

SYLLABUS

FOR MA PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS

(MA-PMIR)

**EFFECTIVE FROM ACADEMIC
SESSION
2024-2025**



**MAHARAJA SRIRAM CHANDRA BHANJA DEO UNIVERSITY
SRIRAM CHANDRA VIHAR,
TAKATPUR, BARIPADA- 757003
MAYURBHANJ, ODISHA, INDIA**

SEMESTER I

Code	Subject	Credit	Final Exam	IAE	Quiz	Assignment/ Seminar	Practical Exam	Total
PMIR-101	Principle and Practices of Management	4	60	20	10	10	0	100
PMIR-102	Industrial Relations-I	4	60	20	10	10	0	100
PMIR-103	Human Resource Management	4	60	20	10	10	0	100
PMIR-104	Labour Legislations- I	4	60	20	10	10	0	100
PMIR-105	Industrial and Labour Economics	4	60	20	10	10	0	100
PMIR-106	Indian Knowledge System	2	30	10	5	5	-	50
PMIR-107	Organisational Behaviour	4	60	20	10	10	0	100
	Life Skill	0	50	-	-	-	-	50
	Total	26	540	130	65	65	00	700

SEMESTER II

Code	Subject	Credit	Final Exam	IAE	Quiz	Assignment/Seminar	Total
PMIR-201	Social Research and Statistics	4	60	20	10	10	100
PMIR-202	Industrial Relations-II	4	60	20	10	10	100
PMIR-203	Labour Legislations-II	4	60	20	10	10	100
PMIR-204	Performance Management	4	60	20	10	10	100
PMIR-205	Basics of Financial & Marketing Management	4	60	20	10	10	100
PMIR-206	Summer Internship & Viva-Voce	6	100	0	0	0	100
	Total	26	400	100	50	50	600

SEMESTER III

Code	Subject	Credit	Final Exam	IAE	Quiz	Assignment/ Seminar	Total
PMIR-301	Human Resource Development	4	60	20	10	10	100
PMIR-302	Productivity Management & Total Quality Management (TQM)	4	60	20	10	10	100
PMIR-303	Organisational Change & Development	4	60	20	10	10	100
PMIR-304	Management Information System (MIS) & Human Resource Information System (HRIS)	4	60	20	10	10	100
PMIR-305	Ai in Human Resource Management (SWAYAM)	3	60	20	10	10	100
PMIR-306	Ethics & Management	4	60	20	10	10	100
	Total	23	360	120	60	60	600

SEMESTER IV

Code	Subject	Credit	Final Exam	IAE	Quiz	Assignment/ Seminar	Total
PMIR-401	Labour Administration & Social Security	4	60	20	10	10	100
PMIR-402	Strategic Human Resource Management (SHRM)	4	60	20	10	10	100
PMIR-403	International Human Resource Management (IHRM)	4	60	20	10	10	100
PMIR-404	Corporate Social Responsibility (CSR)	4	60	20	10	10	100
PMIR-405	Comprehensive Viva Voce (DC)	4	100	0	0	0	100
PMIR-406	Dissertation & Viva-Voce (DC)	5	100	0	0	0	100
	Total	25	440	80	40	40	600

SEMESTER	CREDITS	MARKS
I	26	700
II	26	600
III	23	600
IV	25	600
TOTAL	100	2500

PATTERN OF EXAMINATION

SL NO.	COMPONENTS	MARKS
1	INTERNAL	40 MARKS
	a) Quiz	10 MARKS
	b) Assignment/ Seminar presentation	10 MARKS
	c) IAE	20 MARKS
2	FINAL EXAM	60 MARKS
	TOTAL	100 MARKS

QUESTION PATTERN:

SI No.	Components	Marks
01	Internal	40 marks
	a) Quiz	10 marks
	b) Assignment/Seminar Presentation	10 marks
	c) IAE (Six Question compulsory with Two marks each and Two questions to be answered out of Three with Four marks each)	20 marks
02	Final Exam	60 marks
	a) Five Questions of Two marks each, which is compulsory	5*2 = 10
	b) Four Questions to be answered out of Five with Five marks each	4*5 = 20

	c) Three Questions to be answered out of Five with Ten marks each (Case Analysis compulsory)	3*10 = 30
	TOTAL	100 marks

