

**PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS**

**(PMIR)**

**UTKAL UNIVERSITY**



**REGULATION & COURSES OF STUDY**

**(CBCS)**

MASTER IN PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS

## MASTER IN PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS UTKAL UNIVERSITY

The Post Graduate Department of Personnel Management and Industrial Relations has the advantage of being a part of the great academic institution, Utkal University, which is the premier and mother university of the state of Odisha. This took its birth as an independent department, i.e. Department of Labour Welfare in the year 1974. With the need of time, it was renamed as Department of Personnel management and Industrial Relations, popularly known as PM&IR, in the year 1998-99.

The Department works with the objective of providing training through a well developed curriculum to deal with the problems and challenges of managing and developing human resource in organizations. The Department endeavours to develop professional HR managers for the corporate sector and public system, through its well designed two-year regular Management Program, **Master in Personnel Management & Industrial Relations (MPM&IR)**. Our students are our strength and alumni are our path showers. The department proves its worth through the excellence, achieved by its products.

The Department also offers **M. Phil and Ph. D. Degrees in Personnel management and Industrial Relations.**

### **Our Vision:**

To create the best human beings to better manage the human resource.

### **Our Mission:**

To endeavour to create employable HR professionals through well designed pedagogy promoting quality learning.

### **Curriculum:**

With the increasing demand for HR professionals, the department administers a realistic course curriculum with regular modifications by experts. The two-year post graduate programme on Personnel Management & Industrial Relations, covers a detail curriculum in 4 semesters and the timing of semesters are as follows:

**SEMESTER – I**(July – December)

**SEMESTER – II**(January – June)

**SEMESTER – III** (July – December)

**SEMESTER – IV** (January – June)

**From academic session 2013-14 Choice Based Credit System has been introduced.**

**REGULATION FOR CHOICE-BASED CREDIT SYSTEM (SEMESTER EXAMINATION SYSTEM) in MPMIR in the P G Department of PM & IR of Utkal University:**

***The name of the course is Master in Personnel Management & Industrial Relations (MPMIR).***

**Admission Procedure**

1. Any graduate securing 50% marks in aggregate shall be eligible for admission into Master in Personnel Management and Industrial Relations.
2. The admission will be on career-cum-entrance test basis. Career marking will be based on division secured in HSC, +2 and +3 examinations.

Career marks will be of 50 marks

Entrance marks will be of 50 marks.

***This Course shall be exclusively taught at Department of PM & IR of Utkal University***

The course contains Four (4) Semesters.

Each Semester has Eight (08) papers.

Each paper is of 100 marks.

The distribution of marks is given below.

**Evaluation Under Choice Based Credit System (except practical papers)**

➤ Quizzes = 03 (Average of best Two)	=	10 Marks
➤ Assignment & Presentation/ Field Report & Presentation ( best of two) (Percentile of attendance will be added)	=	10 Marks
➤ Mid Term Examination	=	20 Marks
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➤ Total Internal	=	40 Marks
➤ End Term	=	60 Marks
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➤ Total	=	100 Marks

**A student has to secure minimum 75 per cent of attendance to sit at the End Term Examination.**

- Minimum pass marks in each subject is 40 percent
- A student has to pass in all subjects in periodicals and end-term examinations separately in each Semester.
- A student can repeat the subject, if failed, provided he/she secures minimum 50% marks in aggregate in the Semester. Maximum 4 papers can be repeated. Such repeat is allowed for once within two subsequent academic years.
- A student can improve “division/grade” by re-appearing for an examination. In case of such a reappearance the higher marks obtained, would be considered as final marks. The reappearance is for one time only and can be within two academic years from the year of regular appearance.

- A student can not repeat in internals, practical, dissertation, etc. which he/she has to appear at his/her regular session.
- A student has to undergo summer-training, project work, industrial tours, which are compulsory and part of course-curriculum. The students are required to submit reports after each industrial tour. This may be followed by Seminars.
- Each student has to present a Seminar paper on any topic during each semester in presence of all faculty members and students in consultation with a faculty member as guide.
- In the fourth semester the Group Seminar presentations (50 Marks) and a comprehensive viva voce (50 marks) are compulsory which will be done in presence of all faculty members and an external.
- In the dissertation viva-voce examination, one external examiner from academic will be present along with the guide. The distribution marks is 75 for Dissertation and 25 for viva voce.

**The distribution of Grade Point will be as follows:**

CGPA	Grade	Marks	Division
➤ 9.1- 10.0	O	91 – 100	
➤ 8.1 – 9.0	A+	81- 90	
➤ 7.1 – 8.0	A	71 – 80	
➤ 6.1 – 7.0	B	61- 70	<b>B</b> and above is first division
➤ 5.1 – 6.0	C	51 – 60	<b>C</b> is 2 <sup>nd</sup> Division
➤ 4.1 – 5.0	D	41 - 50	<b>D</b> is 3 <sup>rd</sup> Division
➤ <4.0	F	< 40%	<b>F</b> is fail

### **MPMIR Course objectives**

- To provide theoretical and practical knowledge about business organizations and its management in general.
- To equip students specifically with regard to people management at workplace and its various dimensions.

### **MPMIR Course Outcomes**

- The students develop understanding about the nature and scope of business organizations & their relevance in today's society.
- The course enables students to conceptualise the role of people/ human resource in making a business successful and sustainable.
- The students gain knowledge of the factors influencing the people behavior, the different aspects of behavior & their motives.
- The course delivers tools and techniques, which help the students to address the issues associated with people management in the best possible way, maintaining a balance between the interest of business and the society at large.

**Courses Offered: M. P.M.I.R. (Semester System) The Courses will cover the following subjects in general:**

**Courses of Studies in MPMIR:**

**SEMESTER-I**

Sl. No.	Course Name	Marks
101.1	Principles & Practices of Management	100
101.2	Industrial Relations-I (Employment Relations & Unionism)	100
101.3	Human Resource Management	100
101.4	Labour Legislations & Case Laws-I	100
101.5	Social Research & Statistics ( SRS- I)	100
101.6	General, Labour& Industrial Economics	100
101.7	Organizational Behaviour –I	100
101.8	Industrial Psychology	100

**SEMESTER-II**

Sl. No.	Course Name	Marks
201.1	Organizational Behaviour -II	100
201.2	Industrial Relations-II (Contemporary Issues in IR)	100
201.3	Labour Legislations & Case Laws-II	100
201.4	Performance Management	100
201.5	Learning and Development	100
201.6	Social Security & Unorganized Sector	100
201.7	Quantitative Methods & Statistics (SRS-II)	100
201.8	Field Work –Report preparation + presentation(in presence of an External Examiner from academics/Industry & all faculty Members)	75+25=100

**SEMESTER-III**

Sl. No.	Course Name	Marks
301.1.	Human Resource Development	100
301.2	Productivity Management & TQM	100
301.3	Organization Change & Development	100
301.4	Financial & Marketing Management	100
301.5	MIS & HRIS	100
301.6	Corporate Social Responsibility	100
301.7	Elective Paper-1 (GR-A-HRP & D/ GR-B-CER & TU)	100
301.8	Elective Paper-2(GR-A-HRP & D/GR-B- CER & TU)	100

\*A student has to choose any one group for Papers 301.7 & 301.8

**SEMESTER-IV**

Sl. No.	Course Name	Marks
401.1.	Compensation Management	100
401.2	Strategic HRM	100
401.3	International HRM	100
401.4	Labour Administration	100
401.5	Talent & Knowledge Management	100
401.6	Ethics & Management	100
401.7	Comprehensive viva voce(all faculty members & an external from industry) & Group Presentation (All faculty members & an external from academics)	50+50
401.8	Dissertation & Viva voce The viva voce shall be conducted by an external from academics and all faculty members.	75+25=100

C- Core Papers EC – Elective Core Papers AC – Allied Courses AU – Audit Course

Sl. No	<b><u>AUDIT COURSE (ANY TWO)*This is of 2 credits each and will not be calculated for division or grade.</u></b>
1	Communicative English
2	Indian Polity
3	Environmental Law
4	Disaster Management
5	Entrepreneur Development

\*Open to all students.

The Department offers courses for students of other Departments:

- 1) Leadership and Contemporary Issues
- 2) Human Behaviour at Work

**Detail Courses:**

**SEMESTER-I**

**101.1 PRINCIPLES & PRACTICES OF MANAGEMENT**

**Objectives:** *To understand the concept and relevance of Management .It will provide input on inception and development of management theories and practices by highlighting the importance of Management as a Profession.*

**Learning Outcome:**

- Develop understanding of management and its importance in the context of a business organization.
- Gain knowledge about different forms of organization and their specific requirement for proper management.
- Generate awareness regarding the management theories from classical to latest and its importance in day today day management of organisations.
- Understand management as a profession, the role played by managers and the responsibilities executed by a manager.
- Get to know about the basic managerial functions viz., planning, organising, directing, leading, control and their interlinkages.

