

Semester – 4 :: Syllabus

Course 401 – ORGANISATIONAL CHANGE AND DEVELOPMENT

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

UNIT – 1

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.

UNIT – 2

Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.

UNIT – 3

Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

UNIT – 4

HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress

UNIT - 5

Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

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

Prescribed Books:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
4. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .
5. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
6. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .
7. Morgan, Gareth, Imagination, Response Books, New Delhi .
8. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi .
9. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi .
10. Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi .
11. Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010

Course 402- INTERNATIONAL HUMAN RESOURCE MANGEMENT
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT I :

International Human Resource management : Concept, Scope and Significance , Approaches to International Human Resource Management ; Differences between – Domestic and international HR activities; Organizational Structure of Multinational Corporations ; Theories and Models of Human Resource Management in MNC's.

UNIT II :

International Human Resource : Recruitment and Selection ; Cross National Differences in Personnel and Organization Policies ; Sources of Human Resources ; Home – Country, Host –Country, Third-Country Nationals ; Selection Criteria for International Assignment; Adaptability to Cultural Change, Motivation for a Foreign Assignment and Leadership Ability.

UNIT III:

Training and Development: Methods of training, Process of Expatriate and Repatriation Management Development in International Settings; Global Leadership Development; Process of Repatriation.

UNIT IV:

Compensation: Rewards and Benefits; Multinational Corporations and Compensation Systems, Performance Management in MNCs.

UNIT V:

Labour Relations and Conflict Resolution in Multinational Corporations; Forms of Industrial Democracy in Multinational Corporations; Issues and Challenges of IHRM.

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

Suggested Readings :

1. Dowling Welch, Schuler, International Human Resource Management, Thomson, New Delhi.
2. Anne Wil Harzing et al., International Human Resource Management, Sage, New Delhi.
3. Hodgetts, Ricn M., and Luthan, Fred, International Human Resource Management, The McGraw Hill Companies Inc., New York.
4. Mead, Flichard, International Management, Blackwell Business, USA.
5. ILO Multinational Enterprises and Social Policy, ILO, Geneva.
6. Briscoe, Dennis R., International HRM, Prentice Hall, NJ.
7. Torrington, D., International HRM: Think Globally and Act Locally, Hemel Hempstead, Prentice Hall.
8. Evans, P. et al., (ed.), HRM in International Firms: Change, Globalization and Innovation; Macmillan, London, 1989.
9. Storey, John, Managing Human Resources : Preparing for the 21st Century, Beacon Booms, New Delhi.
10. Dr. Nilanjan Sengupta, Dr. Mousuni S. Bhattacharya International Human Resource Management Excel Books New Delhi 2007

Course 403 – LABOUR LEGISLATION AND CASE LAW – II
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT – 1

The Industrial Disputes Act, 1947 and its Rules.

UNIT – 2

The Industrial Employment (Standing Orders) Act, 1946 and its Rules.

The Trade Unions Act, 1926

The Payment of Wages Act, 1936

UNIT – 3

The Equal Remuneration Act, 1976

The Minimum Wages Act, 1948

The Payment of Bonus Act, 1965

UNIT – 4

The Workmen's Compensation Act, 1923

The Employee State Insurance Act, 1948

The Maternity Benefit Act, 1961

UNIT – 5

The Employee Provident Fund (Miscellaneous Provisions) Act, 1952

The Payment of Gratuity Act, 1972

Case Law: There shall be a compulsory question on Case Law in the Paper.

Note: The Case Law in respect of below listed circulated to the students and the same covered in the question paper setting.

CASE LAW

1. The Industrial Disputes Act, 1947

1. Bangalore Water Supply and Sewage Board Vs. A. Rajappa and Others
Reported in A.I.R 1978 (SC 548)
2. Miss A. Sundarambai Vs. Government of Goa, Daman and Diu.
Reported in 1989 (I) LLJ 61 (SC)
3. Karibetta Estate, Kotagiri Vs. Its Workmen,
Reported in 1960 (II) LLJ 257 (SC)
4. Express News Papers Limited Vs. Their Workmen and Staff.
Reported in 1960 (2) LLJ Page 227 (SC)
5. Workmen, Fire Stone Tyre and Rubber Co.of India (P) Ltd. Vs. Management of
Fire Stone Tyre Rubber Co.of India (P) Ltd.
Reported in SCLJ, Vol.6 – Page 456.
6. State Bank of India Vs. N. Sunder Money.
Reported in AIR 1976 SC IIII.
7. Workmen of American Express International Banking Corporation Vs.
Management of American Express International Banking Corporation.
Reported in 1985 (II) LLN, 817 (SC).
8. Barauni Refinery Pragatisheel Shramic Parishad Vs. Indian Oil Corporation Ltd.
And Others,
Reported in 1990 II LLN, (SC) 288.

