

**SYLLABUS
OF
COURSE
MASTER'S IN INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT
(MIRPM)
FOR THE SESSION
2021-22**



**PRIVATE EXAMINATION CELL
SAMBALPUR UNIVERSITY
JYOTI VIHAR, BURLA,
SAMBALPUR, ODISHA - 768019**

COURSES OF STUDIES

FOR

MASTER'S IN INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT (MIRPM)

PRIVATE EXAMINATION CELL

SAMBALPUR UNIVERSITY

JYOTI VIHAR

SAMBALPUR – 768019, (ORISSA)

SEMESTER WISE COURSES OF STUDIES

Total Credits to be completed – 80

SEMESTER-I			
Paper Code	Course Title	Credit	Marks
IRP 411	Principle and Practices of Management	4	100
IRP 412	Industrial Relations -1	4	100
IRP 413	Human Resource Management -1	4	100
IRP 414	Labour Legislations and Case Law - 1	4	100
IRP 415	Labour Economics and Labour Problems	4	100
SEMESTER-II			
IRP 421	Industrial Relations -II	4	100
IRP 422	Human Resource Management-II	4	100
IRP 423	Labour Legislation and Case law-II	4	100
IRP 424	Labour Welfare & Labour Administration	4	100
IRP 425	Research Methodology & Quantitative Techniques	4	100
SEMESTER-III			
IRP 431	Organizational Behaviour -I	4	100
IRP 432	Human Resource Development	4	100
*Elective : A (Group-I)			
IRP 433	Social Security	4	100
IRP 434	Strategic HRM	4	100
IRP 435	Comparative Employee Relations & Trade Unionism	4	100
*Elective : A (Group-II)			
IRP 436	International Worker's Participation in Management	4	100
IRP 437	Corporate Social Responsibility	4	100
IRP 438	Training and Development	4	100
*A student has to opt any one group from Elective- A			
SEMESTER-IV			
IRP 441	Organizational Behaviour -II	4	100
IRP 442	I. Computer Application in HRM	2	50
	Seminar Presentation	2	50
IRP 443	Field Work Report and Viva- voce	4	75 +25
*Elective : B (Group-I)			

IRP 444	Organizational Change & Development	4	100
IRP 445	International HRM	4	100
*Elective : B (Group-II)			
IRP 446	Performance & Compensation Management	4	100
IRP 447	Knowledge Management	4	100
*A student has to opt any one group from Elective- B			
Industrial Study Tour : (Compulsory)		Non Credit	

C- Core Course: 1500 = 60 Credit (Mandatory with no Choice)

E-Core Elective: 400 = 16 Credit (Mandatory with choice, Departmental)

A-Allied Elective: 100 = 04 Credit (Mandatory with choice, Inter-Departmental)

DETAIL COURSES OF STUDIES

SEMESTER – 1

IRP 411 – PRINCIPLES AND PRACTICES OF MANAGEMENT

Total Marks: 100 (End Semester 80 and Home Assignment 20)

Unit-I

Introduction to Management: Concept, Nature, Scope; Management as an Art, Science and Profession; Evolution of Management Thoughts: Scientific Management, Human Relations and Behavioural Schools; Contributions of Max Webber, Fayol, Follett and C.I. Barnard to Management; Professionalization of Management in India.

Unit-II

Approaches to Management: Behavioural Approach, Systems Approach, Quantitative Approach and Contingency Approach.

Functions of Management: Planning and Decision Making, Organising, Staffing, Directing, Controlling, Coordinating.

Unit-III

Forms of Organisational Structure & Decision Making: Concept of Organisational Structure, Formal and Informal Organisational Structure, Organisational Chart.

Decision Making: Introduction, Concept, Types of Decisions, Decision making Process, Factors in Decision Making, Bounded Rationality.

Unit-IV

Functional areas of Management: Concept, Functions and Scope of Financial Management, Production Management, Marketing Management and Material Management; Business Ethics & Values: Concept and Practices in India.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 412 - INDUSTRIAL RELATIONS - I

Total Marks: 100 (End Semester 80 and Home Assignment 20)

Unit-I

Industrial Relations: Concept, Scope and Evolution of IR; Approaches to IR: Unitary, Pluralistic; Models of IR: John T. Dunlop's and Kochan, Katz and McKersie's Model of Industrial Relations System.

