Recommendations of the Expert Committee

Sub: P.M. & I.R. and L.S.W.

We went through the prepared syllabus given to us of P.M. & I.R. and L.S.W.

We have made certain modifications in the syllabus wherever it was necessitated.

We recommend that the syllabus be presented for approval of the Hon'ble Chancellor through proper channel.

Prabhakar Jha
12/06/18
(Dr. Prabhakar Jha)

Sudama Singh
12/16/18
(Dr. Sudama Singh)
Programme: Master of Arts in Personnel Management and Industrial Relations (M.A. in PMIR)
Description of papers for M.A. (PMIR) degree in the Faculty of Social Science under Choice Based Credit System (CBCS)

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Nature of Course/Paper</th>
<th>Marks</th>
<th>Mark of CIA</th>
<th>Mark of ESE</th>
<th>Passing Criterion</th>
<th>Qualifying Criterion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CC-1</td>
<td>Fundamentals of Management</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
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<tr>
<td></td>
<td>CC-2</td>
<td>Labour Legislations and Labour Administration in India</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
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<tr>
<td></td>
<td>CC-3</td>
<td>Labour Economics and Environment</td>
<td>100</td>
<td>30</td>
<td>70</td>
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<td>CC-4</td>
<td>Trade Unionism</td>
<td>100</td>
<td>30</td>
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<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
</tr>
<tr>
<td></td>
<td>AECC-1</td>
<td>Environment Sustainability &amp; Swachh Bharat Abhiyan Activities</td>
<td>100</td>
<td>50</td>
<td>50</td>
<td>45% in CIA, 45% in ESE</td>
<td>Qualifying</td>
</tr>
<tr>
<td></td>
<td>CC-5</td>
<td>Industrial Relations</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
</tr>
<tr>
<td></td>
<td>CC-6</td>
<td>Human Resource Management</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
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<tr>
<td></td>
<td>CC-7</td>
<td>Organisational Behaviour</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
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<tr>
<td></td>
<td>CC-8</td>
<td>Social Security Legislations</td>
<td>100</td>
<td>30</td>
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<tr>
<td></td>
<td>CC-9</td>
<td>Industrial Management/Labour Studies</td>
<td>100</td>
<td>30</td>
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<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
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<tr>
<td></td>
<td>AEC-1</td>
<td>Life Skill &amp; Skill Development</td>
<td>100</td>
<td>50</td>
<td>50</td>
<td>45% in CIA, 45% in ESE</td>
<td>Qualifying</td>
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<tr>
<td></td>
<td>CC-10</td>
<td>International Industrial Relations</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
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<tr>
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<td>CC-11</td>
<td>Human Resource Development</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
</tr>
<tr>
<td></td>
<td>CC-12</td>
<td>Wage and Salary Management</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
</tr>
<tr>
<td></td>
<td>CC-13</td>
<td>Computer Application and</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA, 45% in ESE</td>
<td>Marks decide class/CGPA</td>
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<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Total</td>
<td>Class</td>
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<td>CIA</td>
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<tr>
<td>CC-14</td>
<td>Business Ethics and Values</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA</td>
<td>Marks decide class/CGPA</td>
<td></td>
</tr>
<tr>
<td>AECC-2</td>
<td>Human Values &amp; Professional Ethics &amp; Gender Sensitization</td>
<td>100</td>
<td>50</td>
<td>50</td>
<td>45% in CIA</td>
<td>Qualifying</td>
<td></td>
</tr>
<tr>
<td>EC-1</td>
<td>Dissertation (Based on field work/Inplant Training)</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA</td>
<td>Marks decide class/CGPA</td>
<td></td>
</tr>
<tr>
<td>EC-2</td>
<td>Viva Voce (Based on dissertation and theoretical aspects of various papers)</td>
<td>100</td>
<td>30</td>
<td>70</td>
<td>45% in CIA</td>
<td>Marks decide class/CGPA</td>
<td></td>
</tr>
<tr>
<td>DSE-1</td>
<td>Finance &amp; Marketing Management (With Case Study)</td>
<td>100</td>
<td>50</td>
<td>50</td>
<td>45% in CIA</td>
<td>Qualifying</td>
<td></td>
</tr>
<tr>
<td>Or GE-1</td>
<td>Labour Planning &amp; Social Institution (With Case Study)</td>
<td>100</td>
<td>50</td>
<td>50</td>
<td>45% in CIA</td>
<td>Qualifying</td>
<td></td>
</tr>
</tbody>
</table>

(CC)- Core Course
(EC)- Elective Course
(DSE)- Discipline Specific Elective Course
(AEC)- Ability Enhancement Course
(AECC)- Ability Enhancement Compulsory Course
(GE)- Generic Elective Course

Signed: [Signature]

Department of Personnel Management and Industrial Relations
Patna University, Patna
### Course Outcome

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Paper/Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fundamentals of Management</td>
<td>CC-1</td>
</tr>
<tr>
<td>2</td>
<td>Labour Legislations and Labour Administration in India</td>
<td>CC-2</td>
</tr>
<tr>
<td>3</td>
<td>Labour Economies and Environment</td>
<td>CC-3</td>
</tr>
</tbody>
</table>

### Subject: PMIR

1. Employability
2. Applications-Environmental, Social, Scientific
3. Research
4. Academic

### Name of Programme: MA in PMIR (PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS)

### NAC Criteria - II
Research will develop professionalism, practitioners, and create employability and wide reach of
India and abroad and the challenges before the stakeholders of the industry. This paper
seeks to address these. The basic purpose of this paper is to study the trade union movement in
Trade Unions are one of the largest sectors of the capital market in the journey of industrial
Environmental, Social, Scientific Segments of the Economy.

