

G.S. College of Commerce & Economics (Autonomous), Jabalpur
COURSE & SUBJECT NAME
SESSION - 2025-26
M.A. (HRA) - I SEM

COURSE		PAPER TITLE	CREDITS	MAIN EXAMINATION MARKS		CCE MARKS		Total Min. Passing	TOTAL MARKS
				MAX.	MIN.	MAX.	MIN.		
CORE - I	CC11	Management Concepts	5	60	24	40	16	40	100
CORE - II	CC12	Social Processes and Behavioural Development	5	60	24	40	16	40	100
CORE - III	CC13	Management of Human Resource	5	60	24	40	16	40	100
CORE - IV	CC14	Strategic Management	5	60	24	40	16	40	100
		Internship/Apprenticeship/Seminar	2	100					100
TOTAL			22	340		160			500

SESSION - 2025-26
M.A. (HRA) II SEM

COURSE		PAPER TITLE	CREDITS	MAIN EXAMINATION MARKS		CCE MARKS		Total Min. Passing	TOTAL MARKS
				MAX.	MIN.	MAX.	MIN.		
CORE - I	CC21	Organisational Change and Development	5	60	24	40	16	40	100
CORE - II	CC22	Labour Legislation	5	60	24	40	16	40	100
CORE - III	CC23	Compensation Management	5	60	24	40	16	40	100
CORE - IV	CC24	Industrial Relations	5	60	24	40	16	40	100
		Internship/Apprenticeship/Seminar	2	100					100
TOTAL			22	340		160			500

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 – 23

Programme	Year	Semester	Internal Marks		External Marks	
			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	I	I				

HR 101	Management Concepts	
Unit	Topics	No. Of Lectures
I	Introduction to Management: Concept, meaning, definitions, characteristics, nature and importance of Management, Management as an Universal process, Management as a System, Social responsibility of Management, functions of Management, Management Principles, Scope of Management, Schools of Management Thought.	15
II	Planning: Concept, Nature, characteristics and types of planning, Process of Planning, Principles of Planning, Steps in Planning Process, Approaches to planning, Instruments of Planning, Strategic Planning, Operational Planning.	15
III	Organizing: Organising: A Function of Management, Concept & Meaning of Organizing, Nature & process of Organizing, Organisational Structure, Types of organisation, Span of management, Departmentation, Delegation of Authority & Responsibility. Centralisation Vs. Decentralisation.	15
IV	Staffing, Directing & Coordination: Meaning, scope, staffing process, Meaning & definition of Directing, principles of Directing, Meaning & Definition of Coordination, nature of coordination, need & importance of Coordination, principles of coordination, Types of Coordination.	15
V	Control: Nature & process of Control, Types of control, Principles of Control, Techniques of control, Measurement of Performance –Actual performance vs. Standard performance. Strategic Control.	15

Books Recommended

The History of Management Thoughts: Clude S George, Englewood Cliffs, Prentice Hall
 Organisation and Management: R D Agrawal, Tata McGraw Hill, New Delhi
 Organisational Theory and Behaviour: R A Sharma, Tata McGraw Hill, New Delhi
 Principles and Practice of Management: L M Prasad, Sultan Chand & Sons, New Delhi
 Principles and Practice of Management: T N Chhabra, Dhanpat Rai & Co.
 Principles and Practice of Management: Sherlekar & Sherlekar, Himalaya Publishing
 Management: Principles & Practice: S K Mandal, Jaico Publishing House
 Principles and Practice of Management: R S N Pillai & S Kala, S Chand

(Dr. S.K. Basoria)

01/14/22
(Dr. N.C. Tripathi)

(Dr. G. Tripathi)

(Dr. Ashish Chaudhary)

Anjar
(Dr. G.P. Anjar)

(Dr. G.P. Anjar)

(Dr. G.P. Anjar)

(Dr. G.P. Anjar)

Theory Paper

Part A Introduction

Post Graduate Diploma in Human Resource Administration (I Sem) | Session 2025 -26

Subject: Social Processes and Behavioural Management

Subject Code	HR102
Subject Title	Social Processes and Behavioural Management
Subject type	Core II
Pre requisite	B. Com, BBA, B.A., B. Sc
Course Learning Outcomes (CLO)	On successful completion of the course the student will be able to : <ol style="list-style-type: none">1. To understand the social processes2. To understand the individual behaviour and motivation3. To understand the nature of interpersonal behaviour4. To understand group behaviour, dynamics, leadership To understand the nature and process of control5. To understand organisational processes
Credit Value	05
Total Marks	Max Marks 40+60 Min Passing Marks : 40

