**PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS**

**(PMIR)**

**UTKAL UNIVERSITY**

**COURSES OF STUDY**

**(CBCS)**

**2023-24**

MASTER IN PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS

MASTER IN PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS

UTKAL UNIVERSITY

**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 behaviour, the different aspects of behaviour & 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 | Credit Point |
| 101.1 | Principles & Practices of Management | 100 | 4 |
| 101.2 | Industrial Relations-I | 100 | 4 |
| 101.3 | Human Resource Management | 100 | 4 |
| 101.4 | Labour Legislations & Case Laws-I | 100 | 4 |
| 101.5 | Social Research & Statistics-I ( SRS- I) | 100 | 4 |
| 101.6 | General, Labour & Industrial Economics | 100 | 4 |
| 101.7 | Organizational Behaviour –I | 100 | 4 |
| 101.8 | Industrial Psychology | 100 | 4 |

**SEMESTER-II**

|  |  |  |  |
| --- | --- | --- | --- |
| Sl. No. | Course Name | Marks | Credit Point |
| 201.1 | Organizational Behaviour -II | 100 | 4 |
| 201.2 | Industrial Relations-II | 100 | 4 |
| 201.3 | Labour Legislations & Case Laws-II | 100 | 4 |
| 201.4 | Performance Management | 100 | 4 |
| 201.5 | Learning and Development | 100 | 4 |
| 201.6 | Social Security & Unorganized Sector | 100 | 4 |
| 201.7 | Social Research & Statistics-II (SRS-II) | 100 | 4 |
| 201.8 | Summer Internship Programme –Report preparation + presentation(in presence of an External Examiner from academics/Industry & all faculty Members) | 75+25=100 | 6 |

**SEMESTER-III**

|  |  |  |  |
| --- | --- | --- | --- |
| Sl. No. | Course Name | Marks | Credit Point |
| 301.1. | Human Resource Development | 100 | 4 |
| 301.2 | Productivity Management & TQM | 100 | 4 |
| 301.3 | Organization Change & Development | 100 | 4 |
| 301.4 | Financial & Marketing Management | 100 | 4 |
| 301.5 | MIS, HRIS & HR Analytics | 100 | 4 |
| 301.6 | Corporate Social Responsibility | 100 | 4 |
| 301.7 | Elective Paper-1 (GR-A-HRP & D/ GR-B-CER & TU) | 100 | 4 |
| 301.8 | Elective Paper-2(GR-A-HRP & D/GR-B- CER & TU) | 100 | 4 |

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

**SEMESTER-IV**

|  |  |  |  |
| --- | --- | --- | --- |
| Sl. No. | Course Name | Marks | Credit Point |
| 401.1. | Compensation Management | 100 | 4 |
| 401.2 | Strategic HRM | 100 | 4 |
| 401.3 | International HRM | 100 | 4 |
| 401.4 | Labour Administration | 100 | 4 |
| 401.5 | Talent & Knowledge Management | 100 | 4 |
| 401.6 | Ethics & Management | 100 | 4 |
| 401.7 | Comprehensive Viva Voce (all faculty members & an external from industry) & Group Presentation (All faculty members & an external from academics) | 50+50 | 4 |
| 401.8 | Dissertation & Viva Voce  The viva voce shall be conducted by an external from academics and all faculty members. | 75+25=100 | 6 |

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

|  |  |
| --- | --- |
| Sl. No  1  2  3  4  5 | **AUDIT COURSE (ANY TWO)\*This is of 2 credits each and will not be calculated for division or grade.**  Communicative English  Indian Polity  Environmental Law  Disaster Management  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**

UNIT-I

Basic Concept of Management, Nature of Business Organization, Types of Organizations – Classifications, Organization and its Management, Management as a Profession, Roles and Responsibilities of Managers

UNIT-II

Management Thoughts: Early Management Thoughts

Classical Management Thoughts

Human Relations Management Thoughts

Modern Management Thoughts

UNIT-III

Planning – Concept, Objective, Types and Managerial Decision making (Classical and Administrative Theories), Methods/ Techniques

UNIT-IV

Organizing – Elements in organizing: Structure, Need, Authority & Power, Span of Control, Departmentalization, Delegation, Decentralization

UNIT-V

Leading– Concept, Directing, Coordinating & Communicating

Controlling– Concept, Scope, Types, Techniques

**Suggested Books:**

1. Stonner, Gilbert, Freeman – Management, Pearson Education, New Delhi, 6th edition.
2. Weihrich, 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 BooksNew 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**

UNIT-I

Industrial Relations: Concept, Scope, Evolution, Values, Approaches – Unitary, Pluralistic ,Radical and other approaches, IR System and Models, Role of State in IR, IR to E.R..

