

Year	Semester	Course opted	Title of the course	Full Marks
1.st Year	Semester-I	Core Course-I	Industrial Relations	100
		Core Course-II	Labour Legislation-I	100
	Semester-II	Core Course-III	Principles and Partices of Management	100
		Core Course-IV	Labour Welfare	100
2 <sup>nd</sup> .Year	Semester-III	Core Course-V	Human Resource Management	100
		Core Course-VI	Trade Unions & Employment Relations	100
		Core Course-VII	Social Security	100
	Semester-IV	Core Course-VIII	Human Resource Development	100
		Core Course-IX	Labour Economics	100
		Core Course-X	Labour Legislation-2	100
3 <sup>rd</sup> .Year	Semester-V	Core Course-XI	Corporate Social Responsibility	100
		Core Course-XII	Compensation Management	100
		Discipline Specific Elective (D.S.E) 1	Strategic Human Resource Management	100
		Discipline Specific Elective (D.S.E) 2	Performance Management	100
	Semester-VI	Core Course-XII	Organizational Behavior	100
		Core Course-XIV	Field work report and Viva-Voce	100
		Discipline Specific Elective (D.S.E) 3	Indian Labour Problems	100
		Discipline Specific Elective (D.S.E) 4	Organizational change and Development	100

I.R.P.M- GENERIC ELECTIVE INDIAN LABOUR STUDIES (I.L.S)

PAPER-1 INDUSTRIAL RELATIONS

PAPER-2 LABOUR WELFARE

**I.R & P.M HONOURS**  
**FIRST SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – I**

**INDUSTRIAL RELATIONS**  
**SEMESTER – I**

**INDUSTRIAL RELATIONS**

Total marks: 100 (End Semester 80 and mid semester 20)

**Unit-I**

**25 marks**

Industrial Relations: Concept and Scope of Industrial Relations; Approaches to Industrial Relations, Dunlop's System Model of Industrial Relations.

Aspects of Industrial Relations- Co-operation and Conflict.

**Unit-II**

**25 marks**

Industrial Disputes: Meaning, Causes and Consequences; Methods of Settling Industrial Disputes, Meaning and Nature of Collective Bargaining , Process & Levels of Collective Bargaining In India.

**Unit-III**

**25 marks**

Labour Management Co-operation: Meaning and Goals, Levels of Participations; Labour Management Co-operation in India: Statutory committees, Works Committee, Worker Participation in India & Worker Director.

**Unit-IV**

**25 marks**

Grievance Handling and Discipline: Meaning, Causes and Consequences of Grievance; Model Grievance Procedure; Disciplinary Action & Procedure.

**BOOKS RECOMMENDED**

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

**I.R & P.M HONOURS**  
**FIRST SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – II**  
**LABOUR LEGISLATION- I**

**LABOUR LEGISLATION SEMESTER – I**

Total marks: 100 (End Semester 80 and mid semester 20)

**Unit-I**

**25 marks**

Labour Legislation: Need, Objectives, Scope, Development & Growth of Labour Legislation in India, Categories of Labour Legislation.

**Unit-II**

**25 marks**

The Factories Act-1948, The Mines Act-1952

**Unit-III**

**25 marks**

Industrial Employment Standing Orders Act 1946 &  
The Trade Unions Act-1926

**Unit-IV**

**25 marks**

The Industrial Disputes Act-1947

**BOOKS RECOMMENDED**

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

**I.R & P.M HONOURS**  
**SECOND SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – III**  
**PRINCIPLES & PRACTICES OF MANAGEMENT**

**PRINCIPLES & PRACTICES OF MANAGEMENT**

Total marks: 100 (End Semester 80 and mid semester 20)

**Unit-I**

**25 marks**

Concept, Objectives and Scope of Management. Management as an Art, Science and Profession. Management Functions: Planning, Organising, Directing & Controlling.

**Unit-II**

**25 marks**

Development of Management Thought: Scientific Management of F.W.Taylor, Human Relations School of Elton Mayo and Behavioural Schools and Contributions of Fayol & Follette to Management.

**Unit-III**

**25 marks**

Functional areas of Management: Concept, Function and Scope of Financial Management, Production Management, Marketing Management and Material Management.

**Unit-IV**

**25 marks**

Strategic Management: Nature and Scope of Strategic Management, Concept of Core Competence, Strategy and Structure, Management of Strategic Change. Business Ethics: Concept & Practices in Management.