[Handwritten signatures and initials]

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 – 23

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	I	I	Max: 25	Min: 10	Max: 75	Min: 30

HR 102	Social Processes and Behavioural Management	
Unit	Topics	No. Of Lectures
I	Introduction: Social Processes: Meaning, types, characteristics and its importance, elements of Social processes, associative and dissociative Social processes, Interaction and Social processes, Social Process and Social Change, Organisational Behaviour- Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behaviour; Ethics and Organisational Behaviour.	15
II	Individual Behaviour: Personality, Learning, Values and Attitudes, Perception, Learning-Behaviourist, cognitive and social learning; Stress at work. Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyrols Behaviour Patterns. Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work -Designing for creating motivating Jobs; OB Mod.	15
III	Inter-personal Behaviour: Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window. Managing misbehaviour at work- Sexual abuse, Substance abuse, cyber slacking, Aggression, and Violence.	15
IV	Group Behaviour: Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership- Concept and Styles; Fielder's Contingency Model; House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict.	15
V	Organisational Processes: Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational-effectiveness, concept and measurement; Organisational change- resistance and management, Learning Organisations.	15

Books Recommended

Organisational Behaviour: Stephen P Robbins, Timothy A Judge, Neharika Vohra, Pearson
 Organisational Behaviour: Archana Tyagi, Excel Books
 Organisational Behaviour: Dr. C V Gupta, S.Chand
 Organisational Behaviour: Shajahan S, New Age International (P) Ltd., Publishers
 Social Transformation in India: Prof. I P Desai, Rawat Books.

(Dr. S.K. Basedia)

(Dr. G. Tripathi)

(Dr. G.P. Gupta)

(Dr. N.C. Tripathi)

(Dr. Ashish Mishra)

(Dr. ...)

Theory Paper

Part A Introduction

Post Graduate Diploma in Human Resource Administration (I Sem)

Session 2025 -26

Subject: Management of Human Resources

Subject Code	HR103
Subject Title	Management of Human Resources
Subject type	Core III
Pre requisite	B. Com, BBA, B.A., B. Sc
Course Learning Outcomes (CLO)	On successful completion of the course the student will be able to : 1. To understand the HRM in relation to global and Indian scenario 2. To understand the role of HRP and HRIS 3. To understand career planning, training & development and motivation 4. To understand wage & salary administration 1. To understand the role of ethics in HRM processes
Credit Value	05
Total Marks	Max Marks 40+60 Min Passing Marks : 40

[Handwritten signatures and initials]

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 – 23

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	I	I	Max: 25	Min: 10	Max: 75	Min: 30

HR 103	Management of Human Resources	
Unit	Topics	No. Of Lectures
I	Intro to Human Resource Management: HRM: the global and Indian scenario, Evolution of HRM, relevance of HRM, Human resource functions, challenges faced by HRM, role & responsibilities of Human Resource Manager, Human resource Management vs. Personnel management, HRM for corporate excellence	15
II	Acquisition of Human resource: Human resource Planning, HRP at National Level, HRP at Corporate level, Human Resource Planning & Strategic planning, Human Resource information system, Job analysis, job design, job evaluation, recruitment & selection process, Promotion, Transfer, job rotation.	15
III	Developing & Motivating Human Resource: Career planning & development, training & development, motivation at work, productivity & motivation, participative Management, empowerment.	15
IV	Maintenance of Human Resource: Reward Management, Wages, Salary Administration, Incentives, Quality of work life, compensation management, organisation development	15
V	HR in knowledge Era: Virtual organisations and emerging HR trends, learning organisations, strategic Human resource Management, ethics, Justice & fair treatment in HR Management, Managing Global Human Resources.	15

Books Recommended:

Human Resource Management:	Gary Dessler, Prentice Hall India
Human Resource Management:	Biswajeet Pattanayak, Prentice Hall India
Human Resource Management:	G R Basotia, Mangal Deep publishers
Human Resource Management:	Bhaskar Chatterjee, Sterling Publishers
Human Resource Management:	C B Marmora & S V Gankar, Himalaya Publishing