2. Employee State Insurance Act, 1948

9. The Regional Director, E.S.I Corporation and Others Vs. Francis Decosta and another, Reported in 1996 LLR, 953 (SC).

3. Minimum Wages Act, 1948

10. Haryana Unrecognised School Association Vs. State of Haryana. Reported in 1996 LLR, 560 (SC).

Prescribed Books:

1. Sharma, A.M : Industrial Jurisprudence, Himalaya Publishing House, Mumbai, 2002.
2. Agarwal, S.L : Labour Relations Law in India, Macmillan Company of India Ltd., New Delhi , 1990.
3. Vaid, K.N : Labour Welfare In India , Sri Ram Centre for Industrial Relations, New Delhi .
4. Government of India , Report of the Royal Commission on Labour, New Delhi .
5. Government of India , Report on the National Commission on Labour, I & II, New Delhi .
6. Malik, P.L : Industrial Law, Eastern Book Company, Lucknow , 1999.
7. Vaidyanathan, N : ILO Conventions and India , Menerva Associates, Calcutta , 1975.
8. Sinha, G.P. & Sinha,, P.R.N : Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi , 1980.
9. Sharma, A.M : Legal Framework on Industrial Relations, Himalaya Publishing House, Mumbai, 2002.
10. Sharma, A.M : Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Mumbai, 2002.
11. Goswamy, V.G : Labour and Industrial Relations Law, Central Law Agency, Allahabad , 2004.
12. Prabhakara Rao, D.V.R.S.R : Contract Labour : Abolition and Absorption, Law Publishing House, Allahabad .

Journals:

1. Labour Law Reporter
2. Labour Law Journal
3. Indian Labour Year Book
4. Supreme Court of India Judgment

OPTIONAL PAPERS

Course : 404 A (I): MANAGEMENT OF TRADE UNIONS

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

UNIT 1:

Trade Union: Concept, Objectives, Origin and Growth of Labour movement and Trade union Movement, Theories of Trade Union Movement, Marx, Webbs, Pearlman, Tannenbaum, Gandhi and Hoxie, Trade Union in contemporary Industrial Society, Trade union and Economic Development.

UNIT 2:

Trade Union movement in UK and USA, Profile of Indian Workers, Trade union Movement in India, National Movement and Trade union movement, Political Involvement in Trade Unions, National Trade Union Federation: Philosophy, Structure, Objectives, White Collar Unions, Trade Unions in Civil Services, Managerial Unionism, Women in Trade Unions, Organization of Unorganized Labour.

UNIT 3 :

Management of Trade Unions In India: Registration , Structure, Functions, Membership, Union Security, Leadership, Trade Union Disputes.

UNIT 4 :

Union Administration : Union Democracy, Decision making and Execution, Union Elections, Communication System, Trade union Finance, Income and Expenditure, Political Fund, Remuneration Systems, Multiplicity of Trade unions, Inter and Intra union Relations.

UNIT 5 :

Recognition of Trade Union: Methods of Membership Verification, Secret Ballot, Rights of Recognized Trade unions, Role and Status of Minority Unions, Role of Trade union in Industrial Relations, Trade unions and social responsibilities, Emerging trends in Unionism in India.

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

1. Heckscher, Charles C., The New unionism, Basic Books, inc., pubc., New York.
2. Ramaswamy, Uma, Union and community: Industrial man in south India.
3. Ramaswamy, E.A., Ramaswamy, Uma, Industry and Labour. Oxford University New Delhi.
4. Ramaswamy, E.A., Workers Consciousness and Trade union Response. Oxford University press Delhi.
5. Karnik. V.B., Indian Trade Union Movements, A survey, Popular Prakshan, Bombay.
6. Myres. C.A., Labour Problems in the Industrialisation in India. Harvard University, Cambridge.
7. Perlman, Selig, Theory of the Labour Movement, Macmillan New York.
8. Vaid. K.N., The New Worker, Asia Publishing House Mumbai.

