology and structure of organization, Communication in organization, Problems of communication, channels of communication Improving Communication in organization.

### **PAPER – 301.3: Statistics and Computer Application**

Estimations and Testing of Hypothesis. Index number – meaning, usefulness and computers. Induction to Analysis variance: One-way, Two-way and multiple Comparisons (Newman Keuls, Tukey & Scheffe) Distinction Between parametric and non-parametric tests – Chi-Square. Wilkinson-marched-pairs signed Ranks test, Graphic Representation & interpretation. Using System Package for all Statistical Analyses covered in the course.

#### **PAPER - 301.4 : Human Resource Development – I**

Basic philosophy and concept of HRD, HRD interventions. Training and Development: Concepts and importance, efficiency and economy in Training, Concept of Learning. Androgogy, Education and Development, Role of motivation and Training, Identification of Training Needs, Organ sing Training Programmes and Training Department; Evaluation of Training Programmes; Training methods and Techniques, managerial Grid, Recent Trends in management Development techniques.

#### **PAPER - 301.5 : Basics of Marketing & Financial Management**

Product and Pricing policies, Market Research, Scales Administration, Advertising, Product Planning and Development Introducing New Product.

Scope of Financial Management, Capital structure and Sources of Finance, Over and under Capitalisation, Financial Ratios and analysis of Balance Sheet, Profit and Loss Accounts, Types of Budget and Budget Control.

#### **PAPERS – 301.6 : Total Quality management & Productivity Management**

Basic concepts of TQM, Seven stages of company wide Quality Control, Control chart, Company wide quality improvement Ta Quchi Methods, ISO 9000....., Demings-14 points, Cross bys approaches, Juran approach, Indian Standard, IS-2500.

Concept and Definition of Productivity, Methods of raising productivity, Works Study and Methods Study, Process Chart, Flow Chart, Operator process simultaneous Motion and Man-maching chart, Work measurement; benefits, Techniques and units of measurement Application of work Measurement, Time and motion study, job evaluation, Concept of value analysis, PERT & CPM.

### **SEMESTER – IV**

#### **PAPER – 401.1: Organisational Behavior – II**

Manager as a Leader, effective leadership, theories of Leadership. Decision-making in organization, Rational Decision and Decision making Techniques. Group Dynamics, Samal Group Behaviour, Inter personal competence (Johari Window)

#### **PAPER – 401.2 : Human Resource Development – II**

Concept of Managing change, Models of organization change; Consulting: Approaches of change – Manager as a Change Agent, internal Change Agent (consultant) Organisational climate and change: Organisation Culture and managerial Ethos; Managing change Organisation Development: Alternative

Intervention, institution Building. Employee Counseling: meaning, need and types, process, problem identification, strategy and skills relationships; Counseling Environment.

### **PAPAPER – 401.3 : Labour Administration & Social security**

Labour Administration: Scope and Function in India and in Orissa. Labour Administration machineries in India and Orissa. Labour Welfare: ILO & Labour Welfare.

Role & Status of Labour Welfare Officer. Welfare work inside the Factory and outside Child labour (Regulation & Abolition) Act, 1986.

Social Security: Definition and Scope of Social Security, Social Security in India, Social Assistance and Social Insurance; Global Phenomena of Social Security; International Agencies and social Security; social security in U.K., U.S.A. and Germany.

### **PAPER – 401.4 : Business Environment and Strategic Management**

Role of Business in Modernisation of Society, business Philosophy and Business Style, Type of Ownership – Growth of Business & industry; Social Responsibility of Business; Business and Political System; Comparative Business Environment – MRTP & FERA Globalisation, Change in Business Style, Development of Global Managers; E-business.

#### **Strategic Management**

BOG Matrix, SWOT Analysis, Strategic Objective, Strategic alternatives, choice strategy implementation and Evaluation.

#### **PAPER – 401.5**

#### **A. Seminar presentation (Group) – 50**

(In Presence of all faculty members and two externals)

B. Comprehensive Viva-Voce -50

#### **PAPER – 401.6**

:Dissertation -75

Viva-voce -25

In the dissertation viva-voce two externals (One from academics and one from industry) will be present.

