

**MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT AND
LABOUR RELATIONS (MA HRM & LR) (Two Years PG Programme)**

Programme Outcomes (POs)

Upon completion of the Master of Arts in Human Resource Management and Labour Relations program, students will be able to:

- PO1 Knowledge and Understanding:** Demonstrate an advanced understanding of the principles and theories of management, industrial relations, labour laws, human resource management, and labour economics as they relate to the welfare of workers.
- PO2 Analytical Skills:** Apply critical thinking and problem-solving skills to analyze complex labour issues and organizational challenges.
- PO3 Research Proficiency:** Conduct comprehensive research on topics related to industrial relations, labour welfare, and HRM to contribute to the body of knowledge and practice.
- PO4 Strategic HRM:** Develop and implement strategic HR practices that support employee welfare, organizational development, and sustainable growth.
- PO5 Leadership and Communication:** Exhibit strong leadership qualities and effective communication skills to collaborate with stakeholders, including management, employees, and government bodies.
- PO6 Ethical and Legal Awareness:** Uphold ethical standards and comply with labour laws and regulations while promoting social responsibility and sustainable labour practices.
- PO7 Global Perspective:** Understand and apply international HRM principles and the impact of globalization on labour relations and human resource management.
- PO8 Practical Application:** Integrate theoretical knowledge with practical insights gained through internships and projects to enhance real-world HR and labour welfare practices.

Program Specific Outcomes (PSO)

Students of the Master of Arts in Human Resource Management and Labour Relations program will be able to:

- PSO1 Labour Welfare Expertise:** Develop and implement welfare programs and policies that cater to the needs of the workforce, addressing both individual and collective interests.
- PSO2 Policy and Legal Compliance:** Interpret and apply labour laws effectively in different organizational contexts, ensuring compliance and advocating for fair practices.

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- PSO3 Employee Relations Management:** Demonstrate expertise in handling employee grievances, fostering positive industrial relations, and mediating conflicts to promote harmonious work environments.
- PSO4 Organizational Change Management:** Utilize theories and tools of organizational change and development to lead initiatives that enhance workplace productivity and employee satisfaction.
- PSO5 Advanced HR Management Skills:** Design and execute HR practices such as recruitment, training, development, compensation management, and performance appraisal to align with organizational goals.
- PSO6 Research and Project Writing:** Develop well-researched project reports and case studies that contribute to academic knowledge and practical HR solutions.
- PSO7 Elective Specialization:** Choose from specialized areas, such as learning and development, CSR, and strategic HRM, to gain targeted skills and knowledge relevant to specific HR functions.
- PSO8 Psychological and Sociological Understanding:** Apply principles of organizational psychology and sociology to improve workforce management, employee well-being, and organizational culture.

These outcomes will equip graduates to take on leadership and managerial roles in human resource departments, labour welfare boards, governmental and non-governmental organizations, and other related sectors.

SEMESTER WISE COURSES OF STUDIES

MA (HRM & LR) – I

Paper Code	Subjects	No. of Credits	Lectures per week
HRM-C-101	Principles of Management	4	4
HRM-C-102	Industrial Relations - I	4	4
HRM-C-103	Human Resource Management - I	4	4
HRM-C-104	Labour Laws - I	4	4
HRM-C-105	Fundamentals of Psychology	4	4
TOTAL CREDIT OF SEMESTER - I		20	

MA (HRM & LR) - II

Paper Code	Subjects	No. of Credits	Lectures per week
HRM-C-201	Industrial Relations - II	4	4
HRM-C-202	Human Resource Management - II	4	4
HRM-C-203	Labour Laws - II	4	4
HRM-C-204	Organisational Behaviour	4	4
HRM-C-205	Research Methodology	4	4
TOTAL CREDIT OF SEMESTER - I		20	

MA (HRM & LR) - III

Paper Code	Subjects	No. of Credits	Lectures per week
HRM-C-301	Labour Laws - III	4	4
HRM-C-302	Organisational Change and Development	4	4
HRM-C-303	Human Resource Development	4	4
*ELECTIVE: A (GROUP – I)			
HRM-E-304-A	Learning and Development	4	4
HRM-E-305-A	Communication Skills	4	4
*ELECTIVE: A (GROUP – II)			

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HRM-A-304-B	Corporate Social Responsibility	4	4
HRM-A-305-B	Stress Management and Employee Counselling	4	4
A Student has to opt for any one group from Elective - A			
TOTAL CREDIT OF SEMESTER - I		20	

MA (HRM & LR) - IV

Paper Code	Subjects	No. of Credits	Lectures per week
HRM-C-401	Compensation & Reward Management	4	4
HRM-C-402	Strategic HRM	4	4
HRM-C-403	Internship & Project Report Viva	8	8
*ELECTIVE: B (GROUP – I)			
HRM-E-404-A	Organisational Psychology	4	4
HRM-E-405-A	Industrial Sociology	4	4
*ELECTIVE: B (GROUP – II)			
HRM-E-404-B	International Human Resource Management	4	3
HRM-E-405-B	Corporate Governance & Sustainability	4	3
• A Student has to opt for any one group from Elective - B			
TOTAL CREDIT OF SEMESTER - I		20	
TOTAL CREDIT OF SEMESTER I, II, III & IV		80	

- 1. C - Core Course: (Mandatory with no Choice)**
- 2. E–Core Elective: (Mandatory with Choice, Departmental)**
- 3. A – Allied Elective: (Mandatory with Choice, Inter-Departmental)**

Course Outcomes

1. Remembering

- Define and recall the fundamental concepts, roles, and functions of management
- List the various organizational structures and types.

2. Understanding

- Explain the principles of management, including planning, organizing, staffing, directing, and controlling.
- Discuss how managers align planning processes with organizational vision, mission, and values.

3. Applying

- Use knowledge of management levels and skills to solve managerial challenges.
- Apply SWOT analysis to strategic planning and decision-making.

4. Analyzing

- Differentiate between various organizational structures and evaluate the advantages of decentralization.
- Analyze the impact of staffing and directing practices on organizational performance.
- Examine different control techniques and their effectiveness in specific scenarios.

5. Evaluating

- Evaluate managerial decisions and their alignment with organizational objectives.
- Assess strategic plans and their effectiveness in achieving competitive advantages.