Unit-II

Industrial Conflict/Dispute: Meaning, Forms and Causes of Industrial Disputes, Prevention of Industrial Dispute, Settlement of Industrial Dispute. Bi-Partite and Tripartite Labour Machineries,

Unit-III

State and Industrial Relations: State Policy and Industrial Relations, Indian Labour Conference, Standing Labour Committee, Industrial Committees; Wage Boards.

Grievance Handling: Meaning, Sources and Consequences of Grievances, Model Grievance Procedure, Step-Ladder and Open Door Policy.

Unit-IV

Discipline at Work Place: Meaning of Discipline; Evolution of the Principles and Procedure of Disciplinary Action; Minor and Major Offences; Types of Punishment; Steps involved in Disciplinary Action; McGregor's Hot Stove Rule.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 413 - HUMAN RESOURCE MANAGEMENT - I

Total Marks: 100 (End Semester - 80 and Home Assignment -20)

Unit-I

Conceptual Framework: Meaning, Scope, Objectives, Policy, Programmes and Functions of Human Resource Management (HRM).

Unit-II

Human Resources Procurement: Job Analysis, Recruitment, Selection, Placement, Induction, Transfer,

Promotion, Demotion & Separation.

Unit-III

HR Maintenance: Wage and Salary Administration; Wage Concepts, Factors for Wage Determination, Methods of Wage Fixation; Wage Structures and Differentials; Job Evaluation

Unit-IV

Performance Management: Meaning, Scope, Objectives; Methods and Process of Performance Appraisal; Balanced Score Card, Performance Management System.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 414 - LABOUR LEGISLATIONS AND CASE LAW - I

Total Marks: 100 (End Semester - 80 and Home Assignment -20)

Unit-I

Objectives and Principles of Labour Legislation; Development and Growth of Labour Legislation in India; Concept of Social Justice and Labour Legislation.

Unit-II

Protective Labour Legislations:

1. The Factories Act, 1948;
2. The Mines Act, 1952;
3. The Orissa Shops and Commercial Establishments Act, 1956.

Unit-III

Regulative Labour Legislations:

1. The Industrial Disputes Act, 1947;
2. The Trade Unions Act, 1962;
3. The Industrial Employment (Standing Orders) Act, 1946.

Unit-IV

Case laws:

1. Ardeshir H. Bhindiwala vrs. State of Bombay, AIR, 1962, Supreme Court (Factory and Manufacturing Process).
2. Chintamani Rao vrs. State of Madhya Pradesh, AIR 1958 SC (Worker).
3. Bangalore Water Supply and Sewerage Board vrs. A. Rajappa, LLJ, April 1978 Supreme Court (Industry under the Industrial Disputes Act).
4. Management of Pradip Lamp Works, Patna vrs. Their Workmen, LLJ, 1970 (Industrial Dispute under the Industrial Disputes Act, 1947)

IRP 415 - LABOUR ECONOMICS AND LABOUR PROBLEMS

Total Marks: 100 (End Semester - 80 and Home Assignment -20)

Unit-I

Labour: Meaning and Concepts of Labour; Significance and Peculiarities of Labour; Definition and Scope of Labour Economics.

Economic Systems: Capitalism, Socialism, Mixed Economy, Features of Indian Economic System.

Unit-II

Economic Reforms: Liberalisation, Privatisation, Globalisation.

Labour Market: Features of Labour Market, Types of Labour Market, Characteristics of Indian Labour Market, Changing Scenario.

Unit-III

Unemployment: Concept & Types of Unemployment, Major Employment Programmes in India.

Wage: Wage concepts, Wage theories: Subsistence Theory, Wages Fund Theory, Residual Claimant Theory, Marginal Productivity Theory, Bargaining Theory of Wages and Demand and Supply Theory of Wages.

Unit-IV

Indian Labour Problems: Problems of Women, Child, Migrant, Contract and Agricultural labour.

SEMESTER – II
IRP 421 - INDUSTRIAL RELATIONS – II
Total Marks: 100 (End Semester - 80 and Home Assignment -20)

Unit-I

Collective Bargaining: Meaning, Importance, Process, and Strategies of Collective Bargaining, Theories of Collective Bargaining.