INSTRUCTIONS FOR CONDUCTING INTERNAL AND END TERM EXAMINATIONS

- (a) 1) 1st Quiz-End of Unit-I
- 2) 2nd Quiz- End of Unit- II
- 3) Mid Term - End of Unit-III (Covering all three units), having 6 questions compulsory with 2 marks each from all three units and three questions of 4 marks each from which 2 to be answered covering all 3 units.
- 4) Assignment-End of Unit-IV
- 5) End Term-After full course covered (Covering all units) end term will have: 5 questions of 2 marks each which is compulsory, 4 questions to be answered out of 5 with 5 marks each and 3 questions to be answered out of 5 with 10 marks each. Each group to have one question from each unit. Questions are to be easy, little difficult and difficult type.
- A: A teacher can conduct three quizzes to consider the average of best two and also two assignments to consider the best one from among those.
- B: Quizzes/Assignments can be conducted without prior notice. But a notice in general can be served to students to make them aware of quizzes without notice.
- (b) 1. The questions in quizzes may be MCP but sets may be prepared for the class to avoid cheating in the class/team answering.
- Or The question may be with expected one-line answer
2. There shall be at least 10 questions and time should not exceed 10 minutes.
- (c) Some teachers are giving home assignments with unlimited/two weeks/one-week time for submission of answers.
- The above practice should be avoided and this may be done through class room presentation with one/two days prior assignment.
- (d) For Mid Term open book system may be adopted, provided questions encourage critical thinking or interpretation. But it depends on the teacher concerned with seriousness for conducting it.

- (e)** The course may be attached with a lesson plan with hours of teaching for each unit and the coverage of the course which should be accompanied by exam schedule as given above.
- This must be provided to students at the beginning of the course preferably in the first class.
 - A student must know about the course and its outcome in advance.
- (f)** % attendance is a must and there is no medical certificate provision. This is to be (1) 75 ensured as it is the statutory provision.
- A teacher needs to take the attendance within 15 minutes of the beginning of each class.
 - This is to ensure discipline and punctuality among students.
- (g)** Everything should be structured and systematic for the overall benefit of the students.

COURSE OFFERED DETAILS WITH SYLLABUS

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-years regular Management Program, MA in Personnel Management & Industrial Relations (MA-PMIR). Our students are our strength and alumni are our path showers. The department proves its worth through the excellence, achieved by its products.

COURSES STRUCTURE:

MA-PMIR. (Semester System) The Courses will cover the following subjects in general:

1ST SEMESTER

PMIR-101

PRINCIPLES & PRACTICES OF MANAGEMENT

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT 1

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. L.M. Prasad, Principles and Practices of Management. Sultan Chand and Sons, 08 Edition.
2. T.N. Chhabra, Managing People at Work. Publisher: Dhanpat Rai & Co.
3. Anil Bhat and Arya Kumar, Principles, Processes and Practices, Oxford University Press, 2015.
4. Burton and Thakur, Management Today: Principles and Practice. McGraw Hill Education (India) Private Limited, 01 Edition.
5. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, 2015.
6. Koontz and O'Donnell, Management. Publisher: Tata McGraw - Hill Education, 02 Edition.
7. Koontz and Weihrich, Essentials of Management. Tata McGraw Hill Publishing, 2015.
8. Robin Stephen,P. and Mary Coulter, Management, Pearson Education Ltd. New Delhi.

PMIR-102

INDUSTRIAL RELATIONS- I

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-I

Industrial Relations: Concept, Scope; Perspectives on IR: Unitary, Pluralistic; Models: John T. Dunlop's Industrial Relations System, Kochan, Katz and McKersie's Model of Industrial Relations.

UNIT-II

Industrial Conflict: Concept Forms and Causes of industrial Disputes; Settlement and prevention Mechanisms, Grievance handling, Collective bargaining, Workers participation in Management

UNIT-III

State and Industrial Relations: State Policy and Industrial Relations, voluntarism: Tripartite labour machinery, Indian Labour Conference, Standing Labour Committee, Industrial Committees; Wage Boards, ; International Labour Organisation (ILO): Structure and Functions; Impact of ILO on industrial relations in India.

UNIT-IV

Disciple at Work Place: Disciplinary Action: Meaning of Discipline; Evolution of the principles and procedure of Disciplinary Action; Minor and Major offences; types of punishment; steps involved in Disciplinary Action McGregor's Hot Stove Rule.