6. Creating

- Design and propose effective managerial strategies to address global and cross-cultural challenges.

Course-Specific Outcomes (CSOs)

Unit I: Management

- **Remembering:** Define the concept, roles, and levels of management.
- **Understanding:** Explain the evolution of management and the responsibilities at each level.
- **Applying:** Identify challenges faced by managers at different organizational levels and propose solutions.

Unit II: Planning

- **Understanding:** Describe the nature, objectives, and significance of planning.
- **Applying:** Use the MBO framework to align individual and organizational goals.
- **Analyzing:** Analyze barriers to effective planning and propose ways to overcome them.

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Unit III: Organizing

- **Remembering:** List the different organizational structures and types of organization.
- **Understanding:** Explain concepts like authority, responsibility, and accountability.
- **Analyzing:** Examine the factors influencing decentralization and the effectiveness of delegation.

Unit IV: Strategic Management

- **Understanding:** Describe strategic management concepts, including SWOT analysis and competitive advantage.
- **Applying:** Use SWOT analysis to develop strategic plans.
- **Evaluating:** Evaluate the effectiveness of strategic plans in dynamic environments.
- **Creating:** Propose strategies to address global management challenges and cultural diversity issues.

Unit V: Controlling

- **Remembering:** Define the concept and types of control.
- **Understanding:** Explain the steps and techniques involved in managerial control.
- **Applying:** Apply coordination techniques to improve organizational efficiency.
- **Evaluating:** Assess the importance of coordination and its distinction from cooperation.

Course Content

Unit I Management

Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Evolution of management through, Top-level, middle-level, and front-line managers, Responsibilities and challenges at each management level.

Unit II Planning

Nature, Scope, Objectives, and Significance of Planning; Types of Planning; Process of Planning; Barriers to Effective Planning; Planning Premises and Forecasting.

Managerial Decision Making: Concept; The decision-making process, Management by Objective.

Unit III Organizing

Concept, Nature, and purpose; Organizational Structure; Types of Organization, Departmentation; Hierarchy, Span of Control; Delegation; Authority, Responsibility, and Accountability; Power; Centralization & Decentralization – Factors determining the degree of Decentralization of authority.

Unit IV Strategic Management

Formulating and implementing strategic plans, SWOT analysis and competitive advantage, Evaluation and control of strategic plans

Global Management: Challenges and opportunities of global business, Cultural diversity, and cross-cultural management, International business strategies.

Unit V Controlling

Concept, Types & importance of Control; Steps in Control, Techniques of Control; Management by Exception.

Coordination: Coordination as an Essence of Management; Coordination Vs. Co-operation; Types of coordination; Need & importance of coordination, Techniques of coordination. Principles of Coordination.

Recommended Readings

1. Tripathi, Reddy & Bajpai. (2021). Principles of Management, 7th edition, Tata Mc Graw Hill.
2. Robbins S.P. & Coulter M. A. (2020). Management, Global Edition, Pearson Education.
3. Prasad L.M. (2020). Principles and Practices of Management, 10th edition, Sultan Chand & Sons, New Delhi.
4. Stoner, Freeman & Gilbert Jr. (2018). Management, 6th Edition, Pearson.
5. Koontz H. & Weihrich H. (2015). Essentials of Management, 10th edition, Chennai: Tata McGraw Hill Education.
6. Rao V.S.P. (2012). Management-Text and Cases, 2nd edition, Excel Publication

Course Outcomes

1. Remembering

- Define key concepts and principles of industrial relations (IR), trade unionism, collective bargaining, and worker participation in management (WPM) .
- Identify relevant provisions of the Industrial Disputes Act, 1947, and the Trade Union Act, 1926.

2. Understanding

- Explain the nature, significance, and approaches to industrial relations and trade unions.
- Describe the causes, forms, and impacts of industrial conflicts and disputes, as well as grievance redressal mechanisms.

3. Applying

- Apply knowledge of collective bargaining processes and WPM frameworks to resolve industrial disputes and enhance workplace harmony.
- Demonstrate the use of grievance redressal mechanisms and trade union laws to address workplace grievances effectively.

4. Analyzing

- Analyze the impact of industrial conflicts, disputes, and union activities on industrial relations.
- Examine the changing dimensions of IR in India, considering legislative and socio-economic factors.

5. Evaluating

- Evaluate the effectiveness of IR approaches, collective bargaining, and WPM practices in the Indian industrial context.
- Assess the significance of grievance redressal mechanisms in improving IR and resolving workplace conflicts.

6. Creating

- Design strategies for effective IR programs incorporating collective bargaining, WPM, and grievance resolution practices.

Course-Specific Outcomes (CSOs)

Unit I: Industrial Relations (IR)

- **Remembering:** Recall the concepts, participants, and approaches to IR.
- **Understanding:** Explain the nature, significance, and changing dimensions of IR in India.
- **Analyzing:** Analyze the requirements of a good IR program and its application in dynamic industrial scenarios.

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Unit II: Industrial Conflicts & Disputes

- **Remembering:** Identify the causes, forms, and impacts of industrial conflicts and disputes.
- **Understanding:** Explain the provisions of the Industrial Disputes Act, 1947, relating to strikes, lockouts, layoffs, retrenchments, and penalties.
- **Applying:** Apply the procedures and authorities under the Act to real-world conflict scenarios.
- **Evaluating:** Evaluate the role of the Act in mitigating industrial conflicts and maintaining harmonious IR.

Unit III: Trade Unionism

- **Remembering:** Define trade union concepts, types, and levels of unionization.
- **Understanding:** Explain the objectives, provisions, and liabilities outlined in the Trade Union Act, 1926.
- **Analyzing:** Examine the role of trade unions during mergers, acquisitions, and industrial transformation.
- **Evaluating:** Assess the effectiveness of union actions in safeguarding employee rights and promoting industrial harmony.

Unit IV: Collective Bargaining

- **Remembering:** Recall the meaning, types, and objectives of collective bargaining.
- **Understanding:** Explain the bargaining process and its significance in IR.
- **Applying:** Use collective bargaining strategies to address workplace disputes effectively.
- **Evaluating:** Evaluate the success of collective bargaining efforts in the Indian industrial context.
- **Creating:** Develop strategies to enhance the effectiveness of collective bargaining in organizations.