Workers Participation in Management: Concept, Evolution and Objectives, Levels of Participation, Hurdles to WPM in India; Recommendations of NCL.

Unit-II

Introduction to Trade Union: Meaning, Definition and Objectives.

Theories of Trade Union: Sidney and Beatrice Webb, Perlman, Robert Hoxie, Karl Marx and Mahatma Gandhi.

Unit-III

Trade Unions and Federations: Functions and Types of Trade Unions; Growth and History of Trade Unions in India; Problems of Trade Unions; Trade Union Rivalry and Recognition in India.

Unit-IV

Managerial Unionism: Employers' Organisations, Growth and Functions, Role of Employers' Organisations in Industrial Relations, Emerging Role of Trade Unions in India.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 422 - HUMAN RESOURCE MANAGEMENT - II
Total Marks: 100 (End Semester - 80 and Home Assignment -20)

Unit-I

Human Resources Planning: Meaning, Concept, Manpower Need Identification, Macro & Micro HR Planning, Human Resources Forecasting, Human Resources Inventory.

Unit-II

Training and Development: Concept, Importance and Objectives of Training and Development; Training Process and Training Need Assessment; Types of Training: On-the-job Training & Off-the-Training; Evaluation of Training; Challenges of Training.

Unit-III

Career Development: Concept, Meaning, Objectives; Stages & Process of Career Planning; Succession Planning and Accession planning; Management of Career.

Unit-IV

Human Resources Integration: Organisational Justice, Employee Commitment and Involvement through HRD Strategies; Employee Engagement; Employee Empowerment.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 423- LABOUR LEGISLATIONS AND CASE LAW –II
Total Marks: 100 (End Semester - 80 and Home Assignment - 20)

Unit-I

Protective Labour Legislations:

1. The Inter-State Migrant Workmen's Act, 1979;
2. The Contract Labour (Regulation and Abolition) Act, 1970.

Unit-II

1. The Building and other construction workers (Regulation of Employment and Conditions of Service) Act, 1996.
2. The Child Labour (Regulation and Prohibition) Act, 1986.

Unit-III

Wages and Bonus Legislations:

1. The Payment of Wages Act, 1986;
2. The Minimum Wages Act, 1948;
3. The Payment of Bonus Act, 1965.

Unit-IV

Case laws:

1. Jalan Trading Co. Pvt. Ltd. vrs. Mazdoor Union, AIR, 1966, Supreme Court (Payment of Bonus).
2. Workmen on Orient Paper Mills Ltd. vrs. Orient Paper Mills Ltd. AIR 1968 Supreme Court (Payment of Minimum Wages).
3. Chatge and Patil Concerns Employees Union vrs. Ghatage and Patil Transports Pvt. Ltd. AIR 1968 Supreme Court (Motor Transport Workers' Act)
4. R.K. Panda vrs. Steel Authority of India, AIR, Supreme Court, Contract Labour Regulation & Abolition) Act, 1970.

IRP 424 - LABOUR WELFARE AND LABOUR ADMINISTRATION

Total Marks: 100 (End Semester - 80 and Home Assignment - 20)

Unit-I

Labour Welfare: Concept, Scope, Principles and Philosophy (Approaches) and Development of Labour Welfare in India.

Unit-II

Welfare Programmes: Statutory – Canteen, Crèche; Non-Statutory – Housing, Workers' Education, and Workers' Cooperatives

Welfare Officer: Appointment, Status and Functions of Welfare Officer in Factories and Mines.

Unit-III

Industrial Safety and Hygiene: Accidents – Concept, Causes and Consequences, Prevention of Accidents and Safety programmes; Industrial Health and Hygiene; Occupational Diseases, Prevention and Curative Programmes.

Unit-IV

Labour Administration: Labour Administrative Machinery at State and Central Level; Labour Administration Machinery in Odisha.

IRP 425 - RESEARCH METHODOLOGY AND QUANTITATIVE TECHNIQUES

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Meaning and Importance of Social Science Research; Methods of Social Science Research: Historical Method, Case Study Method, Survey Method.

Unit-II

Research Design I: Identification of Research Problem, Hypothesis and Testing of the Hypothesis, Sources of Data Collection.

Unit-III

Research Design II: Sampling Methods; Tools of Data Collection: Schedule, Questionnaire, Interview and Observation; Report Writing.

