

MA-PMIR SYLLABUS

SYLLABUS 2018-2019

SEMESTER-1		SEMESTER-2	
Paper	Title	Paper	Title
101.1	General Management	201.1	Human Resource Management-I
101.2	Industrial Relations-I	201.2	Industrial Relations-II
101.3	Labour Legislations & Cases-I	201.3	Labour Legislations & Cases-II
101.4	Industrial Economics	201.4	Labour & Managerial Economics
101.5	Social Research & Statistics	201.5	Management Information System & computer Application
101.6	Industrial Sociology & Psychology	201.6	Summer Training & Presentation

SEMESTER-3		SEMESTER-4	
Paper	Title	Paper	Title
301.1	Human resource management-II	401.1	Organisational Behaviour-II
301.2	Organisational Behaviour-I	401.2	Human Resource Development-II
301.3	Statics & Computer Application	401.3	Labour Administration & Social Security
301.4	Human resource Development-I	401.4	Business Environment & Strategic Management
301.5	Basics of Financial & Marketing Management	401.5	A. Seminar Presentation B. Comprehensive Viva -voce
301.6	Total Quality Management & Productivity Management	401.6	Dissertation & Viva-voce

**INDIAN INSTITUTE OF MANAGEMENT AND
SCIENCE**

COURSES OF STUDIES

OF

MA PMIR(Personnel Management & Industrial Relations)

(Affiliated to Utkal University, Govt. of Odisha)

SEMESTER – I

Paper – 101. 1 : General Management

Basic concept of Management and Nature of Business Organisation ; Role and Responsibilities of Management; Management as a profession, Management & Organisation: Development of Management Thought – Contribution of Taylor; Fayol, Follet and Mayo. Managerial Functions- Other schools of Management Thought, Planning – Types of plan, objectives, MBO, Organisation - Line & staff organisation, Matrix organization departmentation, delegation, decentralisation. Directing - Leading coordinating, communication, feedback. Controlling – Span of control.

Paper – 101.2: Industrial Relation – 1

Meaning, Determinants of IR systems; IR Models; Trade Unionism – Formation & Recognition; Economic Environment and T.U., Employers' Unions , Managerial Unionism- Bank, Railway and Postal, Role and responsibilities of trade unions; IR Trends and Future in India. National Commission on Labour. ILO – its role and Impact on Tripartism in India.

Paper – 101.3: Labour Legislations – 1

Principles and determinants of labour legislation; constitution and labour legislations; Major classifications, growth of labour legislation in India; Social Justice, Natural justice and Distributive Justice; ILO – its impact on LL in India. Prospective & Regulative: Labour Legislations, Factories Act, 1948 & Orissa Rules; Industrial employment (standing order) act 1956; Inter state migrant workmens' act;1979, Contract labour(regulation and abolition)act,1970; (at least one case is to be taught in each law)

Paper-101.4: Industrial Economics

Economic development, specific issues concerning economic development; Factors facilitating economic development; Factors facilitating economic development; Study of Organisation and Structure of Industries, Size of Industries, location of Industries – factors influencing location; Role of government and state financial institutions in development of industries; Liberalisation, Privatisation and Globalisation: Industrial Policies, Licensing, FERA, EXIT Policy.

Paper – 101.5: Social Research & Statistics

Scientific Methods; Planning a Research Project: Problem Identification – Formulation and classifications, objectives, concepts, hypotheses and assumptions. Design of Research –importance and types; Sources of Data-available data methods;- observation, interview, questionnaire, Sampling Techniques, Elementary statistics – Frequency Distribution, Measures of Central Tendency, Dispersion, co-relation and regression.