**BOOKS RECOMMENDED**

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

**I.R & P.M HONOURS**  
**SECOND SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – IV**  
**LABOUR WELFARE**

**LABOUR WELFARE**

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

**Unit-I** **25 marks**

Labour welfare: Concept, Scope & Principles of Labour Welfare. Philosophy (Approaches) of Labour Welfare, Agencies of Labour Welfare

**Unit-II** **25 marks**

Welfare Programmes: Statutory- Canteen ,Creche ; Non-Statutory –Housing , Workers' Education , Workers' Co-operatives.

Welfare Officer: Appointment, Status & Functions in Factories.

**Unit-III** **25 marks**

Industrial Safety & Hygiene: Accidents- Concept, Causes & Consequences, Prevention of Accidents & Safety Programmes; Industrial Health & Hygiene; Occupational Diseases, Prevention & Curative Programmes.

**Unit-IV**

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

**BOOKS RECOMMENDED**

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

**I.R & P.M HONOURS**  
**THIRD SEMESTER DEGREE EXAMINATION**  
**INDIAN LABOUR STUDIES**  
**SEMESTER-III**  
**PAPER-V**  
**HUMAN RESOURCE MANAGEMENT**

Full marks-100 (80+20)

Time-3Hours

**Human Resource Management**

**Unit-I**

**25-Marks**

Importance of Human Resource Management - concept of Human Resource Management ,Scope of fundamental areas of Human Resource Management Objectives of Human Resource Management, Growth and Development of Human Resource Management in India.

**Unit-II**

**25-Marks**

Development of Management Thought, Scientific Management by F.W.Taylor, Human relation school of Elton Mayo X & Y Theory Douglas Mc.Gregor.

**Unit-III**

**25-Marks**

Procedure of recruitment and selection. Manpower Development – Training and Development process methods, Wage and Salary Administration – in India

**Unit-IV**

**25-Marks**

Motivation- Introduction, Types of Motivation Employees Morale-Definition , Factors effecting moral.

**Human Resources Management**

1. Dr P. Jyothi, Human Resource Management, Oxford University Press,2015
2. Uday Kumar Haldar and Juthika Sarkar, Human Resource Management, Oxford University Press,2015
3. T.N. Chhabra, Human Resource Management. Dhanpat Rai & Co. **Publisher.**
4. Jyoti and Venkatesh, Human Resource Management. Oxford University Press India.2014
5. K. Aswathappa, Human Resource Management. McGraw Hill Education (India) Private Limited, 07 Edition.
6. C.B. Gupta, Human Resource Management. Sultan Chand and Sons **Publisher**, 14 Edition.
7. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations. Himalaya Publishing House Pvt. Ltd., 05 Edition.
8. Edwin Flippo, Personnel Management. Tata McGraw - Hill Education publisher, 06 Edition.
9. Gary Dessler, Human Resource Management. Pearson India, 12 Edition.

**I.R & P.M HONOURS**  
**THIRD SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – VI**

**TRADE UNIONS AND EMPLOYMENT RELATIONS**  
**SEMESTER – III**

**TRADE UNIONS AND EMPLOYMENT RELATIONS**

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

**Unit-I**

**25-Marks**

Introduction to Trade Union: Meaning, Definition, Objects; Functions, Types of trade unions & National Federations of Trade Unions.

**Unit-II**

**25-Marks**

Theories of Trade Union: Sidney and Beatrice Webb, Perlman, Robert Hoxie, Karl Marx and Mahatma Gandhi.; Growth of Trade Union Movement in india; Post Liberalization

**Unit-III**

**25-Marks**

Problems of Trade Union; Political Parties and problem of leadership, Trade Union Rivalry, Recognition, & Recognition Rules in Odisha.