Unit-IV

Quantitative Techniques: Tabulation, Arithmetic Mean, Median, Mode, Standard Deviation; Coefficient of Correlation, Rank Correlation; Chi Square.

SEMESTER – III

IRP 431 - ORGANISATIONAL BEHAVIOUR - I

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit- I

Introduction to OB: Definition, Nature & Scope, Need for Studying OB, Models of OB, Historical Account of OB.

Unit-II

Individual & Individual Differences, Models of Men, Interpersonal Behaviour.

Group Behaviour: Theories of Group, Types & Stages of Group, Group Dynamics

Personality: Concept of Personality, Determinants of Personality, Theories of Personality.

Unit- III

Perception: Introduction, Meaning, Process and Factors of Perception.

Attitudes: Concepts, Meaning, Types of Attitudes, Measurement of Attitudes

Learning: Meaning, Determinants of Learning, Theories of Learning.

Unit- IV

Motivation: Concept, Importance, Theories of Motivation

Job Enrichment, Job Enlargement, Quality of Work Life.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 432 - HUMAN RESOURCES DEVELOPMENT

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Human Resources Development: Meaning and Importance of Human Resources; Concept and Philosophy of HRD, HRD Practices in Indian Organisations.

HRD Mechanisms: Performance Appraisal, Potential Appraisal, Feedback and Counselling, Career Planning and Development, Job Rotation, Training, Organisational Development, Research and Systems Development, Employee Welfare and Quality of Work Life.

Unit-II

Knowledge Management: Meaning and Importance; Types of knowledge; Knowledge Management Process; Implementing Knowledge Management in an Organisation.

Unit-III

Training and Development: Concept of Training, Development and Education; Concept of Learning; Organising a Training Programme, Evaluation of Training Effectiveness.

Training and Development Methods: Lecture, Case Study, Role Play, Apprenticeship Training, Management Games, In-basket Exercises, Managerial Grid, Sensitivity Training, Management by Objectives, Transactional Analysis.

Unit-IV

Human Resource Information System (HRIS): Meaning, Need and Benefits of HRIS, Application and Designing a HRIS, Stages of Development in HRIS.

Human Resource Accounting and Human Resource Audit.

Case Analysis (The question paper shall have a compulsory question on case analysis).

Elective – A (Group -I)

IRP 433 - SOCIAL SECURITY

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Social Security: Concept, Scope, Approaches and Objectives; Social Assistance and Social Insurance; Development of Social Security in India.

Unit-II

Social Assistance Legislations in India:

1. The Employees' Compensation Act, 1923.
2. The Payment of Gratuity Act, 1972.
3. The Maternity Benefit Act, 1961.

Unit- III

Social Insurance Legislations in India:

1. The Employees' State Insurance Act, 1948.
2. The Employees Provident Fund and Miscellaneous Provisions Act, 1952.

Unit-IV

Case Law:

1. Employees' State Insurance Corporation, Bhopal vrs. The Central Press, LLJ, 1977, Supreme Court (ESI);
2. Taurnamulla Estate vrs. Their Workmen, LLJ 1972, Supreme Court (Gratuity);
3. State of Punjab vrs. Satpal, AIR 1970, Supreme Court (Provident Fund);

4. Mackinnon Mackenzie and Co. Pvt. Ltd., vrs. Ibrahim Mohammad Issac,
AIR, 1996, Supreme Court (Workmen's Compensation).

IRP 434 - STRATEGIC HRM

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit: I

Introduction to SHRM: Concept, Features, Needs, Significance, Scope; Traditional HR vs. SHRM; HR as a source of Competitive Advantage; Evolution of SHRM in India.

Unit: II

Strategy: Concept of Strategy, Strategic Management Process, Types of Strategies: HR Strategy, Business Strategy, Corporate Strategy; Business Strategy vrs Corporate Strategy.

Unit: III

Integration of Business Strategy and HR Strategy: Meaning of Integration Approaches of Integration, Models of Integration, 5-P Model of SHRM.