Paper – 101.6: Industrial Sociology & Psychology

Social system; Concept and prerequisites of Industrialization; Industrial Development; Types of Production Relationship; Socialisation of Individuals; Attitude of Work; Work Ethos, Culture and Ethics; Changing composition of Industrial Workforces; Assembly line production & Automation, Social Implication of Automation. Scope of Industrial Psychology; Frustrations and Conflict; Frustration in Industrial Organisation and their consequences; Defence mechanism; emotions; Health Hazards associated with induction of new technologies; Principles and Philosophy of safety Management, Accident, accident proneness, psychology of accident.

SEMESTER – II

Paper – 201.1 : Human Resource Management- 1

Concept, philosophy, scope and development of Human Resource Management; Growth of HRM functions in India; Human Resource Planning; factors influencing HR Planning; Corporate Planning; HR Policy – Implementation, plan and programme, Recruitment Selection & Placement.

Paper – 2012: Industrial Relations – II

Industrial Peace And Harmony; Code of Discipline and Code of Conduct in Industry with Case Studies; Domestic Enquiry with cases. Collective Bargaining – Status and trend in India and case studies, workers' Participation in Management – Hotstove Rule, Conflict Management – Methods approach, Govt. Interventions (Conciliation, arbitration and Adjudication) Contemporary Trends of Industrial Relations in India.

Paper – 201.3 : Labour Legislations – II

Legislations relating to IR – Industrial Disputes Act, 1947 with rules and cases, Trade Unions Act, 1926 with rules and cases. Legislations relating to wages and Bonus, Payment of Wages Act, 1936 with cases, Minimum Wages Act, 1948 with cases, Payment of Bonus Act, 1965 with rules and cases. Legislations relating to Social Security, Workmen's Compensation Act, 1923, ESI Act, 1948 and rules EPF Act, 1952 and rules, Maternity Benefit Act, 1961, Payment of Gratuity Act, 1972, Pension and Linked Deposit Insurance Act, 1976,

PAPER – 201.4 : Labour & Managerial Economics

Nature and scope of Labour Economics; Labour problems of Developing Economy; Structure, Composition & Extent of Indian Labour Force; Basic of Labour Market; Supply & Demand. Employment: Theories of employment, technology & employment; unemployment and underemployment. Wages: Economics of wages, minimum, living & fair wages. Wage Policy for

Developing Economy. Managerial Economics - Concept, Managerial economics and business decisions. Production function. Return to scale in production. Optimisation in production. Cost, cost output, relationship, cost of multiple products. Break-even analysis. Theories of price, price discrimination, profit, managerial objectives profit maximization. Capital budgeting , process, investment appraisal Uncertainty and Capital rationing.

Paper – 201.4 : Labour & Managerial Economics

Nature and scope of Labour Economics; Labour problems of Developing Economy; Structure, Composition & Extent of Indian Labour Force; Basic of Labour Market; Supply & Demand.

Employment : Theories of employment, technology & employment; unemployment and underemployment. Wages: Economics of wages, minimum, living & fair wages. Wage Policy for Developing Economy. Managerial Economics - Concept. Managerial economics and business decisions. Production function. Return to scale in production. Optimisation in production. Cost, cost output, relationship, cost of multiple products. Break-even analysis. Theories of price, price discrimination, profit, managerial objectives profit maximization. Capital budgeting , process, investment appraisal Uncertainty and Capital rationing.

PAPER – 201.5: Management Information System (MIS) & Computer Applications. (MIS – 40)

Automation of Information Processing; Computer operating System; Types of Data Processing; Information systems for operational control, Management control and strategic planning. Structure of MIS based on organization function. Application in Human Resource Management. Transaction Processing, Word and Text processing, Computer graphics, Computer based message system. System Development Life Cycle.

Computer Application (40):

Computer fundamentals: Stand alone computers, computer Network, Using office suite (LOTUS; COREL, MICROSOFT). Computer Languages; BASIC, C++. Database organization and Database Management System, Internet. Practical (20): Practical Examination will be there of 20 marks.

