

FIRST YEAR

PAPER-I: HUMAN RESOURCE MANAGEMENT

BLOCK - I : Human Resource Management

- Unit - 1 : Concept – Personnel Management vs Human Resource Management
- Unit - 2 : Scope – Evolution – Approaches – Structure and Functions of HRM Department.
- Unit - 3 : Relationship of HRM Department with other Departments – HRM Model
- Unit - 4 : Environmental linkages of HRM functions.

BLOCK - II : Human Resource Planning

- Unit - 1 : Definition – Demand Forecasting and Determination of current and future Human Resource Requirements
- Unit - 2 : Job Analysis – Job Description – Job Specification – Job Evaluation
- Unit - 3 : Human Resource Planning Process.
- Unit - 4 : Recruitment: Meaning and concept – Policy and Procedure Implications of Recruitment Policy – Source: Internal and External; Selection – Employee Socialization.

BLOCK - III : Terms And Conditions Of Employment

- Unit - 1 : Standing Orders – Terms of Employment – Determinants. Leave and Holiday Administration
- Unit - 2 : Superannuating Programs – VRS – GHS – NRF Employment of Dependents Retrenchment.
- Unit - 3 : Employee Discipline: Concept – Factors of Indiscipline Consequences – Discipline Procedure
- Unit - 4 : Employee Grievance: Causes – Types – Grievance redressing procedure and machinery.

BLOCK - IV : Strategic Human Resource Management And Competitive Advantage

- Unit - 1 : Globalization – Technology Upgradation – Multi-skilling
- Unit - 2 : Retraining and Redeployment of Human Resources
- Unit - 3 : Promoting Motivation and Morale
- Unit - 4 : Competitive Advantage and Labour Standards.

BLOCK - V : HUMAN RESOURCE DEVELOPMENT

- Unit - 1 : Education and Training - Assessing training needs, types of training, Central Board of Workers Education.
- Unit - 2 : Job enrichment, job rotation, technology upgradation, multiskilling.
- Unit - 3 : Meaning and objectives of financial motivators and non-financial motivators.
- Unit - 4 : Retraining and redeployment of human resources.

Suggested Readings

1. John Storey - Human Resource Management.
2. Lallan Prasad & A.M.C. Benerjee - Management of Human Resource.
3. George Strauss & Sayles - Personnel - The Human Problems of Management.
4. M. Armstrong, Handbook of Human Resource Management.
5. T.A.Kochen & Baroocci, Human Resource Management & Industrial Relations.
6. Mendenhal & Oddou - International H.R.M., PWS, Kent.
7. P.B.Beaumont - Human Resource Management, Sage, 1993.
8. Y.R.K. Reddy - Strategic Approach to HRM, Willey Eastern, 1990.
9. M.N. Rudrabasavaraj, Cases in HRM, 1986.
10. Arun Monappa - Human Resourcer Management.

PAPER - II

PAPER – II: MANAGEMENT SCIENCE & TECHNIQUES

BLOCK – I : Management Science

- Unit - 1 : Meaning, Nature and Scope of Management
- Unit - 2 : Importance of Management
- Unit - 3 : Management in Public & Private Organizations

BLOCK – II : Schools Of Management Thought

- Unit - 1 : Classical theory
- Unit - 2 : Human relations theory
- Unit - 3 : Behavioural theory
- Unit - 4 : Socio-psychological theory
- Unit - 5 : Systems theory

BLOCK – III : Functions Of Management

- Unit - 1 : Planning and Decision-making
- Unit - 2 : Supervision and Discipline
- Unit - 3 : Motivation, Leadership, Communication
- Unit - 4 : Performance Budgeting, Planning Programming Budgeting System (PPBS), Zero Based Budgeting System (ZBBS)

BLOCK – IV : Management Techniques

- Unit - 1 : Organization and Methods : Its sub-techniques
- Unit - 2 : Management by Objectives
- Unit - 3 : Management by Exception

BLOCK – V : Modern Management Techniques

- Unit – 1 : Systems Analysis
- Unit - 2 : Net Work Analysis – PERT & CPM
- Unit - 3 : Cost-Benefit Analysis (CBA)
- Unit - 4 : Quality Circle (QC)
- Unit - 5 : Management Information Systems (MIS)