**UNIT-I**

Basic Concept of Management – Definition, Scope  
Basic Concept of organization – Nature of Business Organization  
Types of Organizations  
Organization and Management,  
Management as a Profession,  
Roles and Responsibilities of Managers,

**UNIT-II**

Development of Management Thought: (Approaches)  
Early Management Thoughts  
Classical Management Thoughts  
Human Relations Management Thoughts  
Modern Management Thoughts

**UNIT-III**

**Managerial Functions**

Planning – Concept, Objective, Types, Managerial Decision making

**UNIT-IV**

Organizing – Organization Structure, Need, Authority & Power, Departmentalisation, Delegation, Decentralization

**UNIT-V**

Leading – Concepts & Needs of Directing, Coordinating & Communicating  
Controlling – Concept, Scope & Span of Control.

**Suggested Books:**

1. Stonner, Gilbert, Freeman – Management, Pearson Education, New Delhi, 6th edition.
2. Wehrich, Cannice, Koontz: Management: A Global and Entrepreneurial Perspective, McGraw-Hill Companies, New Delhi.
3. Griffin: Management, Cengage Learning.
4. VSP Rao, V. Hari Krishnan – management Text and Cases, Excel Books New Delhi.
5. C.B Gupta :Management- Principles and Practise, Sultan Chand & Sons
6. Hellriegel, Jackson and Slochan – Management – A contemporary based approach, Thomson Asia Pvt. Ltd., Bangalore.
7. Gereth R. Jones, Jennifer M. George – Contemporary Management, Tata Mc Grow-Hill Edition.

**101.2 INDUSTRIAL RELATIONS- I (EMPLOYMENT RELATIONS & UNIONISM):**

**Objectives:** *To give insights into the complex and diverse concepts of industrial relations with multi stakeholder perspectives. The focus will be on industrial relations in its widest sense, includes relations in all aspects of work and employment between the parties to an employment contract.*

**Learning Outcome:**

- Understand the historical perspective of industrial relations.
- Get an overview of Concept, scope approaches and models of industrial relations.
- Expose to various positive and negative aspects of industrial relations.
- Identify issues and challenges confronting IR in India.
- Understand the management of trade union and the role of trade unions in changing environment.
- Familiarize the approaches and emerging issues in collective bargaining.
- Understand the nature, scope and acts of misconduct and the process of disciplinary action.

UNIT-I

Industrial Relations: Concepts, Values, Scope, Approaches – Unitary, Pluralistic and Radical and other approaches, IR System, IR Models, IR to E.R.

UNIT-II

Trade Unionism: Concept, Structure and Types, functions of T.U., Union Registration, and Recognition, Employers Union, Managerial Unions, Roles and Responsibilities of T.U.

UNIT-III

Collective Bargaining: Nature, scope, process, functions and types of bargaining, Theories of C.B., Workers' Participation in management: Concept, Scope, objectives, forms, Social Dialogue,

UNIT-IV

Grievance Management: Causes, principle of grievance management, Model Grievance Procedure; Work Place discipline and discipline management: Causes of indiscipline and Procedure of management, Hot Stove Rule, Domestic Enquiry Process

UNIT-V

Industrial Conflict: Concept, Types, Causes, Conflict and Dispute, Industrial Dispute: Concept, Types/Forms, Common causes, Prevention and settlement of Industrial Disputes in India.



**Suggested Books:**

1. C.S. VenkataRatnam, Industrial Relations, Oxford
2. Sinha, Sinha, & Shekar, Industrial Relations, Trade union and Labour legislation, Pearson
3. Mamoria and Mamoria, Dynamics of Industrial relations, Himalaya.
4. ArunMonappa, Industrial Relations, TMH
5. A M Sharma. Industrial relations, Himalaya Pub
6. PramodVerma, Management of Industrial Relations
7. K.M.Subramanian Labour Management Relations in India

**101.3 HUMAN RESOSURCE MANAGEMENT**

**Objectives:** *To sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management. The focus will be on systems, methods and procedures, and tools and techniques utilized in attracting, retaining, developing and utilizing human resources.*

**Learning Outcome:**

- Develop a basic understanding of the importance of human resources and their effective management in organisations.
- Understand the various key terms, theories and concept and practices within the field of HRM
- Have a clarity on the integrated perspective on role of HRM in modern business

UNIT-I

Concept, philosophy, scope of HRM, Objectives of HRM, Growth and Development of HRM, Functions, Policies and Role of HRM, HRM in India.

UNIT-II

Designing and Analyzing the job; Human Resource Planning: Concept, purposes and Process.

UNIT-III

Procuring HR: Concept of equal employment opportunity, Recruitment: Concept, Policy, Objectives, Methods & Sources; Selection: Concept, policy, objectives, Selection procedure, Tests & interviews- types

UNIT-IV

Placement, Induction, Promotion, Transfer, and Separation – Bases & Policies.

UNIT-V

HR Accounting, HR Audit, HRIS. Contemporary issues & Trends in HRM

**Suggested Books:**

1. Garry Dessler, Human Resource Management, Pearson / PHI
2. W.F.Cascio, Managing Human Resources, TMH
3. Fisher & Shaw, Human Resource Management, Biztantra
4. V.S.P. Rao, Human Resource Management, Excel Books
5. Aswathapa, Human Resource & Personnel Management, TMH
6. JyothiVenkatesh, Human Resource Management – Oxford
7. Mathies and Jackson, Human Resource Management, Thomson
8. SubaRao, P., Essentials of Human Resource Management and IR, HPH

#### 101.4 LABOUR LEGISLATIONS & CASE LAWS-I:

**Objectives:** *To acquaint the students with various aspects of labour legislations and their application in industrial establishments.*

**Learning Outcomes:**

- Have a basic understanding of objectives and importance of labour laws
- Understanding of various factors responsible for growth and development of labour laws.
- Familiarize with various types labour legislations and their impact on employee, employer and industries.

##### UNIT-I

Concept of Justice- Social justice, Natural justice and Distributive justice; Labour Legislations: Objectives, Principles and determinants, Role of ILO and its impact on Labour legislations in India, Indian constitution and labour legislation, growth of labour legislation in India.

##### UNIT-II

Laws relating to working conditions  
Factories Act 1948 & Orissa Rules, Mines Act, 1952,  
Plantation Labour Act, 1951

##### UNIT-III

The Industrial Disputes Act, 1947

##### UNIT-IV

The Trade union Act, 1926  
The Industrial Employment (Standing Orders) Act, 1946

##### UNIT-V

The Contract Labour (Regulation & Abolition) Act, 1970; The Inter-State Migrant Workmens Act, 1979, Orissa Shops & Commercial Establishment Act, 1956.

**Suggested Books:**

1. Mallik P.L., Hanbook of Industrial Law, Eastern Book.
2. Kapoor N.D, Labour Laws, Sultan chand.
3. Sahoo, Sundaray and Tripathy, Human Relations Legislations, Vrinda Publications
4. P.K Padhi, Labour and Industrial Law, PHI Learning Pvt. Ltd.
5. A.M. Sharma, Industrial Jurisprudence & Labour Legislation, Himalaya
6. B D Singh, Labour Laws, Excell
7. S.C. Srivastava, Industrial Relation and Labour Laws- Vikash Pubs
8. Mamoria and Mamoria, Dynamics of Industrial relations Himalaya.
9. Sinha, Sinha, & Shekar, Industrial Relations, Trade union and Labour legislation, Pearson

#### 101.5 SOCIAL RESEARCH AND STATISTICS- I:

**Objectives:** *To acquaint the students with the basics of statistical tools and techniques.*

**Learning Outcomes:**

- Enable to understand the concept of data and measurement of central tendency
- Familiarize with various qualitative and quantitative statistical techniques to facilitate managerial decisions

**UNIT-I**

Basic Statistics: Measures of Central tendency- Concept of statistical data, sample, population, empirical relations between mean, median and mode; Dispersion: measures of dispersion: skewness, and kurtosis.

**UNIT-II**

Correlation and regression Analysis: Definition of correlation, Importance, types, calculation of correlation coefficient, Rank correlation, probable error; Regression: Linear regression, line of regression, co-efficient of regression, utility of regression analysis, multiple correlation and Multiple regression, Linkage between correlation & regression, Partial correlation and Partial regression.