<table>
<thead>
<tr>
<th>Environment</th>
<th>Abhyun Activities</th>
<th>Sustainable Bharat</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Unions</td>
<td></td>
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<td>AECC:1</td>
</tr>
<tr>
<td>Trade Unions</td>
<td></td>
<td></td>
<td>CC:4</td>
</tr>
</tbody>
</table>

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Signature of Head

1/10/18

Signature of Departmental Committee

1/10/18
Management functions take new roles and different goals. The paper is designed to
highlight the expected effects of change. This necessitates that human resource
management and expansion of the international business, the HR professionals of today
recognize and assess the new elements of the organization. After the advent of

<table>
<thead>
<tr>
<th>Course Outcome</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource</td>
<td>CC-6</td>
</tr>
<tr>
<td>Industrial Relations</td>
<td>CC-5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subject: PIR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
</tr>
<tr>
<td>Applications - Environmental, Social, Scientific</td>
</tr>
<tr>
<td>Research</td>
</tr>
<tr>
<td>Academic</td>
</tr>
</tbody>
</table>

Kindly provide information in the Course Outcome column according to the following parameters:

Name of Programme: M.A. in PIR (PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS)
Research for academia and will generate employability in various societal contributions of India, the design of the subject will open a wide field of problem and directive principles of the State Policy enshrined in the wings of the Govt. viz. legislative, executive and judiciary and the inter-related challenges that can be met by coordinated efforts of all these sectors of the society. The last changing economic conditions of the present day society, the government control state and organizations are bound to issue social security to ensure social-economic justice for labor as well as weaker sections in business as well as social organizations and create employability. Accordingly, the paper has vast opportunities of research, applications and resources. The paper has vast opportunities of research, applications and resources. The paper has vast opportunities of research, applications and resources. The paper has vast opportunities of research, applications and resources. The paper has vast opportunities of research, applications and resources. The paper has vast opportunities of research, applications and resources.

<table>
<thead>
<tr>
<th>Social Security</th>
<th>Legislation</th>
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<tbody>
<tr>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>

Study the fundamental of HRM with consequential changes in people management and research in wide field of the organizations of both public & private sectors. Subject is to equip the human being with professional skills and develop employability. Application of organizations and the responses of the professionals. The outcome of this subject is to equip the human being with professional skills and develop employability.
<table>
<thead>
<tr>
<th>Development of Life Skills &amp; Skill Development</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studies in modern times industrial organisations</td>
<td>CC: 9</td>
</tr>
<tr>
<td>Industrial Management/Labour</td>
<td></td>
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<tr>
<td>In modern times industrial organisations (business) is considered as an</td>
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<tr>
<td>entrepreneurial ability with a wide vision of make in India</td>
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<tr>
<td>and &quot;Start up&quot; activities and its components. The paper is designed to develop the</td>
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<tr>
<td>understanding of business and industrial organisations are major parts of business; the study of</td>
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<tr>
<td>economic and social life. New business is regarded as a means, not an</td>
<td></td>
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<tr>
<td>organisations.</td>
<td></td>
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</tbody>
</table>
Semester – III

**Subject: M.A. IN P.M.R (PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS)**

<table>
<thead>
<tr>
<th>Course Outcome</th>
<th>Title</th>
<th>Paper/Course</th>
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<tbody>
<tr>
<td>Employmentability</td>
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<td>CC-10</td>
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</tbody>
</table>

**Course Outcome**

- **Name of Program:** M.A. IN P.M.R (PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS)
- **Employability**
  - Applications-Market, Social, Scientific
  - Research
  - Academic

**Kindly provide information in the course outcome column according to the following parameters:**
subject will develop research applicability and employability in various
national and international business organizations. The study of this
wage and salary, the intrinsic and extrinsic rewards with respect to
countries. Hence, this paper is designed to study the components of
management, i.e., the salary and benefits vary from organization to
organization. In an organization by the employer in return the employee.s services to the
Company. Compensation is extrinsic reward for an employee. Wage and
Compensation (Wages & Salary) is the amount of remuneration paid to
business in changing dynamics:

The paper will develop wide field of research and employability is global
problems to manage human resources of their concerns efficiently.
Global business made the global business to design distinct human
resource make able to cope with the change. The development of HRD in global
the human resource equipped to be sensitive to cultural diversity and
changing dynamics of business. The basic purpose of this paper is make
multi-cultural corporations have to face various challenges in the
multinational corporations have to face various challenges in the
emerging area in the business world. The organizations

HRD is new emerging area in the business world. The organizations

<table>
<thead>
<tr>
<th>Management</th>
<th>Wage and Salary</th>
<th>CC-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
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<tr>
<td>Development</td>
<td>Human Resource</td>
<td>CC-11</td>
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</table>

2
3
<table>
<thead>
<tr>
<th>Human Values &amp; Professional Ethics &amp; Gender Sensitization</th>
<th>ACCE-2</th>
<th>6</th>
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</thead>
<tbody>
<tr>
<td>Values</td>
<td></td>
<td></td>
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<tr>
<td>Ethics</td>
<td></td>
<td></td>
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<tr>
<td>and application will facilitate employability in various field</td>
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<tr>
<td>no end and will explore new area of research &amp; innovation. IT knowledge &amp; skills are integral part of our curriculum. We cannot imagine life without computer advent of IT and digitalization of the country. Computer application is the third industrial revolution is Informational Technology. With the enhanced</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and Information System</td>
<td>CC-13</td>
<td>4</td>
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<tr>
<td>Business Ethics and</td>
<td></td>
<td></td>
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<tr>
<td>Core values</td>
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<tr>
<td>and application will facilitate employability in various field</td>
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<tr>
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<td></td>
<td></td>
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<tr>
<td>and Information System</td>
<td>CC-14</td>
<td>5</td>
</tr>
<tr>
<td>Business Ethics and</td>
<td></td>
<td></td>
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<tr>
<td>Core values</td>
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<tr>
<td>Course Outcome</td>
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<td>Semester - IV</td>
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</tbody>
</table>

**Name of Programme: M.A. IN PMIR (PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS)**

**Course Outcome**

- Develop confidence and ability to handle the situation and manage the organisations.
- Develop an understanding of the organisational / industrial processes and the knowledge of organisations / industry. The interactions with the various papers on theoretical aspects of finance and marketing.
- Viva voce based on finance and marketing (with case study).
- Field work / Internship based on dissertation and academic training.