Paper – 201.6: Summer Training Report – 75

Presentation – 25 (for at least 15 minutes in presence of all faculty members and an external)

SEMESTER – III

Paper – 301.1 : Human Resource Management – II

Performance Appraisal: Design, Method, Process and Problems Potential Appraisal, Performance counseling, Wage and Salary Administration, job evaluation, Internal Bench Marking, Competence based Evaluation. Human Resource Audit, Human Resource Information System. Total Quality Management and Human Resource. HR Environment, Changing role of HRM, Strategic HR-Management, Profile of Indian workers and Managers (Detail to be taught with case studies).

Paper – 301.2 : Organisational Behaviour – I

Basic concept and scope of OB, Personality and Defence Mechanism, Attitude, Values, Attribute, Learning, Perception, Job satisfaction and Morale: Implication of low and high morale. Motivation for work, Theories of Motivation: Maslow, McGregor, Herzberg, Mc. Lelland, Vroom, Alderfer Clayton, Adam; Porter & Lawler. Technology and structure of organization, Communication in organization, Problems of communication, Channels of communication Improving Communication in organization.

Paper – 301.3 : Stastics and Computer Application

Estimations and Testing of Hyposthesis. Index Number – Meaning, Usefulness and computers. Induction to Analysis variance: One-way, Two-way and Multiple Comparisions (Nwman Keuls, Turkey & Scheffe) Distinction Between Parametric and Non-Parametric tests - Chi-Square. Wilkinon-matched-pars Signed Ranks Test, Graphic Representation & Interpretation. Using Systat Package for all statistical Analysis covered int eh course.

Paper – 301.4: Human Resource Development – I

Basic Philosophy and concept of HRD, HRD Interventions. Training and Development: Concepts and Importance, efficiency and economy in Training, Concept of Learning, Androgogy, Education and Development, Role of Motivation and Training, Identification of Training Needs, Organ sing Training Programmes and Training Department; Evaluation of Training programmes; Training Methods and Techniques, Managerial Grid, Recent Trends in Management Development techniques,

Paper – 301.5: Basics of Marketing & Financial Management

Product and pricing policies, Market Research, Scales Administration, Advertising, Product Planning and Development introducing New product. Scope of Financial Management, Capital Structure and Sources of Finance, Over and under capitalization, Financial ratios and analysis of Balance sheet, Profit and Loss Accounts, Types of Budget and Budget Control.

Paper – 301.6: Total Quality Management & Productivity Management

Basic concept of TQM , Seven stages of company wide Quality control, control chart, company wide quality improvement Ta Quchi Mehtods, ISO 9000....., Demings – 14 Points, Cross Bys approaches, Juran approach, Indian Standard, IS – 2500.

Concept and Definition of Productivity, Methods of raising productivity, Works Study and methods study, process chart, flow chart, operator process simultaneous motion and man- matching chart, work measurement; benefits, techniques and units of measurement, application of work measurement, time and motion study, job ebaluation, concept of value analysis, PERT & CPM.

SEMESTER – IV

Paper – 401.1: Organisation Behaviour –II

Manager as a leader, effective leadership, theories of leadership. Decision-making in organisaiton, Rational Decision and Decision making Techniques. Group Dynamics, Samal Group Behaviour, Inter personal competence (Johari Window).

Paper – 401.2: Human Resource Developmetn –II

Concept of Managing charge, models of organisaiton change: consulting : Approaches of change- Manager as a Change Agent, Internal Change Agent, External change Agent (Consultant) Organisation climate and change: Organisational Culture and Managerial Ethos; Managing change Organisation Development: Alternative intervention, Institution Building. Employee Counselling; Meaning, need and types process, problem identification, strategy and skills relationships; counseling Environment.

Paper 401.3: Labour Administration & Social Security

Labour Adminstration : Scope and Function in India and in Orissa. Labour Administration Machineries in India and Orissa. Labour Welfare: ILO & Labour welfare. Role & Status of labour welfare officer. Welfare work inside the factory and outside child labour (Regulation & Abolition) Act, 1986. Social security : Definition and Scope of Social security, Social security in India, Social Assistance and Social Insurance; Global Phenomena of Social security; International Agencies and Social Security; Social Security in UK, USA and Germany.