Unit: IV

Implementation of HR strategy: Processes involved in implementation; Strategic HR Planning; Strategic Recruitment & Selection; Strategic Training & Development; Strategic Compensation; Strategic Industrial Relations.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 435 - COMPARATIVE EMPLOYEE RELATIONS AND TRADE UNIONISM

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Conceptual and Theoretical framework of International Industrial Relations; System of Industrial Relations in India, UK, USA, Germany, Japan, China and South Africa; Comparative Labour Movement.

Unit-II

Issues in International Industrial Relations, Industrial Relations and Technological Change, National and International Policy-Making bodies on Labour Standards.

International Labour Organisation (ILO): Structure and Functions; Impact of ILO on Industrial Relations in India.

Unit-III

International Trade Unionism: Approaches of Trade Unions to Globalization; International Division of Labour, Cross-Border Unionism, Recent Developments in International Trade Unionism.

Unit-IV

Development of Trade Unions in non-conventional sectors like IT, BPO, Call Centres, etc.; Response of Trade Unions to Multinationals, Trade Union and the Digital Economy.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 436 - INTERNATIONAL WORKER'S PARTICIPATION IN MANAGEMENT

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Workers Participation and Industrial Democracy in UK, Germany and Australia.

Unit-II

Workers Participation in USA, Australia & Japan.

Unit-III

Collective Bargaining in UK, USA and Japan

Unit-V

Industrial Relations & Social systems of Developed Countries (USA, Japan, Germany)

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 437 - CORPORATE SOCIAL RESPONSIBILITY

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Corporate Social Responsibility: Concept, Development of Business and Importance of CSR with different viewpoints; Corporate Governance and CSR.

Unit-II

History of CSR in India; Stakeholders in CSR, Intangible aspects of Stake Holders' Approach, Stake Holders' Trade-offs.

Unit-III

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

Unit-IV

Social Audit: Introduction, Scope and Objectives, CSR and Corporate Accountability, Types of Social Audit; Key Developments in Transparency and Reporting.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 438 - TRAINING AND DEVELOPMENT

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Introduction to Training: Concept and Importance of Training; Training process; Objectives of Training, Training Needs Assessment.

Unit-II

Learning: Concept, Principles of Learning; Conditions for effective learning, Learning Cycle, Learning Process, Learning Curve, how do trainees learn, Learning and Modification of Behaviour.

Unit-III

Effective Trainer: Instructor's Competencies; Management of Training Environment, Tools, Infrastructure; Training methods, Types of Training, Designing Training

Unit-IV

Organization of Training: Training manual, Organization of Training, Selection and Training of Trainers, Govt. Agencies, Workers' education.

Case Analysis (The question paper shall have a compulsory question on case analysis).

SEMESTER-IV

IRP 441 - ORGANISATIONAL BEHAVIOUR – II

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit- I

Organisational Power and Politics: Meaning of Power, Bases of Power, Distinction of Power and Politics; Organisational Politics, Reasons of Organisational Politics, Managing Organisational Politics.

Organisational Conflict: Sources of Conflict, Types of Conflict, Conflict Management Process.

Unit- II

Leadership: Meaning and Features of Leadership, Leadership Styles, Theories of Leadership. Communication: Nature, Need, Process of Communication, Barriers of Communication.

Unit- III

Organisational Culture: Types of Organisational Culture, Features of Culture, Creating, Sustaining and Changing Culture.

Organisational Learning: Concept, Process of Learning, Mechanisms of Learning.

Unit- IV

Job Stress: Meaning of Stress, Types of Stress, Consequences of Stress, Management of Stress.

Job Satisfaction: Meaning, Factors affecting Job Satisfaction, Measurement of Job Satisfaction. Organisational Commitment.

Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 442 (A)- COMPUTER APPLICATIONS IN HRM

Total Marks: 50 (End Semester - 50)

Unit- I

Computer Fundamentals: Fundamentals of Computer, Block Diagram of a Computer System; Different Generations of Computer; Computer Language and Translators; I/O devices; Specification of Computer Systems.

Unit-II

Operating Systems: Types of OS, Basic services of OS, OS Functions and Commands (with specific reference to MS-Windows).

Computer Networks: Types of Network, LAN, WAN, MAN, Internet and FTP, Client Server Architecture.

Unit-III

MIS: Concept and Functions; System Development Lifecycle (SDLC).

Introduction to Database (FOX-PRO): Create, Append, Edit, List, Display, Replace, Modify, Sort, Locate. Database Programming with special reference to HRM.