Suggested Readings

1. B.S. Mathur: Principles of Management, National Publishing House, New Delhi, 1982.
2. Peter F. Drucker : Management: Tasks, Responsibilities and Practices, Heinemar, London, 1974.
3. Nina Bobomolva: Human Relations Doctrine: Ideological Weapon of the Monopolies, Progress Publishers, Moscow, 1973.
4. N.S. Gupta: Principles and Practices of Management, Light and Life Publishers, New Delhi, 1979.
5. Trever Newton, Management Techniques.
6. Letro Samual C, : Principles of Modern Management : Functions and Systems, Williams, C. Brown, 1983.
7. Ivancevich & Donelly Gibson : Management Principles and Functions, The Indian Traveler, Book Seller, New Delhi, 1991.
8. J.S. Chandan : Management : Theroy and Practice, Vikas Publishing House, New Delhi, 1994.
9. Musadick, R.G. : Management Information System : Concept and Decisions, Prentice Hall, 1980.

PAPER - III : INDUSTRIAL RELATIONS

BLOCK - I : History of Industrial Relations

- Unit - 1 : Meaning and Importance of Industrial Relations
- Unit - 2 : Growth of Industrial labour force.
- Unit - 3 : Characteristics of Industrial Labour
- Unit - 4 : Evolution and Evaluation of Govt.'s Industrial relations policy

BLOCK - II : Trade Unionism In India

- Unit - 1 : Trade union movement before Independence and after Independence
- Unit - 2 : Trade unionism among Industrial workers and Govt. employees
- Unit - 3 : Role of trade unions in wage fixation, industrial relation, labour welfare, productivity and national politics.
- Unit - 4 : Weakness of Indian Trade Unions

BLOCK - III : Employees Organizations and Service Associations In India

- Unit - 1 : Private sector organizations: origin, objectives and achievements
- Unit - 2 : Public sector organization: origin, objectives, and achievements
- Unit - 3 : Govt. employees organization: origin, objectives, and achievements
- Unit - 4 : Achievements of employees organizations in India.

BLOCK - IV : Employers' Organizations

- Unit - 1 : Origin and growth, of employer's organization
- Unit - 2 : Role of employer's organizations in India
- Unit - 3 : Organization and functions of employer's organization in India

BLOCK - V : Industrial Relations Machinery

- Unit - 1 : Concept, causes and consequences of industrial disputes
- Unit - 2 : Preventive Process: Works Committees, Biparties and Triparty bodies and The Code of Conduct
- Unit - 3 : Worker's participation in management: joint consultations, workers education, standing orders & grievances procedure, mediation, collective bargaining.
- Unit - 4 : Settlement Machinery : Prevention & settlement machinery for govt. employees in U.K. and India
- Unit - 5 : Conciliation: court of enquiry, arbitration, adjudication, labour courts, industrial tribunals and national tribunals.

Suggested Readings

1. A.K. Varma : Industrial Developments, Deep & Deep Publications, Rajouri Garden, New Delhi, 1989.
2. G.S. Sharma : Trade Union Freedoms in India, Deep & Deep Publications, Rajouri Garden, New Delhi, 1990.
3. B.P. Rath: Industrial Relations & Participative Management, Deep & Deep Publications, Rajouri Garden, New Delhi, 1989.
4. S.K. Bhata: Collective Bargaining, Theory & Practice, Deep & Deep Publications, New Delhi, 1985.
5. G.L. Gaur: Trade Union & Industrial Relations, Deep & Deep Publication, New Delhi, 1986.
6. P.P. Arya: Trade Unions in India, Growth and Recognition, Deep & Deep Publication, New Delhi, 1985.
7. Agnihotri: Industrial Relations in India, Atmaram & Son's, New Delhi, 1970.
8. L.S. Kudehedher, : Aspects of Personnel Management and Industrial Relations, Tata McGraw Hill Publishing Company Ltd., Bombay, 1979.
9. C.B. Mamoria: Dynamics of Industrial Relations in India, Himalaya Publishers, Bombay, 1983.
10. V.B. Karnik: Strikes in India, P.C. Manaktala & Son's, Bombay, 1967.
11. V. Bhaskara Rao: Employer – Employee relations, Concept Publications, New Delhi, 1978.
12. T.N. Kapoor (Ed.): Personnel Management & Industrial Relations in India, Allied Publications, New Delhi, 1968.
13. R. Ram Reddy: Industrial Relations in India, Mittal, New Delhi, 1990.
14. J.L. Rastogi, P.P. Arya, S.D. Tripathi: Planning for Industrial Relations Management, Deep & Deep, New Delhi, 1987.
15. A.S. Mathur: Labour Policy and Industrial Relations in India, Ramprasad & Son's Agra, 1958.
16. C.N. Vakil: Industrial Development of India, Policy and Problems, Orient Longman Ltd., New Delhi, 1973.