Paper – 401.4: Business Environment and Strategic Management

Role of Business in Modernisation of Society, Business Philosophy and Business Style, Type of Ownership- Growth of Business & Industry ; Social Responsibility of Business; business and

political system; comparative business environment – MRTP & FERA globalization, change in business style, development of global managers; e-business.

Strategic Management :

BOG Matrix, SWOT Analysis, Strategic Objective, Strategic alternatives, Choice Strategy Implementation and evaluation.

Paper – 401.5: A. Seminar Presentation (Group) – 50

(In presence of all faculty members and two externals)

B. Comprehensive Viva- Voice – 50

Paper – 401.6: Dissertation – 75

Viva Voice – 25

In the dissertation viva – voice two externals (one from academics and one from industry) will be present.

SEMESTER – I

Paper 101.1: General Management :

1. Essentials of Management – Koontz and O' Donnel; Mc Graw Hill.
2. Management and foundation and practices – D.E.Mc Farland, Mc. Millan Publish Co, New Delhi.
3. Business Organisaiton and Management – Y. K. Bhusan, S.Chand and Sons, New Delhi.
4. Management – L.M Prasad, S. Chand and Sons, New Delhi.
5. Business Organisation: M.C. Sukla.
6. Principle and Practice of Management : Newman, PHI, Delhi.
7. Modern Business Organisation and Management – S. A. Sherlekar, Himalaya Publishing House.
8. Management and Organisaitonb – IA, Allen , PHI, India.
9. Financial Management : I. M. Pandey.
10. Fianancial Manaemnt : S. C. Kuchbal, Chaitanya Publishign House, Allahabad.
11. Professional Management (Theory and Practice): Haiwain Publishing House, New Delhi.
12. Principles of Management: R. Tolly George, Richard, D, Trwin.

Paper – 101.2: Industrial Relations – I

Industrial Relations systems – J.T. Dunlop; Heoey Eolt and Co., New York.

Trade Unions and Politics in India – harlod Chrouch.

Indian Trade unionism – S. D. Punekar.

Economics of labour and industrial relations – T. N. Bhogoliwala,

Sahitya Bhawan Agra.

Labour Problems in Indian Industries – V.V. Giri, Asial Publishing House, New Delhi.

Dyriamics of Industrial Relations – Memoria and Memoria, Himalaya Pub. Co., Bombay.

Industrial Relations and labour legislation – Sinha and sikher sinha, Oxford IBH, Delhi.

Industrial Relation – Arun Mohappa, Mc. Graw Hill, Delhi.

ILO and its conventios – N. Vidyanathan.

Labour Management Relations – K. N. Subramanian, Asia Pub House.

Industrial Retations: C.S.Venkataratnam, Oxford.

Industrial Retations: B.D.Singh, excel.

Paper – 101.3: Labour Legislation & Cases – I

1. Handbook of labour and Industrial, Law – P. L. Mallick, Eastern Book Co.
2. Industrial Disputes – P.K.bagro. eastern law house, Calcutta.
3. Factory and labour manual – R. Matrubham, madras law journal office.
4. Industrial relation and labour legislation – sinha and sinha, oxford ibh, delhi.
5. Labour and industrial laws – S. N. Chaturbedi, Central law Agencies, Allahbad.
6. A study on industrial law (Vol. 1 and 2) – G. M. Kothari, N. M. Tripathi Pvt. Ltd. Bombay.
7. Industrial Jurisprudence – Mahesh Chandra, N. M. Tripathy Pvt. Ltd. Bombay
8. Labour demands and their adjudication – G.M. Kothari pvt. Ltd., Bombay.
9. The supreme court on industrial law soonavala.
10. Modern labour laws and industrial relation – s. Mishra, deep & deep, delhi
11. Industril discipline – G. P. Das Gupta, Tata Mc Graw Hill, Delhi (1990).