**UNIT-III**

Index Number: Concept, types, characteristics, uses, limitation of Index number, cost of living index number, test of adequacy, link relatives,

**UNIT-IV**

Forecasting Techniques: Qualitative and Quantitative forecasting method;  
Time series Analysis: Meaning, uses, component, measurement of trend, measurement of seasonal variation, Exponential smoothing technique, Interpolation and extrapolation method

**UNIT-V**

Probability and Theoretical Distribution: Concept of Probability, Addition rule, Multiplication Rule, Conditional probability, Bays Rule, Mathematical expectation, Binomial, Poisson and Normal distribution

**Suggested Readings:**

1. R. I. Levin & D.S. Rubin : Statistics for Management : Prentice Hall/ Pearson Education
2. Gerald Keller : Statistics for Management : Cengage Learning
3. J. K Sharma: Business Statistics : Pearson Education
4. S.P. Gupta : Statistical Methods : Himalaya Publishing House.

**101.6 GENERAL, LABOUR AND INDUSTRIAL ECONOMICS:**

**Objectives:** *To acquaint the students with various aspects of economics particularly in the context of industrial and labour economics. The course intends to familiarize the students with various macro-economic concepts, theories and issues concerning labour market and its components. This involves understanding the determinants of wages and employment.*

**Learning Outcomes:**

- Enables the students to understand the basic facts of macro-economics specifically in the context of developmental economics.
- Provide them a brief idea about industrial economics dealing with the basic concepts of industry, its size and location and the policies governing the establishment and functioning of industry.
- Familiarize the students with the concept of labour economics, labour market, wage and employment theories and determination of it in different market conditions.

## **GENERAL ECONOMICS:**

### UNIT-I

Economics development, Factors facilitating economic development, industrial development and Five Year Plans, National Income and Percapita Income.

## **INDUSTRIAL ECONOMICS:**

### UNIT-II

Industries: Structure and factors influencing size of industry, Size location and factors influencing location of industry.

### UNIT-III

Financial Institutions: Government and private financial institutions, Nationalized and private Banks, Industrial policies – licensing Policy, FERA, FEMA, EXIT Policy.

## **LABOUR ECONOMICS:**

### UNIT-IV

Nature and scope of labour Economics, Labour market. Demand for and supply of labour, Characteristics of Indian Labour Market, Changing scenario, Concept of Employment and wage.

### UNIT-V

Concept of Employment, Unemployment, Under employment. Theories of employment, Unemployment problem in India. Concept of wages. Theories of wages. National Wage policy.

### **Suggested Readings:**

1. Reading in Labour Economics and Labour Relations – Rowan and Northrup, Richard D. Irwin
2. Labour Economics and industrial Relations – P. Verma, McGraw Hill, New Delhi
3. Labour Economics and Industrial Relations – A.L. Gitlow
4. Indian Economy – Dutta and Sundaram, S. Chand and Co. New Delhi
5. Indian Economy : Its growing dimensions- P.K. Dhar
6. Indian Economy – Mishra and Puri
7. Industrial Economy of India – S.C. Kuchhal, Chaitanya Publishing House, Allahabad

## **101.7 ORGANIZATIONAL BEHAVIOUR-I:**

**Objectives:** *To help the students to understand the Human dimensions of behaviour. The course focuses on individual, group and intergroup behaviour.*

### **Learning Outcomes:**

- Develop understanding the human dimensions of Behaviour
- Enable understanding of the group dynamics in work organisations.
- Appreciate the concept, process and theories of motivation.
- Familiarize with various theories and styles of leadership by creating an awareness that leadership is a process of shared influence on the work group.

### UNIT-I

Understanding and managing organization Behaviour: Concept, Nature and Scope of OB, OB models

### UNIT-II

Perception – Concept, process & mechanism, distortion, Attribution

Personality: Determinants and Theories of personality Matching, personality with job

Learning: Process and theories

Attitude: Formation, components, characteristics and measurement of attitude, Job related

Attitudes: Work Commitment and job satisfaction

### UNIT-III

Motivation: Concept, process, theories of motivation: Maslow, Herzberg, McClelland, Alderfer, McGregor, Adams, Vroom, Porter and Lawler, Moral & Motivation.

### UNIT-IV

Group Dynamics: Formation, Stages of group development, types of groups  
Group norms and group cohesiveness, group decision making; Team Dynamics: Group vs Team, Types, Team building and Team effectiveness.

### UNIT-V

Leadership: Concept, leader vs manager, styles, theories of leadership, Contemporary issues.

#### **Suggested Books:**

1. Robins & Sanghii, Organisational Behaviour, Pearson Education, New Delhi.
2. Luthans, Organisational Behaviour – TMH
3. Aswathapa.K, Organisational Behavior, Himalaya. Publishing house.
4. Udai Pareek, Understanding Organisational Behaviour, Oxford
5. Hellriegel, Organisational Behaviour – Thomson Learning

#### **PAPER:- 101.8 INDUSTRIAL PSYCHOLOGY**

**Objectives:** *To understand the concept of Psychology and Industrial psychology. It will focus on history, scope, importance and application of Industrial Psychology.*

#### **Learning Outcomes:**

- Enable understanding the application of Psychology in industrial establishment.
- Understand the various concept and scope of industrial psychology.
- Be able to understand about the concept of emotional intelligence and how emotion matters for the managers.
- Able to learn about accident and accident proneness and causes of accidents. Concept of fatigue, causes of fatigue, elimination of fatigue. Boredom and monotony in the industry.
- Able to learn about Safety management, health and hazards associated with introduction of new technology and legal aspect of safety management.

### UNIT-I

Industrial Psychology: Meaning, scope, methods of Ind. Psychology, growth and development of Industrial Psychology in India, and its application.

### UNIT-II

Frustration: Meaning and concept of Frustration, Dynamics of frustration, the circularity of frustration, sources and causes of frustration, managing frustration;  
Defence mechanism: Meaning & concept, different approaches to understand and meaning personality, types of defence mechanism

### UNIT-III

Coping with organizational Life: understanding emotion and mood- sources, Types and Functions; role of emotion and mood in organization, managing emotions in organisation; Emotional Intelligence

#### UNIT-V

Accident: Meaning and concept, Growth and development of Industrial Accident in India, Accident proneness, causes of accident, prevention of accident. Fatigues study, causes of fatigue, elimination of fatigue. Boredom and monotony: meaning, characteristics, causes of boredom, methods of eliminating boredom and monotony in Industry.

#### UNIT-IV

Safety Management: Meaning, principles, philosophy of safety management, Health & Hazards associated with induction of new technologies, legal aspects of safety management.

#### Suggested Readings:

1. Industrial Psychology and its social foundation: Blum & Naylor, Harper & Raw Publication
2. Industrial Psychology: Mclormick and J.Tiffin, George Allen & Urwin Ltd, London
3. Industrial Psychology: N.R Chatterjee, Allied Book Agency, Delhi

### SEMESTER-II

#### 201.1 ORGANIZATIONAL BEHAVIOUR-II

**Objectives:** *To acquaint the students with the concept of communication, interpersonal relations, conflict management, power & Politics and its role in bringing organizational effectiveness.*

#### Learning Outcomes:

- Understand the process of communication and the barriers that prevent organisational communication to be effective and what a manager should do to make his communication effective.
- Compare and contrast different aspects of conflict and to diagnose which conflict resolution style to use and when.
- Appreciate the various factors impinging upon and the issues involved with the design of an organisation structure.
- understand the concept of organisational culture and climate by identifying the factors that contribute to the uniqueness of each organisation.

#### UNIT-I

Communication: Nature, Importance, Communication Process, Types, Communication Channels, Barriers of Communication, Effective communication system;  
Inter Personal skill: Transactional Analysis, Life Positions, Stroking, Johari Window

#### UNIT-II

Organisational Conflict: concept, functional and dysfunctional aspects, forms of conflict, conflict process, sources of organizational conflict, conflict management.

#### UNIT-III

Management of Stress: Potential sources, consequences and coping strategy  
Job satisfaction and Work Life balance

#### UNIT-IV

Organizational Structure, design, power and politics

## UNIT-V

Organization Climate: Concept, Factors; Organisational Culture: Concept, Organization culture and Climate, Organization culture vs Climate, types of culture, Creating and sustaining organizational culture.

