

SEMESTER – 3 SYLLABUS
COURSE 301- HUMAN RESOURCE DEVELOPMENT
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT – 1

HRD-Macro Perspective : HRD Concept, Origin and Need, HRD as a Total System; Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate.

UNIT -2

HRD–Micro Perspective: Areas of HRD; HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD

UNIT – 3

Instructional Technology for HRD : Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modeling and Self Directed Learning; Evaluating the HRD

UNIT – 4

Human Resource Training and Development : Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.

UNIT – 5

Training Methods: Training with in Industry (TWI): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training; Globalization challenges and Strategies of Training Program, Review on T&D Programmes in India.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books :

1. Nadler, Leonard : Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York .
2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.
3. Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004.
4. Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
5. Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
6. Rao, T.V: HRD Audit, Sage Publications, New Delhi .
7. ILO, Teaching and Training Methods for Management Development Hand Book, McGraw-Hill , New York .
8. Rao, T.V: Human Resource Development, Sage Publications, New Delhi .
9. Kapur, Sashi: Human Resource Development and Training in Practice, Beacon Books, New Delhi .

10. Lynton, Rolf. P and Pareek, Udai: Training for Development, Vastaar Publishers, New Delhi .
11. Viramani, B.R and Rao, Kala: Economic Restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi .
12. Jaya Gopakl, R: Human Resource Development : Coneputal analysis and Strategies, Sterling Publishing Pvt. Ltd., New Delhi .
13. Truelove, Steve.A: hand book of Training and Development, Beacon Books, New Delhi .
14. Goldstein, Irwin : Training in Organisations, Cole Publishing Co., California .
15. Malcom W. Warrant : Training for Results, Addison Wesley Pub. Co., London .
16. Graig, Robert L. and Bittel, Lester r. (Ed): Training and Development Hand Book, McGraw-Hill, New Delhi .
17. Padmalita Routry Kalyani Mohanthy, Human Resource Development and Organisational Effectiveness, Excel Books New Delhi 2009

Journals

1. Indian Journal of Training and Development
2. HRD News Letter (NHRD Network)
3. American Journal of Training and Development
4. Personnel Today

COURSE 302- INDUSTRIAL RELATIONS

Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT – 1

Industrial Relations: Concept, Determinants of Industrial Relations; Perspectives of Industrial Relations; Evolution of Industrial Relations. Origin and Development of Industrial Relations. Economic Restructuring and Industrial Relations Systems in India,.

UNIT – 2

Public Policy on Industrial Relations in India : Constitution and Labour, Industrial Policy Resolutions; Five Year Plans; Tripartism: Indian Labour Conference; Standing Labour Committee; Industrial Committees; Wage board; Evaluation and Implementation of Committees; Voluntarism; code of Discipline and code of Conduct; Industrial Trade Resolutions.

UNIT – 3

Labour Management Cooperation in India : Works committees; JMCS; Worker's Participation in Management; Worker Director; Employee Grievance Redressal System; Industrial employment Standing Orders and its Role in Industrial Relations; Management of Discipline in Industry; Misconduct; Process of Domestic Enquiry and Punishment.

UNIT – 4

Industrial conflict : Causes, Manifestation, measures of conflict resolution. Industrial Relations System in U.K., U.S.A., and Japan. Recent Trends in Industrial Relations.

UNIT – 5

Trade Union movement; Historical development; growth of trade unions in India; Problems of Trade unions; challenges before trade unions Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance, Trade Union Structure; National Trade Union Federations; Emerging Trends in Unionism in India

Case Analysis : The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books:

1. Dunlop, John t., Industrial Relations System, Host, New York .
2. Monappa, Arun, Industrial Relations, Tata McGraw Hill Pub.Comp. Ltd., New Delhi .
3. Chaterjee, N.N Industrial Relations in India 's Developing Economy, Allied Book Agency, New Delhi .
4. Joseph, Jarome, Industrial Relations, Global Business Press, New Delhi .
5. Sharma, A.M. Industrial Relations, conceptual and Legal Framework, Himalaya Publishing House, Mumbai.
6. Kennedy, V.D Unions, Employers and Government, Manaktalas, Bombay .
7. John niland, Chrissieverevis and Russell Lansburg, The future of Industrial Relations, Sage, Pub. London .
8. Poole Michael, Industrial Relatilons : Origins and Patterns of National Diversity;Routledge & Kegan Paul, London .
9. Keer, Clerk and Staudohar, paul D., Industrial Relations in a New Age, Jossey – Bass publishers, San Francisco.
10. Bamber Greg J. and Lansbury, Russess D., International and Comparative Industrial Relations, allen and Unwin, London .
11. Government of India , Report of the National Commission on Labour in India ; Government of India ; Government of India , New Delhi .