(Dr. S.K. Basotia)

(Dr. G. Tripathi)

(Dr. C.P. Garg)

(Dr. N.C. Tripathi)

(Dr. Ashish Mishra)

(Dr. N. N. Nema)

Part A Introduction

Post Graduate Diploma in Human Resource Administration (I Sem)

Session 2025 -26

Subject: Strategic Management

Subject Code	HR104
Subject Title	Strategic Management
Subject type	Core IV
Pre requisite	B. Com, BBA, B.A., B. Sc
Course Learning Outcomes (CLO)	On successful completion of the course the student will be able to : <ol style="list-style-type: none">1. To understand the role of strategic management2. To understand the importance of Business environment3. To understand business policy, strategic management and analysis4. To understand formulation, implementation and control of strategy5. To understand the role of ethics and social considerations in HRM
Credit Value	05
Total Marks	Max Marks 40+60 Min Passing Marks : 40

[Handwritten signatures and initials]

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 – 23

Programme	Year	Semester	Internal Marks		External Marks	
			Max: 25	Min: 10	Max: 75	Min: 30
MA(HRA)	I	I				

HR 104	Strategic Management	
Unit	Topics	No. Of Lectures
I	Introduction: Concept, Meaning and Importance of Strategy; The Strategic Management Process; Strategic Role of Board of Directors and Top Management; Strategic Intent –Corporate Mission, Vision, Goals and Objectives; Concept of Strategic Fit, Leverage and Stretch; Strategic flexibility and learning organization.	15
II	Business Environment: General environment – Demographic, Socio-cultural, macroeconomic, legal/ political, technological and global, competitive environment, Internal and external environment of Business. Environmental Influences on Business, Environmental Analysis, Characteristics of Business Environment, Components of Business Environment, relationship between organisation and its Environment, micro environment, macro environment, PESTLE Analysis, Porter's Five Forces Model.	15
III	Business Policy, Strategic Management and Analysis: Business Policy as a Discipline, Strategic Decision Making, Strategic Management Model, Strategic Levels in organisation: Corporate Level, Business Level, Functional Level, Situation Analysis, SWOT Analysis. TOWS Matrix, Portfolio Analysis – BCG Matrix, Ansoff's product Market Growth Matrix, ADL Matrix.	15
IV	Strategic Planning, formulation, implementation and control of Strategy Meaning of Strategic Planning, Stages, alternatives, Strategy Formulation: Marketing strategy, Financial Strategy. Production strategy, logistic strategy, human resource strategy Organisational Structure, Establishing strategic Business units, establishing Profit centres, product or service, market segment or customer, leadership and Behavioural challenges.	15
V	Strategic HRM & Ethical and Social Considerations: Concept and Importance of Strategic HRM Investment Perspective of Human Resource; Understanding the success and failure of strategies adopted by organisations with reference to HRM. Contemporary Strategic Issues – strategies for internet economy, strategic management in non-profit and government organisations	15

Books Recommended

Strategic Management: C B Rao, Notion Press
 Strategic Management: Dr. N M Vechelekar, Nirali Prakashan
 Strategic Management: Azhar Kazmi & Adela Kazmi, McGraw Hill
 Strategic Management: N Chandrasekharan & P S Ananthanarayanan, Oxford press
 Strategic Management: Study Material for CA Students, Board of Studies, ICAI.

(Dr. S. K. Bostale)
(Dr. G. Inpathi)
(Dr. C. P. Anjan)
(Dr. Ashish Mishra)
(Dr. N. C. Tripathi)
 01/11/22
 (Dr. N. C. Tripathi)

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 - 23

M. A. (HRA) Semester II

Subject Code	Subject	Internal Marks		External Marks	
		Max.	Min.	Max.	Min.
M. A. (HRA) Semester II					
HR 201	Organisational Change and Development	25	10	75	30
HR 202	Labour Legislation	25	10	75	30
HR 203	Compensation Management	25	10	75	30
HR 204	Industrial Relations	25	10	75	30

(Signature)
 (Dr. S.K. Basak)

(Signature)
 (Dr. G. Tripathi)

(Signature)
 (Dr. C.P. Singh)

(Signature)
 01/4/22
 (Dr. N.C. Tripathi)

(Signature)
 (Signature)

(Signature)
 (Signature)

(Signature)
 (Dr. Ashish Mishra)

(Signature)