Unit V: Worker Participation in Management (WPM) and Grievance Redressal

- **Remembering:** Define WPM concepts, levels, and forms, as well as grievance redressal mechanisms.
- **Understanding:** Explain the significance and prerequisites for successful WPM and grievance resolution.
- **Applying:** Demonstrate the use of grievance settlement procedures to resolve workplace conflicts.
- **Analyzing:** Analyze the impact of WPM and grievance redressal on overall industrial relations.
- **Evaluating:** Assess the role of different stakeholders in improving WPM and grievance handling.
- **Creating:** Design effective WPM frameworks and grievance resolution processes for Indian industries.

Course Content

Unit – I Industrial Relations

Industrial Relations: Concept, nature, significance, participants to IR, approaches of IR – Unitarist, Pluralistic, Gandhian, Marxist & Dunlop's, Requirements of a good IR program, changing dimensions of IR in India.

Unit – II Industrial Conflicts & Disputes

Industrial Conflicts & Disputes: Concept, nature, causes, and forms of disputes, the impact of conflicts and disputes on industrial relations.

Industrial Dispute Act, 1947 – Objective, authorities, power, and procedures of authorities, provisions related to strikes, lock-outs and unfair labour practices, layoff, retrenchment and closure, penalties.

Unit – III Trade Unionism

Trade Unionism: Concept, need, development and forms of unions, level of unions, union issues, the role of the union in mergers and acquisitions Trade Union Act, 1926 - Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures.

Unit - IV Collective Bargaining

Collective Bargaining: Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context.

Unit – V Worker's Participation in Management

Worker's Participation in Management – Concept, significance, pre-requisites of WPM, levels, and forms of WPM, WPM in the Indian context.

Grievance Redressal – Concept, significance, types of grievances, settlement procedure of grievance and its impact on IR.

Recommended Readings

1. Mamoria C. B., (2022): Dynamics of Industrial Relations, 16th edition, Himalaya Publication
2. Chabra T.N., (2018): Human Resource Management Concept and Issues, 1st edition Dhanpat Rai Publications.
3. Monappa A., (2017): Industrial Relations and Labour Laws, 2nd edition, McGraw Hill Publication
4. Yoder D., (2016): Personnel Management & Industrial Relations, 5th edition, Prentice Hall Inc.
5. Rao S. P., (2011): Essentials of Human Resource Management & Industrial Relations, 2nd edition, Himalayan Publications.
6. Ratnam, C.V. Industrial Relations. New Delhi: Oxford Higher Education.
7. Sarma, A. (2002). Industrial Relations. Mumbai: Himalaya Publication House.
8. Sivarethinamohan, R. (2010). Industrial Relations and Labour Welfare. New Delhi: PHI Learning Private Limited.
9. Srivastava, S.C. (2008). Industrial relations and Labour Laws. New Delhi: Vikas Publishing House Pvt. Ltd.
10. Singh P.N. (2011). Employee Relation Management. New Delhi: Pearson, Dorling Kindersley (India) Pvt. Ltd.

Course Outcomes

1. **Remembering**
 - Define the fundamentals of Human Resource Management (HRM), including its features, scope, and objectives.
2. **Understanding**
 - Explain the significance of HRM functions and their alignment with organizational goals.
 - Describe the processes of recruitment, selection, training, and performance appraisal.
3. **Applying**
 - Apply HR practices such as recruitment techniques, training programs, and performance appraisal methods to organizational scenarios.
4. **Analyzing**
 - Analyze issues related to managing people at work, including human resource planning, employee welfare, and motivation.
 - Examine the relationship between HR systems and strategic business objectives.
5. **Evaluating**
 - Evaluate the effectiveness of HR practices in achieving organizational performance and employee retention.
 - Assess the role of ethical behavior and employee well-being in HRM.
6. **Creating**
 - Design HR interventions that align HR practices with organizational strategies and objectives.
 - Develop frameworks for employee motivation, welfare, and career development.

Course-Specific Outcomes (CSOs)

Unit I: Introduction to Human Resource Management

- **Remembering:** Define HRM, its scope, objectives, and importance.
- **Understanding:** Explain the managerial and operational functions of HRM.
- **Analyzing:** Examine the trends shaping HRM in modern organizations.

Unit II: Human Resource Planning, Recruitment, and Selection

- **Understanding:** Describe the processes of job analysis, job description, and job specification.
- **Applying:** Apply forecasting techniques in human resource planning.
- **Analyzing:** Compare different sources of recruitment and selection methods, including tests and interviews.

Unit III: Training and Career Planning

- **Understanding:** Explain the objectives and importance of training and career planning in organizations.

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- **Applying:** Design and evaluate a training program based on identified needs.
- **Creating:** Develop a career planning framework, including promotion and transfer strategies.

Unit IV: Performance Appraisal

- **Understanding:** Discuss the concept and techniques of performance appraisal.
- **Applying:** Use various appraisal methods to assess employee performance in simulated scenarios.
- **Evaluating:** Identify and resolve appraisal-related problems through effective interviews.

Unit V: Motivation and Maintenance Function

- **Understanding:** Explain the types and importance of employee welfare measures.
- **Analyzing:** Analyze recent trends in HRM and their impact on ethical behavior and employee well-being.
- **Creating:** Develop strategies for employee motivation, welfare, and separation planning.

Course Content

Unit I Introduction to Human Resource Management

Introduction to Human Resource Management (HRM), HRM- definition, features, scope, objectives, importance of HRM, Trends shaping HRM, HRM functions- Managerial Function, Operating function.

Unit II Human Resource Planning, Recruitment and Selection

Human Resource Planning: Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting - definition, importance, objectives, purpose and process

Employee Recruitment: Meaning and concept, Sources, factors affecting recruitment

Employee Selection: process, Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

Unit III Training and Career Planning

Employee Orientation: Meaning and Concept, Purpose and Process

Training: Concept, objectives, importance, Analysing the training need & designing the training program, Implementation and evaluation of training program,

Career Planning concept and process, Promotion, Transfers.

Unit IV Performance Appraisal

Performance Appraisal: Concept, process, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview

Unit V Motivation and Maintenance Function

Employee welfare- meaning, importance, objectives. Types- intramural and extramural, statutory and non-statutory. Recent trends in HRM, Ethical behaviour at work, Employee wellbeing, Separation.