### **Suggested Books:**

1. Robins & Sanghii, Organisational Behaviour, Pearson Education, New Delhi.
2. Luthans, Organisational Behaviour – TMH
3. Aswathapa.K, Organisational Behavior, Himalaya. Publishing house.
4. Udai Pareek, Understanding Organisational Behaviour, Oxford
5. Hellriegel, Organisational Behaviour – Thomson Learning

### **201.2 INDUSTRIAL RELATIONS-II: (CONTEMPORARY ISSUES in IR):**

**Objectives:** *To establish the relation between International Labour Organisation and Indian Industrial Relations. It explores the mechanisms available in organisations to maintain peace and harmony. It highlights on the recommendations made by the second National Commission on Labour in India.*

#### **Learning Outcomes:**

- Know about the International Labour Organisation's history, evolution, objectives and its functions especially formulation of the Labour Codes.
- Understand the concept of tripartism with special reference to India. The Constitutional provisions influencing the labour-management relations at workplace.
- Gain knowledge about the pattern of trade unionism in India, post globalisation; the challenges of union recognition and conduct of union activities.
- Understand employee grievances, the origin and redressal mechanisms available in the organisations. Know in detail about the collective bargaining, quality circles and legal aspects of grievance redressal.

The challenges faced by the trade unions, management in the wake of globalisation and the unprecedented technological advancement.

## UNIT-I

International Labour Organization: formation, objectives, structure and functions; conventions & Recommendations and its impact on IR, ILO and its impact on Labour Management Relations.

## UNIT-II

Tripartite Bodies and their role and functions in India (ILC, SLC & Others); Constitution & IR, Role of State in Industrial Relations, Impact of ILO Conventions & recommendations on Tripartism

## UNIT-III

Current trends in Unionism: problems & present status of unionism in India, Global Trends and unionism (country specific cases), union recognition issues with Odisha Rule, code of Discipline and Code of Conduct, ILO Convention & Recommendations on Unionism

## UNIT-IV

Modern grievance management practices, Legal aspects of Grievance management; contemporary Collective bargaining practices, Workers' Participation in Management

practices in India, Quality Circles:-concept, structure, functions, ILO conventions and Recommendations on CB & WPM.

#### UNIT-V

Contemporary Issues and Challenges in IR, Globalization and its impact on IR, Issues in IR in India, IInd NCL and IR.

#### **Suggested Books:**

1. Sinha, Sinha, & Shekar, Industrial Relations, Trade union and Labour legislation, Pearson
2. Punekar, Deodhar, Sankaran, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House.
3. RatnaSen, Industrial Relations: Text and Cases, Macmillan Publishers India Ltd.
4. C.S. VenkataRatnam, Industrial Relations, Oxford
5. C.S. VenkataRatnam, Globalisation and Labour management relations: Dynamics of change, Response Books,
6. C.S. VenkataRatnam, Trade Union Challenges at the beginning of the 21<sup>st</sup> Century Response Books
7. C.S. VenkataRatnam, Negotiated change: Collective Bargaining, liberalization & restructuring in India, Response Books.

### **201.3 LABOUR LEGISLATIONS & CASE LAWS-II**

**Objectives:** *To expose the students to the nature of relationship between employer and employees and the factors influencing the relationship. It also equips the future managers how to manage the conflicts, negotiations and bargaining which is an essential part of work place relationship. To familiarize the students with various Labour Laws and their impact on Indian industries.*

#### **Learning Outcomes:**

- Help to understand various compensation related labour laws
- Get knowledge on Laws for labour welfare and social security

#### UNIT-I

The Payment of wages Act, 1936;  
The Minimum Wages Act, 1948

#### UNIT-II

The Payment of Bonus Act, 1965;  
The Equal Remuneration Act, 1976

#### UNIT-III

Workmen's Compensation Act 1923  
Maternity Benefit Act 1961;  
Payment of Gratuity Act 1972

#### UNIT-IV

ESI Act 1948 & rules  
EPF Act 1952 rules and Pension Scheme  
Employee Deposit Linked Insurance Act, 1976

#### UNIT-V

The New Pension System, 2004  
Labour Law Reforms- Issues & challenges: NCL-II & suggested reforms, proposed labour legislations & its implications.



**Suggested Books:**

1. Mallik P.L., Handbook of Industrial Law, Eastern Book.
2. Kapoor N.D, Labour Laws, Sultan chand.
3. Sahoo, Sundaray and Tripathy, Human Relations Legislations, Vrinda Publications
4. P.K Padhi, Labour and Industrial Law, PHI Learning Pvt. Ltd.
5. S.C. Srivastava, Industrial Relation and Labour Laws- Vikash Pubs
6. Labour Laws , Taxman
7. Bare Acts

**201.4 PERFORMANCE MANAGEMENT**

**Objectives:** *To provide an in-depth understanding of the role of performance management in developing the human base of the organisation and to enable the students to manage appraisal issues in organisations. The course intends to familiarize the students about the concept, techniques and issues concerning assessment center with emphasis on developing and assessing managerial skills.*

**Learning Outcomes:**

- It would help the students to clearly differentiate between performance management as a business process and performance appraisal.
- It would also enable them to have an intense understanding of the performance management process, techniques and other appraisal issues.
- It would help the students to develop appraisal forms and develop necessary skills needed to manage performance of individual and team for organizational effectiveness.

UNIT-I

Performance Management: Aims, Characteristics, Performance Appraisal and Performance Management, Potential Appraisal, Process of Performance Management

UNIT-II

Performance Planning: Performance and development Planning, Role Profiles , Objective Setting

UNIT-III

Performance Assessment : Approach, Factors, Methods- Traditional and Modern, Competency Management: Concept, competency development, competency mapping, gap analysis.

UNIT-IV

Performance Review Discussion, Gathering performance Information , Performance Review Meeting, Analyzing performance problem , Performance review skills, Counseling and coaching

UNIT-V

Performance management Roles and Administration: Roles of Top managers, Line managers, Employees and role of HR

Performance Administration: Concept, Purpose, forms as working document, information for HR dept, Form Design, Web enabled Performance Management System

**Suggested Books:**

1. Armstrong, Michael and Baron, Angela, Performance Management, Jaico Pub. House , Mumbai

2. Rao , T.V. Performance Management and appraisal systems, Response Books
3. Chadha, Prem., Performance Management, Macmillan, New Delhi
4. Aguinis Herman, Performance management, Pearson India
5. A S Kohli, T Deb, Performance Management, Oxford
6. Srinivas R. Kandula – Performance Mgt., Strategic, Interventions, Drives – PHI
7. Srivastava K. Dinesh, Strategies for Performance Management, Excel Books.

## 201.5 LEARNING& DEVELOPMENT

**Objectives:** *To enable the students to understand and design Learning and development systems. To give the students a sound understanding of career management & their impact on business effectiveness. The purpose of this course is to provide an in-depth understanding about the role of training and developing human resources and to manage training system and process effectiveness.*

### **Learning Outcomes:**

- To enable the students with the principles of learning, its theories, its styles and importance for upskilling and upgrading the abilities of employees.
- To empower the students with the ability to conduct the need assessment, design, delivery and evaluate the L&D programs needed for the upliftment of the employees as well as for the organization.
- To make the aware of the importance of transfer of learning which is utmost important from the context of the workplace.

### UNIT-I

Learning: concept, Importance, Learning Principle, learning process, Theories of Learning: Adult Learning theory, Andragogy vs Pedagogy, Learning cycle, learning curve, Learning Leading to Training

### UNIT-II

Training: Concept , objectives, importance ,Types of Training , Training vs Development, Training process – Instructional System Design

### UNIT-III

Training Need Assessment, Setting out training objective, designing training program – Delivering an active and participatory training program, Skills , roles and styles of trainers.

### UNIT-IV

Training Methods and techniques : Factors influencing choice of training method- on the job and off-the job , Sensitivity training, assessment Centre, E-learning and use of technology in training,

### UNIT-V

Training Evaluation: Need and purpose, Criteria , Instruments, Stages of evaluation: Pre-training, on-going, end program and Post training, Measuring Effectiveness- ROI, Cost-Benefit Analysis. Strategic Training and learning Organisation.

### **Suggested Readings:**

1. Raymond A. Noe, Employee Training and Development, Tata McGraw-Hill Publishing
2. Goldstein , Training in Organisations, Pfeiffer Publisher
3. Devendra Agochiya, Every Trainer's Handbook, Sage Publication
4. P. Nick Blanchard, James W. Thacker , Effective Training: Systems, Strategic and Practices , Prentice Hall
5. Lynton and Pareek, Training for Development, Sage publication Pvt Ltd.
6. Krickpatrik&Krickpatrik, Evaluating Training Programs- The four levels, McGraw-Hill

## 201.6 SOCIAL SECURITY AND UNORGANISED SECTOR

**Objectives:** *To understand the concept, objective of social security and learn the scope of social security for unorganized sector in India.*

**Learning Outcomes:**

- Awareness about unorganized sector and unorganized workers ,
- Get to know about various legislations ensuring social security benefits to unorganized workers in industries.
- It will help for implementing the provisions of various legislations for the betterment of unorganized sectors.