PAPER – IV: LABOUR WELFARE ADMINISTRATION

BLOCK – I : Concept of Labour Welfare

- Unit - 1 : Labour Welfare: Concept, Scope and Limitations
- Unit - 2 : Principles and Approaches to Labour Welfare
- Unit - 3 : Difference between Social Welfare and Labour Welfare
- Unit - 4 : Importance of Labour Welfare and later trends in Labour Welfare

BLOCK – II : Evolution of labour welfare policy

- Unit - 1 : Social Policy and Social Development
- Unit - 2 : Industrialization and rise of labour problems
- Unit - 3 : Nature and characteristics of Indian Labour
- Unit - 4 : Govt. policy towards labour welfare

BLOCK – III : Labour Welfare and Social Security Measurement

- Unit - 1 : Welfare measures: Statutory and Non-statutory, Internal and External
- Unit - 2 : Concept, Scope and Importance of Social Security measures
- Unit - 3 : Housing , Workers' Education, Health, Recreation and Transport facilities
- Unit - 4 : Workmen's Compensation Act 1923, Social Security Acts: ESI Act 1948.

BLOCK – IV : Labour Welfare Administration in India

- Unit - 1 : Ministry of Labour; Departments of Labour Welfare of the Central Govt. & State Govt.
- Unit - 2 : Labour Welfare officers: status and functions
- Unit - 3 : Objectives, Scope and Limitations of social work in Industry
- Unit - 4 : ILO and its impact on Indian's Labour Welfare Policy

BLOCK – V : Welfare of Special Groups

- Unit - 1 : Problems of Women and Child labour
- Unit - 2 : Globalization and labour welfare
- Unit - 3 : Privatization and problems of labour
- Unit - 4 : Role of Trade Unions and Voluntary Organizations in Labour Welfare.

Suggested Readings

1. Sharma A: Aspects of Labour Welfare and Social Security, Himalaya Publishing Housing, New Delhi, Bombay, 1981.
2. Dhyani, S.N.: International Labour Organization and India, National Publishing House, New Delhi, 1977.
3. Giri, V.V.: Labour Problems in Indian Industry, Ashish Publishing House, Bombay, 1958.
4. Hellen, G.C. Dynamics of Social Security, Rastogi Publications, Delhi, 1967.
5. Jois, P.V.: Labour Welfare, Somiya Publications Pvt. Ltd., Bombay, 1981.
6. Mamoria, C.B.: Labour Problems and Social Welfare in India, Kitab Mahal, Allahabad, 1966.
7. Singh, M.M.: Social Security and National Development, India Book Exchange, Calcutta, 1977.
8. Vaid, K.N.: Labour Welfare in India, Sriram Centre for International Relations, New Delhi, 1970.
9. Vaidyanathan, N.: I.L.O. Conventions and India, Minerva Associates, Calcutta, 1975.
10. M.V. Moorthy: Principles of labour Welfare, Oxford & IBH Publishing Co., New Delhi, 1982.
11. A.V. Ramana Rao: Essays on Indian Labour, Popular Prakashan, Bombay, 1965.
12. Agarwala, A: Indian Labour Problems, Kitabistan, Allahabad, 1984.
13. International Labour Office: Introduction to Social Security, Geneva, 1984.
14. Saxena, R.C.: Labour Problems and Social Welfare, Gupta Printing Press, Meerut, 1974.

PAPER - V: LABOUR LAWS

BLOCK - I :	History of Labour Legislation in India
Unit - 1 :	Evolution and Growth of Labour Legislation
Unit - 2 :	Industrial Jurisprudence
Unit - 3 :	Industrial Law as distinguished from Common Law
BLOCK - II :	Health, Safety and Welfare Laws
Unit - 1 :	The Factories Act, 1948 and AP Factories Rules
Unit - 2 :	The Mines Act, 1952
Unit - 3 :	The Plantation Labour Act, 1951
BLOCK - III :	Wage Laws
Unit - 1 :	The Minimum Wage Act, 1948
Unit - 2 :	The Payment of Wage Act, 1936
Unit - 3 :	The Payment of Bonus Act, 1965
Unit - 4 :	The Equal Remuneration Act, 1976
BLOCK - IV :	Social Security Laws
Unit - 1 :	The Employers Liability Act, 1938
Unit - 2 :	The Workmen's Compensation Act, 1923
Unit - 3 :	The Employee's State Insurance Act, 1948
Unit - 4 :	The Maternity Benefit Act, 1961
Unit - 5 :	The Employees Provident Fund and Miscellaneous Provisions Act, 1952
Unit - 6 :	The Payment of Gratuity Act, 1972
Unit - 7 :	The Contract Labour (Regulations and Abolitions) Act, 1970
BLOCK - V :	Industrial Relations Law
Unit - 1 :	The Industrial Disputes Act, 1947
Unit - 2 :	The Indian Trade Union Act, 1926
Unit - 3 :	The Industrial Employment (Standing Orders) Act, 1946