**Course Outcome**

- To assist the reader to develop a thorough understanding of the principles of moral thinking in the field of business and management in a systemic way.
- To equip students and build up their mind and personality.
- To develop the confidence level of these students during the course periods.

**Course Outcome**

- To equip students with the required knowledge, experience, and skills to assess the quality of mind and personality.
<table>
<thead>
<tr>
<th>Study Institutions (With Case)</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Labour Planning &amp; Social</td>
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</tbody>
</table>

- Held and General employability
- The area of academic research application in environmental and social benefit to handle the complexities. Hence the paper will explore a beneficial role to play a vital role. The Government Policy and Programme will be decelerated. Labour planning of social institutions have co-operate life and decent work. Labour Planning & Social Institutions have supporting a lot due to growing complexities. Labour problems and social problems are most critical issues of the present economy. To safeguard that problem has been prevented in this syllabus. Marketing is not only an employability and research in business world.
- Knowledge and understanding of finance and marketing which will create understanding of marketing. The desired course will develop the skill described to make an attempt to provide fundamental knowledge and become an essential technique in the hands of consumers. The paper is indispensable tool in the hands of business executive but it has also
To understand Industrial Business, Economic, Social, Political, Legal and cultural framework of the Industrial society.

After completion of the course the students will be able:

Resource development in both public and private sectors including multinationals.

country and many of them are holding top positions in the fields of personnel management, industrial relations, administration and human resources development in various capacities in different industries, organizations and government departments in different parts of the program are many employed in various capacities in different industries, organizations and government departments in different parts of the program and are many employed in various capacities in different industries, organizations and government departments in different parts of the program.

The student of the special knowledge of the subjects concerned with personnel management, industrial relations and labor and social welfare. The course on the human resource development, labor administration, social welfare etc. The course avoids extreme specialization and yet provides the numer

Emplploymability

Application-Environmental, Social, Scientific

Research

Academic

Kindly provide information in the Course Outcome Column according to the following parameters:

Subject:

Program Outcome

Name of Program: M.A. in PMR (PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS)
community and government

To make students professionally equipped, skilled, knowledgeable, and responsive towards business profession, organization, society

- Enhance marketing, business development, agriculture, and other commercial organizations
- Different career options in different fields of organizations such as industry, business, banking, insurance, finance, NGO's, micro-
- To develop entrepreneurship abilities to align with 'Make in India', 'Start up India', and 'Digital India'
- To develop professional approach, HR, practitioners, legal practitioners in labour law, social welfare, field
- To address the challenges with suitable responses for the identified industrial and business society.
PROGRAMME: M.A. IN PMIR
SYLLABUS

SEMESTER-I

Course/Paper Code-1 (CC-1)
Fundamentals of Management

Unit (I)  
**Introduction to Management & Management Thought**: Concept, significance and nature, science or an Art, Social responsibility of Management - School of Management thought - Contribution of F.W. Taylor and Henri - Fayol - Scientific Management School - Human Relation and Behavioural School - System School (approach), Management Process (operational) school.

Unit (II)  
**Planning**: Concept, Nature, types, importance, steps in planning process, objectives, management by objectives, its nature and benefits, decision making - concept, characteristics, significant steps in the process of decision making, making planning effective.

Unit (III)  
**Organisation**: Meaning of Organisation - formal and informal organizations, Principles of span of control, Departmentation - Various bases of Departmentation, Decentralization of authority, benefits and obstacles in delegation of authority, principles of delegation of authority, factors determining the degree of centralization of authority, committees - needs and advantages.

Unit (IV)  
**Directing**: Concept, Principles, Techniques, Importance & Characteristics.  
**Motivation**: Motivation - Maslow’s Need Hierarchy approach - Herzberg’s Motivation - Hygiene approach, expectancy Theory - McClelland’s Need theory - Job enrichment. Leadership - Meaning, different approach to leadership - leadership style.

Unit (V)  
**Controlling**: Nature and Process of Controlling - requirement of adequate control. Traditional budgetary and non-budgetary control devices. Special control techniques - PERT.

**BOOKS RECOMMENDED**:

2. Gupta, CB : Principles and Practice of Management Delhi, Mayur Paper Book

Pranab Kumar, 12/06/10
<table>
<thead>
<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.</td>
<td>LM Prasad</td>
<td>Principles and Practice of Management</td>
<td>Delhi, Sultan Chand</td>
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<td>4.</td>
<td>Koontazad O'doneel</td>
<td>Principles of Management</td>
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<td>5.</td>
<td>Terry</td>
<td>Principles of Management</td>
<td></td>
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<tr>
<td>6.</td>
<td>Tripathi, P.C.</td>
<td>Principles of Management</td>
<td></td>
</tr>
</tbody>
</table>

Signature: [Signature Image]

Date: 12/06/19
Course/Paper Code-2 (CC-2)
Labour Legislations and Labour Administration in India


Unit (II) (a) Indian constitution and labour, (b) Labour administration in India at central level (c) Labour Administration at state level with particular reference to the state of Bihar (d) International Labour Organization - Structure, Activities, International Standards of Labour, Impact of I.L.O. on Indian Labour Legislations, Labour Law Reforms.