Part A Introduction

Post Graduate Diploma in Human Resource Administration (II Sem)

Session 2025 -26

Subject: Organisational Change and Development

Subject Code	HR 201
Subject Title	Organisational Change and Development
Subject type	Core I
Pre requisite	B. Com, BBA, B.A., B. Sc
Course Learning Outcomes (CLO)	On successful completion of the course the student will be able to : 1.To understand organisational change & development To understand organisational change To understand Organisational Diagonosis and its techniques To understand the methods of OD Interventions To understand the trends in organisational development
Credit Value	05
Total Marks	Max Marks 40+60 Min Passing Marks : 40

[Handwritten signatures and initials]

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 - 23

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	I	II	Max: 25	Min: 10	Max: 75	Min: 30

HR 201	Organisational Change and Development	
Unit	Topics	No. Of Lectures
I	Introduction to Organizational Change and Development: Organizational change- need and philosophy of organizational change; Change triggers; Planned change; Organizational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Sustainability and organizational change; Organization development- concept and process, assumptions and values underlying Organization Development (OD).	15
II	Organizational Change- Development Interface: Foundations of organization development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners; Change agents- role, skills and styles of change agents; Relation with the client system.	15
III	Organizational Diagnosis: Techniques of organizational diagnosis- questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information at organizational, group and job level; Feeding back diagnostic information.	15
IV	OD Interventions: Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- work redesign, work modules, Quality of Work Life (QWL), Quality Circles (QC); Behavioural interventions- Management by Objectives (MBO), performance management, sensitivity training, transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, grid OD; Techno-structural interventions- restructuring organizations, downsizing, reengineering, employee involvement.	15
V	Trends in Organization Development: ORGANISATIONAL DEVELOPMENT-HRD Interface; ORGANISATIONAL DEVELOPMENT in global settings; New trends in ORGANISATIONAL DEVELOPMENT: Collective Sense making, understanding social media tools and their impact; change processes, adaptive learning, digitization and measuring effectiveness of ORGANISATIONAL DEVELOPMENT, ORGANISATIONAL DEVELOPMENT research and practice in perspective; Challenges and future of ORGANISATIONAL DEVELOPMENT. Emerging trends in HR & ORGANISATIONAL DEVELOPMENT	15

Books Recommended:

- Organizational Behaviour: Stephen P Robbins, Pearson's
 Organizational Development: W L French & C H Bell, Prentice Hall
 Theory of Organization Development and Change: T G Cummings & Christopher G Worley, South- Western
 Organizational Behaviour: Vishwanath Joshi, Symbiosis Centre for Distance Learning
 Organisation Change
 Organizational Change and Development: R G Prajadarshini, Cengage Learning

(Dr. S.K. Basole)

(Dr. G. Giridhar)

(Dr. C.P. Gujan)

(Dr. N.C. Tripathi)

(Dr. Ashish Mishra)

(Dr. Anand Kumar)

Part A Introduction

Post Graduate Diploma in Human Resource Administration (II Sem)	Session 2025 -26
---	------------------

Subject: Labour Legislation

Subject Code	HR 202
Subject Title	Labour Legislation
Subject type	Core II
Pre requisite	B. Com, BBA, B.A., B. Sc
Course Learning Outcomes (CLO)	On successful completion of the course the student will be able to : 1.To understand working conditions in labour law 2. To understand law related to Wages and Bonus 3. To understand law in terms of social security provided to the employees 4.To understand Industrial relations 5.To understand various other acts related to employee welfare
Credit Value	05
Total Marks	Max Marks 40+60 Min Passing Marks : 40

[Handwritten signatures and initials]

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 – 23

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	I	II	Max: 25	Min: 10	Max: 75	Min: 30

HR 202	Labour Legislation	
Unit	Topics	No. Of Lectures
I	Working Conditions: The Factories Act 1948, The Contract Labour (Regulation and Evolution) Act 1970	15
II	Wages and Bonus: The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965	15
III	Social Security: The Workman Compensation Act 1923, The Employees State Insurance Act 1948, The Maternity Benefit Act 1961 (Amendments' 2017), The Employees provident Fund and Family Pension Act 1952, The Payment of Gratuity Act 1972	15
IV	Industrial Relations: The Industrial Disputes Act 1947, The Industrial Employment (Standing order) Act 1946, The Trade Union Act 1926,	15
V	Miscellaneous: The Indian Arbitration Act 1960, The Equal Remuneration Act 1976, The Apprentices Act 1961	15