Course 404A (II) – PARTICIPATIVE MANAGEMENT AND COLLECTIVE BARGAINING

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

UNIT – 1:

Participative Management (PM): Concept, Objectives; Evolution; Industrial Democracy; Workers Control; Co-partnership and Participative Management; Approaches to Maslow, McGregor, Chris Argyris, Likert on Participative Management;

UNIT – 2:

Forms of Participative Management: Forms and Levels of Participation; Barriers of Participation; Participative Management in India, Yugoslavia, U.K and West Germany, Training and Education for Participation.

UNIT – 3:

Degree of Participative Management: Informative, Consultative, Associative, Administrative and Decisive; Quality of Work Life, Measures in QWL in Factors in QWL

UNIT – 4:

Collective Bargaining (CB): Concept, Growth of CB; Theories of Collective Bargaining; Determination of Bargaining Unit; Recognition of Bargaining Agent; CB Process; Pre-requisites for Effective C.B.

UNIT – 5:

Types and Contents of Collective Agreement; Administration of Collective Agreement; Public Policy on Collective Bargaining; Recent Trends In Collective Bargaining in India; Collective Bargaining in U.K and U.S.A.

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

Prescribed Books :

1. Alexander, K.C : Participative Management : The Indian Experience, SCIR, New Delhi .
2. Varma, R.K : Workers Participation in Management, Oxford IBH Pub. Co., New Delhi .
3. Virmani, B.R, : Workers Participation in Management, Macmillan Pub., Hyderabad .
4. Mehatras, V.G : Labour Participation in Management, Manaktalas, Mumbai.
5. Varandhani, G : workers Participation in Management, Deep and Deep, New Delhi .
6. Micheal, V.P : Industrial Relations in India and Workers Involvement in Management, Himalaya Publishing House, Mumbai.
7. Narasimha Rao, GBVL and Ramesh, K, : Participative Management, Ajantha Publications (India) Ltd, New Delhi .
8. Report of the Study Group on Workers Participation in Management, 1957 Govt. of India .
9. Report of the Committee of Enquiry on Industrial Democracy (Lore Bullock's Report).
10. ILO : Participation of Workers in Decision Making, Geneva .
11. Patil, B.R : Collective Bargaining, University Press (I) Ltd., Hyderabad .
12. Bhatia, s.K : collective Bargaining, Deep Deep Publications, New Delhi .
13. Venkata Ratnam, C.S : Unusual Collective Agreements, Global Business, New Delhi .

14. Shukla, B.N and Bimla Shukla : Collective Bargaining, Tata McGraw-Hill, New Delhi .
15. Das, R.K and Murty, B.s : Collective Bargaining in India , Discovery Pub., New Delhi .
12. Prasad, Kesho Organisational Development for Excellence, Macmillan India Ltd., New Delhi .
13. Ramnaryana S., Rao, T.V., Singh Kuldeep (ed): Organisational Development – Interventions and Strategies, Response Books, New Delhi .
14. Burke, W.W., Organisational Development ; Principles and Practice, Little Brown, Boston :
15. Blake, R.R. and Mouton, J.S., The Managerial Grid, Gulf Publishing, Houston .
16. Argyris, C and Schein, D.A., Organisational Learning : Theory and Action Perspectives Addison – Wesley, Maddison.
17. Beckhard, R. and Harris, R., Organizational Transition, Addison – Wesley, Maddison
18. Varma, Madhurendra K., Managing More Effectively, Response Books.
19. Heresy, Paul and Blandhcard Kenneth H., Management of Organisational Behaviour Utilizing Human Resources, Prentice Hall India, New Delhi.
20. Pereira R., Changing Face, Himalaya Publishing House, Mumbai.

Course : 404B(I) : HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR
Maximum Marks: 100 (End semester: 70 and Mid Semester: 30)

UNIT 1 : Concept of Service, Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.

UNIT 2: Nature of Service sector: Characteristics of Services, Elements of Customer Service, Components of Service, Identifying customer Groups, Service Process, Classification of Servicing operating systems, Balancing Supply and Demand, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.