UNIT-II

Trade Unionism: Concept, Functions , Types & Structure of T.U., Growth & development of Trade Unionism in India, Trade Union Registration & Recognition, Employers Union, Managerial Unions, White Collar Unions, Trade unionism in Unorganized Sector.

UNIT-III

Collective Bargaining: Nature, scope, process, functions & types of bargaining, Theories of C.B.,

Workers’ Participation in Management: Concept, Scope, objectives, forms, WPM in India.

UNIT-IV

Grievance Management: Causes, principles, Model Grievance Procedure;

Work Place discipline and discipline management: Causes of indiscipline and Procedure for management, Domestic Enquiry Process, Hot Stove Rule.

UNIT-V

Industrial Conflict and Industrial Dispute: Concept, Causes, Types, Forms,

Prevention and Settlement of Industrial Disputes in India.

**Suggested Books:**

1. C.S. Venkata Ratnam, 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. Arun Monappa, Industrial Relations, TMH
5. A M Sharma. Industrial relations, Himalaya Pub
6. Pramod Verma, Management of Industrial Relations
7. K.M.SubramanianLabour Management Relations in India

**101.3 HUMAN RESOSURCE MANAGEMENT**

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

Introduction to HR Accounting, HR Audit, HRIS and HR analytics. 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. Jyothi Venkatesh, 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**

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

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

The Industrial Relations Code, 2020

UNIT-V

The Contract Labour (Regulation & Abolition) Act, 1970;

The Inter-State Migrant Workmens Act, 1979,

Orissa Shops & Commercial Establishment Act, 1956.

The Occupational Safety, Health and Working Conditions Code, 2020

**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**

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**

**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, Mc Graw 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**

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 norm s 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 Learling

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

UNIT-I

Industrial Psychology: Meaning, scope, Objectives, relevance associated with industrial Psychology, Growth and development of industrial psychology, methods, Individual differences, Industrial Psychology and its application.

UNIT-II

Organizational Life: emotion and mood- sources, Types and Functions; role of emotion and mood in organization, Theories of Emotions, managing emotions in organization; Emotional Intelligence.

UNIT-III

Frustration: Meaning and concept of Frustration, Dynamics of frustration, the circularity of frustration, sources and causes, mechanisms of managing frustration; Defence mechanism: concept, types and meaning .

UNIT-V

Accident: concept, causes, prevention of accident, Accident proneness, Fatigues study, Boredom and monotony: meaning, characteristics, causes, methods of eliminating boredom and monotony in Industry.

UNIT-IV

Safety Management: Principles, philosophy, technology and 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**

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 Learling

**201.2 INDUSTRIAL RELATIONS-II**

UNIT-I

International Labour Organization: objectives, structure and functions; Conventions & Recommendations and its impact on Labour Management

UNIT-II

Tripartite Bodies: role and functions in India (ILC, SLC& Others); Indian Constitution & IR, Impact of ILO Conventions & recommendations on Tripartism

UNIT-III

Trends in Unionism: problems & present status of unionism in India, Global Trends unionism -country specific cases, Odisha Rules on union recognition, Code of Discipline and Code of Conduct, ILO Convention & Recommendations on Unionism

UNIT-IV

Modern grievance management practices, Legal aspects of Grievance management; Social Dialogue-(CB & WPM), Quality Circles:-concept, structure, functions, ILO conventions and Recommendations on Social Dialogue

UNIT-V

Contemporary Trends in IR and its implications, 2nd National Commission on Labour Recommendations

**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. Ratna Sen, Industrial Relations: Text and Cases, Macmillan Publishers India Ltd.
4. C.S. Venkata Ratnam, Industrial Relations, Oxford
5. C.S. Venkata Ratnam ,Globalisation and Labour management relations: Dynamics of change, Response Books,
6. C.S. Venkata Ratnam, Trade Union Challenges at the beginning of the 21st Century Response Books
7. C.S. Venkata Ratnam, Negotiated change: Collective Bargaining, liberalization & restructuring in India, Response Books.