Books Recommended

Mercantile Law: M C Shukla, S Chand
 Industrial Law: Garg, Sareen, Sharma, Chawla, Kalyani Publications.
 Labour Law: I A Saiyed, Himalaya Publishing
 Industrial & Labour Laws: S P Jain, Dhanpat Rai & Co.
 Labour and Industrial Laws: Dr. Indrajeet Singh, Central Law Agency
 Industrial Relations & Labour Laws: S C Shrivastava, Vikas Publishing House
 Handbook of Industrial Law: N D Kapoor, Sultan Chand & Sons

Indrajeet Singh
 (Dr. C. P. Goyal)

Sik Bose
 (Dr. S. K. Bose)

Dr. G. Tripathi
 (Dr. G. Tripathi)

Dr. N. C. Tripathi
 (Dr. N. C. Tripathi)

Dr. S. K. Bose
 (Dr. S. K. Bose)

Dr. S. K. Bose
 (Dr. S. K. Bose)

Dr. Anish Mishra
 (Dr. Anish Mishra)

Dr. S. K. Bose
 (Dr. S. K. Bose)

Part A Introduction

Post Graduate Diploma in Human Resource Administration (II Sem) | Session 2025 -26

Subject: Compensation Management

Subject Code	HR 203
Subject Title	Compensation Management
Subject type	Core III
Pre requisite	B. Com, BBA, B.A., B. Sc
Course Learning Outcomes (CLO)	On successful completion of the course the student will be able to : 1.To understand conceptual framework of Compensation Management 2.To understand forms of compensation 3. To understand determination of compensation package 4. To understand compensation management and administration 5.To understand global and International Compensation
Credit Value	05
Total Marks	Max Marks 40+60 Min Passing Marks : 40

b/sey

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 – 23

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	I	II	Max: 25	Min: 10	Max: 75	Min: 30

HR 203	Compensation Management	
Unit	Topics	No. Of Lectures
I	Conceptual Framework of Compensation Management: Meaning and Definition and objectives of compensation, elements/components of compensation, factors affecting compensation, compensation vs productivity, compensation vs individual's performance and motivation, meaning and definition of compensation Mgt, principles of Compensation management, Compensation Structures, Compensation vs cost of living, Factors affecting compensation	15
II	Forms of compensation: Various forms of Compensation, Direct Compensation- Hourly (time wage), Piece wage, commission, bonus, Indirect Compensation, Financial and Non- financial Compensation, Different types of compensation – Salary, hourly wages, Overtime, sales commission, tips, stock options, bonuses, incentive pay, other variable pay, benefits, health care, paid leave, non monetary compensation (recognition meals)	15
III	Determination of Compensation Package: Determinants of Compensation, Fixing wages/pay, considerations for calculating compensation- market factors, employee value position, growth opportunities, Negotiating a better compensation package, Steps for designing a compensation plan: 1. Determining work force & compensation objectives, 2. determining major compensation issues, 3. Implementing long term and short term compensation plans, 4. relating rewards to performance, determining appropriate amount of compensation, Compensation management process.	15
IV	Compensation Management & Administration: Meaning and Definition of Compensation Management, Objectives of compensation Management and administration, Role of HR Leaders to ensure effective compensation Management, Employee grievances related to compensation and their redressal mechanism.	15
V	Global and International Compensation: Global Compensation: Meaning, definition, Objectives of global compensation, forms/ types, factors affecting global compensation. International Compensation: Meaning, Definition, Objectives, forms/ types, factors affecting international compensation Difference between global compensation and international compensation Internal and external variables affecting Global and International compensation, Global Compensation issues, Global Compensation System, global compensation Policy, Major Challenges in Global compensation practices, global compensation considerations, global compensation trends and opportunities, global compensation strategies and best practices, managing the challenges of global compensation	15

Books Recommended

Compensation administration: David W Belcher, Prentice hall
 Compensation Management in a Knowledge Based World: R.I Henderson, Pearson
 Compensation Management: Dipak Kumar Bhattacharyya, Oxford
 Compensation Management: Mousami S Bhattacharya & Nilanjana Sengupta, Excel Books
 Understanding Executive Compensation: Becker and Kornhafer, World at Work