Unit (IV) Protective Labour Legislation in India -
(1) Factories Act, 1948
(2) Plantations Labour Act, 1951
(3) Mines Act, 1952

Unit(V) (1) Contract Labour (Regulation & Abolition) Act, 1970
(2) Child Labour (Prohibition & Regulation) Act, 1986
(3) Bihar Shops & Establishment Act, 1953
(4) Inter State Migrant Workmen (Regulation of Employment & conditions of Service) Act, 1979

BOOKS RECOMMENDED :

1. Srivastava, SC : IR and Labour Laws, New Delhi, Vikash
4. Mishra, SN : Labour and Industrial Laws
5. Malik, PL : Industrial Laws
6. Taxmann : Labour Laws, New Delhi
9. Govt. of India : Particular Enactments.
10. P.R.N. Sinha, Indu Bala & Priyadarshani : Industrial Relations & Trade Union & Labour Legislation

Prabhakar Shy 12-06-18
11. Govind Kumar and Ritu Rani:  Sharam-Kalyan Awam Sanrakshan Vidhyan
   (Labour Welfare and Protective Legislations)

12. Govind Kumar and Ritu Rani:  Sharam-Kalyan Awam Prashasan
   (Labour Welfare and Administration)

[Signature]
12/06/18
Course/Paper Code-3 (CC-3)
Labour Economics and Environment

Unit (I)
(a) Labour Economics - meaning, nature and scope, method of study
(b) Labour problems - meaning, origin, evaluation, causes, classification, effects, remedies, labour problems in India (c) Economic system - their constituents and fundamental institution, inequality in the distribution of wealth and income - its causes and effect, New Economic Policy- Labour policy and Indian Labour, Bonded Labour.

Environmental impact on Labour Problems.

Unit (II)

Unit (III)
A Survey of Wage Theories -
(a) Subsistence theory
(b) Marginal Productivity theory
(c) Modern Theory of Wages
(d) Collective bargaining theory
(e) Exploitation theory - Their assumption & limitations

Unit (IV) State regulation of wages - Objective, principle - Living wage, Fair wage, capacity to pay, National Minimum wage, wage policy and wage regulation in India, Wage differential - meaning, definition, nature and type - based on skill, occupation, region, industry, say their causes justification and effect with special reference to India.
Unit (V)  **Unemployment**: Concept, types, causes and remedies of unemployment - Globalization and employment trends in India, Productivity - meaning, factors determining level of productivity, causes for low productivity remedies. Hours of work.

**BOOKS RECOMMENDED:**

1. Bloom and Northrup : Economics of Labour Relations
2. Laster, Rechard, A : Labour Economics
Course/Paper Code-4 (CC-4) -

Trade Unionism

Unit-I  Trade Unionism : Theoretical & Legal Framework
(a) Origin and growth of Trade Union. Meaning, Objectives, Functions, Methods of Trade Unions
(b) Major Theories of Trade Unionism
(c) Trade Unions Act, 1926 : Main Provisions

Unit-II  Trade Union Structure, Management & Governance
(a) Trade Union Structure - Types of Trade Union - Craft Union, Industrial Union, General Union, Federation and Confederations.
(b) International Trade Union Federation, Global Union Federations.
(c) Trade Union Structure at the National Level Managerial Trade Unions- Reason for formation of management Unions. Participation of women in Trade Union - Why women do not join Trade Union?
(d) Management and Government of Trade Unions - Bye laws or constitution of Trade Union
(e) Trade Union and Finances & Funds - Source, Causes of Poor finances, Measures to strengthen Trade Union Finance, Political Funds.

Unit-III  Trade Union Recognition & Multiplicity of Trade Unions
(a) Trade Union Recognition - Concept of recognition, statutory & voluntary practices of recognition, Method of Recognition of Trade Unions, Rights to Recognized Trade Unions.
(b) Multiplicity and Rivalry Trade Unions, Causes of Rivalries, affects of Rivalries, Measures to prohibit trade Union Rivalries.
(c) Trade Union unity and union mergers.

Unit-IV  Trade Union Leadership, Politics and Democracy
(a) Trade Unions Leadership - nature of leadership, types of leadership. Internal and outside leadership. Situation & causes of outside leadership. Consequences of outside leadership.
(b) Trade Union and Politics - Necessity for participating in politics, methods and forms of participation. Dominance by political parties in Indian Trade Unions - Advantage and Disadvantages
(c) Trade Union and Democracy - Concept of democracy, why trade union should be democratic? Recommendations of 2nd National Commission as Labour.

Unit-V Trade Union Movement in India

(a) History and growth of Trade Union in India - Pre-Independence Period, Post Independence Period - Post Economic Reform period of Trade Union Movement.
(b) Challenges before Trade Unions in India - Internal & External Challenges, Measures to Strengthen Trade Unions.
(c) Changing Approaches and Roles Trade Union for Survival in Globalised economy.

BOOKS RECOMMENDED:

1. Mamoria, CB : Dynamics of Industrial Relations, Mumbai, Himalaya
2. Sinha, PRN : IR and Trade Unions Labour Legislation, Delhi, Pearson
3. Punuka, SD : Labour Welfare, Trade Unions and Industrial Relations, Mumbai, Himalaya
4. Dhyani, SN : Trade Union and Right to Strike
5. Jha, SN : Indian Trade Unions
6. Karnic, VB : Strikes in India
9. Dankert : Contemporary Unionism
10. Pandit K. : Industrial Relations and Trade Unionism
Ability Enhancement Compulsory Course -1 (AECC-1)
Environment Sustainability & Swachchha Bharat Abhiyan Activities
Semester - II  
Course/Paper Code-5 (CC-5)  
-  
Human Resource Management

Unit-I  
Introduction to Human Resource Management  
(a) Meaning & Concept of HRM, objectives & scope of HRM,  
Importance of HRM, Functions and Responsibilities of Human  
Resource Management, Evaluation & growth of HRM, Challenges  
of HRM.  
(b) Organisational Structure and Human Resource Management

Unit-II  
Acquisition of Human Resource  
(a) Human Resource Planning - Meaning, Objectives and Importance,  
Process of HRP, Problems/Barriers of HRP, Measures to make  
HRP effective, Impact of Technology on HRP.  
(b) Job Analysis - Meaning and Concept, Methods, Problems &  
suggestions.  
(c) Human Resource Information System - Concept, objectives and  
importance, Benefits and Limitations  
(d) Recruitment and Selection - Concepts, Sources, Process & Steps,  
Merits & Demerits. Outsourcing.