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

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

The Codes on Wages, 2019

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

The Code on Social Security, 2020

Labour Law Reforms- Issues & challenges

**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. S.C. Srivastava, Industrial Relation and Labour Laws- Vikash Pubs
6. Labour Laws , Taxman
7. Bare Acts

**201.4 PERFORMANCE MANAGEMENT**

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**

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**

UNIT-I

Social Security: concept, and objectives, scope, social insurance and assistance, constitutional safeguards and human rights.

UNIT-II

Social security and unorganized sector, characteristics and scope, Child labour, women labour, contract, migrant labour, casual and home based labour, gig worker- issues and challenges. Role of state and other agencies in social security for unorganized sector. Recommendations of the IInd National Commission on Labour on Unorganized labour and social security.

UNIT-III

Unorganized sector workers’ social security, Act, 2008, Building & other construction Workers (RE & CS), Act, 1996

UNIT-IV

Bonded labour system (Abolition) Act, 1976, Child Labour (Regulation & Abolition) Act, 1986, Beedi and Cigar workers (Conditions of Employment) Act, 1966.

UNIT-V

Social Security Schemes: Rashtriya Swasthya Bima Yojana (RSBY), Pradhan MantrI Jeevan Jyoti Yojana, Pradhan Mantri Surakhya 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.ofIndia, Report on National Commission on Labour, 1969

5. LabourLaws,Taxman Publications

**201.7 SOCIAL RESEARCH AND STATISTICS- II**

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 Para metric test, Run test, sign Test, Kruskal.s wallies 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**  **SUMMER INTERNSHIP PROGRAMME – REPORT (PREPARATION + PRESENTATION)** (This includes presentation of report by the student in presence of all faculty members and an expert from industry).

**SEMESTER-III**

**301.1: HUMAN RESOURCE DEVELOPMENT**

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

HRD Mechanisms, HRD Matrix, Evaluating HRD programme , 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. Pareek Udai & 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**

UNIT-I

Productivity: Concept, Types, Calculation Productivity, Methods of raising productivity- Product Based, Materials Based, Task Based, People Based Techniques.

UNIT-II

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

UNIT-III

Value Analysis--- Concept, Objective, Methods. Process Evaluation & Review Technique, Critical Path Method: Concept, Objective and 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 Mc Graw Hill
3. Works Management- R. P. Mohanty, AIM-Vikas Series, Delhi
4. Essence of Total Quality of Management- John Bank, Prentice Hall
5. Production and Operation Management- K. Aswathappa & B. R. Bhatta, HPH
6. Industrial Engineering and Production Management- Martand T Telsanga, S.Chand
7. Management Guide to Quality and Productivity- M R Gopalan & John Bicheno, biztantra

**301.3 ORGANISATION CHANGE & DEVELOPMENT**

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, Growth and development, Process of OD, Types and trends of OD Interventions, applications and cases.

UNIT-V

Employee Counseling: Concept, Need, types, process, problem identification, strategy & skills. Counseling environment.

**Suggested Books:**

1. Palmer Dunford Avin, 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, Organisational Behaviour , PHI

**301.4 FINANCIAL & MARKETING MANAGEMENT**

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: Concept, Scope, Objective, Elements. Market Research: Market Segmentation, Consumer Behaviour. Product Planning & Policies: Product life cycle, Product mix

UNIT-V

Pricing-- Policies and Methods; Promotional Techniques – Advertisement; Placement/ Distribution- Designing and Managing Marketing Channels.

**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 & HR Analytics**

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

DBMS: Concept, Components, advantages, Database models.

UNIT-III

HRIS: concept, evolution of HRIS, need, types, system development process, Design, Planning & Implementation of HRIS.

UNIT-IV

HRIS: Application in HR functional areas, HRIS architecture, HR administration & HRIS.

UNIT-V

HR Analytics: Concept, Key HR Analytics Metrics, Data Requirement for HR Analytics Tools, HR Analytic Process, Descriptive and Prescriptive HR Analytics.