### UNIT-I

Social Security: Meaning, concept, aims and objectives, social insurance and assistance, scope of social security for unorganized sector of India, constitutional safeguards, human rights.

### UNIT-II

Role of state and other agencies in social security for unorganized sector; Recommendations of the 11th National Commission on Unorganized labour and social security

### UNIT-III

Unorganized sector workers, social security Act, 2008, state Social security boards for unorganized sector works. Unorganized sector workers (condition of work and livelihood promotion Bill, 2005)

### UNIT-IV

Social security for: Child labour, women labour, contract and migrant labour, social security for Agricultural labour, Bonded labour, casual, home based labour, Building & other construction Workers (RE & CS), Act, 1996, Child Labour (Regulation & Abolition) Act, 1986, Beedi and Cigar workers Act, 1966

### UNIT-V

Social Security Schemes: Rashtriya Swasthya Bima Yojana (RSBY), Pradhan Mantri Jeevan Jyoti Yojana, Pradhan Mantri Suraksha Bima Yojana, Atal Pension Yojana and others, MNREGS and its impact on employment generation

**Suggested Books:**

1. Dynamics of Social Security, G. C. Hallen, Rastogi Publication
2. Aspects of Labour Welfare and Social Security, A. Sharma, Himalaya
3. Govt. of India, Report on National Commission on Labour, 2002
4. Govt. of India, Report on National Commission on Labour, 1969
5. Labour Laws, Taxman Publications

## 201.7 SOCIAL RESEARCH AND STATISTICS- II:

**Objectives:** *To introduce the students into the field of research, research process, design and report writing.*

**Learning Outcomes:**

- Enable to understand the importance of research for the organizational excellence
- Make familiarize with basic tools and techniques involved in conducting the research systematically
- Develop the understanding of writing good research report

#### UNIT-I

Introduction to Research: Meaning and significance of research, importance of scientific research, types of research, research process, identification of research problem, formulation of hypothesis, research design and types

#### UNIT-II

Data Collection and Measurement: Sources, tools, Design of questionnaire, Sampling design, sample size estimation and techniques, Sampling and Non sampling error, Scales, types of scale, measurement of scaling techniques, Multi-Dimensional technique

#### UNIT-III

Data Processing, Report Writing and Presentation: Data Processing. Cross tabulation, Research report, Types and significance of Research report, Layout of research report, Presentation of research report

#### UNIT-IV

Data analysis: Testing of Hypothesis, Null & Alternative, Type I and Type II error, Z, t, F tests, Chi square test, ANOVA (one way and two way): using SPSS

#### UNIT-V

Nonparametric Test and Multi Variate Analysis: Difference between parametric and Non Parametric test, Run test, sign Test, Kruskal-wallis test, Factor analysis (concept)

#### **Suggested Readings:**

1. Cooper & Schindler "Business Research Methods:", Tata McGraw Hill,
2. Zikmund: "Business Research Methods" Cengage /Thomson.
3. Kothari, C.R., Research Methodology, New Age International Publishers,
4. J. K. Sharma: Business Statistics: Pearson.

**201.8** **FIELD WORK – REPORT (PREPARATION + PRESENTATION)** (This includes presentation of report by the student in presence of all faculty members and an expert from industry).

**Objectives:** *To give practical exposure to the students complementing the theoretical knowledge gained in the classroom.*

#### **Learning Outcomes:**

- The students can relate the theories with the practices undertaken by the organisations.
- The students are exposed to real life situations which enable them to learn and enhance the skills like formal and informal communication, consistency, patience, self motivation and persuasion.

### SEMESTER-III

#### **301.1: HUMAN RESOURCE DEVELOPMENT**

**Objectives:** *To develop a conceptual as well as a practical understanding of Human Resource Development in Organisations. To acquaint the students with the various instruments and techniques available for measurement of various psychological and behavioral attributes of Human Being.*

**Learning Outcomes:**

- Understand the concept,significance,scope and evolution of HRD related to both macro and micro level HRD.
- Give knowledge about the role of line manager and supervisors in HRD Department in the organization
- Get knowledge about HRD process , HRD process Mapping and Process of development in India
- Familiarize with the concept of HRD matrix, HRD instruments, HRD Audit and strategic HRD leading toOrganisational effectiveness.

## UNIT-I

HRD: concept, scope, Growth, objectives, significance. HRD in Macro level & Micro level.

## UNIT-II

HRD system & structure, Line Manager's & supervisor's role in HRD, HRD process, HRD Needs Assessment, Designing HRD Programme

## UNIT-III

Organisation Development &HRD Mechanisms, HRD Matrix, HRD and organizational effectiveness

## UNIT-IV

HRD culture & climate of the organization, HRD Audit

## UNIT-V

Strategic HRD, International HRD, HRD practices in service & manufacturing sector

**Suggested Books:**

1. Werner &Desimone, Human Resource Development, - Cengage
2. Dr. D.K. Bhattacharya, Human Resource Development,- HPH
3. T.V. Rao, Human Resource Development, Oxford
4. A.M. Sheikh, Human Resource Development and Management, S. Chand
5. Udaya Ku Haldar, Human Resource Development, Oxford
6. PareekUdai& T.V. Rao, Designing & Managing Human Resource Systems
7. D.M. Silvera, Human Resource Development
8. Kohli Unit & D. Sinha , Human Resource Development

**301.2 PRODUCTIVITY MANAGEMENT & TOTAL QUALITY MANAGEMENT**

**Objectives:***The course is designed to acquaint the students with decision making in planning, scheduling and controlling of production and operation functions in both manufacturing and services, productivity improvement in operations through layout engineering and quality management. This course also aims at exposing the students to various facets of quality, its relevance to business and its management.*

**Learning Outcomes:**

- Provide the students with the basic understanding of work scheduling, time and motion study and its implications.
- Help the students to be capable of using methods of productivity analysis and measurement for operational efficiency and productivity improvement.

- Enables the students to know the basic concept and philosophy of total quality management, its various approaches, tools, the various decision-making methods and the international standards for quality assurance and improvement.

#### UNIT-I

Productivity: Concept, Types, Methods of raising productivity. Production Based, Materials Based. Task Based, People Based Techniques of raising Productivity.

#### UNIT-II

Work Study: Concept, Procedure, Objectives, Motion method Study. Concept, objectives, process tools & Techniques involved in method study, Work measurement or Time Study: Objectives. Tools and Techniques involved in work measurement. Procedure, Normal Time & Standard Time, Work sampling, Benefits.

#### UNIT-III

Value Analysis Concept, Objectives Methods, PERT, CPM: Concept, Techniques.

#### UNIT-IV

TQM: Concept, Stages, Company wide, Quality system. Approaches of TQM – Taguchi Methods. Deming's -14 points, Crosby's approach, Juran's approach.

#### UNIT-V

Quality Control & Quality standard: Methods of Quality control, National & International Quality Standards. ISO 9000, 14000, SA 8000-2000 (CSR)

#### **Suggested Books:**

1. Introduction to Work Study: ILO , Geneva
2. Productivity Management–S C Sawheney, Tata McGraw Hill
3. Works Management- R. P. Mohanty, AIM-Vikas Series, Delhi
4. Essence of Total Quality of Management- John Bank, Prentice Hall
5. Management Guide to Quality and Productivity- M R Gopalan&John Bicheno, biztantra

### **301.3 ORGANISATION CHANGE & DEVELOPMENT**

**Objectives:** *To understand why organization must change, will gain the knowledge about the different forces affecting organizational change, Understand the Process of resistance to change and also able to learn about means of overcoming the resistance to change.*

#### **Learning Outcomes:**

- Enable students to cope and manage the situation in dynamic change environment.
- Provide knowledge how Managers work as catalyst of change,
- Help to adopt students with different cultural setting and also capable enough to institutionalize the new culture in the organizations.
- Enable to formulate the strategy considering the threats and opportunities coming from the environment of change.
- Enable to conduct counseling programme for employees and resolve the workplace related issues by using various counseling skills and strategies.

#### UNIT-I

Organisation Change: Concept, forces, types, approaches & models of organization change; Resistance to change and managing resistance

#### UNIT-II

Change Agents: Internal & External Change Agents, Manager as change Agent, role and skills for change agent, Organization culture and climate in organization change.

### UNIT-III

Management of Change, Change strategies: People, process, competitor and customer oriented strategy with case.

