

ST.JOSEPH'S COLLEGE [AUTONOMOUS]; BANGALORE: 560027

DEPARTMENT OF INDUSTRIAL RELATIONS

**B.A. INDUSTRIAL RELATIONS
2012-13 to 2014-15**

SYLLABUS [2012 ONWARDS] APPROVED BY THE BOARD OF STUDIES

ST.JOSEPH'S COLLEGE[AUTONOMOUS]; BANGALORE: 560027

Syllabus: B.A. INDUSTRIAL RELATIONS

SEMESTER ONE: PAPER I: ORGANISATIONAL BEHAVIOUR

[2012 onwards]

Objectives:

1. To sensitise the students with industrial group and organisational behaviour.
2. To provide the students a foundation of knowledge of organisations and help them to become aware of the behaviour and performance of people working in organizations.
3. To develop insight into their own behaviour in interpersonal team/group working situations.

Module 1: INTRODUCTION: Meaning of Organisation and Management. Meaning and significance of Organisational structure. Behavioural Sciences- with special reference to Sociology, Psychology and Anthropology. Introduction to Organisational Behaviour. Scope and application in Management. Interdisciplinary nature of Organisational Behaviour.

(12 hours)

Module 2: LEARNING: Definition, Process of Learning. Theories of Learning- Pavlov's Theory of Learning and Skinners Theory of Learning. (8 hours)

Module 3: PERCEPTION: Definitions. Perceptual Process- Receiving Stimuli, Selecting Stimuli[influence of internal and external factors], Process of Organisation, Process of Interpreting, Process of Checking and the Process of Reacting.

Perception and Organisational Behaviour. (15 hours)

Module 4: MOTIVATION: Meaning. Motivation process. Theories of Motivation- Maslow's Need Hierarchy Theory and Mc Gregor's Theory X and Theory Y.(6 hours)

Module 5: ATTITUDES: Meaning. Features of Attitudes. Components of Attitudes. Attitude and Behaviour. Formation of attitude and change of attitude. (6 hours)

Module 6: PERSONALITY: Meaning. Various determinants of Personality- Biological factors, Cultural factors, Family and social factors, situational factors. Theories of Personality- Introverts and Extrovert, Machiavellianism. (8 hours)

Module 7: GROUP DYNAMICS: Meaning of groups. Types of Groups- Formal and Informal groups, In groups and Out groups, Reference Groups, Small groups[dyad, triad] and big groups. Group status. Managerial implications. (8 hours)

Module 8: LEADERSHIP. Definition of Leader and Leadership. Formal and Informal Leadership- Characteristics. Various styles of Leadership- Autocratic/dictatorial, Democratic/Participative, Free reign/Laissez faire type of leadership. Theories of Leadership- Trait Theory of Leadership and Managerial Grid theory of leadership.

(12 hours)

B.A. INDUSTRIAL RELATIONS

PAPER I: ORGANISATIONAL BEHAVIOUR

BOOKS FOR REFERENCE:

Robbins: Organisational Behaviour.

Aswathappa k: Organisational Behaviour.

Kosla B J: Introduction to Behavioural Science for business.

Kieth Davis & John W Newstrom: Organisational Behaviour.

Fred Luthans: Organisation Behaviour.

Jit S Chandan: Organisational Behaviour.

Mc Gregor: Human side of Enterprise.

M Gangadhar, V S P Rao & P S Narayan: Organisational Behaviour.

Hersey & Blanchard K H: Management of Organisational Behaviour.

Sharma R K & Gupta S K: Management and Behavioural Process.

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Syllabus: B.A. INDUSTRIAL RELATIONS
SEMESTER TWO; PAPER II: HUMAN RESOURCE MANAGEMENT
[2012 onwards]

Objectives:

1. To sensitise the students with the concept of Human Resource Management.
2. To make students aware of various aspects of Human Resource Management.
3. To prepare the students to understand the implications of Human resource Management in the organisations.