UNIT-V

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

Suggested Books:

1. Sahoo., Sundardy and Meanly Human Relations Vrinda Publications.
2. P K Padhi, Labour and Industrial Law, PHI Learning Pvt. Ltd.
3. S.C.. Srivastava, Industrial Relation and Labour Laws. Mash Pubs
4. Labour Laws, Taxman

PMIR-=103

HUMAN RESOSURCE MANAGEMENT

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-I Concept, philosophy, scope of HRM, Objectives of HRM Growth a 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, Selection procedure, Tests & Interviews- types

UNIT-IV Placement, Induction, Promotion, Transfer, and Separation — Bases & Policies.

UNIT-V HR APMIRounting, HR Audit, HRIS. Contemporary issues& Trends in HRM

Suggested Books:

1. Garry Dossier, 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

PMIR-104

LABOUR LEGISLATIONS-1

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-I

Concept of Justice- Social Justice, Natural Justice and Distributive Justice; Labour Legislation: 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

Ardeshir H. Bhindiwala vrs. State of Bombay, AIR, 1962, Supreme Court (Factory and Manufacturing Process),

Bangalore Water Supply and Sewerage Board vrs. A. Rajappa, LLJ, April 1978 Supreme Court (Industry under the Industrial Disputes Act).

Management of Pradip Lamp Works, Patna Vrs. Their Workmen, LLJ, 1970 (Industrial Dispute under the Industrial Disputes Act, 1947)

Suggested Books:

1. Mallik P.L.. Hanbook of Industrial Law, Eastem Book.
2. Kapoor N.D. Labour Laws Sultan Chand.
3. Sahoo. Sundaray and Tripathy, Hurnan Relations Legislations, Vrincla 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 Lam, Excell
7. S.C. Srivastava, Industrial Relation and Labour La. Vikash Pu. Mamoria and Mamoria, Dynamics of Industrial relations Himalaya.
8. Mamoria and Mamoria, Dynamics of Industrial Relations Himalaya.
9. Sinha. Sinha, & Shekar, Industrial Relgons, Trade union and Latour legislation, Pearson

PMIR-105

INDUSTRIAL AND LABOUR ECONOMICS

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

Unit-I

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

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.

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

Suggested Reading:

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. Indian Economy- Dutta and Sundaram, S.chand and Co. New Delhi
4. Indian Economy: Its growing dimensions-P.K. Dhar
5. Indian Economy- Mishra and Puri
6. Industrial Economy of India-S.C.KuPMIRhal, Chaitanya Publishing House, Allahabad

PMIR-106
INDIAN KNOWLEDGE SYSTEM

Assignment/ Seminar Presentation- 5 marks, Quiz- 5 marks, IAE- 10 marks. Final Exam- 30 marks

Course Objective

The objective of this paper is to understand the basic concepts of Indian Knowledge System, to explore the knowledge framework and its classification, to gain insights on Jivan Darshan (Way of Life) in the Indian Knowledge Systems and to understand and apply Ancient Wisdom.

UNIT-I

Indian Knowledge System: An Overview, The Vedic Corpus- Vedic Life: A Distinctive Features, Philosophical Systems, Wisdom through the Ages.

UNIT-II

Knowledge Framework and classifications: Indian scheme of knowledge, The knowledge triangle, Prameya, Dravyas- the constituents of the physical Reality, Attributes-the properties of substances and Action-the driver of Conjunction and disjunction, Samanya, viśesa, samavāya, Pramāṇa-the Means of valid knowledge, Samśaya ambiguities in existing knowledge, Framework for establishing valid knowledge, Deductive or inductive logic Framework, Potential fallacies in the reasoning process, Siddhānta: Established tenets in a field of study.

UNIT-III

Jivan Darshan (Way of Life) in the Indian Knowledge System: Key elements of Jivan Darshan - dharma (righteous duty), karma (action and Its consequences), moksha (liberation), and the pursuit of knowledge and Wisdom, Yoga and Meditation, Ahimsa (Non-Violence), Harmony with Nature, Detachment and Equanimity, Service (Seva), Idea of Vasudhaiva Kutumbakam.

UNIT-IV

Ancient Wisdom and Management: Lessons from Ramayana, Mahabharata and Bhagavat Gita- Principle of Good governance (Raja Dharma), Values, Duties & Responsibilities (Dharma), Conflict management, and performance. Kautilya's Management Lessons- Qualities of a leader, functions and role of a leader.