Unit-III  
Developing Human Resource  
(a) Socialisation, orientation and Induction - Concept Importance and  
process.  
(b) Training & Development - Meaning, Concept, objectives, concept  
of Development, Significance, Types, Difference between Training  
& Development.  
(c) Promotion & Transfer - Meaning and concept, objectives, types,  
basis of promotion seniority Vs merit - Promotion & Transfer  
Policy.  
(d) Knowledge Management.

Unit-IV  
Performance Management  
(a) Performance Appraisal - Concept, Objectives, Planning and  
Development of an effective performance Appraisal, Methods,  
Benefits and Pitfalls.  
(b) Potential Appraisal and succession planning, Meaning, Potential  
attributes, significance causes of failure of succession planning in  
Indian Industries.  
(c) Career Planning

\[Prabhakar@\]  
[12/06/19]
Unit-V  Discipline, Grievances and Standing orders


(b)  Standing orders – meaning and concepts, Industrial Employment (Standing Orders) Act, 1946.

(c)  Grievances in Industry – Nature of grievances, concept and definition – significance – causes of grievances – Grievance Handling.

BOOKS RECOMMENDED:

1.  L.M. Prasad  :  Human Resource Management, New Delhi, S.Chand
5.  Kulkarni MU  :  HRM and IR
7.  Chhabra, TN  :  HRM, Concept and Practice
8.  Dessler, Gary  :  HRM, N Delhi, Prentice Hall of India
10.  Armstrong, M  :  A Hand Book of HRM Practice, New Delhi, Kagam Page
11.  Tripathi, PC  :  PM & IR, New Delhi, Sultan Chand and Sons.
Course/Paper Code-6 (CC-6)
Industrial Relations

Unit -I
Concept & Approaches :- Meaning of Industrial Relations, Actors in Industrial Relations and their objectives & Changing roles of actors of Industrial Relations. (a) Aspects of Industrial Relations: Cooperation and conflict (b) Approaches to Industrial Relations :- System approach (Dunlop’s), Input – output Approach, Conditions for good Industrial Relations, Economic Reforms and Industrial Relations.

Unit-II
Management of Industrial Conflict -
(b) Conciliation/Mediation :
(i) Meaning and definition
(ii) Merits and demerits of conciliation/mediation as a method of settling industrial disputes.
(iv) Weaknesses of conciliation in India
(c) Adjudication :
(i) Meaning, definition and significance
(ii) Merits, demerits and methods of settling industrial disputes.
(iii) Adjudicating authorities in India.
(iv) Weakness of adjudication in India
(d) Voluntary Arbitration
(i) Meaning, definition and significance
(ii) Voluntary Arbitration in India-Strength and weaknesses

Unit -III
Collective Bargaining :
(i) Meaning and Definition
(ii) Pre-condition for success of Collective Bargaining
(iii) Subject matter of Collective Bargaining
(iv) Process/Procedure of Collective Bargaining
(v) Merits and demerits of Collective Bargaining as a method of settling disputes.
(vi) Hindrances to the Growth of Collective Bargaining in India.

Unit -IV
Industrial Action :- Meaning and definition, Functions, Forms of strikes & lockouts, nature of strike, types of strikes, causes & effects of strikes, Legal framework of strikes & lockouts in India. Lay off, Retrenchment, Dismissal, Unfair Labour Practices.

Unit -V
Management of Industrial Cooperation - Meaning and definition of different terms used in this regard : Labour Management co-operation, worker’s Participation in Management, Industrial Democracy - Levels and forms of Cooperation/Participation, Schemes of Workers Participation in

**BOOKS RECOMMENDED:**

<table>
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<tr>
<th>No.</th>
<th>Authors</th>
<th>Title</th>
<th>Publisher/Location</th>
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<tbody>
<tr>
<td>1.</td>
<td>Mamoria, CB</td>
<td>Dynamics of Industrial Relations</td>
<td>Mumbai, Himalaya</td>
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<td>2.</td>
<td>Monappa, Arun</td>
<td>Industrial Relations, Mumbai, Himalaya</td>
<td>IR, Delhi, TMH</td>
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<td>3.</td>
<td>Sarma, AM</td>
<td>IR and Trade Unions, Delhi, Pearson</td>
<td>IR, New Delhi, Oxford</td>
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<td>5.</td>
<td>Ratnam, CS</td>
<td>PM&amp;IR, New Delhi, Sultan Chand</td>
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<td>6.</td>
<td>Singh, Nirmal, Bhatia, SK</td>
<td>IR Concept and Issues</td>
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<td>7.</td>
<td>Tripathi, PC</td>
<td>Industrial Relations and Social Security</td>
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<td>8.</td>
<td>Sen, Ratna</td>
<td>IR and Labour Law, New Delhi, Vikash</td>
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<td>9.</td>
<td>Venkata Ratnam, P</td>
<td>Trade Unions &amp; Labour Legislations</td>
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<td>10.</td>
<td>Chhabra, TN, Suri RK</td>
<td>Collective Bargaining</td>
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<td>11.</td>
<td>Nowlakha, RL</td>
<td>Industrial Relations &amp; Trade Unionism</td>
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<td>Srivastava, CB</td>
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<td>Sinha, PRN &amp; Indu Bala Pridarshini</td>
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<td>14.</td>
<td>Shukla, BN &amp; Bimla Shukla</td>
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<td>15.</td>
<td>Pandit K.</td>
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</table>
Course/Paper Code-7 (CC-7)
Organisational Behaviour

Unit-I (a) Organisational Behaviour - Meaning and Importance. Foundation of OB. Models of OB.