Recommended Readings

1. Chabhra T.N, Human Resource Management, (Dhanpat Rai & Co.)
2. Gupta C.B, Human Resource Management
3. Subbarao, Human Resource Management
4. Sharma A.M, Employee Welfare
5. Dessler, G., & Varkkey, B. (2023). Human Resource Management (17th Ed.). Pearson Education.
6. Aswathappa, K., & Dash, S. (2023). Human Resource Management: Text and cases (10th Ed.). McGraw Hill.

Course Outcomes

1. Remembering

- The significance of Labour laws and their constitutional and historical evolution in India.

2. Interpret

- The provisions of core Labour legislations such as the Factories Act, Industrial Disputes Act, and other relevant laws.

3. Apply

- The concepts and provisions of Labour laws to real-world workplace scenarios for effective compliance.

4. Analyze

- Various Labour legislations to understand their implications on employee-employer relationships and dispute resolution.

5. Evaluate

- Practical cases and workplace disputes using Labour law frameworks to propose ethical and legally sound solutions.

6. Design

- Workplace policies and compliance strategies that adhere to Labour laws and promote sustainable employment practices.

Course-Specific Outcomes (CSOs)

1. Recall and explain

- The objectives, scope, and features of the Factories Act, 1948, focusing on worker safety and welfare.

2. Interpret

- The legal provisions under the Payment of Gratuity Act, 1972, and the Employees' Provident Funds and Miscellaneous Provisions Act, 1952, to ensure social security compliance.

3. Apply

- State-specific laws like the Gujarat Shops and Establishments Act, 2019, to regulate employment and service conditions effectively.

4. Analyze

- The Industrial Employment (Standing Orders) Act, 1946, to understand its role in standardizing employment practices.

5. Evaluate

- The dispute resolution mechanisms of the Industrial Disputes Act, 1947, to identify effective solutions for workplace conflicts.

6. Develop

- Legally compliant and ethically sound strategies for fostering a fair and sustainable working environment.

Course Content

- The Factories Act, 1948
- The Employees' Provident Funds and Miscellaneous Provisions Act, 1952
- The Payment of Gratuity Act, 1972
- Industrial Disputes Act, 1947
- The Gujarat Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2019
- Industrial Employment (Standing Orders) Act, 1946

Recommended Books

1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.
4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.
7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi. 8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.

Journals

1. Labour Law Reporter.
2. Labour Law Journal.

Course Outcomes

1. **Remembering**
 - Define the basic concepts of psychology, self, and methods used in psychology).
2. **Understanding**
 - Explain the evolution, scope, and nature of psychology and its subfields.
 - Describe social influence on human behavior, including social facilitation, social loafing, conformity, and compliance.
 - Discuss various models of pro social behavior, interpersonal attraction, and emotional theories.
3. **Applying**
 - Apply the concepts of impression management tactics to real-life social contexts.
 - Use psychological theories of learning and reinforcement to solve problems in practical settings.
4. **Analyzing**
 - Analyze the factors influencing pro social behavior, interpersonal attraction, and memory processes.
 - Examine the influence of sensory processes on perception and behavior.
5. **Evaluating**
 - Evaluate different theories of emotion, intelligence, and their application in real-world scenarios.
 - Assess the impact of psychological principles on human behavior and thought processes
6. **Creating**
 - Design psychological experiments or frameworks to study learning, thinking, and social behaviors.

Course-Specific Outcomes (CSOs)

Unit I: Self and Psychology

- **Remembering:** Define the concepts of self, self-efficacy, and self-regulation.
- **Understanding:** Explain the nature and evolution of psychology and its relation to other sciences.
- **Applying:** Identify practical examples of self-presentation and social comparison in everyday life.

Unit II: Social Influence on Human Behavior

- **Understanding:** Describe the major features of contemporary social psychology and its historical background.
- **Applying:** Use the tactics of impression management in group settings.
- **Analyzing:** Examine the factors contributing to social facilitation, social loafing, and compliance.

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Unit III: Sensory Processes and Pro social Behavior

- **Understanding:** Explain the characteristics and receiving processes of sensory systems.
- **Applying:** Relate prosocial behavior models to real-world scenarios like volunteering or helping behaviors.
- **Analyzing:** Analyze determinants of helping behaviors and interpersonal attraction.

Unit IV: Memory, Intelligence, and Emotion

- **Remembering:** Define memory processes, types of memory, and factors affecting retrieval.
- **Understanding:** Explain the nature of intelligence and classify it into different theories.
- **Evaluating:** Critically evaluate theories of emotion and their relevance to daily life.

Unit V: Learning and Thinking

- **Understanding:** Explain the principles and theories of learning, including reinforcement types.
- **Applying:** Solve problems using creative thinking and problem-solving techniques.
- **Creating:** Develop strategies to improve learning efficiency and thinking processes.

Course Content

Unit I Introduction to self and psychology

Self: Meaning, Self-knowledge, Self-efficacy, self-regulation, self-presentation, social comparison theory.

Psychology: Introduction, Definition, Nature of Psychology, Evolution of psychology, Psychology and other sciences, subfields of Psychology, Methods of Psychology.

Unit II Social influence on human behavior

Social Influence on Human Behavior: Introduction to Social Psychology: It's historical background; its scope, and major features of contemporary social psychology. Social facilitation, social loafing, Conformity, and compliance; Impression Management- tactics of impression management.

Unit III Sensory process, Prosocial behavior and Interpersonal attraction

Sensory Process: Characteristics of senses, receiving process.

Prosocial Behavior: Helping behavior and recipient reactions- Determinants and major models- Reciprocal altruism, negative-state relief model, empathy-altruism model, and social exchange theory.

Interpersonal attraction: Attraction, similarity, and liking, Measurement issues- Sociometry.

Unit IV Memory, intelligence and emotion

Memory: Definition, Nature of encoding, storage and retrieval, types of memory, Factors of retrieval.

Intelligence: Definition, Nature, classification, Theories.

Emotion: Nature, Theories of Emotion.

Unit V Learning and thinking

Learning: Definition Nature, Importance, Basic Factors in Learning, Learning theories, Principles of learning, Reinforcement, Types of Reinforcement.