Unit-IV

Electronic Spreadsheets: Ms-Excel, Graphs, Statistical functions. Enterprise Resource Planning and HRM.

IRP 442 (B)- SEMINAR PRESENTATION

Total Marks: 50

IRP 443. FIELD WORK REPORT AND VIVA-VOCE

Total Marks: 100 Marks (75 Marks + 25 Marks)

IRP 444 - ORGANISATIONAL CHANGE & DEVELOPMENT

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Organisational Change: Meaning and Importance, Perspectives on Change: Contingency perspective, Resource Dependence perspective, Population-Ecology Perspective, Institutional Perspective.

Unit-II

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

Unit-III

Organisational Development: Meaning, Definition, Characteristics, Objectives of OD, Importance of OD; Process of OD, Conditions for Optimum Success of OD.

Unit-IV

OD Interventions: Meaning and Definition; Classification of OD Interventions: Individual Interventions, Team/Group Interventions, Inter-Group Interventions, Structural Interventions.

Case Analysis (The question paper shall have a compulsory question on case analysis)

IRP 445 - INTERNATIONAL HRM

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

New Trends in HRM: Changing Environment of HRM and Contemporary Challenges, Emerging HRM Concepts, International Strategic HRM.

Unit-II

IHRM and Sustainable Business: An Overview, Organisation and Structure of HRM, Theories of International HRM.

Unit-III

Internationalisation, Globalisation and Emergence of Transnational Organisations, International Division of Labour and Labour Market.

The Culture Factor in HR, Cultural Diversity and Cultural Shock.

Unit-IV

International HRM Functions, Models of IHRM: Perlmutter's, Adler, Ghadar's, Evans and Lorange.
Case Analysis (The question paper shall have a compulsory question on case analysis).

IRP 446 - PERFORMANCE AND COMPENSATION MANAGEMENT

Total Marks: 100 (End Semester- 80 and Home Assignment - 20)

Unit-I

Performance Planning: Role Analysis and Evaluating Performance Management; Performance Management and Development, Performance Management and Pay Compensation.

Unit-II

Analysing Performance Problem; Performance Management and Team;

Competency Management: Concept, Competency Development, Competency Mapping, Gap Analysis.

Unit-III

Managing Compensation: Designing a Compensation System, Different Types of Compensation Executive Compensation System, Equity in Compensation Management, Effects of Compensation on Retention, Performance and Motivation.

Unit-IV

Incentive and Benefits administration: Concept of Incentives, Benefits of Incentive plan, Types of Wage Incentives plans, Merits and Demerits of Individual and Group Incentive System.

Objectives and kinds of Fringe Benefits, Process of Benefits Determination, Employee Benefits and Services.

Case Analysis (The question paper shall have a compulsory question on case analysis)

IRP 447 - KNOWLEDGE MANAGEMENT

Total Marks: 100 (End Semester 80 and Home Assignment - 20)

Unit-I

Knowledge Organization: & Management: Concept, Objectives, Types of knowledge, Future preparation for Knowledge Organization, understanding Knowledge Management in HR context.

Unit-II

Knowledge at the Environmental And Organizational Level, Building Knowledge Organization: Issues And Challenges For Knowledge Organization; Strategies for Knowledge Organization.

Unit-III

Enabling Organization into Knowledge Enterprise, Implementation of Knowledge Management at Organization /Enterprise Level, Structuring the New Age HR Organization.

Unit-IV

The Value of Knowledge Drives, Human Asset Valuation, Concept of Intellectual Capital, HR Learning Focus.

Case Analysis (The question paper shall have a compulsory question on case analysis)

BOOKS RECOMMENDED**Principles and Practices of Management**

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.

Industrial Relations

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, Fourth Edition.
6. P.R.N. Sinha et al. Industrial Relations and Labour Legislation. Pearson Publisher, Third 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. Shri Ram Centre for Industrial Relations and Human Resources, Indian Journal of Industrial Relations.
11. A.M. Sarma, Industrial Relations. Himalaya Publishing House Pvt. Ltd., 02 Edition.