Unit-II Foundations of Individual Behaviour
(a) Personality - Context, Nature, Determinants
(b) Perception - Meaning & Definitions, Factors, Perceptual Process.
(c) Learning - Meaning & Definitions, explicit and tacit knowledge.
(d) Attitudes - Concept, Nature, components of Attitudes.

Unit-III (a) Group Dynamics - Concept group, Types of group, usefulness of group in organization. Pitfalls of groups, Determinants of group, Behaviour, External conditions, Group cohesiveness, Team Dynamics. Motivation of Techno-structure.
(b) Power and Political Behaviour, Power Dynamics, Sources of Power. Power Tactics, Ethics in Power and Politics.
(c) Conflict and Negotiations - Concept, Nature of conflict, conflict management style.

Unit-IV (a) Communication - Meaning and Definition, Significance, Types, Barriers to effective communication, Factors influencing communication, Role of I.T. in Communication.
(c) Organisational Culture - Meaning & Definitions, cultural dimensions, changing organizational culture, Effects of culture, creating and Innovation, work culture.

Unit-V (a) Organisational change - Meaning and nature of change, levels of change, Importance of change, obstacles to change
(b) Organisational Development - Concept, Pre-requisites for OD, OD Interventions.
(c) Cross-culture and Multi-culture, Multicultural teams & Management.

BOOKS RECOMMENDED :

1. Dwevedi, RS : Organisational Behaviour Delhi, McMillan
2. I.M Prasad : Organisational Behaviour, New Delhi, Sultan Chand

Pramukh 12/06/19
4. Davis, Keith : Organisational Behaviour, New Delhi, TMH
5. Robbins, Stephen, P : Organisational Behaviour, New Delhi, PHI
6. Aswathapa, K : Organisational Behaviour, Mumbai, Himalaya
7. Jain, PK : Organisational Behaviour, Jaipur, Rajasthan, Hindi Granth Academy
8. Hersey & Blanchart : Management of Organisational Behaviour
9. Scheim : Organisation Psychology
Course/Paper Code-8 (CC-8)
Social Security Legislations

Unit -I
Social Security - Meaning, Scope, Evolution and institutional growth, need of social security.

Unit -II
Social Insurance and Social Assistance - Its meaning, significance and differences, Financing of social security, concept of employer's Liability.

Unit -III
(a) Employees Compensation Act, 1923
(b) Maternity Benefits Act, 1961
(c) Payment of Gratuity Act, 1972

Unit -IV
Employees Provident Fund & Miscellaneous Provisions Act, 1952
(a) Employees P.F. Scheme
(b) Employees Pension Scheme
(c) Deposit Linked Insurance Scheme - Its financing administration.

Unit -V
Employees State Insurance Act, 1948 - Scope, Benefits (a) Sickness (b) Maternity (c) Disablement (d) Dependent (e) Medical (f) Funerals (g) Others. Its Financing, Administration. Unorganised Workers Social Security Act, 2008.

BOOKS RECOMMENDED :

1. Srivastava, CB : IR and Labour Laws, New Delhi, Vikash
4. Mishra, SN : Labour and Industrial Laws
5. Malik, PL : Industrial Laws
6. Taxmann : Labour Laws, New Delhi
9. Govt. of India : Particular Enactments.
Course/Paper Code-9 (CC-9)
Industrial Organization and Management

Unit-I (a) Industrial Organization- Concept, Scope, Significance, Classification, Industrial Organization in India,
(b) Evolution of Modern Factory System – Historical development of Industry, Industrial Revolution, Scientific Revolution, Technological Revolution, IT and Digitalization.

Unit II Entrepreneurship Development- Concept, Types, Characteristics, Entrepreneurial process, Theory of Entrepreneurship, Factors promoting Entrepreneurship, Role and functions of Entrepreneur, qualities of successful Entrepreneur, Entrepreneurship Development Programme.

Unit III (a) Plant Location– Meaning and Aspect of Plant Location, Advantages and Disadvantages, factors, Theory of Plant Locations, Dynamics of Industrial Locations,
(b) Plant layout – Meaning, objective, factors, Techniques and Principles, Size of Industrial Unit – Factors determining size of Industrial Unit, Determination of Optimum size.

Unit IV (a) Rationalization – Concept, Features, Objectives, Causes, Principles, Benefits, Rationalization vs Nationalization, Rationalization of Indian Industries.
(b) Scientific Management – Concept, Characteristics, Principles, Techniques, Benefits of Scientific management, Rationalization vs Scientific management.

(b) Sources of Industrial Finance – Financial Requirements, Sources of raising finance, Traditional and institutional industrial finance.

BOOKS RECOMMENDED:

2. P.N. Yadav Industrial Organization and Management.
Course/Paper Code-10 (CC-10)
Human Resource Development

Unit (I)
Human Resource Development Perspectives
(a) HRD - Meaning and Concept, Evolution and emergence of HRD, Functions of HRD Department, Role of HRD Manager/ professionals, significance of HRD.
(b) Technological Change and HRD. Total Quality Management (TQM) Applications for HRD. Digitalization in HRD
(c) Global Business Environment and HRD.

Unit (II)
Acquisition and Retaining Talent
(a) e-recruitment and multi-media Interviews.
(b) Employee Retention - Concept, Developing Retention Strategy in an organization. Life-friendly organization (LFO), Strategies for work-life balance, Quality of Work life - Concept, Purpose. Concept of Wellness.