Suggested Readings

1. Mahesh Chandra: Industrial Jurisprudence
2. Goswami V.G.: Labour and Industrial Laws
3. Agarwal S.S.: Labour Relations Law in India
4. Pandey, J.N.: Indian Constitution
5. Misra S.N.: Labour and Industrial Law
6. Varandani G.: Social Security for Industrial Workers in India
7. Sharma: Labour Welfare and Social Security
8. Srivastav S.C.: Social Security and Labour Law
9. Report of National Commission on Labour (1969)
10. ILL: Labour Law and Labour Relations: Cases and Materials
11. Kumar H.L.: Labour Problems and Remedies

SECOND YEAR

PAPER - VI: ORGANISATIONAL BEHAVIOUR

BLOCK - I : Concepts of Organizational Behaviour

- Unit - 1 : Introduction: Significance of Behavioural approach
- Unit - 2 : Application of Behavioural Science Concepts to Management
- Unit - 3 : Personality : Theories – determinants – individual differences
- Unit - 4 : Self-concept – Outcome to individuals and organization. Individual and Organization

BLOCK - II : Perception:

- Unit - 1 : Theories – Causes of Perceptual distortion
- Unit - 2 : Creativity and problem – solving.
- Unit - 3 : Stress Management: Sources of Stress – Social, psychological and physical problems of stress
- Unit - 4 : Stress relieving techniques. Group Behaviour:

BLOCK - III : Group Dynamics:

- Unit - 1 : Group formation, structure, process and effectiveness
- Unit - 2 : Group behaviour – group norms – group cohesiveness
- Unit - 3 : Conflict Management: Functional Vs. Dysfunctional – Conflict process - Sources of conflicts
- Unit - 4 : Methods and techniques of conflict management.

BLOCK - IV : Changes of Organizational Behaviour

- Unit - 1 : Organizational Change: Theories – Planned Change – Role of change agent - Change process (different models)
- Unit - 2 : Strategies for planned change – management of organizational change
- Unit - 3 : Resistance to change. Methods and Techniques for dealing with the problems of Resistance to change
- Unit - 4 : Organizational Development: Organizational health – O.D. Process – O.D. Interventions.

BLOCK - V : Climate and effects of Organisation

- Unit - 1 : Organizational Climate: Characterisation – Determinants of Organisational climate
- Unit - 2 : Creating and maintaining favourable organizational climate – changing organisational
- Unit - 3 : Organizational Effectiveness: Concept – approaches - variables
- Unit - 4 : Factors determining organizational effectiveness

Suggested Reading:

1. Dwevedi, R.S. Human relations and organisational behaviour
2. Lorsch, J.(Ed.) Handbook of Organisational Behaviour
3. Robbins, S.P. Essential of Organisational Behaviour: Text.
4. Robbins, S.P. Organisational Behaviour.
5. Sekaran Uma. Organisational Behaviour: Text and Cases.
6. Pareek. U. Organisational Behavioural Process.
7. Fred Luthans: Organisational Behaviour, 7th Ed. 1995. Mc Graw-Hill.
8. Stephen Robbins P. Organisational Behaviour: Concepts, Controversies and Application
9. Hersey, Paul and Keneth Blanchard. Management of Organizational Behaviour utilizing human resources.
10. Drucker P.F. Managing in Turbulent Times
11. Peter J.T. and Water R.H., In Search of Excellence
12. Rao M.G. and Others, Organisation Behaviour: Text and Cases.
13. Mner John B., Organisational Behaviour – Poerformance of Productivity, Random House, New York, 1989.