## BOOKS RECOMMENDED

### SEMESER – I

#### PAPER- 101.1 : General management

1. Essentials of management – Koontz and O' Donnel; McGraw Hill.
2. Management and Foundation and Practices – D.E.Mc Faxiand, McMillan Publish Co, New Delhi.
3. Business Organisation and Management - Y. K. Bhusan, S. Chand and Sons, New Delhi.
4. Management – L. M. Prasad, S. Chand and sons, New Delhi.
5. Business Organisation: M.C. Sukla .
6. Principle and Practice-of Management: Newman, PHD, Delhi.
7. Modern Business Organisation and Management – S.A. Sherlekar, Himalaya Publishing House.
8. Management and Organisation – I.A, Allen, PHI, India.
9. Financial Management: I.M. Pandey.
10. Financial Management: S.C. Kuchbal, Chaitanya Publishing House, Allahabad.
11. Professional Management (Theory and Practice): Haiwain Publishing House, New Delhi.
12. Principles of Management: R. Tolly George, Richard, D, Trwin.

#### PAPER – 101.2 :Industrial Relations – I

1. Industrial Relations Systems – J.T. Dunlop; Heoey Eolt and Co., New York.
2. Trade Unions and Politics in India-Harlod Chrouch.
3. Indian Trade unionism – S.D. Puneker.
4. Economics of Labour and Industrial Relations- T.N. Bhogoliwala, Sahitya Bhawan Agra.
5. Labour problems in India Industries – V.V . Giri, Asial publishing House, New Delhi.
6. Dyriamics of Industrial Relations – Memorial and Memorial, Himalaya Pub. Co., Bombay.
7. Industrial Relations and Labour Legislation – Sinha and Sinha, Oxford IBH, Delhi.
8. Industrial Relations-Arun Mohappa, Mc.Graw Hill, Delhi.
9. Indian Trade Union – V. D. karnik.
10. ILO and its conventions – N. Vidyanathan.
11. Labour Management Relations – K.N. Subramanian, Asia Pub. House.

#### PAPER – 101.3 : Labour Legislation & Cases – I

1. Habdbook of labour and Industrial, Law – P. L. Mallick, Eastern Book Co.
2. Industrial Disputes – P. R. Bagri, Eastern Law House, Calcutta.

3. Factory and labour manual- R. Matrubham, Madras law Journal Office.
4. Industrial Relation and Labour Legislation – Sinha and Sinha, Oxford IBH, Delhi.
5. Labour and industrial Laws – S. N. Chatutbadi, Central Law Agencies, Allahabad.
6. A Study on Industrial Law – (Vol. 1 and 2) – G. M. Kothari, N. M. Tripathi Pvt. Ud., Bombay.
7. Industrial Jurisprudence – Mahesh Chandra, N.M.Tripathy Pvt. Ltd., Bombay.
8. Labour Demands and their Adjudication – G.M. Kothari, Pvt. Bombay.
9. The Supreme Court on Industrial Law-Soonavala.
10. Modern labour Laws and Industrial Relation – S. Mishra, Deep& Deep, Delhi.
11. Industrial Discipline – G.P. Das Gupata, Tata McGraw Hill, Delhi (1990).

#### **PAPER – 101.4 : Industrial Economics**

1. Reading in Labour Economics and Labour Relations – Rowan and Northrup, Richard D. Irwin.
2. Labour Economics and Labour Relations – Reynolds and others, PHI, New Delhi.
3. Labour Economics and Industrial Relations – P.Verma, McGraw Hill, New Delhi.
4. Labour Economics and Industrial Relations – A. L. Gitlow, Richard D. Irwin.
5. Indian Economy – Datta and Sundaram, S. Chand and Co. New Delhi.
6. Indian Economy – Alok Ghosh, S. Chand and Co., New Delhi.
7. Indian Economy – A. N. Agarwal.
8. Planning in India- M.L. Seth.
9. Five year Plan – Govt. of India.
10. Industrial Economy of India- S.C. kuohhal, Chaitanya Publishing house, Allahabad.

#### **PAPER- 101.5 : Social Research Methods and Statistics**

1. Foundation of Behaviour Research- Korlinger, surjeet Pub. Delhi.
2. Methodology and Techniques of Social Research- Wilkinson & Vendrakom, Himalaya Publishing House.
3. Research methods in Social Relations – Jahoods & Cook.
4. Methods in Social Research- Good and Hatt, International Book House, Delhi.
5. Elements of Statistics – Elhance.
6. Research Methodology and Statistical Techniques – Santosh Gupta, Deep and Deep, Delhi.
7. Statistical Methods – S.P Gupta, S. Chand and Sons, Delhi.