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 Flipppo, Personnel Management. Tata McGraw - Hill Education publisher, 06 Edition.
9. Gary Dessler, Human Resource Management. Pearson India, 12 Edition.
10. Price, human resource management: In a business context, CENGAGE Learning,03 Edition ,2014
11. Mathis , Human Resource Management., CENGAGE Learning,10 Edition ,2014
12. NIPM, Personnel Today (Journal)

13. Harvard Business Review (Journal).

Labour Legislations and Case Laws

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 and Case Laws.
10. Labour Law Journal.
11. Labour Law Reporter.

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. Moorty, 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.

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

Research Methodology and Quantitative Techniques

1. Dipak Kumar Bhattacharyya, Human Resource Research Methods, Oxford University Press, 2015.
2. Dooley, David, Social Research Methods, Eastern Economy Series, New Delhi.

3. Wilkinson & Bhandarkar, Methodology & techniques of Social Research, Himalaya Publishing House, Mumbai.
4. Mohsin S.M., Research Methods in Behavioural Sciences, Orient Longman, Hyderabad.
5. C.R. Kothari, Research Methodology, -Methods and Techniques, Wishwa Prakashan, New Delhi
6. S.P. Gupta, Statistical Methods, Sultan Chand & Sons: Educational Publishers, New Delhi.
7. Krishnaswamy, O.R. and M. Ranganatham, Methodology of Research in Social Sciences. Himalaya Publishing house , Mumbai,2015
8. Survey research Kit, Sage Publications, New Delhi.
9. B.A.V. Sharma, et al. (Ed.), Research Methods in Social Sciences. Sterling Publishers Private.
10. B.N. Ghosh, Scientific Methods and Social Research. Sterling Publishers Private.
11. Goode and Hatt, Methods of Social Research. McGraw-Hill publisher.
12. M.H. Gopal, Introduction to research in Social Sciences. Asia Publishing House.
13. S.R. Bajpai, Methods of Social Survey Research. Kanpur Kitab Ghar.

Organisational Behaviour

1. Sushama Khanna and Udai Pareeks ,Understanding Organisational Behaviour,: Oxford University Press, 2015
2. Dipak Kumar Bhattacharyya, Organisational Behaviour, Publisher: Oxford University Press, 2015
3. Khandelwal and Nelson, Organisational Behaviour, CENGAGE Learning, 07 Edition,2015
4. K. Aswathappa, Organisational Behaviour, Himalaya Publishing Co. Pvt., Ltd., Mumbai, 2015
5. Stephen, P. Robbins, Organisational Behaviour, Pearson Education Pvt., Ltd., New Delhi, 2015
6. Fred Luthans, Organisational Behaviour, McGraw Hill Publishing Co., Ltd.,2015
7. Hersey and Blanchard, Management of Organisational Behaviour, Pearson Education Pvt.,Ltd., New Delhi,2015.
8. Keith Davis and Newstorm, Organisational Behaviour, Tata McGraw Hill Publishing Co. Pvt., Ltd.,2015
9. Rao and Narayan, Organisational Theory and Behaviour.
10. B.P. Singh and T.N. Chhabra, Organisational Theory and Behaviour.
11. Udai Pareek, Understanding Organisational Behaviour, Oxford University Press, 4th Edition.

Human Resources Development

1. Uday Kumar Haldar, 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.

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 and Case Laws.

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.

Comparative Employee Relations and Trade Unionism

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, Third 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.

International Worker's Participation in Management

1. Reported on The Study Group on Workers Participation In Management.
2. Ramesh . K., Participative Management. Ajantha Publication, New Delhi.
3. Virmani. B.R., Workers Participation in Management. IBH & Oxford, Delhi.
4. Venkataratnam. C.S., Unusual Collective Agreements, Global Business, New Delhi.
5. Roger Blanpain, Workers' Participation: Influence on Management Decision-making by Labour in the Private Sector (Bulletin of Comparative Labour Relations), Kluwer Law International Publisher.

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.

Training and Development

1. Goldstein, training in organizations, CENGAGE Learning,2014.
2. Tapomoy Deb, Training & Development Concepts & Applications, ANE Books-New Delhi.
3. Noe k., Employee Training and Development, McGraw Hill Education (India) Private Limited.
4. Rolf P. Lynton , Training and Development, SAGE Publications India Pvt., Ltd
5. Werner, Human Resource Development, CENGAGE Learning, 2014.
6. Prof. Dr. Bharti Venkatesh, Training and Development, Indra Publishing House.
7. ILO, An Introduction to Training and Training Methods for Management Development.
8. Uday Kumar Haldar, Human Resource Development, Oxford University Press, 2014.
9. David Mankin, Human Resource Development, Oxford University Press, 2015.