PAPER – VII: HUMAN RESOURCE DEVELOPMENT

BLOCK – I : History of Human Resource Development

- Unit - 1 : HRD - concept and philosophy – approaches - Importance of H.R.D.
- Unit - 2 : Processes, programmes and systems
- Unit - 3 : HR Policy and planning
- Unit - 4 : Assessing H.R. Needs and organisational perspectives

BLOCK – II : HRD Strategies and Mechanisms

- Unit - 1 : Involvement of top management and line managers
- Unit - 2 : Career planning and development
- Unit - 3 : Managerial succession policy-designing and evaluation of HRD programme:
- Unit - 4 : Learning theories, group learning, individual learning, self directed learning & behaviour mediating.

BLOCK – III : HRD Process

- Unit - 1 : Performance areas
- Unit - 2 : Role analysis-integrating individual and organization with HRD process
- Unit - 3 : HRD and the managers (role of chief executive and HRD Managers)
- Unit - 4 : On the job and off the job training, stimulation – veritable training

BLOCK – IV : Employee Development

- Unit - 1 : Role and significance of supervisory development, programmes
- Unit - 2 : Significance of Management development and executive development program
- Unit - 3 : Assessment of HRD requirements
- Unit - 4 : Performance appraisal, potential appraisal and development

BLOCK – V : Induction - Macro and Micro perspectives

- Unit - 1 : Systems approach to HRD-Human Resource System (HRS) as a sub-system of business
- Unit - 2 : HRS and OD-HRS and Business Environment – HRM/Managers as a change agent for environmental adoption
- Unit - 3 : Influencing factors of HRS – future challenges and role of HRS
- Unit - 4 : Principles of designing HRS – HRD as the basis for HRS.

Suggested Readings :

1. Fortin, Bernard, - The Concept of Human Resource Planning A New approach
2. Madras management Association, - Human Resource Development
3. Mehta, M.M. - Human Resource Planning
4. Taylor, B. and prameela seth - Evaluating Management Training and Development
5. Rao, T.V. and Pereira D.F. - Recent Experience in H.R.D.
6. Nadler Leonard - Corporate HRD
7. Silvera, D.M. - HRD the Indian Experience, New India Publications
8. Jae Fit3 – EN2, - How to measure HRM?
9. World Bank Report on Worker Development
10. R. Jayagopal – 1992, HRD, Sternting Publications
11. P.P. Arya, and B.B. Tendon, - H.R.D. – Deep & Deep, 1995
12. A. M. Sarma - Personnel & HRM – Himalaya Publishers, 1995.

PAPER - VIII : COMPENSATION ADMINISTRATION

BLOCK - I : Introduction

- Unit - 1 : Concept and objectives of salary and wage administration
- Unit - 2 : Job analysis – job evaluation - Job ranking methods – their role in salary and wage determination
- Unit - 3 : Job structure and job titling: Job classification
- Unit - 4 : Job Description and Coding – Policy decision

BLOCK - II : Salary Structure

- Unit - 1 : Market value – values of the management
- Unit - 2 : Techniques of ensuring good and potential performances
- Unit - 3 : Maintaining competitive pay and benefits structure – analysis of fringe benefits
- Unit - 4 : Employee appraisal: Salary reviews and appraisal

BLOCK - III : Salary planning

- Unit - 1 : Salary policy – across the board incentives
- Unit - 2 : Salary planning: factors - limitations - Promotion incentives
- Unit - 3 : A complete pay programme – salary planning for professional staff – annual salary review
- Unit - 4 : National wage policy and wage determination in India

BLOCK - IV : Policies and procedures

- Unit - 1 : Guidelines – policy development and communication
- Unit - 2 : Operational procedures
- Unit - 3 : Salary administration
- Unit - 4 : Supplementary remuneration (including fringe benefits): motivation incentives

BLOCK - V : Study of Employees benefits

- Unit - 1 : Validity of current situation. Remuneration of services
- Unit - 2 : Manpower cost – increasing cost per hour per employee
- Unit - 3 : Forecasting of management cost and fringe benefits
- Unit - 4 : Salary administration authorities and their role

Suggested Readings:

1. Mcbeth, G & D.N. Rands, : Salary Administration
2. Husbad T.M. Work Analysis and Pay structure
3. Promod Verma. Wage Determination – Concepts and Cases
4. Bachelor, Wage and Salary Administration.
5. Flippo. Personnel Management
6. Subramanyam, N.K. Wages in India
7. ILO. Wage – General Report
8. Mcfarland, Dalton E. Personnel Management – Theory and Practice
9. Sinha, F.R.N. Wage Determination.
10. Brennam C.W. Wage Administration