**Unit-IV**

**25-Marks**

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

1. Ratna Sen, Industrial Relations in India. Tata McGraw Hill 2014.
2. Vaid, K.N., The New Worker, Asia Publishing House, Mumbai.
3. N.N. Chatterjee, Industrial Relations in India's Developing Economy. Allied Book Agency
4. Steve Williams, Introducing Employment Relations, Oxford University Press, 03 Edition.
5. P.R.N. Sinha et al. Industrial Relations and Labour Legislation. Pearson **Publisher**, 01 Edition.
6. C.S. Venkataraman, Industrial Relations. Oxford University Press, 01 Edition.
7. S.D. Punekar et al., Labour Welfare, Trade Unions and Industrial Relations. Himalaya Publishing House.
8. A.M. Sarma, Industrial Relations. Himalaya Publishing House Pvt. Ltd., 02 Edition.
9. C.B. Mamoria et al., Industrial Relations. . Himalaya Publishing House Pvt. Ltd., 2015.
10. T.N. Chhabra, Industrial Relations. Pentagon Press Publisher.
11. P.C. Tripathy and C.B. Gupta, Industrial Relations and Labour Laws. Sultan Chand & Sons **Publisher**, 04 Edition.
12. Arun Monappa, Industrial Relations. Tata McGraw - Hill Education, 01 Edition.
13. E.A. Ramaswamy and Uma Ramaswamy, Industry and Labour. Oxford University Press, New Delhi.

**I.R & P.M HONOURS**  
**THIRD SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – VII**  
**SOCIAL SECURITY**  
**SEMESTER – III**

**SOCIAL SECURITY**

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

**Unit-I** **25-Marks**

Social Security: Concept, scope and approaches; Social Assistance and Social Insurance;

**Unit-II** **25-Marks**

The Workmen's ' Compensation Act, 1923

**Unit- III** **25-Marks**

The Payment of Gratuity Act, 1972 ; & The Maternity Benefit Act, 1961.

**Unit-IV** **25-Marks**

The Employees' State Insurance Act, 1948

**Social Security**

1. A.M. Sarma, Aspects of Labour Welfare and Social Security, Himalaya Publishing House, New Delhi.
2. Vivek and Bhattacharya, Social Security Measures in India.
3. W. Andrew Achenbaum, Social Security: Visions And Revisions: A Twentieth Century Fund Study, Cambridge University Press.
4. Ditch John Ditch, Introduction to Social Security: Policies, Benefits and Poverty, Taylor & Francis Ltd.
5. Prasant Kumar Panda, Human Development and Social Security in India, New Century Publication
6. Ravi Prakash Yadav, Social Security in India, Raj Publications.
7. Prof K M Naidu, Social Security of Labour in India and Economic Reforms, Serial Publication.
8. Kannan, K.P & Breman, Jan, The Long Road to Social Security: Assessing the Implementation of National Social Security Initiatives for the Working Poor in India, Oxford University Press.
9. Concerned Bare Acts.



**I.R & P.M HONOURS**  
**FOURTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – VIII**  
**HUMAN RESOURCES DEVELOPMENT**  
**SEMESTER – IV**

**HUMAN RESOURCES DEVELOPMENT**

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

**Unit-I**

**25-Marks**

Human Resources Development: Importance of Human Resources; Concept and Philosophy of HRD: Human Resources Accounting.; HRD Mechanisms: Performance Appraisal; Potential Appraisal Feedback and Counselling;

**Unit-II**

**25-Marks**

Career Planning and Development; Job Rotation, Training; Organisational Development; Employee Welfare and Quality of Work Life.

**Unit-III**

**25-Marks**

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

**Unit-IV**

**25-Marks**

Training and Development: Meaning of Training Development and Education; Concept of Learning, Types of Training – Apprenticeship Training, Supervisory Training, Training within Industry, Executive Development.

**Human Resources Development**

1. Uday Kumar Halder, Human Resource Development, Oxford University Press,2014.
2. David Mankin, Human Resource Development, Oxford University Press,2015.
3. T.V. Rao, Human Resource Development, Sage Publication, New Delhi.
4. T.V. Rao, & Pareek, Udai, Designing and Managing Human Resource System, Oxford and IBR Publication Ltd., New Delhi.
5. ILO, Teaching and Training Methods for Management Development handbook, McGraw New York.
6. Rao, T.V., Future of HRD, Mac Milan , New Delhi.
7. B.L. Mathur, Human Resource Development: Strategic Approaches and Experiences.
8. Greaves, Jim, Strategic Human Resource Development, Sage Publication.
9. Werner, Human Resource Development, CENGAGE Learning, 2015.
10. Nadler, Leonard, Corporate Human Resource Development, Jossey-bass Publisher.

**I.R & P.M HONOURS**  
**FOURTH SEMESTER DEGREE EXAMINATION**  
**INDIAN LABOUR STUDIES**  
**SEMESTER-IV**  
**PAPER-IX**  
**LABOUR ECONOMICS**

Full marks-100 (80+20)

Time-3Hours

**25-Marks**

**LABOUR ECONOMICS**

**Unit-I**

Definition, Nature and Scope of Labour Economics ;Capitalism and Socialism., Mixed Economics System in India, New Economic Policy.