UNIT 3 : Human Resource Management in Service Organizations: Concept, Functions, Utilization, Development, Environment, Organizing HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, Managing services across Boundaries.

UNIT 4: Application in HRM in service sector: HRM in Hospitals, Hotels, Insurance and Banking, other Financial Institutions, Ports and Docks, Managing Salary Levels, Working Conditions, Legal provisions, Unionism, Problems and Challenges.

UNIT 5 : HRM in IT Sector, Software Industry and BPO Sector, Wage Salary Levels, Working Conditions, Legal Provisions, Unionization, Distribution of Male and Female Workers, Gender Bias, Problems and Challenges.

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

Suggested readings_:

1. Balaji. B., Services Marketing and Management, S. Chand & Co. Ltd., New Delhi.
2. Haksever, Cengiz, Barry Pender, Roberta S.Russel and Robert G.Murdik, Service Management and Operations, Pearson Education (pte)ltd., New York.
3. Van Dierdonck van woy, Service Management An Integrated Approach, Financial Times/ Prentice hall of India, New Delhi.
4. Goyal.R.C., Human Resource Management in Hospitals. Prentice hall of India, New Delhi.

Course : 404B(II) : WOMEN & CHILDREN IN EMPLOYMENT.

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

UNIT 1:

Women workers in India: A macro picture, Trends in women's Participation in the Labour Force, Work Force participation, Work force Estimation, distribution of Male and Female Workers by Broad Industry Groups, Distribution of Women Workers, The Organized sector, The Unorganized sector, Time use Analysis.

UNIT 2 :

Women Workers in Liberalising Economy, The Primary Sector, The Secondary Sector, The Tertiary sector, The Service Sector, Wage Levels, Working Conditions, Behavioral Conditions, at Work: Physical, Social, and Emotional Problems, gender bias, sexual Harassment, Entering main stream through voice and Empowerment, Women and vulnerability, Empowerment, Organizations in India.

UNIT 3 :

Legal Protection for Women: ILO Conventions and Recommendations, Labour Legislation on Women: Working Hours and Leave, Equal Wage, Maternity, Special Benefits, Promotional Activities, Government Programmes, Role of NGOs., Education and Training Interventions.

UNIT 4 :

Child Labour: Concept, Types and Dimensions of Child Labour in India. Approaches to Child Labour: Elimination of Child Labour.

UNIT 5 :

Problems and Consequences of Child Labour, Human Rights and Child Labour, ILO and its Role, Legislative provisions on Child Labour, National Child Labour policy, NGOs., and Child Labour.

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

Suggested readings :

1. Neera Burra, Born to Work: Child Labour in India. Oxford University press Delhi.
2. Padmini Sengupta, Women Workers of India. Aziz publishing house.
3. VVGNLI, Women Labour in India. VVGNLI, New Delhi..
4. Lakshmidhar Misra, Child Labour In India, Oxford University press Delhi.
5. Factories Act 1948 and its rules, Other Relevant Acts.
6. Usha sarma, Gender Main Streaming and Women's Rights. Authors press New Delhi.
7. B.Sreenivasa Reddy, et.al., Girl & Child Labour Dominani publishing, New Delhi.
8. Nalini sastry, subrata padey, Women Employees and Human Resource Management. University press Hyderabad.

Semester – 4:: Syllabus

Course 401 – ORGANISATIONAL CHANGE AND DEVELOPMENT
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

Course 402- INTERNATIONAL HUMAN RESOURCE MANGEMENT
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

Course 403 – LABOUR LEGISLATION AND CASE LAW – II
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)
CASE LAW

- 1. The Industrial Disputes Act, 1947**
- 2. Employee State Insurance Act, 1948**
- 3. Minimum Wages Act, 1948**

OPTIONAL PAPERS

Course : 404 A (I): MANAGEMENT OF TRADE UNIONS
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

Course 404A (II) – PARTICIPATIVE MANAGEMENT AND COLLECTIVE BARGAINING
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

(OR)

Course : 404B(I) : HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)

Course : 404B(II) : WOMEN & CHILDREN IN EMPLOYMENT.
Maximum Marks: 100 (End semester: 80 and Mid Semester: 20)