#### **PAPER – 101.6 : Industrial Sociology and Psychology**

1. The Sociology of Industry: Parker, smith, Brain, Child.
2. The Impact of Industry: W.E. Moore, Eastern Economy Edn. Delhi.



3. Industrial Sociology: E. V. Schaeider, Rawat Publication, Delhi.
4. Industrial Sociology: Miller and Form.
5. Industrial SOGIOIOGY in India: N.R. Seth and Patel, Rawat Publication, Delhi.
6. Introduction to Sociological Theories: Percy S. Cohen, EEE Pub, Delhi.
7. Industrial Psychology and its Social Foundation: Elum & Naylor, Harper & Raw Publication.
8. Industrial psychology: Mc Iormick and J. Tiffen, Gerge Allen & Unwin Ltd., London.
9. Industrial Psychology: N.R. Chatterjee, allied Book Agency, Delhi.
10. Industrial Psychology: Harrol.

## SEMESTER- II

### PAPER – 201.1: Human Resource management-I

1. Personnel: dale S. Beach, McMillan Publishing house, Delhi.
2. Principles of Personnel Management: E. B. Flippo, McGraw hill, Delhi.
3. Emerging issues in H.R.M.: P. Verma, Oxford IBH, Delhi.
4. Personnel Management: C.B. Memoria, Himalaya Pub. House, Bombay.
5. Excellence Through HRD: Nair, MRR & T.V. Rao, Indian Book & Periodicals.
6. A Hand book of HRM: Michael Armstrong, Aditya Book Ltd. Delhi.
7. Indian Management: B. R. Virmani, Vision Books, New Delhi.
8. Excellence Management in the Public Sector (Cases & Models) P.N. Khandewalla, Vision Books, New Delhi.
9. Wage and Salary Admini9stration: Belcher.

### Paper- 201.2: Industrial Relations – II

1. Industrial Relations System – J.T. Dunlop
2. Trade Unions and Politics in India- Harlod Chrouch.
3. Indian Trade unionism – S.D. Iunekhar.
4. Economics of Labour and Industrial Relations- T. N. Bhogoliwala.Sahitya Bhavan, Agra.
5. Labour problems in Indian Industries – V.V. Giri, Asia Publishing House, New Delhi.
6. Dynamics of Industrial Relations- Memoria and memoria, Himalaya Pub. Co., Bombay.
7. Industrial relations and Labour Legislation- Sinha and Sinha Oxford IBH, Delhi.
8. Industrial Relations – Arun Mohappa, McGraw Hill, Delhi.
9. Indian Trase Union- V.D. Kenedy
10. ILO and its conventions- N. Vidyathan.
11. Labour Management Relations- K.N Subramanian, Asia Pub. House.



### **PAPER – 201.3 Labour Legislation & Cases – II**

1. Hand book of Labour and Industrial Law- P.L.Mailick, Easter Book Co.
2. Industrial Disputes – P.R. Bagri, Eastern Law house, Calcutta.
3. Factory and Labour Manual – R. Matrubham, Madras Law journal Office.
4. Industrial Relation and Labour Legislation – Sinha and Sinha Oxford IBH, Delhi.
5. Labour and Industrial laws – S.N .Chaturbedi, Central Law Agencies, Allahabad.
6. A Study on industrial Law (Vol. 1and 2) –G.M.Kothari, N.M. Tripathi Pvt. Ltd., Bombay.
7. Industrial Jurisprudence – Mahes Chandra N.M. Tripathy Pvt. Ltd. Ltd. Bombay.
8. The Suprme Court on Industral Law – Soonavala.
9. Modern labour laws and Industrial Relation – S. Mishra, Deep and Deep, Delhi.
10. Industrial Discipline – G. P. Das Gupta, Tata McGraw Hill, Delhi (1990)

### **PAPER- 201.4 : Labour and Managerial Economics**

1. P.M Verma – Labour Economics and Industrial Relations- McGraw Hill.
2. Raynolds & others - - Labour Economics and Labour Relations, PHI.
3. Indian Economy – Durra & Sundaram S. Chand & Co.
4. Indian Economy – Alok Ghosh, S. Chand and Co.
5. Gupta – Managerial Economics.
6. Joeldean – Managerial Economics.