**Unit-II**

**25-Marks**

Labour Market, Concept of Labour Market, Classification of Labour Market & Characteristics of Labour Market

**Unit-III**

**25-Marks**

Wages of Industrial Workers, Definition, Real and Normal Wages, Wage concepts: Minimum, Fair and Living Wages, Wage differentials & Wage Policy in India.

**Unit-IV**

**25-Marks**

Unemployment : Concept of Employment , Unemployment , Under Employment, Types of Unemployment , Causes , effects and remedies of Unemployment and problems of Unemployment in India.

**Labour Economics and Labour Problems**

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

**I.R & P.M HONOURS**  
**FOURTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – X**  
**LABOUR LEGISLATIONS -2**  
**SEMESTER – IV**

**LABOUR LEGISLATIONS**

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

**Unit-I** **25-Marks**

The Minimum Wages Act, 1948

**Unit-II** **25-Marks**

The Payment of Wages Act, 1936

**Unit-III** **25-Marks**

The Payment of Bonus Act, 1965

**Unit-IV** **25-Marks**

The Contract Labour ( Regulation & Abolition) Act, 1970

& The Inter-State Migrant Workmen's Act, 1979

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

**I.R & P.M HONOURS**  
**FIFTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – XI**  
**CORPORATE SOCIAL RESPONSIBILITY**  
**SEMESTER – V**

**CORPORATE SOCIAL RESPONSIBILITY**

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

**Unit-I**

**25-Marks**

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

**Unit-II**

**25-Marks**

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

**Unit-III**

**25-Marks**

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

**Unit-IV**

**25-Marks**

Social Audit: Introduction, Scope and Objectives, CSR and Corporate Accountability, Types of Social Audit,

**Corporate Social Responsibility**

1. Madhumita Chatterji, Corporate Social Responsibility, Publisher: Oxford University Press.
2. Balachandran; Ch, Corporate Social Responsibility, Publisher: Phi Learning Pvt. Ltd- New Delhi.
3. B.N.Mandal, Corporate Social Responsibility, Publisher: Global Vision Publishing House.
4. Veena tewari nandi, Corporate Social Responsibility ,Publisher: Enkay Publishing House
5. Baxi, C .V.Author;Ray, Rupamanjari Sinha; Corporate Social Responsibility Vikas Publishing House,2014.
6. Werther, William B; Chandler, David; Strategic Corporate Social Responsibility SAGE Publications India Pvt., Ltd, 2015.

**I.R & P.M HONOURS**  
**FIFTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – XII**  
**COMPENSATION MANAGEMENT**  
**SEMESTER – V**

**COMPENSATION MANAGEMENT**

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

**Unit-I**

**25-Marks**

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

**Unit-II**

**25-Marks**

Managing compensation: Designing a Compensation System, Internal, External Equity in Compensation Management, Compensation Policy formulation as a Retention Strategy.

**Unit-III**

**25-Marks**

Effects of Compensation on Performance and Motivation ; Different types of compensation, executive compensation system.

**Unit-IV**

**25-Marks**

Incentive and benefits administration : Concept of Incentive, objectives, benefits of incentive plan. Types of wage incentive plans, merits and demerits of individual & group incentive system Wage policy and its importance .

**Compensation Management**

1. Bhattacharyya, Dipak Kumar; Compensation Management, Oxford University Press, India, 2<sup>nd</sup> edition
2. Henderson, Richard I., Compensation Management, Pearson India Publisher, 2014
3. Milkovich, George ,Newman, Jerry and Venkataratnam, C S , Compensation Management , McGraw Hill Education (India) Private Limited, 9<sup>th</sup> edition
4. Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson India., 7<sup>th</sup> Editions.
5. Sharma, A.M., Compensation Management, Himalaya Publishing House,2014
6. Subramaniam, K.N., Wages in India, Tata McGraw Hill, Publishing Co. Ltd.,
7. Verma, Promad, Wage Determination: Concepts and Cases, Oxford IBH Publication Ltd, New Delhi.
8. ILO, Payment by Results, ILO, Geneva Ltd, New Delhi.
9. Government of India, Wages Income and prices, Report of Boothlingam Committee, Govt. of India, New Delhi.