Module 1: HUMAN RESOURCE MANAGEMENT: Meaning. Important definitions. Nature and scope. Objectives of HRM. Human Resource Audit-meaning, purpose, method and limitations of HR Audit. (10 hours)

Module 2: CONCEPT OF PERSONNEL MANAGEMENT: Human Vs Personnel Management. Role of Personnel Manager. Organisational functions of Personnel Department. (6 hours)

Module 3: HUMAN RESOURCE PLANNING: Meaning. Process and need for Human resource Planning. Job analysis-Job Design and Job Specification. (10 hours)

Module 4: HUMAN RESOURCE INFLOW: Recruitment-Types of recruitment and sources of recruitment-with special reference to advertisements in print media and audio visual media-including web sites. Selection Process. Promotion-meaning and types. Merit Vs Seniority criteria. Transfers-meaning, types and reasons for transfer. Demotion-meaning and reasons. (15 hours)

Module 5: TRAINING AND DEVELOPMENT: Meaning. Importance of training and development. Methods of training and development. (6 hours)

Module 6: WORK ENVIROMENT: Fatigue, Monotony and Boredom-causes and effects. Industrial Accidents and Industrial Safety. (6 hours)

Module 7: PERFORMANCE APPRAISAL: Meaning and importance. Methods of Performance Appraisal with special reference to The Management By Objectives [MBO] and 360 Degree Method of Performance Appraisal. (10 hours)

Module 8: ORGANISATIONAL CULTURE: Meaning. Creating and maintaining organisational cuture. Physical conditions of workd-elimination of noise, humidity. Spacing of workd-shift work. Innovation at workd place. Managing Diversity. (6 hours)

Module 9: HUMAN RESOURCE MANAGEMENT IN FUTURE: Present status. Trends in Human resource Management in India. New Challenges of Human Resources Management. Research in Human Resource Management. (6 hours)

B.A. INDUSTRIAL RELATIONS

PAPER II: HUMAN RESOURCE MANAGEMENT

BOOKS FOR REFERENCE:

- 1. Ian B Well & Len: Human Resource Management.**
 - 2. Arun Monappa: Personnel Management.**
 - 3. Michael V P: Human Resource Management and Human Relations.**
 - 4. Edwin B Flippo: Principles of Personnel Management.**
 - 5. George T Milkovich & John W Boudreau: Personnel, Human Resource Management-A Diagnostic Approach.**
 - 6. Davar R S: Personnel Management & Industrial Relations in India.**
 - 7. Aswathappa K : Human Resource Management.**
 - 8. Rudrabasavaraj M N: Cases in Human Resources Management.**
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Syllabus: B.A. INDUSTRIAL RELATIONS

SEMESTER THREE: PAPER III: EMPLOYEE RELATIONS

[2012 onwards]

Objectives:

To sensitise the students with the employee relations scenario in India.

Module 1: INTRODUCTION:

Concept and scope of employee relations. Tripartite Scheme.

Approaches to employee relations: a. Sociological Approach

b. Psychological Approach

c. Gandhian Approach

d. Marxian Approach

History of Industrial Relations in India-Pre independence and post independence.

Impact of Liberalisation, Privatisation and Globalisation on Indian Industrial Relations.

(15 hours)

Module 2: PROBLEMS OF INDUSTRIAL RELATIONS

Good and Bad/poor Industrial Relations.

Causes for poor industrial relations.

Major indicators of the state of industrial relations:

a. Absenteeism

b. Labour Turn Over

c. Industrial Indiscipline

d. Grievances [with special reference to women employees in India]

e. Strikes

f. Lock outs.

(15 hours)

Module 3: TRADE UNIONS

Definitions. Characteristics of Trade Unions.

Types of Trade Unions. Trade union movement in India-pre independent and post independent India. Effects of Liberalisation on Indian Trade Unions.

Problems of Indian Trade Unions.

Trade Union Federations in India.

Philosophies and objectives of major Indian Trade Union Federations- AITUC, INTUC and CITU.

Future Trends.

(15 hours)

Module 4: COLLECTIVE BARGAINING

Concept. Essential Pre requisites for collective bargaining. Levels of Collective Bargaining- Plant Level, Industry Level and National Level.

The collective Bargaining Process-with special reference to Charter of Demands, Sticking point, Integrative and Distributive Bargaining, Attitudinal Structuring.

Advantages and disadvantages of collective bargaining. Collective Bargaining in India.

(15 hours)

Module 5: INDUSTRIAL DISPUTES AND LEGISLATIVE FRAME WORK IN INDIA

Causes and types of Industrial disputes.

Machinery for the prevention and settlement of Industrial Disputes.

(15 hours)

B.A. INDUSTRIAL RELATIONS

PAPER THREE: EMPLOYEE RELATIONS

BOOKS FOR REFERENCE:

1. Giri V V: Labour Problems in India
 2. Davar R S: Personnel Management and Industrial Relations in India
 3. Mamoria C B: Industrial Relations
 4. Charles Myeres: Industrial Relations in India
 5. Chatterjee N N : Management of Personnel in Indian enterprises
 6. Pylee M V: Workers participation in Management
 7. Arun Monappa: Industrial Relations
 8. Sharma A M : Industrial Relations
 9. Ahuja K K : Industrial Relations Theory and Practice
 10. Venkataratnam: Industrial Relations
 11. Jerome Joseph : Strategic Industrial Relations Management
 12. Karl Marx & Frederick Engels: Manifesto of the Communist Party
 13. Lenin V I : Trade Unions and other essays
 14. Gandhi M K : Satyagraha in South Africa.
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Syllabus B.A. INDUSTRIAL RELATIONS

SEMESTER FOUR: PAPER IV: LEGAL SYSTEMS FOR INDUSTRIAL RELATIONS

[2012 onwards]

Objective:

To familiarise the students with important labour legislations in India.