Paper – 101.4 : Industrial Economics

1. Reading in labour economics and labour relations – rowan and northrup, Richard D. Irwin.
2. Labour economics and labour relations – Reynolds and others, PHI, New Delhi.
3. Labour economics and industial relations – P. Verma, Mc. Graw Hill, New Delhi.
4. Labour economics and industial relations - > I. Gitlow, Richar D. Irwin.
5. Indian Economy – Dutta and sundaram, s. chand and co. New delhi.
6. Indian Economy – Alok Ghosh, S. Chand and Co., New Delhi.
7. Indian Economy A.N. Agarwal.
8. Planning in India – M. L. Seth.
9. Five year plan – Govt. of India.
10. Industrial Economy of India – S.C.Kuohhal, Chaitanya Publishing house, Allahabad.

Paper – 101.5: Social research methods and statistics

1. Foundation of behavioural research – korlinger, surjet pub. Delhi.
2. Methodology and techniques of social research – Wilkinson & Vendrakom, Himalaya publishing house.
3. Research methods in social relations – jahooda & cook.
4. Mehods in social research – good and hatt, international book house, delhi.
5. Elements of statistics – elhance.
6. Research methodology and statistical techniques – santosh gupta, deep and deep, delhi.
7. Statistical methods – s.p.gupta, s.chand and sons, delhi.

Paper – 101.6 : Industrial Sociology and Psychology

The sociology of industry: parker, smith, brain, child.
The impact of industry : W.E.Moore, eastern economy edn. Delhi.
Industrial sociology: E.V.Schaeider, Rawat Publication, delhi.
Industrial Sociology; Miller and form.
Industrial SOGIOIOGY in india: N.R.Seth and patel. Rawat publication, delhi.
Introduction to sociological theories: percy s.cohen, EEE pub. Delhi.
Industrial Psychology and its social foundation : Elum & Naylor, Harper & raw publication.
Industrial Psychology: Mc. Lormick and J. Tiffen, Gerge Allen & Unwin Ltd. London.
Industrial Psychology: N. R. Chatterjee, Allied Book Agency, Delhi. Industrial Psychology: Harrol.

SEMESTER – II

Paper – 201.1: Human Resource Management – I

1. Personnel: Dale S. Beach, Mc. Milan Publishing house, Delhi.
2. Principles of personnel management: E. B. Flippo, Mc Graw hill, Delhi.
3. Emerging Issues in HRM: P. Verma, Oxford IBH, Delhi.
4. Personal Management: C.B. Mamoria, Himalaya Pub. House, Bombay.
5. Excellence through HRD: Nair, MRR & TV. Rao, Indian Book & Periodicals.
6. A hand book of HRM: Michael Armstrong, Aditya book ltd. Delhi.
7. Indian management: B.R. Virmani, vision books, new delhi.
8. Excellence management in the Public sector (Cases & Models), P. N. Khandewalla, Vision books, new delhi.
9. Wage and salary administration: Belcher.

Paper – 201.2 : Industrial Relations –II

Industrial relations systems – J.T.Dunlop
Trade unions and politics in india – Harlod chrouch.
Indian trade unionism – S. D. iunekhar.
Economics of labour and industrial relations – T.N. Bhogoliwala, Sahitya bhavan, agra.
Labour problems in Indian industries – V.V.Giri, Asia Publishing House, New Delhi.
Dynamics of Industrial Relations – Memoria and memoria, Himalaya Pub. Co., Bombay.
Industrial Relations – Arun mohappa, Mc Graw Hill, Delhi.
Indian Trade Union – V. D. Kenedy
ILO and its conventions – N. Vidyanathan.

Labour Management Relations – K. N. Subramanian, Asia Pub. House.