**I.R & P.M HONOURS**  
**SIXTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – XIII**  
**ORGANISATIONAL BEHAVIOUR**

**Organisational Behaviour**

Full marks-100 (80+20)

Time-3Hours

**Unit-I**

**25-Marks**

- a. Concept, Nature and scope of Organizational Behaviour: Behavioural Theories - Freudian psychoanalytical Models, Social Learning Model.
- b. Components of O.B.System: Inputs Objectives and Resources: Through Put-Formal Organization System (FOS), Industrial System (IS) and Social System (SS), Output Organizational Effectiveness.

**Unit-II**

**25-Marks**

Formal Organization System: Bureaucrats, Project and Matrix Structure.  
Individual System: Perception, Personality, Attitudes and Values.

**Unit-III**

**25-Marks**

- a. Social System: Informal Groups and Organization, Group Dynamics.
- b. Strategies for managing Social System: Quality Circle, Team Building, Small Group Activities.

**Unit-IV**

**25-Marks**

- a. Behaviour Modification and reinforcement: concept and methods.
- b. Organizational Development: Concepts and Methods.

**BOOKS RECOMMENDED**

1. Organizational Behaviour by Fred Luthans.
2. Organizational Behaviour by Stephen Robins.
3. Organizational Behaviour by K.Aswathappa (Himalaya)
4. Organizational Behaviour by C.B.Gupta
5. Organizational Behaviour by P.Subba Rao
6. Organizational Behaviour By Mirja S.Saiyaddain ( Tata MC.Graw Hill) .
7. Dimensions of Organizational Behaviour by Theodore T.Herbeet.
8. Organizational Behaviour by Rao & Narayana.

**I.R & P.M HONOURS**  
**SIXTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**Core Paper – XIV**

**Field Work (Practical)**

	<b>Full marks-100</b>
<b>Field work report</b>	<b>75 Marks</b>
<b>Viva-Voce</b>	<b>25 Marks</b>

The students are required to undertake at least one field visits to Industries/labour welfare centres under the supervision of a field work instructor.

Students are required to submit a detailed report on the basis of their visits.

Joint evaluation of the field work report and Viva-Voce shall be conducted after the theory examination is over by internal and external examiners at the examination centre.

**I.R & P.M**  
**GENERIC ELECTIVE**  
**INDIAN LABOUR STUDIES**  
**PAPER –I**  
**INDUSTRIAL RELATIONS**

**INDUSTRIAL RELATIONS**

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

**Unit-I**

**25 marks**

Industrial Relations: Concept and Scope of Industrial Relations; Approaches to Industrial Relations, Dunlop's System Model of Industrial Relations.

Aspects of Industrial Relations- Co-operation and Conflict.

**Unit-II**

**25 marks**

Industrial Disputes: Meaning, Causes and Consequences; Methods of Settling Industrial Disputes, Collective Bargaining, Workers Participation in Management.

**Unit-III**

**25 marks**

Trade Unionism: Meaning, Objectives, Types & Functions of Trade Unions in India; Problems of Trade Unions In India: Multiplicity , Inter & Intra Union rivalry.

**Unit-IV**

**25 marks**

Grievance Handling and Discipline: Meaning, Causes and Consequences of Grievance; Model Grievance Procedure; Disciplinary Action & Procedure.

**BOOKS RECOMMENDED**

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



**I.R & P.M HONOURS**  
**GENERIC ELECTIVE**  
**INDIAN LABOUR STUDIES**  
**SEMESTER-IV**  
**PAPER-II**  
**LABOUR WELFARE**

Full marks-100 (80+20)

Time-3Hours

**Unit-I**

**25-Marks**

Labour Welfare:

- a. Meaning concept and scope of Labour welfare.
- b. Statutory and Non-Statutory Labour welfare.

**Unit-II**

**25-Marks**

Social security in India-

Meaning aims and objectives and Scope of Social Security.

Genesis of Social Security in India.

Social Security measures for industrial workers in India.

**Unit-III**

**25-Marks**

Meaning and significances of Labour Problems:

Migratory character of Labour, causes and effects of Migratory Labour in India.

**Unit-IV**

**25-Marks**

Labour Absenteeism-

- a. Meaning, Nature, causes and consequences of Absenteeism, Measures to reduce labour absenteeism.
- b. Labour Turn Over- Meaning causes and consequences of labour, Turn over, Measures to reduce labour Turnover in India.