Module 1: Meaning of Labour Laws. Introduction to Indian Labour Laws. History and Importance of Labour Laws with special reference to India. (3 hours)

Module 2: THE FACTORIES ACT, 1948.

Important definitions. Scope and Objectives of the Act. Health, Safety and Welfare Provisions under the Act. (10 hours)

Module 3: THE INDUSTRIAL DISPUTES ACT, 1947.

Important definitions. Scope and objectives of the Act. Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration.

Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs. (14 hours)

Module 4: THE INDUSTRIAL EMPLOYMENT (STANDING ORDERS) ACT, 1946.

Important definitions. Scope and Objectives. Matters to be provided in a Standing Order. Draft Standing Order. Procedure for the certification of standing orders. Posting of Standing Orders. Appeal. Operation of Standing Orders. (8 Hours)

Module 5: THE EMPLOYEES STATE INSURANCE ACT, 1948.

Important definitions. Scope and Objectives. Benefits under the ESI-Sickness Benefit, Medical Benefit, Disablement Benefit, Dependents Benefits, Maternity Benefits, Funeral Expenses and Unemployment Benefits. (14 hours)

Module 6: THE PAYMENT OF GRATUITY ACT, 1972.

Important definitions. Scope and Objectives. Nomination. The calculation of Gratuity. Forfeiture of Gratuity. (8 hours)

Module 7: THE EMPLOYEES PROVIDENT FUND (AND MISC. PROVISIONS) ACT, 1952.

Important definitions. Scope and Objectives. The Employees Provident Fund, the Employees Pension's Fund and The Employees Deposit Linked Insurance Scheme.

(10 hours)

Module 8: THE TRADE UNIONS ACT, 1926.

Important definitions. Scope and Objectives. Method of Registering a Trade Union as per the Act. Rights and Duties of Registered Trade Unions. (8 hours)

B.A. INDUSTRIAL RELATIONS

PAPER IV: LEGAL SYSTEMS FOR INDUSTRIAL RELATIONS.

BOOKS FOR REFERENCE:

- 1. Kapoor N D: Elements of Industrial Law**
 - 2. Ajay Garg : Labour Laws**
 - 3. Kumar H L : Law relating to disciplinary problems in Industries**
 - 4. Rao C R: Labour Laws for the employer**
 - 5. Khanka : Labour Laws**
 - 6. Srivastava K D: Laws relating to Trade Unions and Unfair Labour Practice**
 - 7. Malik P L : Hand Book of Labour and Industrial Laws**
 - 8. Arora M N: Labour Laws**
 - 9. Dhar D K: A Handbook of Labour Laws**
 - 10. Labour Law Journal ; Legal News and Views.**
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Syllabus B.A. INDUSTRIAL RELATIONS
SEMESTER FIVE: PAPER V: COMPENSATION MANAGEMENT
[2012 onwards]

Objective:

To enable students understand the important concepts of wage, salary and compensation management in India.

Module 1: INTRODUCTION

Concept of Compensation and Compensation Management.
Importance of an ideal Compensation Plan.
Compensation Plan and Business Strategy.
Factors affecting Compensation.
Legal Provisions for Payment of wages in India {as per the Payment of Wages Act, 1936}
Globalisation and challenges to Compensation Management. (10 hours)

Module 2: WAGE CONCEPT AND WAGE THEORIES

Concept of Minimum Wages; Statutory Minimum Wage {with reference to The Minimum Wages Act, 1948}
Concepts of Fair Wage and Living Wage.
Systems of Wage Payment-Piece Wage and Time Wage.
Advantages and Disadvantages of Piece Wage and Time Wage.
Wage Theories- Subsistence Theory of Wages
Exploitation Theory of Wages
Bargaining Theory of Wages.
(10 hours)

Module 3: WAGE POLICY

Concept of Wage Policy and its importance.
Determinants of Wage Policy.
Wage Policy in India.
Income Tax/ Direct Tax Code[DTC] and its impact on wage and salary.
Wage Boards and Pay Commissions in India-with special reference to Sixth Pay Commission.
(8 hours)

Module 4: PAY PACKET

Constituents of Pay Packet-
Basic Wage
Dearness Allowance
House Rent Allowance
City Compensatory Allowance
Other Allowances –with reference to Public Sector and MNCs in India.
Pricing Managerial and Professional jobs in India in the light of Liberalisation.
(12 hours)

Module 5: PAY-FOR-PERFORMANCE & FINANCIAL INCENTIVES

Meaning. Definitions.