Thinking: Meaning, Definition, Nature of Thinking, Thinking- problem solving and creative thinking.

Recommended Readings

1. Jafar Mahmud, Introduction to Psychology, APH Publishing Corporation.
2. Amit Abraham, General Psychology, Mc Graw Hill companies
3. Robert Barren, 2002 Psychology- Prentice Hall of India Pvt. Ltd., New Delhi
4. Michael W. Passer, Ronald E. Smith, Psychology the science of mind and behaviour, Mc Graw Hill Education.
5. Clifford T. Morgan, Introduction to Psychology, TATA Mc Graw Hill edition.
6. Baron, R. A., & Byrne, O. R. (2006). Social Psychology (10th Ed.). New Delhi: Prentice-Hall of India.
7. Baron, R. A., & Branscombe, N. R. (2016). Social Psychology (14th ed.). Boston, MA: Pearson/Allyn and Bacon.
8. Baumeister, R. F., & Bushman, B. J. (2016). Social Psychology and Human Nature (4th ed.). Belmont, CA: Thomson/Wadsworth.
9. Gilovich, T., Keltner, D., Chen, S., & Nisbett, R. (2019). Social Psychology (5th ed.). New York: W. W. Norton.

Course Outcomes

1. **Understand**
 - The role and significance of tripartite bodies like the Indian Labour Conference and the impact of international labor codes on industrial relations.
2. **Analyze**
 - The composition, functions, and importance of bipartite bodies such as Work Committees and Joint Management Councils and the evolution of Standing Orders.
3. **Evaluate**
 - The effectiveness of settlement machinery, including conciliation, arbitration, and adjudication, in resolving industrial disputes.
4. **Differentiate**
 - Between industrial relations and employee relations, and **examine** the paradigm shift towards Employee Relation Management.
5. **Design**
 - Effective strategies for managing employee relations at the workplace, emphasizing culture, future trends, and best practices.

Course-Specific Outcomes (CSOs)

Unit I: Tripartite Bodies

1. **Explain** the structure and role of the Indian Labour Conference in industrial relations.
2. **Assess** the impact of national and international labor codes on industrial relations in India.
3. **Discuss** the significance of tripartite bodies in maintaining workplace harmony.

Unit II: Bipartite Bodies and Standing Orders

1. **Describe** the composition, objectives, and functions of Work Committees and Joint Management Councils.
2. **Analyze** the evolution and importance of Standing Orders in maintaining organizational discipline and harmony.
3. **Compare** the roles of bipartite bodies with tripartite bodies in resolving workplace issues.

Unit III: Settlement Machinery

1. **Explain** the role of conciliation machinery and **identify** the qualities required for an effective conciliator.
2. **Evaluate** the advantages, disadvantages, and types of arbitration in industrial dispute resolution.
3. **Analyze** the significance and types of adjudication in the Indian industrial context.

Unit IV: Paradigm Shift to Employee Relations

1. **Distinguish** between industrial relations and employee relations, focusing on differences in perspectives and objectives.
2. **Examine** the shift towards Employee Relation Management and its relevance in modern workplaces.
3. **Evaluate** the benefits and challenges of transitioning from industrial relations to employee relations.

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Unit V: Employee Relation Management at Work

1. **Explain** the role of employee relations in fostering a positive workplace culture.
2. **Propose** strategies to manage employee relations effectively, considering future trends and organizational needs.
3. **Assess** the importance of maintaining strong employee relations to ensure organizational success and employee satisfaction.

Course Content

Unit I Tripartite Bodies

Tripartite Bodies: The Indian Labour Conference, It's importance and role in maintaining industrial relations, code affecting industrial relations, Impact of International Labour Code in Industrial relations.

Unit II Bipartite Bodies

Bipartite Bodies: Work committee and Joint Management Councils, Its compositions and Functions.

Standing Orders: Meaning, Objectives and Evolution of Standing Orders.

Unit III Settlement Machinery

Settlement Machinery: Conciliation- Meaning, Conciliation Machinery, Qualities of a Conciliator, Role of a Conciliator, Sequential Pattern of Conciliation.

Arbitration: Meaning, Advantages and Disadvantages, Types.

Adjudication: Meaning, Importance, Types.

Unit IV A Paradigm Shift

A Paradigm Shift from Industrial Relations to Employee Relation- Shift in focus, Employee Relation Management, Industrial Relations and Employee Relations: Differences in Perspectives.

Unit V Employee Relation Management at Work

Employee Relation Management at Work: Employee Relations at workplace, Culture and Employee Relations, The future of Employee Relations.

Recommended Readings

1. Mamoria C. B., (2022): Dynamics of Industrial Relations, 16th edition, Himalaya Publication
2. Rao S. P., (2011): Essentials of Human Resource Management & Industrial Relations, 2nd edition, Himalayan Publications.
3. Ratnam, C.V. Industrial Relations. New Delhi: Oxford Higher Education.
4. Sarma, A. (2002). Industrial Relations. Mumbai: Himalaya Publication House.
5. Sivarethinamohan, R. (2010). Industrial Relations and Labour Welfare. New Delhi: PHI Learning Private Limited.
6. Srivastava, S.C. (2008). Industrial relations and Labour Laws. New Delhi: Vikas Publishing House Pvt. Ltd.
7. Singh P.N. (2011). Employee Relation Management. New Delhi: Pearson, Dorling Kindersley (India) Pvt. Ltd.

Course Outcomes

1. Remembering

- Identify key concepts, definitions, and roles related to HR in the new millennium, employee engagement, emotional intelligence, and work-life balance (CO-1).
- Recall the components and perspectives of the Balanced Score Card and elements of knowledge management (CO-2).

2. Understanding

- Explain the challenges, competencies, and paradigm shifts for HR in a dynamic and virtual organizational environment (CO-3).
- Describe the factors, barriers, and advantages associated with employee engagement and HR outsourcing (CO-4).

3. Applying

- Demonstrate the application of emotional intelligence and balanced scorecards in workplace scenarios to improve organizational performance (CO-5).
- Apply knowledge of work-life balance interventions and HR analytics to improve employee well-being and organizational efficiency (CO-6).