Paper – 201.3 : Labour Legislations & Cases – II

1. Hand book of Labour and industrial law – P.L.Maillick, Easter Book Co.
2. Industrial Disputes – P. R. Bagri, Eastern Law House, Calcutta.
3. Factory and labour manual – R. Matrubham, Madras Law Journal Office.
4. Industrial Relation and Labour legislation – sinha and sinha, oxford IBH, Delhi.
5. Labour and Industrial Laws – S. N. chaturbedi, Central Law Agencies, Allahabad.
6. A study on industrial law (Vol. 1 and 2)- G. M. Kothari, N.M. Tripathi Pvt. Ltd., Bombay.
7. Industrial Jurisprudence – Mahesh Chandra N.M.Tripathy Pvt. Ltd., Bombay.
8. The supreme court on industrial law – soonavala.
9. Modern labour laws and industrial relation – s.mishra, deep and deep, delhi .
10. Industrial discipline – G.P.Das gupta, tata Mc. Graw Hill, Delhi (1990)

Paper – 201.4: Labour and Managerial Economics

1. P.M.Verma – Labour Economics & Industrial Relations – Mc. Graw Hill.
2. Raynolds & Others – Labour Economics and labour relations, PHI.
3. Indian economy – dutta & sundaram S. Chand & Co. \
4. Indian Economy – Alok Ghosh, S. Chand and Co.
5. Gupta- Managerial Economics.
6. Joeldean – Managerial Economics.

Paper – 201.5 : Management Information system & computer application

1. B. comried : “Programming with BASIC” (Mc Graw Hill, Schaum Series)
2. S. Lipshutz and A. Poc “ Programming with Fortan” (Mc. Graw Hill, Schaum Series)
3. G. B. Davis and M.H. Glson “ Management Informations systems” (Mc. Graw Hill) Chapters 1,2,3,4,5 and 18)

Reference:

4. D. H. Sandors, “ Computers Today D (Mc.Graw Hill)
5. E.M. Scott, “ Principles of management information systems” Mc Graw Hill)
6. J. Kanter, “ Management Information systems” (Prentice hall of india)
7. Mary sumnor, “ Computers concepts and uses” (Prentice Hall)
8. R.C.Murdick, J.E. Ross and J.R. Claggott, Information system for modern management” (Prentice hall of india)
9. V. Rajaraman, “ Computer programming in FORTAN – 77” (Prentice hall of india)
10. J. Sholley and R. Hunt, “ Computer Studies a First Course” (Wheeler Publishing).

SEMESTER- III

Paper-301.1:Human Resource Management-II

- 1 .Personnel:Dale S.Beach.Mc MILLAN Publishing House, Delhi.
- 2 Principles of Personnel Management E.BFlippo, McGraw Hill.Delhi.
- 3 Emerging issues in H.r.m.p.Verma, Oxford IBH.Delhi.
- 4 Personnel Management:C.B.Memoria, Himalaya Pub.House,Bombay.
- 5 Excellence Through HRD:Nair, M.R.R.& T.V.Rao, Indian Book and Periodicals.
- 6 A Hand Book of HRM:Micheel Armstrong, Aditya Book Ltd.Delhi.
- 7 Indian Management:V.R.Virman, Vision Books, New Delhi.
- 8 Excellent Management in the Public Sector (Cases & Models) P.N.Khandewalla, Vision Books, New DELHI.
- 9 Wage and Salary Administration:Bekcger,

Paper-301.2:Organisational Behaviour-I

1. Management and Organisational Behaviour:B.Scanlan & J.B.Keys, Willey Pub; New York.
2. Organisational Behaviour: Joe Kelly, Wily Pub;New York.
3. Fundamentals of Organisationalbehaviour:A.J.Durin, Pregamen Press' New York.
4. Organisational Behaviour:F.Luthana, McGraw Hill.
5. Organisational Theory and Behaviou:VSP Rao and P.S.Narayan,Konark Publishing House, New Delhi.
6. Organisation: Theory and Behaviour:M.J.Mathew,ABSA,Publisher, Jaipur.
7. Introduction to Organisational Behaviour:R.S.Kotze,Reston Pub.Co.Virginia.
- 8 Organisational behavior: S.P.Robbins, PHL, Delhi.
- 9 Human Behaviour at Work:K.Davis, Tata Mc Graw Hill
- 10 Management of Organisational Behaviour: Hersey & Blanchand, PHI, Delhi.