Pre-requisites of effective incentive system.

Role of Performance Appraisal in fixing compensation.

Types of incentives with special reference to India.

Group incentive plans.

Incentives for indirect workers.

Incentives for sales personnel.

Executive Compensation-Compensation for Managers and Professionals.

Cafeteria Compensation package.

Performance Linked Compensation: Statutory Bonus {as per The Payment of Bonus Act, 1965}. (10 hours)

Module 6: EMPLOYEE RETENTION STRATEGIES

Meaning; Need for Benefits and Services.

Types of employee benefits and services in India.

Fringe Benefits. Future of Fringe Benefits.

Fringe Benefit Tax and ESOPs. (8 hours)

Module 7: RECENT TRENDS IN COMPENSATION MANAGEMENT

Use of Computers/Information Technology in Compensation Management.
(2 hours)

BOOKS FOR REFERENCE:

1. Shah A M: Understanding Wage System
 2. Kapoor N D : Elements of Industrial Law
 3. Ajay Garg : Labour Laws
 4. Pramod Verma : Labour Economics & Industrial Relations
 5. Joel Dean : Managerial Economics
 6. Srivastav : Industrial Economics
 7. Mamoria C B : Personnel Management
 8. Paylee M V : Personnel Management and Industrial Relations.
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Syllabus B.A. INDUSTRIAL RELATIONS

SEMESTER FIVE: PAPER VI: LABOUR WELFARE AND SOCIAL SECURITY

[2012 onwards]

Objectives:

To prepare the students to understand the concepts of Welfare and social Security and its various facets with special reference to India in the era of Globalisation.

Module 1: CONCEPT OF LABOUR WELFARE & SOCIAL SECURITY

Its origin.

Merits and Demerits of Labour Welfare and Social Security.

Types of Welfare Activities-Statutory and Non-Statutory.

Growth of Labour Welfare and Social Security in India. (12 hours)

Module 2: SAFETY

Meaning. Occupational Hazards, Industrial Health and Industrial Safety.

Industrial Accidents-causes and prevention. Need for safety and measures to ensure safety in Industries. Provisions for safety as per law in India.

Health-Industrial Health and Occupational Diseases.

Job stress. Measures to tackle stress.

Alcoholism and Drug abuse among workers. Remedies. (16 hours)

Module 3: COUNSELLING

Meaning. Need for counselling in Industries.

Conditions for counselling.

Techniques and skills for effective counselling.

Problems in counselling.

Role of H.R.Managers in counselling. (12 hours)

Module 4: INTERNATIONAL LABOUR ORGANISATION and International Labour

Conventions. Details of Labour conventions ratified and Conventions not ratified by India. (8 hours)

Module 5: QUALITY OF WORK LIFE[QWL]

Introduction. Meaning of QWL.

Specific issues in QWL.

QWL and Productivity.

Barriers in QWL.

Strategies for improvement of QWL.

(12 hours)

**B.A. INDUSTRIAL RELATIONS:
PAPER VI: LABOUR WELFARE AND SOCIAL SECURITY**

BOOKS FOR REFERENCE:

- 1. Sanjeeviah D: Labour Problems and Industrial Development in India**
 - 2. Sharma R N: Labour Problems, Social Welfare & Security**
 - 3. Malik P L : Hand book of Labour and Industrial Laws**
 - 4. Abha Chaturvedi : Achieving Harmonious Industrial Relations**
 - 5. Sharma A M: Aspects of Labour Welfare and Social Security**
 - 6. Prasanna Chandra : Labour Problem, Social Security and Welfare**
 - 7. Punekar & Deodhan: Labour Welfare, Trade Unionism and Industrial Relations**
 - 8. Kapoor N D : Elements of Industrial Law.**
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Syllabus B.A. INDUSTRIAL RELATIONS

SEMESTER SIX: PAPER VII: PUBLIC RELATIONS

[2012 onwards]

Objective:

To make the students of Industrial Relations understand the concept of Public Relations and its various dimensions in the organisation.

Module 1: PRINCIPLES OF PUBLIC RELATIONS

Meaning of Public Relations. Distinction from other terms.