**Suggested Books:**

1. Management Information Systems – G.B Davis and M.H. Glson, Mc Grawhill
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
5. HRIS – M.J.Kavanagh, M.Thite, & R.D.Johnson, Sage

**301.6 CORPORATE SOCIAL RESPONSIBILITY**

UNIT-I

Business and Society relationship, Social Responsibility-approaches

CSR: Conceptualisation, Evolution, Theories of CSR, Systems approach of CSR (BGS Triad), Impact of CSR, Criticisms of CSR, Future of CSR.

UNIT-II

Globalisation and CSR: Globalisation Impact- Economic, Social and Environmental.

Sustainable Development and sustainability, Role of Business in sustainable development, Millennium Development goals, India and MDGs, Sustainable Development goals 2030, India and SDGs 2030.

UNIT-III

Mandatory CSR- Section 135 of companies Act 2013, scope for CSR activities under schedule VII.

Drivers and Barriers of CSR- Companies-specific, industry-specific barriers, overcoming barriers of CSR.

UNIT-IV

Understanding Corporate governance, Implications of corporate governance in organisations, corporate governance and CSR.

CSR Strategy- Implementation of CSR strategy, Strategic partners in CSR interventions

CSR strategy vs Strategic CSR

UNIT-V

CSR Reporting- Mandatory requirements of CSR compliance, content of CSR report.

Stakeholder Management & engagement- Typology of stakeholders, stakeholder salience model, stakeholder engagement

**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 (GROUP-A):**

**HUMAN RESOURCE PLANNING & DEVELOPMENT-I (HRP & D-I)**

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 (GROUP-A):**

**HUMAN RESOURCE PLANNING & DEVELOPMENT-II (HRP & D-II)**

UNIT-I

HR Research: concept, objectives, approaches, significance, HR Research Models.

UNIT-II

Kind of HR Research: Applied Vs Basic Research, exploratory VS Confirmatory, Quantitative Vs Qualitative; measurement & scaling, Sampling in HR Research, Hypothesis formulation and testing, Tools, application statistics and computer-aided research in HR.

UNIT-III

HR analytics: Concept, framework, technology and analytics, employee data, data sources, HR metrics, HR scorecard, KPI Dashboard, HR analytics for decision making.

UNIT-IV

HR Audit: Concept, benefits, approaches, process of HR audit, principles of effective HR audit, Methods of HR audit, Comprehensive HR Audit. Work place Audit check list, Balance score card

UNIT-V

HR Accounting: concept, importance and objectives, Cost of Human Resource, HR valuation Methods: Cost based approaches– Historical costs Method. Replacement cost Method, opportunity cost method; Monetary & Non-monetary Measurement- Present value method, Reward valuation method, Net benefit model, Certainty equivalent net benefit model and Aggregate payment model.

**Suggested Reading:**

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

**301.7 ELECTIVE PAPER-I (GROUP-B):**

**COMPARATIVE EMPLOYEE RELATIONS & TRADE UNIONISM-I (CER &TU-I)**

UNIT-I

Contemporary Changes in Global Employment Relations---Employment Relations practices in developed and developing countries.

UNIT-II

European Union and Social Charter – Evolution and Lessons on employment relations.

UNIT-III

Trade Unionism in Global Context- --Trends in U.K., U.S.A., Germany, India, China

UNIT-IV

Contemporary IR issues in multi-national companies- Work force diversity, demographic changes in workforce, unionism and management’s approach.

UNIT-V

Social dialogues across the globe and Industrial Relations - The Role of International Labour Organisation.

**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 (GROUP-B)**

**COMPARATIVE EMPLOYEE RELATIONS & TRADE UNIONISM-II (CER &TU-II)**

UNIT-I

Employment relations in UK: Back ground, IR parties, current and future issues.

UNIT-II

Employment relations in USA: Background, major parties, role of the state, employee involvement and participation, collective bargaining.

UNIT-III

Employment relations in Germany: Background, the employment relations parties, Co-determination, collective bargaining current issues.

UNIT-IV

Employment relations Australia: Background, major parties, employment relations processes, current issues- unemployment and working hours, gender equality at work, employee participation in decision making.

UNIT-V

Employment relations in Japan: Background, major parties, Restructuring of firms, current issues, Employment relations in China: back ground and recent issues.