**Labour Welfare and Labour Administration**

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

**I.R & P.M HONOURS**  
**FIFTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**DISCIPLINE SPECIFIC ELECTIVE (D.S.E) I**  
**STRATEGIC HRM**  
**SEMESTER – V**

**STRATEGIC HRM**

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

**Unit:I**

**25-MARKS**

Meaning, concept and scope of Strategic HRM.

Evolution of Strategic HRM in India.

**Unit:II**

**25-MARKS**

Integration of Business Strategy and HR Strategy: Stages in the evolution of Business and HR Planning Integration;

**Unit:III**

**25-MARKS**

Determinants of Integration between Business Strategy and HR Planning; Business Strategy Planning Problems and Implications for HR Managers.

**Unit:IV**

**25-MARKS**

Implementation of HR strategy: various processes involved in implementation.

**Strategic HRM**

1. Catherine Truss et.,all., Strategic Human Resource Management, Publisher: Oxford University Press,2015
2. Hill and Jones , Essentials of Strategic Management, CENGAGE Learning Publisher,2015
3. Mello, Strategic Management of Human Resources, CENGAGE Learning Publisher,03 Edition, 2015
4. Mabey, Chrisopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.
5. Porter Micheal, S, Competitive Strategy: Techniques for Analysing Industries and Competitor, Free Press, New York.
6. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.
7. Armstrong M, Strategic HRM., JAICO Publishing House - Mumbai
8. Charles R. Greer, Strategic HRM. Prentice Hall.
9. Aradhana Sharma, Strategic HRM: An Indian Perspective. SAGE Publications India Pvt., Ltd
10. Tanjuna Aggarwal, Strategic HRM, Oxford University Press.

**I.R & P.M HONOURS**  
**FIFTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**DISCIPLINE SPECIFIC ELECTIVE (D.S.E) II**  
**PERFORMANCE MANAGEMENT**  
**SEMESTER – V**

**PERFORMANCE MANAGEMENT**

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

**Unit-I**

**25-MARKS**

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

**Unit-II**

**25-MARKS**

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

**Unit-III**

**25-MARKS**

Analyzing Performance Problem, Performance Management and Team.

**Unit-IV**

**25-MARKS**

Competency Management: concept, competency development, competency mapping, gap analysis ; counseling strategy for improving performance

**Performance Management**

1. Kohli ,A.S., Performance Management, Publisher: Oxford University Press,2015
2. Bagchi, Performance Management, CENGAGE Learning,02 Edition, 2015
3. Prem Chandha, Performance Management, Macmillan , New Delhi
4. Kurl Verweiro Et Al., Integrated Performance Management, Sage, New Delhi.
5. Neale, Frances, Handbook of Performance Management, Jaico, Publication House, New Delhi.
6. Walters, Mike, The Performance Management Handbook, JAICO, Publication House, New Delhi.
7. Rao, T.V., and Pareek, Udai (ed.). Redesigning Performance Appraisal Systems, Tata McGraw Hill Publication, Ltd, New Delhi.
8. Armstrong M , Performance Management, JAICO Book Distributors-New Delhi.

**I.R & P.M HONOURS**  
**SIXTH SEMESTER DEGREE EXAMINATION**  
**(Choice Based credit System)**  
**DISCIPLINE SPECIFIC ELECTIVE (D.S.E) IV**  
**ORGANISATIONAL CHANGE & DEVELOPMENT**  
**SEMESTER – VI**

**ORGANISATIONAL CHANGE & DEVELOPMENT**

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

**Unit-I**

**25-MARKS**

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

**Unit-II**

**25-MARKS**

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

**Unit-III**

**25-MARKS**

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

**Unit-IV**

**25-MARKS**

Organizational Development Process, Conditions for Optimum Success of OD, OD in Indian organizations’.

**Organisational Change & Development**

1. V. Nilakanth and S. Ramnarayan, Managing Organisational Change. Response Books, New Delhi.
2. Ramanarayan et al., Organisational Development-interventions and strategies, Response Books, New Delhi.
3. Stephen.P.Robinns. Organisational behaviour, Princtice hall Publisher, 2015
4. Dipak Kumar Bhattacharyya, Organisational Change and Development, Oxford University Press,2015
5. Cummings, Organisational Development and Change, CENGAGE Learning,2015
6. Jim Grieses, Organisational Change, Oxford University Press,2015
7. Fred Luthans, Organisational Behaviour., McGraw-Hill Education, 12 Edition, 2015
8. French and Bell, Organisation Development: Theory, Practice and Research, Universal Book Stall, New Delhi.