Nature and Scope of Public Relations.

History and growth of Public Relations.

Public Relations Management in the organisation.

(12 hours)

Module 2: COMMUNICATION

Concept and elements of effective PR Communication.

Essentials of Good Speech making.

Fundamentals of Good Written Communication.

Group Communication-Meetings, Agenda, Minutes, Resolution,

Role of Chairperson.

(12 hours)

Module 3: TOOLS AND MEDIA OF PUBLIC RELATIONS

Concept and Role

Classification of tools and media of Public Relations

Print Media-types and their effectiveness. Press note.

House Journals, specialized news papers and magazines.

Sections and supplements, advertisements, features and photographs.

Radio-history and development-its use and effectiveness.

Television-use, effectiveness and advantages.

Documentaries, Feature films.

Direct Mailing-post, web sites and e-mail.

(15 hours)

Module 4: CORPORATE PUBLIC RELATIONS

Meaning. PR Department and its functions.

Internal Public-communication with internal public.

Press Relations-need to develop in the interest of the organisation.

Need for Press Conference.

Financial Relations-Role of PR at the time of AGM. Annual Report.

Government Relations-need for maintaining them and advantages.

Public Relations and information system of Government of India.

Community Relations-need. PR for promoting community consciousness-

Corporate Social Responsibility.

Customer Relations-Sales oriented Public Relations.

Advertising and communication methods.

(16 hours)

Module 5: RECENT TRENDS IN PUBLIC RELATIONS

Information Technology and Use of Intranet and Internet and Multi media in Public Relations.

(5 hours)

BOOKS FOR REFERENCE:

- 1. Scott M C , Allen H C : Effective Public Relations**
 - 2. Rayudu C S, Balan K R: Principle of Public Relations**
 - 3. Frazier Moore, Frank: Public Relations**
 - 4. Philip: Handbook of Public Relations and Communications**
 - 5. Dr. J. Vilanilam: Public Relations in India**
 - 6. CVR Reddi: effective Public Relations and Media Strategy**
 - 7. Jackson, Smith, Allen, Frank: Public Relations Practices**
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Syllabus B.A. INDUSTRIAL RELATIONS
SEMESTER SIX: PAPER VIII: ENTREPRENEURSHIP DEVELOPMENT
[2009 onwards]

Objective:

To encourage the students develop entrepreneurial Skills and understand the concept and problems of entrepreneurship for a management perspective.

Module 1: INTRODUCTION

Concept of Entrepreneur and Entrepreneurship.
Meaning of Entrepreneurship Development.
Features and Qualities of Entrepreneurs.
Importance of entrepreneurs.
Factors influencing Entrepreneurship.
Entrepreneurship and Economic Development.
Views of eminent Management Gurus-Schumpeters, Peter Drucker and Walker.
(15 hours)

Module 2: TYPES OF ENTREPRENEURS

Various Classification; Social entrepreneurs and their importance.
Problems and challenges faced by entrepreneurs-Social, Economic and Technical.
Challenges and impact of liberalisation on Indian Entrepreneurs and Enterprises.
(15 hours)

Module 3: PREPARATION AND PLANNING FOR SETTING UP AN ENTERPRISE

Entrepreneurship Development Programmes-Objectives.
Financial Assistance in India for entrepreneurs.
Meaning of Business Plan. Preparation of business plan.
Human resource Aspects of Business Plan.
(15 hours)

Module 4: TOTAL QUALITY MANAGEMENT

Introduction. Definitions of TQM. Importance of Total Quality Management.
Quality Control and its benefits.
Managing diversity and business ethics.
People Capability Maturity Model and Learning Management System.
ISO 9001-2000. Six Sigma.
(15 hours)

Module 5: INDIAN ENTREPRENEURS

Brief Introduction and history of entrepreneurship in India.
Eminent entrepreneurs of Pre-independent India and Modern India.
(5 hours)

B.A. INDUSTRIAL RELATIONS

PAPER VIII: ENTREPRENEURSHIP DEVELOPMENT:

BOOKS FOR REFERENCE:

1. Vasant Desai: Dynamics of Entrepreneurship Development and Management
 2. Murthy C S V: Small Scale Industries and Entrepreneurial Development
 3. Anil Kumar S, Poornima S C, Mini Abraham, K Jayashree: Entrepreneurship Development.
 4. Srivatsa S C: A Practical guide to Industrial Entrepreneurs
 5. Sharma S V S: Developing Entrepreneurship-Issues and Problems
 6. Mark J Dollinger: entrepreneurship –Strategies and Resources
 7. Khanka S S: Entrepreneurship Development
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