### **PAPER - 201.5 : Management Information System & Coumputer Application**

#### **Text Books**

1. B.Comried “Programming with Basic” (McGraw Hill, Schaum Series)
2. S. Lipshutz and A. Poc “Programming with FORTAN” (McGraw Hill, Schaum Series)
3. G.B. Davis and M.H. Glson “Management Information Systems” (McGraw Hill) Chapters 1,2,3,4,5 and 18)

#### **Reference**

4. D.H Sandors, “Computers Today D(McGraw Hill)
5. E.M.Scott, “Principles of management Information Systems” (McGraw Hill)
6. J. Kanter, “management Information System” (Prentice Hall of India)
7. Mary Sumnor, “Computers Concepts Uses” (prentice Hall)
8. R.C. Murdick, J.E. Ross and J.R. Claggott, Information System for Modern Management “ (Prentice Hall India)
9. V. Rajaraman, “Computer Programming in FORTAN-77” (Prentice Hall of India)

10. J. Sholly and R. Hunt, "Computer Studies a First Course" (Wheeler Publishing)

**PAPER – 201.6 : Summer Training**

**SEMESTER – III**

**PAPER – 301.1 : Human Resource Management – II**

1. Personnel: Dale S. Beach, McMillan Publishing House, Delhi.
2. Principles of Personnel Management: E.B. Flippo, McGraw Hill, Delhi.
3. Emerging Issues in H. R. M.: P. Verma. Oxford IBH, Delhi.
4. Personnel management: Memorial, Himalaya Pub. House Bombay.
5. Excellence Through HRD: Nair, M.R.R. & T.V. Rao, Indian Book and Periodicals.
6. A hand Book of HRM: Michael Armstrong, Aditya Book Ltd., Delhi.
7. Indian Management: V.R. Virmani, Vision Books, New Delhi
8. Excellent Management in the Public Sector (Cases & Models) P.N Khandewalla, Vision Books, new Delhi.
9. Wage and Salary Administration: Belcher.

**PAPER – 301.2: Organisational Behaviour – I**

1. Management and Organisational Behaviour: B. Scanlan & J.B. Keys, Willey Pub., New York.
2. Organisational Behaviour: Joe Kelly, Willy Pub., New York.
3. Fundamentals of Organisational Behavior: A.J. Durrin, Pregamen Press' New York.
4. Organisational Behaviour: F.Lurhana, McGraw Hill.
5. Organisational Theory and Behaviour: VSP Rao and P.s. Narayan, konark Publishing House, New Delhi.
6. Organisation: Theory and behavior: m.J. Mathew, RBSA, Publisher, Jaipur.
7. Introduction to Organisation behaciour: R.S. Kotze, Restone Pub. Co. Virginia.
8. Organisational behavior: S.P. Ronnins, PHI, Delhi.
9. Human Behaviour at Work: K. Davis, Tata McGraw Hill.
10. Management of Organisational Behaviour: hersey & Blanchand, PHI, Delhi.

**PAPER – 301.3 : Statistics & Computer Application**

**Text Books**

1. B. Cottfried & Programming with BASIC" (McGraw Hill, Schaum Series).
2. S. Sipshutz and a Poc "Programming with FORTAN" (McGraw Hill, Schaum Series)

3. G.B. Davis and M.H. Gison “Management Information Systems” (McGraw Hill) (Chapters 1, 2, 3, 4, 5 and 18)
4. Learning BASIC by Dr. L.Mohanty, Dr. P.K. Rath, SILICON Sahitya BASIC to C++ By Robert J. Traister.

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5. D.H. Sanders, “Computers Today” (McGraw Hill)
6. E.M.Scott, “Principles of Management Information Systems” (Mc Graw Hill)
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### PAPER – 301.4 : Human Resource Development – I

1. D.M. Silvera - Human Resource Development – The Indian Experience, New Delhi, News India Publication.
2. T.V Rao – Human Resource Development. Alternative Approaches and strategies of Human Resource Development, Jaipur, Rawat Publications.
3. B.M. Base3 and J. A. Vaughen – Training in Industry: The Management of Learning, Belmont, California; Wadworth Publishing Company.
4. HRD Missionary by T. V. Rao.
5. HRD Experiences, Intervention & Strategies by T.V. Rao.
6. HRD For Workers Ed. I. S. Singh.
7. Organisational Development by E.L. French & CH Bell, PHI, Delhi.
8. Management by Objective, S. K. Chakravorty, McMillan Co. Delhi.
9. Essentials of HRM & IR by P. Suba Rao, Himalaya Pub. House Bombay.
10. Successful Applications of HRD Case Studies of Indian Organisation by Ishwar Dayal and others. Intl. new Delhi.
11. Behavioural Processes in Organizations, Uday Pareek, T.V. Rao, D.M. Pestonjee, OXFORD, IBH.