PAPER -IX: INDUSTRIAL AND LABOUR ECONOMICS

BLOCK - I	Industrial Economics
Unit - 1	Industrialization in developing countries – A critical analysis of neoclassical, structuralist and dualist models.
Unit - 2	Industrialization and Industrial Policies in pre - and post Independent period – Problems with respect to Structure and Growth of Industries in India
Unit - 3	Large Scale Vs. Small Scale Industries – Role of Public Sector
Unit - 4	Problems of some selected industries - cotton, textiles, Jute, Steel and Sugar.
Unit - 5	Foreign Private Investment and Multinationals – Management system in India
Unit - 6	Industrial disparities – Industrial sickness
Unit - 7	Labour Participation in Management
Unit - 8	Growth of Monopolistic trends in Indian Industries – Concentration of Economic power, Monopolies Inquiry Commission
Unit - 9	Industrialization and Growth of Public Sector – Role of Rural Industrialization – Industries Centres – Regional imbalances and dispersal of Industries
Unit - 10	Projects for Industrialization in the X plan.
BLOCK - II	Labour Economics
Unit - 1	Origin Growth and characteristics of Labour force in India – Occupational distribution of work force
Unit - 2	Labour in organized and un-organized sector labour efficiency and productivity sharing of gains in productivity.
Unit - 3	Problems of Industrial Labour - Concepts of social security and Labour Welfare
Unit - 4	Minimum wage, fair wage and living – wage – wage rate Vs. Cost of living
Unit - 5	Industrial Disputes and Industrial Unrest – Social Security Legislations – Labour Participation in Management.
Unit - 6	Problems of Agricultural Labour – Agrarian Unrest – Implementation of Minimum Wage – Indebtedness
Unit - 7	Bonded Labour in rural India
Unit - 8	Wage Structure in Agricultural operation in rural Areas
Unit - 9	Problems of Child and Female Labour.
Unit - 10	Employment policy under Five Year Plans – Special Programmes for employment – Female – Female Labour participation, in Agricultural Operations – Special Employment Programme.

Suggested Readings:

1. D.R. Gadgil	: Industrial Evaluation of India
2. P.S. Lokanathan	: Industrial Organization in India
3. Bushanam	: Development of Capitalistic Enterprise in India
4. Levy, H.	: New Industrial System
5. Bhaghawati J.N. & Desai	: Planning for Industrialization
6. M.R. Chawdhuri	: Indian Industries ; Development & Locate

B - CASE STUDIES IN HUMAN RESOURCE MANAGEMENT

Sno.	Related Topic	Title of the case study	Source
BLOCK - I : Case			
Unit -1.	Personnel function	- Western Engineering	Monappa & Saiyadrain, 1979
Unit -2.	Personnel function	- Gautamabad State Electricity Board (GASEB)	Monappa & Saiyadrain, 1979
Unit -3.	Manpower planning	- Dudhsagar Dairy Ltd.	Saiyadrain, 1979
BLOCK - II : Case			
Unit - 1.	Work Motivation	- Gopal Cotton Mills Limited	Saiyadrain, 1988
Unit - 2.	Job satisfaction	- Carl Smidt	Saiyadrain, 1988
Unit - 3.	Quality of working life working life	- Life on the line	Saiyadrain, 1988
BLOCK - III : Case			
Unit - 1.	Supervisory behaviour	- Weight Master Company Ltd.	Saiyadrain, 1988
Unit - 2.	Group and Intergroup Behaviour	- Hindustan Insurance Corn.	Saiyadrain, 1988
Unit - 3.	Perception and communication	- Perumal Industries Ltd.	Saiyadrain, 1988
BLOCK - IV : Case			
Unit - 1.	Recruitment, Selection, Placement, Induction, Internal Mobility & Separations	- Pressure Politics	Venkatratnam & Srivastava
Unit - 2.	- do -	- Dessatisfied Graduate Engineers	- do -
Unit - 3.	- do -	- Khan Didn't Make it	- do -
Unit - 4.	Employee selection	- Ahmedabad Public Utility (APU)	Saiyadrain, 1988
Unit - 5.	Testing in industry	- Bureau of Staff Selection (BOSS)	Saiyadrain, 1988
BLOCK - V : Case			
Unit - 1.	Training and Development	- Premier Bank II	Saiyadrain, 1988
Unit - 2.	Elements of Performance Appraisal	- Zero Engineering Works Ltd.	Saiyadrain, 1988
Unit - 3.	Internal mobility	- ZAP Limited	Monappa & Saiyadrain, 1979.