### UNIT-IV

Organization Development: Concept, Types of OD Interventions, Change & OD.

### UNIT-V

Employee Counseling: Concept, Need, types, process, problem identification, strategy & skill relationship. Counseling environment, and employee counseling and change.

#### **Suggested Books:**

1. PalmerDunfordAvin, Managing Organizational Change, - TMH
2. K.Singh, Organisational Change and Development, Excel Books
3. K. Harigopal, Management of Organisational Change, Response
4. Sen Gupta, Managing Change in Organisations, PHI
5. Ramnarayan, Management of Change, Response
6. Robbins, OrganisationalBehaviour , PHI

#### **301.4 FINANCIAL& MARKETING MANAGEMENT:**

**Objectives:***To equip students with basic knowledge about the management of finances in an organization and the functions carried out by the marketing department.*

#### **Learning Outcomes:**

- Get to know about the sources and expenditure of finance in an organization, understand the account keeping and budget making.
- Aware about the activities of marketing department of an organization and its importance.
- Understand the contribution of finance and marketing functions in the survival and growth of an organization.

### UNIT-I

Financial Management : Concept

Scope, objective and finance functions.

Sources of finance, Equity, Capital, debenture, preference capital, term loan, Capital structure, over and under capitalization.

### UNIT-II

Financial Account: Concept and classification of accounts, analysis of Balance sheet + Profit and loss accounts, depreciation, method.

### UNIT-III

Budget: Concept, types and budgetary control.

### UNIT-IV

Marketing Management:

Product: Product planning & Policy, product life cycle product mix-decisions.

Price: Pricing Policy, method.

Promotion: Promotional Techniques and Advertisement

### UNIT-V

Distribution: Designing and Managing Marketing channels.

Market Segmentation, Market Research and Business decisions.

**Suggested Books:**

1. Financial Management – I.M Pande
2. Financial Management – S.C Kuchhal
3. Financial Management - Khan & Jain
4. Marketing Management – Phillip Kotler
5. Marketing Management - C.N Somtanki

**301.5 MIS & HRIS**

**Objectives:** *To familiarize the students with the concept of information system, design, planning, and its applications in various functional areas with special emphasis on HRIS.*

**Learning Outcomes:**

- Appreciate the significance of information systems in organizations and differentiate between various types and levels of information systems.
- Familiarize with concept of Database Management.
- Understand the mechanism involved in system development life cycle.
- Examine the significance and uses of information system in HRM(HRIS).

UNIT-I

MIS - Concept, objective, characteristics, functions & types of information system – components of information system, Transaction process system and Executive information System. Informational system in different functional areas.

UNIT-II

Decision Support System :Concept, Characteristics, Subsystem, DSS models  
Expert System: Concept, Elements, Characteristics, Functions & Advantages

UNIT-III

DBMS: Concept, Components, Business/ managerial aspects of database system, advantages, Entities & Relationship, Database models

UNIT-IV

HRIS: concept, evolution of HRIS, need, types, system development process

UNIT-V

Design, Planning & Implementation of HRIS, HRIS architecture, HR administration & HRIS, HRIS application in HR functional areas

**Suggested Books:**

1. Management Information Systems – G.B Davis and M.H. Gilon, McGrawhill
2. Principles of Management Information Systems – E.M Scott, McGrawhill
3. Management Information Systems – J.Kanter, Prentice Hall
4. MIS-Text & Applications- CSV Murty HPH

**301.6 CORPORATE SOCIAL RESPONSIBILITY**

**Objectives:** *To introduce students the concept of corporate social responsibility, which involves an examination of whether organizations should expand their focus from serving shareholders to also considering the impact of the firm's activities on diverse stakeholders. Practicing corporate social responsibility requires that a corporation meet business goals with societal expectations. This course highlights the importance business obligations to the societies in which they operate and the involvement of various stakeholders.*



**Learning Outcomes:**

- Enable the student to the most common theoretical perspectives for understanding CSR and the role of business in sustainable development.
- Provide the students with a multi-stakeholder perspective in viewing CSR issues
- Establish connections between corporate strategy and CSR and the impact on foundational organizational principles such as mission and vision
- Provide them insights of the role of governance, stakeholders' management and engagement, environmental responsibility in the implementation of CSR.

**UNIT-I**

CSR- (i) hfMeaning – A framework for understanding CSR, values motivation, Limitations of CSR framework, Criticisms of CSR, Impact of CSR, Future of CSR.

(ii) Origin- Areas of responsibility, Theories of social Responsibility

**Unit II**

Sustainable Development- sustainability & Sustainable Development, Challenges to Business, New models of Sustainable Business, Capital Markets & Sustainable Development; Climate Change , Global warming and development.CSR in Developing countries, Globalisation and CSR.

**Unit III**

Managing and Implementing CSR

What companies need from CSR? Qualities of good CSR, Structuring CSR function, CSR on strategy. Business cases for CSR. CSR in Small & Medium Enterprises – SME perspectives on CSR, Responsibilities issues in SMEs.

**Unit IV**

Place of CSR in Corporate Governance framework- Corporate Governance –Meaning & Theories, drivers of Corporate Governance, International Development in Corporate Governance, Governance codes from a CSR perspectives.

Social Accounting and CSR –

Understanding by examining Corporate Social Reports, Nature of Social Reporting, emergence & upsurge in social reporting, Conventional financial reporting & Social reporting, Reporting Issues in Corporate Management

**Unit V**

Stakeholder Management and Engagement:

Meaning & Origin of Stakeholders, CSR standards, Stakeholders Consensus: deviance and uniformity.

Social Responsible Investments: Meaning & origin, sustainable investing, Engagement, Market growth, Trends

**Books Recommended:**

1. Strategic CSR - Werther& Chandler, Sage Publications
2. Corporate Responsibility – Blowfield Murray, Oxford
3. CSR – Baxi& Prasad (Ed) Excel Books

### 301.7 ELECTIVE PAPER-I (HRP & D) MAN POWER PLANNING (EC) GROUP-A

**Objectives:** *To develop a conceptual as well as practical understanding of human resource planning, deployment and maintaining HR information, Preparing report on HR performance, measuring the value of human resource and evaluating the effectiveness of HR functions.*

**Learning Outcomes:**

- Understanding the process of human resource planning
- Developing the understanding of a human resource planning framework.
- Developing insights to human resource planning practices.

#### UNIT-I

People as a competitive advantage, Manpower Planning in Business Plan, Objectives of Man Power Planning, Activities required for man power planning, Planning Horizon & Types

#### UNIT-II

Dimensions of Human Resource Planning, Approaches to Human Resource Planning (Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach), Methods of demand forecasting and supply forecasting at macro level, MACBETH Model. Cause & Effect Model

#### UNIT-III

Man power Planning process, Manning standard: concept, method. Job analysis- concept, process, methods, techniques; Demand forecasting at micro level: Work load analysis, Time series Analysis, Productivity & other Ratio Analysis, Managerial Judgment, Delphi Technique, Nominal Group Method.

#### UNIT-IV

Supply forecasting at micro level

Wastage analysis: Labour Turnover Index, stability Index, Cohort analysis, replacement chart; Career Development – Career Planning and Succession Planning.

#### UNIT-V

Planning Models: Markov Model, Renewal Model, Optimization Model, Simulation Model, Replacement Theory. Predictive statistics in Micro-level HRP: Regression Analysis (Linear Method, Least-Square Method)

**Suggested Readings:**

1. Manpower Planning – D.J Bell
2. Manpower Research Methods – D. Bhattacharya
3. Manpower Planning – IGNOU Materials
4. Manpower Planning and Organisation Design Bryant, Donald., Niehaus, Richard J, Springer

### 301.8 ELECTIVE PAPER-II (HRP & D)

#### MAN POWER PLANNING & RESEARCH (HR)(PAPER-II) (EC)GROUP-A

**Objectives:** *To acquaint students to the concept of HR Research, HR Audit and HR Accounting and its role in Human Resource Planning.*

**Learning Outcomes:**

- Enable to understand the significance of HR research and HR research models
- Make familiarize with various approaches and techniques of HR audit and HR Accounting for organizational development

#### UNIT-I

HR Research : Introduction, definition, approaches, significance, HR Research Models.

#### UNIT-II

Kind of HR Research: Applied Vs Basic Research, exploratory VS Confirmatory, Quantitative Vs Qualitative.

Sampling in HR Research, Tools, application statistics and computer-aided research in HR.

#### UNIT-III

HRIS- Introduction, evolution of HRIS, Needs, Types, System Development process. Data base concepts and Application in HRIS. HRIS utilization for Talent Management and HR Planning. Human Capital Matrix and analysis.