12. Government of India , Indian Labour yearbook, Labour Bureau, Government of India, New Delhi .
13. Sodhi, J.S and Ahluwalia (ed), Industrial Relations : Coming Decades, Sri Rama Centre for Industrial Relations and Human Resources, New Delhi .
14. Verma, Pramod, Management of Industrial Relations, Oxford & IBH Pub. Co. New Delhi .
15. Pylee, M.V. and George, Simon, Industrial Relations & Personnel Management, Vikas Pub. House Pvt. Ltd., New Delhi .
16. Venkataratnam, C.S. and Varma, Anil, Challenge of Change, Allied Pub. Ltd., New Delhi .
17. Kochan, Thomas A., Katz.,; Harry C. and Mc Kesie, Robert B., the Transformation of American Industrial Relations, Basic Books inc., Pub. New York .
18. Hare, A.E.C. The First Principles of Industrial Relations, Macmillan, London .
19. Dunlop, John T., Dispute Resolutions : Negotiation and Consensus Building , Aubure House, Dover M.A.
20. Kerr, C., Dunlop, John T., Harbison, F and Mers, C.A Industrialism and Industrial Man, Penguin, Harmondsworth.
21. Myers, C.A and kannappan, S., Industrial Relations in India , Asia Pub. Mumbai;
22. Johri C.K Industrialism and Industrial Relations in India , Oxford University , Delhi .
23. Richardson , J.H. An Introduction to Industrial Relations, George Allen & Unwin, London .
24. B.D.singh 2008 Industrial Relations Excel Books New Delhi
25. PL Rao and PRK Raju (2010) Industrial Relations in India, Excel Books, New Delhi
26. B.D.singh (2010) Industrial Relations Emerging Paradigms Excel Books, New Delhi

Journals:

1. Indian Journal of Industrial Relations.

COURSE 303 – ORGANISATIONAL BEHAVIOUR – II
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT – 1

Motivation: Types of Motives; Theories of Maslow; Herzberg, McGregor, Alderfers, Porter and Lawler's Model; Job Enlargement, Job Enrichment, Behaviour Modification.

UNIT – 2

Leadership : Concept, Leader Vs. Manager; Classical Studies on Leadership; Trait Theories; Behavioral Theories; Group and Exchange Theories; Contingency Theory of Leadership; Leadership Styles.

UNIT – 3

Formal and Informal Organisations: Origin of Formal and Informal Organisations; Problems Associated with Informal Organisations.

UNIT – 4

Organisational Effectiveness (OE) : Concept; Approaches to O E; Adoptive Coping Cycle for Effectiveness; Achieving OE; **Organisational Climate:** Concept, Determinants of Organisational Climate; Physical Environment; Values and Norms

UNIT-5:

Organization Theory: Classical Theory; Neo-Classical Theory, Modern Behavioural Theories, contingency theory, system theory, modern structural models; Organizational Culture; Creating and Sustaining Culture; Work Culture

Case Analysis : The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books:

1. Luthans, Fed : Organisational Behaviour, Tata McGraw-Hill Co. New Delhi , 2004.
2. Stephen, P. Robins : Organisational Behaviour, Prentice-Hall of India Pvt., Ltd., 2004.
3. John, W. NMewstrom & Davis, Ketih : Organisational Behavior (Human Behavior at Work), Tata McGraw-Hill, New Delhi , 2002.
4. Bhatia, Hans Raj : General Psychology, Oxford and IBH Publishers, New Delhi , 2004.
5. Gangadhara Rao, M. & Raok VSP & Narayana, P.S: Organisational Behaviour, Konark Publishing Pvt., Ltd., New Delhi , 2003.
6. Harrel, W. Thamoas : Industrial Psychology, Oxford IBH Publishers, New Delhi , 1998.
7. Hilgard, R.E. Nest & Atkinson C. Richard & Atkinson L. Rita : Introduction to Psychology, Oxford and IBH Publishers, New Delhi , 1976.
8. Mc Cormic J.Earnest and Ilgen, Daniel : Industrial Psychology, Prentice-Hall of India Pvt., Ltd., New Delhi , 1994.
9. Munn L. Norman, Fernald, Jr. L Dodge, & Fernald S. Peter : Introduction to Psychology, Oxford IBH Publishers, New Delhi, 2000.
10. Korman, K. Abrahm : Organisational Behaviour.
11. Tiffen, J.I and McCormic : Industrial Psychology.
12. Sehneider Engene, V: Industrial Sociology.