4. Analyzing

- Analyze the factors influencing employee engagement, talent management processes, and the effectiveness of HR outsourcing (CO-7).
- Examine the barriers to knowledge transfer and the implications of work-life balance on organizational outcomes (CO-8).

5. Evaluating

- Evaluate HR strategies like knowledge management systems, talent management best practices, and Balanced Score Card implementations (CO-9).
- Assess HR metrics and analytics to measure engagement, work-life balance, and overall employee experience (CO-10).

6. Creating

- Design strategic HR initiatives integrating emotional intelligence, knowledge management, and HR analytics to enhance organizational effectiveness (CO-11).

Course-Specific Outcomes (CSOs)

Unit I: HR in the New Millennium

- **Remembering:** Define the new competencies required for HR professionals in dynamic and virtual organizations.
- **Understanding:** Explain the economic, political, and social challenges faced by HR professionals.

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- **Analyzing:** Analyze the paradigm shift and transformation in HR roles, identifying critical issues to be addressed.

Unit II: Employee Engagement & HR Outsourcing

- **Remembering:** Recall the definitions and concepts of employee engagement and HR outsourcing (HRO).
- **Understanding:** Describe the factors affecting engagement, barriers, and the need for HRO.
- **Applying:** Use employee engagement surveys and analyze the advantages and limitations of HRO for organizational contexts.
- **Evaluating:** Evaluate the impact of employee engagement strategies on organizational performance.

Unit III: Emotional Intelligence & Balanced Score Card

- **Remembering:** Identify the clusters of emotional intelligence and perspectives of the Balanced Score Card (BSC).
- **Understanding:** Explain the importance of emotional intelligence, IQ vs EQ vs SQ, and the need for BSC in organizations.
- **Applying:** Apply emotional intelligence strategies and the BSC implementation process to workplace situations.
- **Evaluating:** Assess the effectiveness of emotional intelligence and BSC as tools for organizational growth.

Unit IV: Talent Management & Knowledge Management

- **Remembering:** Define the concepts of talent and knowledge management.
- **Understanding:** Describe the processes, best practices, and importance of talent and knowledge management systems.
- **Analyzing:** Examine barriers to knowledge transfer and strategies to manage knowledge workers effectively.
- **Creating:** Develop a comprehensive talent management strategy incorporating best practices and knowledge management resources.

Unit V: Work-Life Balance, HR Metrics, and Analytics

- **Remembering:** Recall the definitions, measures, and metrics for work-life balance and HR analytics.
- **Understanding:** Explain the reasons for work-life imbalance and its consequences, and describe key HR metrics tracked across the employee lifecycle.
- **Applying:** Implement organizational-level and individual-level interventions for work-life balance and HR dashboards for analytics.
- **Analyzing:** Analyze the roles of stakeholders in improving work-life balance and the significance of HR analytics.
- **Evaluating:** Evaluate the effectiveness of HR dashboards and work-life balance interventions.

Course Content

Unit I HR in the New Millennium

New Competencies for HR Professionals. HR in a dynamic organisation. Role of HR in a virtual organisation. Economic, Political and Social Challenges in HR. The changing role of HR and HR transformation: Paradigm shift. Top critical issues to be addressed by HR.

Unit II Employee Engagement & HR Outsourcing

Employee Engagement: Meaning, Concept and Definition, Related Constructs, Factors Affecting Engagement, Advantages, Barriers, Measuring Engagement, Survey for Engagement, Introduction to Employee Experience.

HR Outsourcing- Meaning, Concept and Definition, HRO types, Need for HRO, Advantages of HRO, and Limitations of HRO.

Unit III Emotional Intelligence & Balanced Score Card

Emotional Intelligence: Meaning, Concept and Definition, Four Clusters of Emotional Intelligence (with detailed sub-clusters), Importance of Emotional Intelligence at the Workplace, Introduction to Spiritual Quotient, IQ vs EQ vs SQ.

Balanced Score Card- Meaning, Concept and Definition, Four perspectives of BSC, Need and Importance of Balanced Score Card, Ingredients of successful BSC, BSC implementation process, Cases and demonstration of BSC.

Unit- IV: Talent Management & Knowledge Management

Talent Management: What are Talents in reference to TM?, Meaning, Concept and Definition of TM, Importance of TM, Talent Identification, TM Best Practices, TM Process.

Knowledge Management- Concept of Knowledge, Meaning, Concept and Definition of Knowledge Management, KM cycle, Advantages of KM system, Knowledge activities, Barriers to Knowledge Transfer, KM resources and techniques, Managing Knowledge workers.

Unit- V: Work-life Balance HR Metrics and Analytics

Work-life balance: Importance, Meaning, Concept and Definition, Measures for Work-Life Balance. Reasons for imbalance, Consequences of Imbalance, Organisational-level intervention and Individual-level intervention for improving Work-life balance, Roles of different stakeholders in Work-life balance, Great Place to work

HR Metrics and Analytics- Introduction-Meaning, Concept and Types. Understanding Important HR Metrics tracked across the Overall Employee Journey and HR Dashboard.

Recommended Readings

1. Gupta, C.B. (2015), Human Resource Management (Text and cases), New Delhi: S. Chand
2. Kapoor, S. Human Resource Management (Text and cases), Texmann, 2015
3. Uday Kumar (2013) Human Resource Management, OUP India.
4. Sanghi, S. (2011) Human Resource Management, Macmillan Publishers India Ltd.
5. Aswathappa (2015) Human Resource Management, 7e. McGraw Hill Education Pvt Ltd

Course Outcomes

1. Understand

- The objectives, scope, and constitutional relevance of labour laws such as the Contract Labour Act, 1970, and the Building and Other Construction Workers Act, 1996.

2. Explain

- The key provisions of laws like the Employees' State Insurance Act, 1948, and Employees Compensation Act, 1923, to promote social security and workplace safety.

3. Apply

- The concepts and provisions of the Minimum Wages Act, 1948, and Apprentices Act, 1961, in employment scenarios to ensure fair practices.

4. Analyze

- The role of the Trade Unions Act, 1926, in fostering collective bargaining and improving industrial relations.

5. Evaluate

- The effectiveness of labour laws in addressing issues of worker safety, fair wages, and skill development through case studies and practical examples.