**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**

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 compensation Planning.

UNIT-III

Managing Compensation: Designing a compensation system, Principles of equity in compensation management: internal, external and individual, compensation 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, objectives & Types of wage incentives plans, Fringe benefits: concept, Objectives and types, Benefit determination process.

**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. Pramod Verma –Labour Economics and Industrial Relations

**401.2** **STRATEGIC HRM**

Unit I

Introduction to Strategic Management- types of business strategies, BCG Matrix. Strategic HRM- Models of SHRM. Integrating HR strategies with business strategies – Developing HR plans and policies. Human Resource Environment--- Workforce diversity, Demographic changes. Global environment--- Global competition, World Trade Organisation, sourcing of labour, labour standards.

Unit II

Recruitment and Retention strategies- Online recruitment, Employee referrals, Recruitment process outsourcing, Headhunting. Executive education - Flexi timing, Telecommuting. Work – life balance, Employee empowerment, Employee involvement. Training and Development Strategies- Competency mapping, Multi skilling, Succession planning, Cross cultural training.

Unit III

Reward and Compensation Strategies-----Defining key result areas (KRA) - Result based performance, Performance linked pay, Merit based promotions, Skill based pay, Broad Banding, Profit sharing, Variable pay. Retrenchment strategies- Voluntary separation schemes, HR Outsourcing, Project based employment

Unit IV

Strategy implementation- (Human Aspects) Cultural issues- Leadership, power and politics, Employee morale, Personal values and business ethics.

Unit V

Developing Human Resource as a value added function (Global HR)-Investment Perspective of HR, Risk, ROI, Utility Theory.

**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, Aradhana Khandekar, Strategic Human Resource Management, Response

**401.3 INTERNATIONAL HRM**

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 & Building Centers 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**

UNIT-I

Labour Administration: Historical Evolution of Labour Administration 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, Theories of labour welfare, Constitution &Welfare, Role & Status of Labour Welfare Officer and facilitators, 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

Second National Commission on Labour& suggested administrative reforms

**Suggested Readings:**

1. Economics of Labour and Industrial Relation – T.N Bhagoliwal
2. Some Aspects of Labourwelfare & 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**

UNIT-I

Understanding Knowledge- Data, Information and Knowledge, Explicit and Tacit knowledge, Knowledge conversion Model

Knowledge Management-Organisational perspectives on KM, Process and strategies.

HRM and knowledge Management

UNIT-II

Building knowledge organisations- implications and challenges,

Integrating intellectual capital and knowledge management, Enablers for Knowledge creation process

UNIT-III

Knowledge Management – techniques and technologies. Learning organisation and Knowledge management, Knowledge management and organisation culture, Knowledge Management - The Indian experience (discussion on organisation implementing KM practices) and difficulties faced by them.

UNIT-IV

Essential building blocks of Talent Management, Talent management- process and strategy.

Talent procurement, Talent development, Talent engagement, Talent retention.

UNIT-V

Knowledge management and business strategy, Strategies of knowledge organisations through talent management, Amalgamation of talent and knowledge management practices

**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**

UNIT-I

Business Ethics: Concept, Objectives, Need, Approaches -Unitarian, separatists, integration, Ethical Theories, System of Universalisms, Utilitarianism.

UNIT-II

Ethical behavior: Concept, Components, Elements & Model,; Attitude, Belief, Life Positions & Ethical Behaviour, Ethical Performance.

UNIT-III

Ethical Issues: Work Ethos & Work Ethics, Environmental Ethics, Consumer Protection, Ethics & Information Technology, Intellectual Property Right,

UNIT-IV

Corporate Ethics: Changing face of Corporate Ethics through Corporate governance Reports, Ethical Aspects in Production, Marketing, Finance & HRM.

UNIT-V

Indian ethos in Management: Principles, features, 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. A Study in Business Ethics – Rituparna Raj, Himalya publication
3. Corporate Governance- A C Fernands, Person publication
4. Business Ethics & Corporate Governance - R K Sharma, Punit Goel, Pooja Bhagwan, Kalyani Publication.

**401.7 COMPREHENSIVE VIVA & GROUP PRESENTATION**

**401.8 DISSERTATION**

**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. C V 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

42nd 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

Johanesberg 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 Tarts.

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