Unit (III)
Competency Development

Unit (IV)
Organisational context and HRD - HR outsourcing - Reasons and challenges, futuristic scenario, BPO-challenges faced by HR Professional in BPO. Effective Team Work

Unit (V)
Organisational Culture Building & Maintenance Issues
(a) Organisational Culture - Concept, Importance, Elements, Process of maintaining culture. (b) Cultural Diversity - Concept, importance, Managing cultural diversity.
(b) Problems of Cross- Culture and Its Management.

BOOKS RECOMMENDED:
   International HRM - A cross cultural approach – Trence, Sage Publication
4. Battia S.K. - Emerging Issues of HRD
Course/Paper Code-11 (CC-11)

International Industrial Relations System

Unit (I)  Industrial Relations Concept
(a) Meaning, Definition. Emerging trends in industrial relations at the international level, Boomer's framework in Industrial Relations at International Level. Need to study Industrial Relations at International Levels.

(b) Concept of Multinationals Corporations & Labour Relations Practices of Multinational Companies.
Multinational Companies and Industrial Relations – an approach
(c) Impacting Globalisation on Industrial Relations, Globalised issues and Trade Union demanding New Roles,

Unit (II)  Industrial Relations and Comparative Practices
1. A brief account of historical development of Trade Union in U.K., USA, Japan.
2. The system of recognition of Trade Unions – a comparative reviewing of different countries U.K., USA, Japan

Unit (III) Collective Bargaining
Negotiation Process and Agreements in Collective Bargaining & Govt. interventions
(a) Negotiation process – Management & union strategies
Preparatory process – Negotiating agreement management & union
(b) Drafting and agreement and implementation
(c) Contemporary Collective Bargaining in UK, USA and Japan.

Unit (IV) Participative Management, Concept, Objectives & importance, Schemes of Participative Management, Contemporary Worker’s Participations in U.K., U.S.A. & Japan. Quality Circle.

Unit (V) Technology and Industrial Relations – (a) Technological change and its impact on Industrial Relations, Industrial Relations & Information Technology.
(b) Futuristic Issues on Industrial Relations - HRD Dimension in Industrial Relations, Integrating HRD into Industrial Relations, Strategic Human Resource Management & Industrial Relations.
BOOKS RECOMMENDED:

1. S.K. Bhatia – International Practices in Industrial Relations
2. C.B. Mamoria – Industrial Relations
3. ILO – Labour Relations
4. C.S. Venkata Ratnam – Globalisation & Labour Management Relations
5. C.S. Venkata Ratnam – Negotiated Change
Course/Paper Code-12 (CC-12)
Wage and Salary Management

Unit (I) Wage and Salary and Component of Wages
Concept, Difference between wages and salary, types of wages – Money Wage, Real Wage, Method of Wage payment – Time Rate, Piece Rate, Purpose of Wage and Salary Administration.

Components of Wages
Basic Wage, Dearness Allowances, Consumers Price Index Number.

Unit (II) Compensation Management
Compensation Management - concept & objectives, factors affecting compensation management, approaches to compensation management.

Incentives – Meaning, types – financial and non-financial, Incentive plans

Unit (III) (a) Bonus – Concept, payment of bonus in India – Payment of Bonus Act 1965
(b) Fringe Benefits and Services

Unit (IV) (a) Wage Related Issues :
(i) Trade Unions and Wages
(ii) Wages and Productivity
(iii) Wages and Standard of Living/Concept of Decent Life
(iv) Wages and Women
(b) Wage board – Concept, Appointment and Constitution, Power and functions

Unit (V) Wage Legislations in India
(i) Payment of Wages Act, 1936
(ii) Minimum Wages Act, 1948
(iii) Equal Remuneration Act, 1976

BOOKS RECOMMENDED:

6. Subramanian “Wages in India”.

Prabhakar Dha
12/06/19
Computer Application and Information System

Unit (I) Computer Fundamental

Introduction to Computer, Generation of Computers, Major Component of Computer, Input/Output devices, Classification of Memory, Computer Arithmetics Codes (Conversion), 1’s & 2’s Complements, Classification of Computer According to their Sizes, Type of Computer. Software and Hardware, Application & System Software, Operating System, Compiler. Type of processing – Batch, Real time & On line processing, Compiler, High Level Language, Low level language, Assembly Language, Compiler, interpreter, Assembler, Multiuser, Multitasking, Multiprogramming & Multiprocessing Command & Program.

Unit (II) Data Base System


Unit (III) Introduction to Information Technology (Networking & Internet)


Unit (IV) System Analysis & Design (SAD) & Management Information System (MIS)

Introduction to MIS: Information System for Operational Control, Management Control Strategic Planning etc. MB Based organization function. Concept of System Analysis & Design, Characteristics of System, Type of System, Data flow Diagrams, Different Stages of SDLC.

Unit (V)

(I) Introduction to Operating System MS-Dos and Series of Window O.S.

(II) Introduction to MS-Office :
- MS- Word
- MS-Excel
- MS-Power Point

Practical
Practical

1. MS DOS (Internal Command)  
2. MS-Office (MS Word, Excel, Power Point)  
3. Internet Operation

**BOOKS – RECOMMENDED**

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<tr>
<th></th>
<th>Book Title</th>
<th>Author(s)</th>
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<tbody>
<tr>
<td>1</td>
<td>Computer Fundamental &amp; Organization</td>
<td>Dr. B. Ram</td>
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<td>BCE, Patna</td>
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<td>2</td>
<td>Computer Fundamental</td>
<td>V.K. Jain</td>
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<td>3</td>
<td>Fundamental of Computer &amp; Information Technology</td>
<td>Dr. C.P. Gupta</td>
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<td>Lakshmi Narayan Agrawal, Agra</td>
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<td>4</td>
<td>Introduction to Information Technology</td>
<td>ITLES- Pearson Publication</td>
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<td>MIS</td>
<td>C.S.V. Murthy</td>
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<td>MS-DOS</td>
<td>Russell A Stultz (6.22)</td>
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<td>MS-Office</td>
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Course/Paper Code-14 (CC-14)

Business Ethics and Values

Unit-I (a) Business ethics and values - concept, ethical concern in HRD, Emerging Issues in Business Ethics, Why Business Ethics is vital for Managers?, Improving Ethical Decision-making.