Computer Application in HRM

1. Girdhar Joshi, Management Information System, Oxford University Press, 2015.
2. M. Jaiswal and M. Mittal, Management Information System, Oxford University Press, 2015.
3. Michael J Kavanagh, Human Resource Information System SAGE Publications India Pvt., Ltd.
4. Satish M. Badgi, Practical guide to Human Resource Information System, PHI Publisher.
5. Johnson, Kavanagh, Human Resource Information System, Sage Publications (CA).
6. Bidgoli and Chattopadhyay, Management Information System, CENGAGE Learning 01 Edition, 2015.
7. Jawadkar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.
8. Davis, Gorden, B., management Information Systems: conceptual foundation, structure and development, McGraw Hill Book Company, New Delhi.
9. Kumar, Muneesh, Business Information Systems, Vikas Publishig House, Pvt. Ltd, New Delhi.
10. Jerome, Kanter, Management Information System, Prentice Hall of India, New Delhi.

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 Griesves, 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.

International HRM

1. Eileen Crawley and David Walsh, Introduction to International Human Resource Management, Oxford University Press, 2015.
2. Monir Tayeb, International Human Resource Management, Publisher: Oxford University Press, 2015
3. Anne Wil Harzing et.al., International Human Resource Management, Sage Publication, New Delhi.
4. Hodgetts, Ricn M., and Luthan, Fred, International Human Resource Management, McGraw Hill Companies Inc., New York.
5. Dowling, Welch and Schuler, International Human Resource Management: Managing People in a Multinational Context.
6. Mead, Flichard, International Management, Blackwell Business, USA.
7. Dowling, International Human Resource Management, CENGAGE Learning, 5th Edition, 2015
8. S.C. Gupta, Text Book of International HRM. Macmillan *Publishers* India Limited.
9. P. Subba Rao, International HRM. Himalaya *Publishing* House Pvt. Ltd.
10. Terence Jackson, International HRM. SAGE Publications Ltd.
11. Monir H. Tayeb, International HRM. Oxford University Press, USA.
12. Harvard Business Review (Journal).

Performance and Compensation Management

1. Bhattacharyya, Dipak Kumar; Compensation Management, Oxford University Press, India, 2nd 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, 9th edition
4. Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson India., 7th 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.
10. Kohli ,A.S., Performance Management, Publisher: Oxford University Press, 2015
11. Bagchi, Performance Management, CENGAGE Learning, 02 Edition, 2015
12. Prem Chandha, Performance Management, Macmillan , New Delhi
13. Kurl Verweiro Et Al., Integrated Performance Management, Sage, New Delhi.

14. Neale, Frances, Handbook of Performance Management, Jaico, Publication House, New Delhi.
15. Walters, Mike, The Performance Management Handbook, JAICO, Publication House, New Delhi.
16. Rao, T.V., and Pareek, Udai (ed.). Redesigning Performance Appraisal Systems, Tata McGraw Hill Publication, Ltd, New Delhi.
17. Armstrong M., Performance Management, JAICO Book Distributors-New Delhi.

Knowledge Management

1. Award and Ghaziri, Knowledge Management,; Pearson India Publisher
2. Donald Hislop, Knowledge Management in Organisations, Oxford University Press,2015
3. Elias, Awad M,& Hassan, Ghaziri M, Knowledge Management, PHI Learning Pvt. Ltd-New Delhi, 02 Edition, 2015.
4. Fernandez Irma Becerra and Sabherwal Rajiv, Knowledge Management, M.E. Sharpe. Publisher, 2014.
5. Morey et al, Knowledge Management, Publisher: Universities Press, first edition
6. Mruthyunjaya H C, Knowledge Management, PHI Learning Pvt. Ltd-New Delhi, 02 Edition, 2015.
7. Waman Jawadekar, Knowledge Management, McGraw Hill Education (India) Private Limited., 2015
8. Mruthyunjaya H C, Knowledge Management, PHI Learning Pvt. Ltd-New Delhi.
