**PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS**

**(PMIR)**

**UTKAL UNIVERSITY**

**OBJECTIVES & OUTCOMES**

MASTER IN PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS

**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:**

**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**

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| --- | --- | --- |
| 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**

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| --- | --- | --- |
| 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. No12345 | **AUDIT COURSE (ANY TWO)\*This is of 2 credits each and will not be calculated for division or grade.**Communicative English Indian PolityEnvironmental Law Disaster ManagementEntrepreneur 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 Outcomes**:

* 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.

**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 Outcomes**:

* 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.

**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 Outcomes**:

* 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

**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.

**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

**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.

**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 organisatons.
* 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.

**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**.**

**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**.**

**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.

**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

**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.

**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.

**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.

**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

**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 persuation.

**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 to Organisational effectiveness.

**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.

**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.

**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.

**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).

**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.

**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.

**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

**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.

**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.

**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.

**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.

**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.

**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.

**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.

**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.

**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.