#### UNIT-IV

HR Audit: Concept, process, approaches to HR audit balance score card, Comprehensive HR Audit. Audit Business Strategic & Goal. Work place Audit check list.

#### UNIT-V

HR Accounting: Introduction to HR accounting. HR valuation Methods – Non-monetary measurement. Monetary Measurement: Historical costs Method. Replacement cost Method, opportunity cost method, Economics value method, Present value method. HR score card and HR Metrics.

#### **Suggested Reading:**

5. Manpower Planning – D.J Bell
6. Manpower Research Methods – D. Bhattacharya
7. Manpower Planning – IGNOU Materials
8. Manpower Planning and Organisation Design Bryant, Donald., Niehaus, Richard J, Springer

### **301.7 ELECTIVE PAPER-I (CER & TU) COMPARATIVE EMPLOYEE RELATIONS (GROUP-B)**

**Objectives:** *To make students aware and give a comparative view about the changing employment relations system, practices and models in developed and developing countries.*

#### **Learning Outcomes:**

- Enable to understand the economic factors, their role in changing the way business is carried out by organizations and its impact on employee relations.
- Get thorough knowledge about the patterns of trade unionism in developed economies.
- Understand about the European Unionism and Social Charter in maintaining successful employee relations.
- Understand the Social dialogue process and its role in securing desirable employee relations.

#### UNIT-I

Change in Economics environment. Change in Regulations and Change in Employment Relations. Employment Relations practice across the countries with examples.

#### UNIT-II

European Unionism and Social charter

#### UNIT-III

Trade Unionism in Germany, Sweden, USA, UK.

#### UNIT-IV

Contemporary IR issues in International Firms.

## UNIT-V

ILO and its role in Social Dialogues.

### **Suggested Reading:**

1. International and Comparative Employment Relations – Gerg J. Bamber, Russell D. Lansbury and Nick Wales
2. Adams, R.J , Industrial Relations System in Europe and North America, Mc Master University

### **301.8 ELECTIVE PAPER-II (CER & TU)**

#### **COMPARATIVE EMPLOYEE RELATIONS (GROUP-B)**

**Objectives:***To provide information on the employment relations scenario prevailing in various countries. To discuss the challenges faced by the international business organizations, the role played by Social Dialogue to maintain employee relations.*

#### **Learning Outcomes:**

- Help the students to manage the multinational corporations
- Give knowledge of labour laws of different nations will enable to cope with different legal and political environment.
- Enable to manage atypical and the contingent workforce.
- Enhance knowledge on the different models of employment relations they can apply in in decision making process in the organizations.

## UNIT-I

Workers participation and Industrial democracy in UK, Germany and Sweden.

## UNIT-II

Workers participation in USA, Australia& Japan

## UNIT-III

Collective Bargaining in European countries.

## UNIT-IV

Collective Bargaining in USA.

## UNIT-V

Industrial Relations & Social system of developed countries (USA, Japan, Germany)

### **Suggested Reading:**

1. International and Comparative Employment Relations – Gerg J. Bamber, Russell D. Lansbury and Nick Wales
2. Adams, R.J , Industrial Relations System in Europe and North America, Mc Master University

## **SEMESTER-IV**

### **401.1 COMPENSATION MANAGEMENT**

**Objectives:***To learn all the aspects essential for designing a compensation structure for attracting, retaining and motivating human resources for individual performance management and organizational performance.*

#### **Learning Outcomes:**

- Understand the concept and context of compensation management and aware about the framework of wage and Salary Administration.
- Compensation Structure and differentials.
- Reward system, incentives and pay restructuring
- Emerging issues and trends.

#### UNIT-I

Introduction to Compensation Management: Concept, objectives, importance, components and determinants of compensation.

#### UNIT-II

Wage and salary administration: Concept of Wages, wage determination process, methods of wage fixation, types of wages, wage differentials, wage policy and its importance, Job-evaluation – Concept, process, methods, uses and compensations Planning.

#### UNIT-III

Managing Compensation: Designing a compensation system, Principles of equity in compensation management: internal, external and individual, compensation policy formulation as a retention strategy. Effects of compensation on performance and motivation.

#### UNIT-IV

Executive compensation system, Compensation management system in MNCS, competency based pay, market based pay, Tax planning

#### UNIT-V

Incentive and benefits administration: Concept of incentives, benefits of incentive plan. Types of wage incentives plans, Fringe benefits: Objectives and kinds, Benefit determination process, employee benefit and services.

#### **Suggested Books:**

1. Milkvich & Newman: Compensation – TMH
2. Barry Gerhart, Sara L Rynes, Compensation, Sage
3. Henderson, Compensation Management in a Knowledge Based world- Pearson
4. Sinha P.R.N., Wage Determination in India
5. Martocchio – Strategy Compensation, Pearson.
6. Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,
7. Micton, Rock. Hand Book of Wage & Salary Administration, Helen.
8. K.N. Subramarniam, Wages in India
9. PramodVerma –Labour Economics and Industrial Relations

#### **401.2: STRATEGIC HRM**

**Objectives:** *To enhance the decision-making skills and abilities of students for formulating HR Strategies under uncertainty condition in the ever changing business landscape of today.*

#### **Learning Outcomes:**

- Understand the importance of business strategies and integrating HR strategies with it.
- Acquaint the cultural aspect of a successful business strategy & value addition to business by HR functions.

#### **Unit I**

Introduction to Strategic HRM

Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies –Developing HR plans and policies -Human Resource Environment Technology and structure - Workforce diversity - Demographic changes –Temporary contract labour - Global environment - Global competition - Global sourcing of labour - WTO and labour standards

## Unit II

### Recruitment and retention strategies

Online recruitment - Employee referrals - Recruitment process outsourcing - Headhunting - Executive education - Flexi timing – Telecommuting - Quality of work life -Work – life balance - Employee empowerment - Employee involvement -Autonomous work teams Training and Development Strategies Creating learning organization - Competency mapping – Multiskilling – Succession planning - Cross cultural training- Performance Management strategies -Defining key result areas (KRA) - Result based performance - Linking performance to pay - Merit based promotions

## Unit III

### Reward and Compensation Strategies

Performance based pay - Skill based pay - Team based pay - Broad banding -Profit sharing - Executive compensation - Variable pay-Retrenchment strategies -Downsizing - Voluntary retirement schemes (VRS) - HR Outsourcing – Early retirement plans - Project based employment

## Unit IV

### Human Aspects of Strategy implementation

Behavioral issues in strategic implementation - Matching culture with strategy- Human side of mergers and acquisitions - Leadership, power and politics -Employee morale - Personal values and business ethics

## Unit V

### Global HR Strategies

Introduction to global HR strategies - Developing HR as a value added function.

### **Suggested Books:**

1. Srinivas R Kandula, Strategic Human Resource Development, PHI
2. Jeffrey A Mello, Strategic Human Resource Management, Thomson
3. Meraic, D and Puffer, S. Management International cross Exercises and Reading St .Paul . West Publis
4. Anuradha Sharma, AradhanaKhandekar, Strategic Human Resource Management, Response

### **401.3 INTERNATIONAL HRM:**

**Objectives:** *To give an in-depth & analytical view of Multi National Corporations in international markets, its operations and comparative HRM Practices.*

#### **Learning Outcomes:**

- Understand the environment of international human resource management and know the HRM practices in international context.
- Enable to enhance knowledge about Behaviourial Dynamics of IHRM, IHRM relations issues and Challenges.

## UNIT-I

IHRM: Concept, Issues, barriers in effective IHRM, expanding role of HRM in global firms, differentiation and integration

## UNIT-II

Strategic IHRM – Models of IHRM: life cycle model, organizational design model, matching model, Harvard model, Contextual model, 5-P Model, European Model; Implications of IHRM Models, Factors affecting HR Approaches internationally- Institutional factors & Cultural factors

### UNIT-III

Comparative HRM Practices – Staffing, Training & Development, Reward, Performance Management

### UNIT-IV

Comparative HRM Practices- Employment Relations & Communication, Flexibility and Work life balance, Managing Diversity in International Working, Expatriation & Repatriation

### UNIT-V

Developments in IHRM- IHRM Trends & Challenges, Organisational Capacity and Globalization, Streamlining HR Support Functions- Outsourcing or Insourcing HR, Understanding&BuildingCenters of Excellence. Indian MNCs-India Inc.'s New MNCs, Merger & Acquisition.