Paper-301.3: Statistics & Computer Application.

Text Books

1. B.Cottfried & Programming with BASIC"(Mc Graw Hill, Schaum Series);
2. S,Sipshutz and a Poc "Programming with FORTAN"(Mc Graw Hill, Schaum Series)
3. G,B.Davis and M.H.Glson "Management Information Systems(Mc Graw Hill)(Chapters 1,2,3,4,5 and 18)
4. Leaming BASIC by Dr.L.Mohanty, Dr. P.k.Rathm, SILICON Sahitya BASIC to C++ by Robert J.Traister.

Reference

5. D.H.Sandors, "Computers Today" (Mc Graw Hill)
6. E.M.Scott, "Principles of Management Information Systems" (Mc.Graw Hill)
7. J.Kanter, "Management Information System" (Prentice Hall of India).
8. Mary Sumnor, "Computers Concepts and Users" (PRENTICE Hall)
9. R.C.Murdick, J.E.Ross and J.R.Claggott, Information System for Modern Management
"(Prentice Hall of India)
10. V.Rajaraman, "Computer Programming in FOERTAN-77t" (PRENTICE Hall of India)
11. J.Sholley and R.Hunt, "Computer Studies and First Course" (Wheeler Publishing)

Paper – 301.4 : Human Resource Development- I

- 1 D.M.Silvera-Human Resource Development-The Indian Experience, New Delhi, News India Publication.
- 2 T.V.Tao-Human Resource Development. Alternative Approaches and Strategies of Human Resource Development, Jaipur, Rawat Publications.
- 3 B.M.Base and J.A.Vaughen-Training in Industry:The Management of Learning, Belmontm, California;Wadworth Publilshing Company.
- 4 HRD Missionary by T.V.Rao.
- 5 HRD Experiences, Interventin & Strategies by T.V.Rao.
- 6 HRD Workers Ed.I.S.Singh
- 7 Organisational Development by W.L.French & CH BELL, PHI,Delhi.
- 8 Management by Objective, S.K.Chakravorty, McMillan Co. Delhi.
- 9 Essentials of HRM & IR by P.Syba Rao, Himalaya Pub. House, Bombay.
- 10 Successful Applications of HRD Case Studies of Indian Organisations by Ishwar Dayal and other. Intl.pub;New Delhi.
- 11 Behavioural Processes in organization, Uday PAREEK, t.v.Rao, D.M.Pestonjee, OXFORD, IBH.

Paper- 301.5 :Basics of Financial & Marketing Management

Financial Management

- 1 I.M Pandey- Financial Management
- 2 S.C.Kuchhal- Financial Management
- 3 Khan & Jain- Financial Management