### PAPER – 301.5 : Basics of Financial & Marketing management

#### Financial Management

1. I.m. Pande – Financial Management
2. S.C. Kuchhal – Financial Management
3. Khan & Jain – Financial Management

#### Marketing Management

1. C.N. Somtanki – Marketing Management
2. Phillip Kotler – Marketing Management

### **PAPER – 301.6 : Quality Management & Productivity Management**

1. Motion and Time Study: M.E. Mundal, PHI, Delhi.
2. Text Books on Works Study: H. D. Sharma, Oxford & IBH, Delhi.
3. Introduction to Works Study: I.L.O., Geneva.
4. Work Methods of Measurement for Management: L.A. Dorty, Dolmar Pub. PHI, Delhi.
5. Productivity Management – S. C. Sawheney, Tata McGraw Hill.
6. A Management Guide to PERT/PM: J.W. Wiest and Levy, PI11. Delhi.
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8. Operation and industrial management: D. Dolmen, Tata McGraw, Hill.
9. Motion and time Study Designed and Measurement of Work: R.M. Barnes John Wiley & Sons.
10. People and productivity: R.A. Sutermeister, McGraw hill, Delhi.
11. Total Quality Management: Joseph Susan Berk, EXCEL Books, New Delhi.
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### **SEMESTER - IV**

#### **PAPER – 401.1 : Organisational behavior – II**

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3. B.M. Base and J.A. Vaughen – Training in Industry: The Management of Learning, Belmont, California; Wadworth Pub. Company.
4. HRD missionary by T. V. Rao.
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### **PAPER – 401.3 : Labour Administration & Social Security**

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2. Report on National Commission on Labour: Govt. of India,1969.
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6. ILO and its Impact on India: Preda Joshi, D.K.Pub. New Delhi.
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8. Intentional Social Security Systems: B.N.Mishra, Anmol Pub., New Delhi.
9. Labour Welfare & Social Security legislation in India: D. Bhatnagar, Deep & Deep, New Delhi.
10. Social Security for Industrial Workers in India: G. Varandani, Deep & Deep Pub., New Delhi.
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12. Social Security: Srivastava.
13. Introduction to Social Security: I.L.O., Geneva.
14. Some Aspects of Labour Welfare & Social Security: A.M.Sharma, Himalaya Pub. House, Bombay.

### **PAPER – 401.4 : Business Environment & strategic Management**

1. Pareek Udial: Beyond Management, Essays on the Process of Institution Building, OXFORD, IBH, Delhi.

2. T.V. Rao & D.F. Pereira: Recent Experiences in Human resource development, OXFORD, IBH, Delhi.
3. Chatopadhyaya & Pareek: Management Organisational Change. OXFORD, IBH, Delhi.
4. Singh, J.P.: Organisational Development, Concept and strategies, IIM, Ahmedabad.
5. B.R. Sharma: Organisational Climate and Employer-Employee Relations, IMI, New Delhi.
6. Pareek Udai, Rao, T.V.: Designing and managing Human Resources System, OXFORD IBH, NEW Delhi.
7. Pareek Udai: Organisational Behavioural Processes, Rawat Publication, Delhi.
8. F. Cherunila,: Business Environment, Himalaya Pub. House, Bombay.
9. K. Aswathapa: Essential of Business Environment, Himalaya Pub. House, Bombay.
10. R.M. Srivastava: Intentional Strategic Management, Himalaya Pub. House. Bombay.
11. Modern Business Organisations and management – System Approach SA. Sherkar. V. S. Sherkar, Himalaya Pub. House, Bombay.

**PAPER-401.5:** A. Seminar Presentation

B. Comprehensive Viva-Voce.

**PAPER – 401.6:** Dissertation and Viva-Voce.