#### **Suggested Books:**

1. International HRM- Brewster, Sparrow & Vernon-Universities Press
2. International HRM- Harzing&Pinnington (Ed)- Sage
3. International HRM- Rao, Excel Books

#### **401.4 LABOUR ADMINISTRATION:**

**Objectives:***To understand the meaning, scope and fields of labor administrations in the center as state level ,Be able to understand the salient features of labour administration in India prior to the adaptation of the Indian Constitution, Explain the organization for labour administration of the central government, learn about different state labour machineries.*

#### **Learning Outcomes:**

- Know the various concepts about labour administration they can apply in the practical field.
- Enable to enforce various labour laws in the industries as an enforcement officer.
- Develop awareness about various welfare and social security schemes.

### UNIT-I

Labour Administration: Historical Evolution of LabourAdministration in India, Scope and Function in India and in Orissa

### UNIT-II

Labour Administration Machineries in India and Orissa

### UNIT-III

Labour Welfare: concept, importance, statutory and non-statutory welfare, ILO &Labour Welfare, Constitution &Welfare, Role & Status of Labour Welfare Officer, labour welfare funds- Central & State.

### UNIT-IV

Social Security: Social Security in India.Global Phenomena of Social Security, International Agencies and Social Security, Social Security in U.K., U.S.A. and Germany.

### UNIT-V

First and Second National Commission on Labour& suggested administrative reforms

#### **Suggested Readings:**

1. Economics of Labour and Industrial Relation – T.N Bhagoliwal
2. Some Aspects of Labour welfare & Social Security - A.M Sharma
3. Introduction to Social Security: ILO Geneva
4. Orissa Labour Manual Vol. 1,2,3: Cuttack Law Times
5. Report on National Commission on Labour: Govt. of India, 2002

#### **401.5 TALENT & KNOWLEDGE MANAGEMENT:**

**Objectives:***To gain insights in concepts and application of talent and knowledge management in organisations. This course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.*

**Learning Outcomes:**

- Enable students with the concept of knowledge, types of knowledge, knowledge worker, knowledge society, knowledge management and its implications in the present context for organizational performance.
- Understand the importance, design and relevance of building talent reservoir, attraction, acquisition, engagement and retention of talent in organisations.
- Provide an insight on the alignment of the talent management process with business strategy and integrate it with the knowledge management practices adopted in the organization.

UNIT-I

Knowledge organization: & Management: Concept objectives, types of knowledge Future preparation for knowledge organization. Understanding KM in HR context.

UNIT-II

Knowledge at the Environmental and organizational level. Building knowledge organization: The value of knowledge drives and human asset valuation. Concept of Intellectual capital, HR learning focus.

UNIT-III

Enabling organization into knowledge enterprise. Implementation of knowledge management at organization enterprise level. Structuring the new age HR organization.

UNIT-IV

Talent management: Concept of Talent, Talent procurement. Talent Retention, Talent Development and Talent Management.

UNIT-V

Issues and challenges for knowledge organization Strategies for knowledge organization through Talent Management.

**Suggested Books:**

1. The Talent management hand Book, Lance A Berger & Dorothy R Berger, TMH
2. Chowdhary, Subir, The Talent Era, Pearson Education, New Delhi
3. Chowdhary, Subir, Management 21C, Financial Times/Prentice Hall International
4. Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
5. Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention and Workforce Planning. Wiley

#### **401.6 ETHICS & MANAGEMENT**

**Objectives:***To acquaint the students with the concept of Business Ethics and its relevance in today business organizations.*

**Learning Outcomes:**

- Understand the concept , views and approaches to Business Ethics and how ethical behaviour leading ethical performance



- Develop awareness about workplace ethics, environment ethics and consumer ethics.
- Enable to know role of ethics in corporate governance leading to corporate excellence.
- Familiarize with the concept of Indian ethos in management and its application in modern business organisation.

#### UNIT-I

Business Ethics: Concept, objectives, approaches (Unitarian, separatists, integration) Need for business ethics.

Work Ethos: Meaning, features of Indian Ethos

#### UNIT-II

Ethical behavior: concept and dimensions, Setting standards of ethical behavior, Managing stakeholders relations, Assessing ethical performance, Organising for business ethics management. Ethical value system. System of Universalisms, Utilitarianism.

#### UNIT-III

Ethical Values: Work Ethics, Work Culture, Ethical Theories, Environmental Ethics, Consumer Protection

#### UNIT-IV

Corporate Governance: Meaning, Code of Corporate Governance, Audit Committee, Corporate Excellence, Role of independent Directors, Protection of Stakeholders, Changing roles of Corporate boards with changing times, Corporate Governance for market capitalism.

#### UNIT-V

Indian ethos in Management: Principles, Approaches, Role of Gita, karma Yoga, Wisdom management, Quality of work life, Strategies for Work Life Balance.

#### **Suggested Books:**

1. Business Ethics: by CSV Murthy (Magraw HILL Co. publication)
2. Corporate Governance" by A C Fernands, (Person publication)
3. Business Ethics & Corporate Governance" by R K Sharma, Punit Goel, Pooja Bhagwan (Kalyani Publication)

#### **401.7 COMPREHENSIVE VIVA & GROUP PRESENTATION**

**Objectives:** To develop skill to comprehend all the subjects learned and establish its interrelationships.

#### **Learning Outcomes:**

- Prepares the students for job interviews.
- Enhances communication and team building skills of the students.
- Students get 360 degree inputs from the experts to improve themselves.

#### **401.8 DISSERTATION**

**Objectives:** To acquaint the students with project report writing by applying the research methodology tools and techniques.

#### **Learning Outcomes:**

- The students learn about the social research methodology. They can formulate research objective, prepare research design, utilise sampling techniques.
- It helps the students to explore a particular topic in detail.
- This allows students to take decisions at workplace with proper assessment of the available information.

## **AUDIT COURSE**

### **COMMUNICATIVE ENGLISH**

- Unit-I Business communication: Basic concepts of Business communication, Barriers and filters. Reading (scanning-skimming)/writing (narrative, descriptive, expository, argumentative)/ listening (Passive, active) and speaking (focused, situationally appropriate) skills. Effective usage of Grammar in sentences, probing technique.
- Unit-II Corporate communication: intercultural sensitivity, the multicultural workforce, meetings, communicating through visuals. Time Management and Goal setting.
- UNIT-III Technical writing/report writing/ business proposals/ principles of note making. How to deal with people/dynamics of non verbal communication/body language/ telephone etiquettes / communication challenges in Today's workplace, Network etiquettes.
- UNIT-IV Presentation skills. Basic concepts of Group discussion/ preparation, process and categories of Group discussion, overcoming mistakes in a Group discussion. CV writing, Both Functional and Chronological. Writing a Job application letter. Interview skills and techniques. Confidence building and inter personal relationship.
- UNIT-V Business letters, memos, notice, circular, agenda and minutes. Seminars and conferences, correspondence with banks and Media. Drafting of advertisements. Emails/ e-filing, procedures of Filing and file movements. Cross-Cultural communication.

### **ENVIRONMENTAL LAW**

#### **Unit-I**

##### **Environmental Protection under the Constitution of India:**

Distribution of Legislative power

42<sup>nd</sup> Amendment – 1976 of the Constitution

Directive Principles of State Policy – Art – 48 'A'

Fundamental Duties – Art – 51 (A)g

Fundamental Rights and Environment Protection

Art-14, Art-19, Art-21, Art-25

#### **Unit-II**

##### **International Environmental Law:**

Stockholm Declaration – 1972

Rio Declaration – 1992

Johannesberg Declaration – 2002

Multilateral Agreements on Environment

Conventions on Depletion of Ozone layer,

Climate change, Biodiversity, Sustainable Development

### **Unit-III**

Environmental Legislations: The Water (Prevention and Control of Pollution) Act – 1974  
Composition, Power and Function of different Boards, Restrictions on water pollution  
The Air (Prevention and Control of Pollution) Act- 1981  
The Environment (Protection) Act – 1986  
Power of the Central Government, Power relating to Hazardous Substances

### **Unit-IV**

Rules Regulating Environment:

Manufacture, Storage and Impact of Hazardous Chemical Rules – 1989  
Biomedical Waste (Management and Handling) Rules – 1989  
Municipal Solid Waste (Management and Handling) Rules – 2000  
Noise Control Rule – 2000  
Environment Impact Assessment.

### **Unit-V**

Remedies and Liability:

The Public Liability Insurance Act – 1991  
National Green Tribunal Act – 2010  
Constitutional Remedies – Art-32, Art-226  
Public Interest litigation, Pollutions Pay Principle  
Public Trust Doctrine, Remedies Under Criminal Law and Law of Torts.

**The classes will be practice focused or learning by doing activities.**