Journals:

1. Human Relations
2. Journal of Human Values
3. Management and Change

COURSE 304 – PERFORMANCE MANAGEMENT AND COUNSELLING

Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT – 1

Performance Management as a Business Strategy : Theoretical Framework; Designing Performance Management Systems: Setting Goals, Measuring Performance, Rewarding Performance, Process Links, Feedback and Amendments.

UNIT – 2

Performance Appraisal : Concept, PA Process, Methods of PA, MBO, 360 Degree Appraisal; Developing an Appraisal: Choosing the Appraiser; Role of HR Manager; Reliability and Validity of Appraisal.

UNIT – 3

Feedback, Potential Appraisal, Career Planning, Identification of Training Needs, Benchmarking

UNIT-4

Counselling : Meaning; Need for Counselling in Work Place; Goals of Counselling: Immediate, Long Term; Types of Counselling; Counselling Process: Problem Identification; Strategies and Skills; Counsellor – Counselee Relationship.

UNIT – 5

Content of Counselling: Preparation, Intake Procedure, Rapport, Counselling Environment; Specifics of Counselling: Observation, Listening, Nonverbal Behaviour, Communication, Questioning, Science, Transference, Follow-up; Post-Appraisal Counselling; Counselling for Separation.

Case Analysis : The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books:

1. Rao T.V. and Pareek, Uday (ed) : Redesigning Performance Appraisal Systems, Tata McGraw-Hill Pub.Co., New Delhi .
2. Neale. Francis : Hand Bookk of Performance Management, Jaico Pub. House, New Delhi .
3. Benson , Gary : Stepping up performance, Jaico, Publishing House, New Delhi .
4. Walters, Mike : The Performance Management Hand Book, Jaico Pub., House, New Delhi .
5. Murphy, Kerin r, and Cleveland, jeanette N: Understanding Performance Appriasal, Sage, London .
6. Mabey, Christefer and Salman, Graeme : Strategic Human Resource Management, Beacon Book, New Delhi .
7. Dave, Indu,: Th Basic Essentials of Counselling, Sterling Pub . Pvt. Ltd., New Delhi .
8. Barclay, James, R : Foundations of Counselling Strategies, John Wiley & sons, Inc., New York .
9. Blocher, Donald. H.,: Developmental Counselling, Ronald Press, New York .
10. Hahn, Milton E, and Macldanm, Malcom, S. : Counselling Psychology, McGraw-Hill Book Co., New York .
11. Patterson, CH, Theories Of Counselling & Psychotherapyk Harper & Row Pub., New York .
12. Mehta, Perin H, Odgers, Hohn & Wadia Khorshed. A : A Handbook of Counselling, NCERT, New Delhi .

13. Dinesh K.Srivastava (2005) Strategies for Performance Management Excel Books New Delhi
14. R.KrishnaVeni(2008) Human Resource Development Excel Books New Delhi
15. Tapomoy Feb (2008) Performance appraisal and Management Excel Books New Delhi

Course 305 – MANAGEMENT OF UNORGANISED LABOUR
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT – 1:

Unorganised Labour :Unorganised labour:Concept, nature, size and structure its role in the national economy: size causes and problems

UNIT – 2:

Unorganized Labour in the Different sectors: Nature, Employment Status, Wage levels and Problems of Home based workers – Domestic workers – Sex Workers – Plantation Workers – Scavengers- Casual Labour, Agriculture Labour, Forest Labour, Bonded Labour, Contract workers, relevant acts and legal Provisions for all Sectors

UNIT – 3:

Construction workers, Mine and Quarry workers, Fisheries, Beedi workers, Inter State Migrant workers in shops and commercial establishments, Employees in small and Medium Enterprises, Relevant acts and Legal Provisions, Accident Risk at Work – social security and social measures – unorganized Workers depending on common prosperity resources

UNIT – 4:

Human Rights and Unorganized Labor; Employment of Women and Children, Pattern of Women Employment Wages, Legal Provisions, social status, Problem, Women and Trade Unions, Employment of Children, Nature and extent, Legal Provisions, Problems of Girl child, ILO Conventions

UNIT – 5:

HRD Interventions for Unorganized Labor; Skill and Knowledge up gradation, Leadership Development, Creating awareness for Cooperative Organization, Involvement of Community Leaders, Non Government Organizations, Government Schemes, Organized the Unorganized Labor, Role of Trade Union, Role of ILO, CBWE and Jana Sikshana Samsthan

Case Analysis : The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books :

1. Government of India , Report of the National Commission on Labour, New Delhi
2. Government of India , Report of the Royal Commission on Labour, New Delhi .
3. Rastyannikaar, V.G. Agrarian Revolution in multiform Structure Society of Experience of Independent India, Routledge, London .
4. Holmstrom, Mark, Industry and Inequality, Orient Longman, Hyderabad .
5. Gangrade, K.D. Gathia, J.A.Women and Child Workers in Unorganised Sector; Non-government Organizations Perspective, Concept Pub. Co., New Delhi ;
6. Sinha, G.P., and Ranade, S.N. Women Construction Workers (Two Vol.) Allied Pub., New Delhi .
7. Rao, usha, N.J. Women in a Devleoping socie, Ashish Pub. House, New Delhi .
8. Bahatia, Ajit S., rural Urban Migration; Deep and Deep Pub., New Delhi .
9. Nirmala, Banerjee women Construction Workers in Unorganised Sector, Sangam books, Hyderabad .
10. Sethuraman, S.V. Urban Informal Sector in Developing Countries, ILO, Geneva .
11. Sivramakrishna, K. Ramesh, K. and Ganghadhara Rao, MHRM in Agriculture; discovery Pub. House, New Delhi .

12. Dhanagare, D.N. Peasant Movement in India , Oxford University Press, Bombay .
13. Etienne, Gibert; studies in Indian in Agriculture; University of California Press , California .
14. Krishna, Daya, Indian Farmer at Crossroads, Swan Pub., New Delhi .
15. Dutt, Ruddra organized Workers, Vikas Pub. House Pvt. Ltd., New Delhi .
16. Papola, T.S. Urban Informal Sector in a Developing Economy, vikas Pub. House New Delhi .
17. Godbole, Madhav; Rural Employment Strategy – A Quest in the Wilerness, Himalaya Pub. House, Bombay .
18. Raja Mutthirulandi, Human Rights, Soorga Pathippkam, Tiruchirapalli.
19. Neera, Burra, born to work; Child Labour in India , Oxford University Press, New Delhi .
20. ILO, Child Labour – Targeting the Intolerable ILO, Geneva .
21. Shah, N.A. Child Labour in India , Anmol Publications, New Delhi .
22. Varandhani, G., Child Labour and Women wokers, Ashish Publishing House, New Delhi .
23. Government of India , Report on Child Labour in India Industries, Labour Bureau, Shimla.
24. Government of India , Agricultural Labour Enquiry Reports, Labour Bureau, Shimla.
25. Khatu, K.K., Jamang, A.K an rao, R.R.Working Children in India, National Labour Institute, Noida.
26. Paramahaamsa, V.R.K (Ed), Changing Agrariar relations In India , NICD, Hyderabad .
27. Radhakrishna, R and Sharma, Alak, N (Ed). Empowering Rural Labour in India – Market, State and Mobilization, Institute for Human Development, New Delhi .

**Course 306: INFORMATION TECHNOLOGY AND
HUMAN RESOURCE INFORMATION SYSTEMS**
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT 1:

Information Technology and Business: Information Systems; Introduction to Computers: Origin, Development and Importance of Computers; Generation and Classification of Computers.

UNIT 2:

Input and Output Devices: Storage Devices; Central Processing Unit; Computer Configuration; Binary System and Data Representation; Hardware and Software.