(b) Managing Ethical Organization – Elements of Building Ethical Organization, Role of Managers in Influencing Ethical Climate, Codes of Ethics, Codes of Conduct, Ethical Leadership.

Unit-II (a) Values and Culture- Meaning of values, Developing Managerial Values, Emerging Values of Corporates, Values of Indian Culture, Meaning and Types of corporate culture, Building and Maintaining Organization Culture.

(b) Indian Ethos in Management – Indian Ancient Ethos in Management, Core Values in Indian Culture, Karma Yoga and Nishkham Karma, Ethos of Mahatama Gandhi and Sri Aurobindo.

Unit-III (a) Business Ethics and Professions – Ethical Concerns in Human Resource Management (HRM), Marketing, Finance, Work Ethics, Business Ethics of Tata’s Group, Patanjali, Infosys and other Indian organization.

(b) Global Values – Ethics in Global Business, Managing Cultural Diversity.

Unit-IV Corporate Governance - Meaning, Objectives, Importance, Corporate Governance in the global context, Codes of Corporate Governance, Factors for Success of Corporate Governance, Evaluation of Corporate Governance, Whistle Blowing.

Unit-V Corporate social responsibility - concept, importance, maintenance of corporate social responsibility, Social Responsibility of Business, Core Moral Responsibility of Enterprise towards Stakeholders, Value based Governance in Organization.

Books – Recommended

1. S.K. Bhatia
   Business Ethics and Global Values

2. Dr. Neeru Vasisht & Namita Rajput
   Business Ethics and Values, Taxmann Publications.

3. S.K. Bhatia
   International Human Resource Management,

[Signature]
[12/06/19]
Deep & Deep Publication Pvt. Ltd., New Delhi,

Ability Enhancement Compulsory Course-2 (AECC-2)

Human Values & Professional Ethics & Gender Sensitization
SEMESTER - IV

Elective Course-1 (EC-1)

Dissertation (Based on Field Work/In-plant Training)

Elective Course-2 (EC-2)

Viva-Voce (Based on dissertation and theoretical aspects of various papers)

Discipline Specific Elective Course-1 (DSE-1)

Finance & Marketing Management
(With Case Study)

Unit-I (a) Finance Management- Meaning, Scope, Importance, Objectives and Functions Organization for Financial Management.

(b) Long Term Investment Decisions :
   (i) Meaning and importance of Capital Budgeting Factors, Determining Capital Budgeting
   (ii) Concept, Measurement and Factors determining cost capital
   (iii) Capital Structure- Concept and theories of capital structure

Unit-II. Current Assets Management :

(a) Working Capital Management, Concept, Planning , Sources of working Capital - External and Internal Sources,

(b) Management of cash including objective and factors determining cash need.

(e) Concept, objectives and Importance of Book-keeping and Accounting

Unit-III- Corporate Laws and Provisions

(a) Indian Companies Act, 2013- Provisions relating to formation, registration and winding up.

(b) Partnership Act, 1932 – Creation, registration, Rights and Duties of Partners, Admission, Retirement of Partners and winding .

(c) Indian Contract Act, 1872 - Definition and essential features of a valid contract, Offer and acceptance, Considerations, Free consent, Quasi – contract etc

Unit-IV. Marketing Management :


(b) Consumer Market and buying behavior, Current Demand Measurement, Market Forecasting

Unit-V Marketing Strategies :
(b) Product decisions and brand decision, Sales Promotion and Publicity decision, Marketing Organization and Marketing Research.

(c) BOOKS RECOMMENDED: TEXT BOOKS

1. I.M. Pandey – Financial Management, Vikas Publication House
2. Philip Kotler, Marketing Management
3. R.S. Davar, Modern Marketing Management
Generic Elective Course -I (GE-I)

Labour Planning & Social Institutions
(With Case Study)

Unit-I- Problems of Industrial Labour in India-
(a). Number and Composition, Housing, Various Welfare amenities and Securities.
(b) Labour Productivity – Meaning, factors determining level of productivity, causes of low productivity and remedies

Unit-II- Problems of Agricultural Labour in India
Number and Composition, Under-employment and seasonal unemployment, Imbalance in the conditions of Agricultural & Industrial labour in India

Unit-III- Labour Planning & Reforms
(a) Meaning of Economic Planning – Its needs, forms and objectives & Labour Planning under Economic reforms
(b) Labour Planning in India under five-years plan – history and present position, Priorities and futuristic goals.

Unit-IV
(a) Social Pathology – definition-factors responsible for socio-pathological conditions.
(b) Social Problems- Crime, Juvenile Delinquency, Alcoholism, Beggary and Poverty- Types, causes, extent, effects, Prevention and Control.

Unit-V Society and Social Institutions.
(a) Marriage – types of marriage, social customs governing marriage
(b) Family – Origin, growth and subsequent changes-joint family system. Disintegrating process, Modern Family.
(c) Caste in India – meaning – functions – impact of industrialization on caste and culture. definition – causes – theories regarding causation of crime – control of crime

BOOKS RECOMMENDED : TEXT BOOKS

1. J.N. Mongia (ed.). Reading in India Labour and Social Welfare
2. K.N. Vaid, Labour Welfare in India
3. V.K.R.V. Rao, Agricultural Labour Year Book
4. Government of India, Indian Labour Year Book
5. D.R. Gadgil, Planning and Economic Development in India
6. S.K.S. Iyengar, Fifteen Years of Democratic Planning
7. Government of India, Five Year Plans
8. P.N. Prabha, Hindu Social Organizations
9. Hutton, Caste in India
10. G.R. Madan, Indian Social Problems

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12/06/19