6. Create

- Strategies for implementing labour law compliance and promoting sustainable and ethical workplace practices.

Course-Specific Outcomes (CSOs)

1. Recall and explain

- The regulatory framework of the Contract Labour (Regulation and Abolition) Act, 1970, and its role in safeguarding contract labourers.

2. Interpret and apply

- Provisions of the Building and Other Construction Workers Act, 1996, to promote worker welfare and ensure safe working conditions.

3. Analyze

- The implications of the Employees' State Insurance Act, 1948, and Employees Compensation Act, 1923, for social security and worker compensation.

4. Evaluate

- The role of trade unions under the Trade Unions Act, 1926, in resolving workplace disputes and advocating for workers' rights.

5. Apply and assess

- The impact of the Minimum Wages Act, 1948, on equitable pay structures and economic stability.

6. Develop

- Policies and initiatives under the Apprentices Act, 1961, to enhance skill development and employability.

Course Contents

- Contract Labour (Regulation and Abolition) Act, 1970
- The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996
- The Employees' State Insurance Act, 1948
- Employees Compensation Act, 1923
- The Trade Unions Act, 1926
- Minimum Wages Act, 1948
- The Apprentices Act, 1961

Recommended Books

1. Malik, P.L., Industrial Law; Eastern Book Company, Lucknow.
2. Goswami, V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad.
3. Agarwal, S.L., Labour Relations Law in India, Mc.Millan Company of India Ltd., New Delhi.
4. Sharma, A.M., Industrial Jurisprudence, Himalaya Publishing House, New Delhi.
5. Mishra P.N., Labour and Industrial Laws, Central Law Publishing, Allahabad.
6. Vaidyanathan, N., ILO Conventions and India, Minerva Associates, Calcutta.
7. Sinha, P.R.N., Industrial Relations and Labour Legislations, Oxford and IBH Publishing Co., New Delhi.
8. Prabhakar Rao, D.V.S.R., Contract Labour: Abolition and Absorption, Law Publishing House, Allahabad.

Journals

1. Labour Law Reporter.
2. Labour Law Journal.

Course Outcomes

1. Remembering

- Define and describe fundamental concepts, elements, and approaches to Organizational Behaviour (OB), including contributions from social sciences and historical management perspectives like Scientific Management and the Human Relations Movement.

2. Understanding

- Explain key individual-level behavioral concepts such as motivation, personality, perception, attitudes, values, and job satisfaction and their implications in workplace settings.
- Discuss group-level behaviors, including group formation, norms, cohesiveness, decision-making processes, and team-building strategies.
- Describe the concept, sources, types, and implications of organizational conflict, distinguishing between functional and dysfunctional conflict.

3. Applying

- Illustrate the role of individual and group behaviors in real-world organizational settings and develop strategies for enhancing motivation, group cohesiveness, and team effectiveness.
- Apply conflict resolution techniques such as collaboration, Transactional Analysis, and Johari Window in organizational scenarios to manage conflicts effectively.

4. Analyzing

- Analyze the dynamics of group behavior, including roles, status, authority, and power, to understand group decision-making and team-building processes.
- Examine sources of conflict, their manifestations, and their impact on organizational performance, identifying areas for intervention.

5. Evaluating

- Evaluate the effectiveness of different conflict management approaches and tools in fostering collaboration and achieving organizational goals.
- Critically assess the implications of job satisfaction, personality, and perception on individual and group performance.

6. Creating

- Design and propose strategies to enhance team dynamics, resolve conflicts, and improve overall organizational effectiveness.

Course- Specific Outcomes (CSOs)

Unit I: Organizational Behavior

- **Remembering:** Define Organizational Behaviour (OB), its scope, and fundamental concepts.
- **Understanding:** Explain the contributions of social sciences to OB and the historical perspectives, including Scientific Management and the Human Relations Movement.
- **Analyzing:** Examine how the different approaches to OB address organizational challenges.

Unit II: Foundations of Individual Behavior

- **Remembering:** Define key concepts like motivation, personality, and job satisfaction.
- **Understanding:** Explain how individual differences such as perception and attitudes influence workplace behavior.
- **Evaluating:** Assess the implications of job satisfaction and values on employee performance and organizational outcomes.

Unit III: Foundations of Group Behavior

- **Remembering:** Identify key group concepts such as roles, norms, and cohesiveness.
- **Understanding:** Explain the process of group formation and the importance of team building.
- **Analyzing:** Analyze the impact of group norms and power dynamics on decision-making.
- **Creating:** Develop strategies to enhance team-building and decision-making effectiveness.

Unit IV: Conflict

- **Remembering:** Define the concept of conflict and classify its types.
- **Understanding:** Explain the distinction between functional and dysfunctional conflicts and their implications.
- **Analyzing:** Examine the sources and manifestations of intra-personal and interpersonal conflicts.

Unit V: Organizational Conflict

- **Understanding:** Describe approaches to conflict management, including collaboration and its role in organizational performance.
- **Applying:** Utilize tools like Transactional Analysis and the Johari Window to address conflicts.
- **Evaluating:** Assess the effectiveness of different conflict management strategies.
- **Creating:** Propose comprehensive strategies to manage organizational conflicts and improve performance.

Course Content

Unit I Organizational Behaviour

Definition and Scope; Fundamental Concepts of Organizational Behaviour; Elements of Organizational Behaviour; Approaches to Organizational Behaviour; Contribution of Social Sciences to OB; Historical Perspective of Organizational Behaviour; Scientific Management; The Human Relations Movement; Behaviouralism.

Unit II Foundations of Individual Behaviour

Motivation; Personality; Perception; Attitudes; Values; Job Satisfaction and its Implications

Unit III Foundations of Group Behaviour

Key Group Concepts, Role and Status, Authority, Power and Development; Group Dynamics; Process of Group Formation; Types of Groups; Group Norms; Group Cohesiveness; decision-making in Groups, Team Building.

Unit IV Conflict

Concept, Role, Sources, and Manifestation; Classification of Conflicts; Functional and Dysfunctional Conflict: Intra-Personal Conflicts, Goal Conflict, Role Conflict, Interpersonal Conflict.

Unit V Organizational Conflict

Approaches to conflict management; Collaboration; Management of Conflict and Organizational Performance; Collaboration; Transactional analysis and Johari Window.