UNIT 3 :

Management Information Systems: Concept and Definition; Role of MIS; functions; Impact of MIS on Management; Information Systems Analysis and Design; Decision Making; Development of HRIS and Users in HRM; Database in HRIS.

UNIT 4 :

Human Resource Information Systems: Introduction, Concept and Definition; Information Needs in HRM; HRIS Models; Acquiring and Implementing HRIS; Computers and HRIS and Users in HRM; Database in HRIS.

UNIT 5 :

Theory and Lab MS-office, MS-Word, MS-Excel, MS-Access

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books:

1. Jawadekar, W.S. : Management Information Systems, Tata McGraw-Hill Co. New Delhi .
2. Kumar, Muneesh, : Business Information systems, Vikas Publishing House Pvt. Ltd., New Delhi .
3. Davis, Gordon B, : Management Information Systems: Conceptual Foundations, Structure and Development, McGraw-Hill Co. New Delhi.
4. O'Brien James A, : Management Information Systems – A managerial end user Perspectives, Galgotia, New Delhi .
5. Laudon, Kenneth, C. and Laudon, Jane Price : Management Information systems – A contemporary Perspective, Macmillan , New York .
6. Jerome, Kanter, : Management Information Systems, Prentice Hall of India, New Delhi
7. Murdick and Ross R. Claggett, : Information system for Modern Management, Printee Hall of India, New Delhi .
8. Sonn, James, A, : Information system Management, Wordsworth Pub. Co., USA , 1982.
9. Lucas: The Analysis, Design and Implementation of Information Systems, McGraw-Hill co., New Delhi.
10. Eigenhaun, Edward A. & Mc Corduck, Pamela, : The Fifth Generation : Artificial Intelligence and Japan 's Computer Challenge to the World, Singet Books, New York .
11. Sadagopan : Management Information Systems, Prentice Hall of India Pvt. Ltd., New Delhi .
12. Murdick, Ross and Claggett, : Information System for Modern Management, Prentice Hall of India Pvt. Ltd., New Delhi .
13. Rajaraman, P : Fundamentals of Computers, Tata McGrew Hill Company, New Delhi.

SEMESTER – 3 (Non-Core Paper)
Paper-307 - ELEMENTS OF HUMAN RESOURCE DEVELOPMENT
Maximum Marks: 70

UNIT – 1

HRD-Macro Perspective : HRD Concept, Origin and Need, HRD as a Total System; Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate.

UNIT -2

HRD–Micro Perspective: Areas of HRD; HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD

UNIT – 3

Instructional Technology for HRD : Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modeling and Self Directed Learning; Evaluating the HRD

UNIT – 4

Human Resource Training and Development : Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.

UNIT – 5

Training Methods: Training with in Industry (TWI): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training; Globalization challenges and Strategies of Training Program, Review on T&D Programmes in India.

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

Prescribed Books :

1. Nadler, Leonard : Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York .
2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.
3. Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004.
4. Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
5. Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
6. Rao, T.V: HRD Audit, Sage Publications, New Delhi .
7. ILO, Teaching and Training Methods for Management Development Hand Book, McGraw-Hill , New York .
8. Rao, T.V: Human Resource Development, Sage Publications, New Delhi .
9. Kapur, Sashi: Human Resource Development and Training in Practice, Beacon Books, New Delhi .

10. Lynton, Rolf. P and Pareek, Udai: Training for Development, Vastaar Publishers, New Delhi .
11. Viramani, B.R and Rao, Kala: Economic Restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi .
12. Jaya Gopaki, R: Human Resource Development : Conceptual analysis and Strategies, Sterling Publishing Pvt. Ltd., New Delhi .
13. Truelove, Steve.A: hand book of Training and Development, Beacon Books, New Delhi .
14. Goldstein, Irwin : Training in Organisations, Cole Publishing Co., California .
15. Malcom W. Warrant : Training for Results, Addison Wesley Pub. Co., London .
16. Graig, Robert L. and Bittel, Lester r. (Ed): Training and Development Hand Book, McGraw-Hill, New Delhi .
17. Padmalita Roury Kalyani Mohanthy, Human Resource Development and Organisational Effectiveness, Excel Books New Delhi 2009

Journals

1. Indian Journal of Training and Development
2. HRD News Letter (NHRD Network)
3. American Journal of Training and Development
4. Personnel Today