(Dr. S.K. Bhasalia)

(Dr. G. Gupta)

(Dr. C. P. Garg)

(Dr. S. K. Singh)

(Dr. S. K. Singh)

(Dr. S. K. Singh)

Part A Introduction

Post Graduate Diploma in Human Resource Administration (II Sem)

Session 2025 -26

Subject: Industrial Relations

Subject Code	HR 204
Subject Title	Industrial Relations
Subject type	Core IV
Pre requisite	B. Com, BBA, B.A., B. Sc
Course Learning Outcomes (CLO)	On successful completion of the course the student will be able to : 1.To understand introduction to Industrial Relations 2. To understand grievances, industrial disputes & Strikes 3. To understand settlement of industrial disputes 4. To understand factors influencing Collective Bargaining 5. To understand Workers Participation in Management
Credit Value	05
Total Marks	Max Marks 40+60 Min Passing Marks : 40

[Handwritten signatures and initials]

G S College of Commerce & Economics (Autonomous) Jabalpur
MA (HRA) Syllabus, Approved by Board of Studies
Department of Management
Session 2022 – 23

Programme	Year	Semester	Internal Marks		External Marks	
MA(HRA)	I	II	Max: 25	Min: 10	Max: 75	Min: 30

HR 204	Industrial Relations	
Unit	Topics	No. Of Lectures
I	Introduction: Industrial Relations: Meaning, Definition, scope of industrial Relations. Factors affecting IR, evolution of industrial relations, theories of industrial relations, key issues in industrial relations, emerging trends on industrial relations in an era of globalization, labour market in globalised India, the changing role of the government towards industrial relations, dominant aspects of industrial relations, industrial relations and perspective on labour policy, the new economic policy and industrial relations. IR for industrial peace.	15
II	Grievances, Industrial Disputes & Strikes: Causes of Grievances of workers, types of grievances, difference between grievance and complaint, grievance settlement Machinery, and model grievance procedure. Nature of labour organisations, role of employers towards labour productivity, causes of industrial disputes and strikes, forms of strikes, factors conditioning the outcomes of strikes, effects of strikes, an evaluation of the right to strike, regulatory framework of industrial disputes, arena of interaction and participants in industrial disputes	15
III	Settlement of industrial disputes: Works Committee, Grievance settlement authorities, conciliation, court of inquiry, adjudication/voluntary and compulsory arbitration, award, machinery for prevention and settlement of industrial disputes in India, powers of the government under the Industrial disputes Act. Role of trade Unions towards dispute settlement. Code of ethics and discipline.	15
IV	Collective Bargaining: Concept and Meaning of Collective Bargaining, characteristics , functions and importance of Collective bargaining, principles of collective bargaining , forms, procedure, content and scope of Collective Bargain, units and levels of collective bargaining, factors influencing collective bargaining, subject matter of collective bargaining, Collective Bargain process, prerequisites for making Collective Bargain successful, collective agreements, growth of Collective Bargain in India, hurdles to Collective Bargain. Collective Bargain vs Productivity and profitability. Adjudication vs Collective bargaining in India	15
V	Worker's participation in Management: concept of workers participation on management, objectives of Worker's Participation , scheme of Worker's Participation in India, determinants of workers participation on management, prerequisites for the cooperation and Management, various forms of Worker's Participation: works committees, joint management councils, board level participation, Worker's Participation in public sector, Worker's Participation in private sector, participation of workers in management bill 1990, main provisions of the bill. Main hurdles to Worker's Participation in management in India. Worker's Participation an approach towards Industrial Democracy.	15

Books recommended

Aspects of Personnel Management & Industrial Relations: L S Kudchedkar, Tata McGraw Hill
 Labour economics and Industrial relations: T N Bhagoliwal, Sahitya Bhawan Agra
 Industrial and Labour laws: SP Jain, Dhanpat Rai & Co.
 Personnel Management and Industrial Relations: R S Davar, Vikas publishing house
 Industrial Relations, Trade Unions & Labour legislations: P RN Sinha, Indu Bala Sinha, Seema priyadarshini Shekhar, Pearson.

(Dr. SIK Bosedio)
(Dr. G. Tripathi)
(Dr. Ashish Mishra)
(Dr. C. P. Anjari)
(Dr. Anurag Kumar)
(Dr. Rakesh Kumar)
 11/2