Marketing Management

- 1 C.N.Somtanki- Marketing Management
- 2 Philip Kotler- Marketing Management

Paper -801.6 : Quality Management & Productivity Management

- 1 Motion and Time Study:M.E.Mundal, PHI, Delhi.
- 2 Text Books on Works Study; H.D.Sharma, Oxford & IBH, Delhi.
- 3 Introduction to Works Study:I.L.O;Geneva
- 4 Work Methods of Measurement for Management :L.A.Dorty, Dolmar Pub.Inc, PHI, Delhi.
- 5 Productivity Management-S.C.Sawheney, Tata Mc Graw Hill.
- 6 AManagement Guide to PERT/PM:J.W.Wiest and Levy,PL 11,Delhi.
- 7 Works Management:R.P.Mohanty, AIM-Vikas Series, Delhi.
- 8 Operation and Industrial management:D.DolmenTata Mc Graw,Hill.
- 9 Motion and Time Study Designed and Measurement of Work:R.M.Barnes John Wiley & Sons.
- 10 People and Productivity :R.A.Sutermoister, Mc Graw Hill, Delhi.
- 11 Tpta; Qia;o;tu ,amage,emt"Kpse[j Sisam Berl. EXCEL Books, New Delhi,
- 12 Let's Talk Quality, Philip B.Crost, McGraw Hill.
- 13 Quality is Free:Philip B.Crosby, Mc Graw Hill, 1979 New Delhi
- 14 Quality without TEARS:Philip B.Crosby,Penguin Books, 1984,New Delhi.
- 15 How to Mahage Quality Improvement, Quality Programmes:C.C.Harwood and others, March, 1990.
- 16 The improvement Proces:H.J.Harrington, Mc Graw Hill, 1987.
- 17 InSearch of Excellence:T.J.Peters & Others, Harper and Row, 1982

SEMESTER –IV

Paper -401.1 : Organisational behavior –II

- 1 Management and Organisational Behaviour:B.Scanlan & J.B.Keysa, Willey Pub,New York.
- 2 Organisational Behaviour:Joe Kelly.Wily Pub. New York.
- 3 Fundamentals of OrganisationalBehaviour: J.Durrin, Pregamen Press, New York.
- 4 Organisational Behaviour:P.Luthana,Mc Graw Hill.
- 5 Organistiaonal theory and behavior : VSP Rao and ps naryana, konark pub. House, new delhi.
- 6 Organisaiton ; t5eory and behavior: M. J. Mathew, RBSA Pub. Jaipur.
- 7 Introduction to organisaitonal behavior; R.S. Kotze, Reston, publicaiotn co., Virginia.
- 8 Organisational behavior: S. P. Robbins, PHI, Delhi.
- 9 Human Behaviour at work : K. Davis, Tata Mc. Graw Hill.
- 10 Management of organizational behavior: Hersey & blanchand, PHI, Delhi.

Paper – 4012: Human resource development –II

1. D.M.Silvera – HRD – The Indian Experience, New Delhi, News India Publicaiton.
2. T. V. Rao – HRD. Alterntive approaches and strategies of HRD, jaipur, Rawat publications.
3. B. M. Base and J. A. Vaughen – Training in Industry: The management of learning , Belmont, California; Wadworth pub. Company.
4. HRD missionary by T. V. Rao.
5. HRD Experiences, Intervention 8 strategies by T.V. Rao.
6. HRD for workers Ed. I. S. Singh.
7. Organisational Development by W.L.French & CH bell PHI, Delhi.
8. Management by objective, S.K. Chakravorty, Mc. Millan co. delhi.
9. Essentials of HRM & IR by P. Suba rao, Himalaya pub. House, Bombay.
10. Successful applications of HRD case studies of Indian organizations by ishwar dayal and otliers. Intentional pub. , New delhi.
11. Behavioural processes in organisaitons, uday pareek, T.V.Rao, D.M. Pestonjee, OXFORD, IBH.

Paper – 401.3: Labour Administration & Social security

1. State and labour in india : K.N.Void Asia Pub. House, Delhi.
2. Report on National Commission on labour : Govt of India, 1983.
3. Principles of labour WeKare: M.V.Moorthy, S.Chand & sons, Delhi.
4. Orissa labour Manual Vol. 1,2,3: Cuttack Law Times.
5. Annual Reports of labour Directorate: Govt. of Orissa.
6. ILO and Its impact on india: Preda joshi, d. k. pub. New delhi.
7. Economics of labour and industrial relations: T.N.bhagoliwal sahitaya bhawan, agra.
8. Intentional social security systems: B.N.Mishra, Anmol pub, new delhi.
9. Labour welfare & social security legislation in india: D. Bhatnagar, deep & Deep, new delhi.
10. Social security for industrial workers in india : G. Varandani, Deep & deep pub, new delhi.
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