Recommended Readings

1. Stephen Robbins, Organizational Behaviour, Pearson Education, New Delhi.
2. Davis, Keith & Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.
3. Luthans, Fred, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.
4. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour: Leading Human Resources, Pearson Education, New Delhi.
5. Korman, Abraham K., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
6. Dewedi, R.S., Human Relations and Organizational Behaviour, Macmillan India Pvt. Ltd., New Delhi.
7. Udai Pareek, (2007) Understanding Organizational Behaviour, Oxford Press, New Delhi, (Second Edition)
8. Aswathappa K., Organizational Behaviour, Himalaya Publishing Co. Pvt. Ltd., Mumbai, 2011.
9. P.Subba Rao, Organizational Behaviour, Himalaya Publishing Co.Pvt.Ltd,
10. Jerald Green Berg, Organizational Behaviour, 2011.
11. T.V.Rao and Udai Pareek, Designing Organisation Systems

Course Outcomes

1. Remembering

- Define research and its types, characteristics, and importance.
- Identify the steps in the research process, criteria for research problems, and elements of a research proposal.

2. Understanding

- Explain ethical practices and their role in the research process.
- Discuss the concepts of hypothesis formulation, testing, and errors in hypothesis.
- Describe the characteristics of various research designs and methods.

3. Applying

- Use appropriate research methodologies to collect and classify data.
- Design questionnaires, conduct interviews, and apply sampling techniques in research projects.

4. Analyzing

- Differentiate between primary and secondary data sources and evaluate their suitability for specific research objectives.
- Analyze sampling errors and interpret statistical data for meaningful conclusions.

5. Evaluating

- Evaluate the quality of a research proposal or report based on established criteria.
- Assess the significance of literature reviews and data interpretation in research projects.

6. Creating

- Develop effective research projects, business research proposals, and research reports.
- Create innovative solutions to research problems using appropriate methodologies.

Course- Specific Outcomes (CSOs)

Unit I: Research - Meaning, Characteristics, Importance, and Types

- **Remembering:** Define research and list its characteristics and types.
- **Understanding:** Explain the role of research and the measures of good research.
- **Analyzing:** Evaluate different types of research and their applicability in real-world scenarios.

Unit II: Research Process, Problem Identification, Hypothesis, and Proposal

- **Remembering:** Identify the steps of the research process and sources of research problems.
- **Understanding:** Discuss the importance of literature review and hypothesis formulation.
- **Applying:** Formulate research problems and hypotheses.

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- **Analyzing:** Analyze errors in hypothesis testing and improve research proposals.

Unit III: Research Design

- **Understanding:** Describe exploratory, descriptive, and experimental research designs.
- **Applying:** Select appropriate research designs for specific projects.
- **Evaluating:** Assess the strengths and limitations of different research designs.

Unit IV: Sources of Data, Sampling, and Data Analysis

- **Remembering:** List primary and secondary data sources, sampling designs, and types of scales.
- **Understanding:** Explain the significance of survey methods, observation methods, and sampling procedures.
- **Applying:** Design and administer data collection tools, such as questionnaires and interview schedules.
- **Analyzing:** Analyze and interpret collected data using statistical methods.

Unit V: Report Writing and Presentation

- **Remembering:** Identify the components of a research report and types of reports.
- **Understanding:** Explain the importance of editing, coding, classification, and tabulation in report preparation.
- **Applying:** Prepare well-structured research reports and presentations.
- **Evaluating:** Critically evaluate research reports for coherence, accuracy, and ethical compliance.
- **Creating:** Develop comprehensive research reports and innovative presentations.

Course Content

Unit I Research - Meaning, Characteristics, Importance and Types

Research- Meaning, Characteristics, Importance, Types, Role of Research, Measures of a Good Research

Unit II Research Process, Problem Identification, Hypothesis and Proposal

Research Process, Steps, Problem Identification, Criteria for Research Problem, Sources of Research Problem, Problem Formulation, Literature Review, Formulation of Hypothesis, Meaning & Types, Hypothesis Testing Procedures, Error in Hypothesis, Research Proposal.

Unit III Research Design

Research Design, Exploratory, Descriptive and Experimental Research Design.

Unit IV Sources of Data, Sampling and Data Analysis

Sources of Data-Primary, Survey Methods, Personal Interviewing, Telephone Interviewing, Mail Survey, Questionnaire Design, Interview Schedule, Observation Method, Secondary Data, Attitude Measurement Scales, Types.

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Unit V Report Writing and Presentation

Sampling Designs, Sampling Procedures, Types of Sampling, Errors in Sampling, Data Analysis and Interpretation, Editing, Coding, Classification and Tabulation, Report, – Types of Reports – Report Format, Research Report Criteria, Presenting

Recommended Readings

1. Ranjit Kumar, RESEARCH METHODOLOGY a step-by-step guide for beginners, sage Publication,
2. Bhandarkar, P.L. & Wilkinson, T.S. (2016). Methodology and Techniques of Social Research. Himalaya Publishing House, Mumbai. Enhance,
3. D.N., Elhance V. & Aggarwal, B.M. (2018). Fundamentals of Statistics. Kitab Mahal, Mumbai.
4. Ferber, R. & Verdoon, P.J. (1962). Research Methods in Economics and Business. Macmillan, New York.
5. Ghosh, B.N. (2015). Scientific Method and Social Research. Sterling Publishers, New Delhi.
6. Goode, W.J. & Hatt, P.K. (2022). Methods in Social Research. McGraw Hill, London.
7. Gujarati, D., Porter, D.C. & Pal, M. (2017). Basic Econometrics. Tata McGraw Hill, New Delhi.
8. Gupta, S.P. (2021). Statistical Methods. S. Chand & Company, New Delhi.
9. Kothari, C.R. & Garg, G. (2019). Research Methodology: Methods and Techniques. New Age International Publishers, New Delhi.
10. Kurien, C.T. (1973). Research Methodology in Economics. Sangam Publishers, Madras.
11. Moser, C.A. & Kolton, C. (1979). Survey Methods in Social Investigation. Heinemann Educational Books, London.
12. Wooldridge, J.M. (2019). Introductory Econometrics: A Modern Approach. South-Western Educational Publishing, Canada