UNIT-V

Case Analysis relating to subject.

Course Outcomes

At the end of the course, the students will be able to Recall the fundamentals of the Indian Knowledge System, Explain the distinctive features of the Vedic corpus, Indian Philosophical Systems, Illustrate the practical applications of ancient Indian Frameworks for establishing valid knowledge in Contemporary society. Compare and contrast different ancient wisdom and its Implication for Management.

Reference Books:

1. Mahadevan, B. Bhat Vinayak Rajat, Nagendra Pavana R.N. (2022), "Introduction to Indian Knowledge System; Concepts and Applications", PHI Learning Private Ltd. Delhi.
2. "Bhagavad Gita: As It Is" by A.C. Bhaktivedanta Swami Prabhupada Published by The Bhaktivedanta Book Trust.
3. Management Practices and Thoughts in Ancient India, Khandelwal and Mohanty, Himalaya Publishing House
4. Kautilya's Arthashastra: Timeless Strategies for Modern Governance: By Vinayak Rajat Bhat and Tejusvi Shukla.
5. IKS: The Knowledge system of Bharata (2023), Bhag Chand Chauhan (Garuda Prakashan

PMIR-107
ORGANIZATIONAL BEHAVIOUR

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

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 attitude: Work Commitment and job satisfaction.

UNIT-III

Motivation: Concept, process, theories of motivation: Maslow, Herzberg. MPMIRlelland, Alderfer, McGregor, Adams, Vroom, Porter and Lawler, Mora. 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

Communication in Organizations: Group & Team behaviour; Interpersonal Communications; Communication Process and Barriers; Interpersonal Behaviour; Communication in Groups Corporate Etiquette and Cross-Cultural Communication.

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

Suggested Books:

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

SECOND SEMESTER

PMIR-201

SOCIAL RESEARCH AND STATISTICS

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

Unit-I

Research: Meaning, Objectives, Types, Significance, Research & Scientific method, Research Process, Research Problem & Research design.

Collection of data: Types, Methods of primary & secondary data, Sampling & Methods of sampling

Basic Statistics: Measure, of Central tendency, measures of dispersion

Unit-II

Correlation and regression Analysis: Definition of correlation, Importance, types, Methods of studying correlation (special on Karl Pearson), Rank correlation co-efficient, Probable Error.

Regression Analysis; Linear regression, line of regression, co-efficient of regression, Regression Equation, Linkage between correlation & regression,.

Unit-III

Index Number: Concept, uses, types, Problems in the construction of Index number, Methods of index number.

Unit-IV

Time series Analysis: Meaning, utility, components, measurement of trend, measurement of seasonal variation, Interpolation and Extrapolation method.

Unit-V

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

Suggested Books:

1. R. I. Levin & D.S. Rubin Statistics for Management Prentice Hall/ Pearson Education.
2. C.R Kothari, New Age publication
3. J. K Sharma: Business Statistics Pearson Education
4. S.P. Gupta Statistical Methods: Himalaya Publishing House.

PMIR-202
INDUSTRIAL RELATIONS-II

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

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

Industrial Peace and Harmony; Code of Discipline and Code of Conduct in industry with Case Studies, Domestic Enquiry with cases, Collective, Bargaining- Status and Trend in India and case studies, workers Participation in Management- Status & Trend and Case Studies.

UNIT-V

Grievance Management- Hotstove Rule, Conflict Management- Methods Approach, Govt. interventions (conciliation, arbitration and Adjudication) Contemporary Trends of Industrial Relations in India.

Suggested Books:

1. Industrial Relations Systems- J.T. Dunlop
2. Trade Unions and Politics in India- Harlod Chrouch
3. Indian Trade Unionism- S.D. Lunekhar
4. Economics of Labour and Industrial Relations- T.N. Bhogoliwala, Sahitya Bhawan, Agra
5. Labour Problems in Indian Industries- V.V. Giri, Asia Publishing House, New Delhi
6. Dynamic of industrial Relations- Memoria and Memoria, Himalaya Pub. Co. Bombay
7. Industrial relations and Labour Legislation- Sinha & Sinha Oxford IBH, Delhi
8. Industrial Relations- Arun Mohappa, Mc. Graw Hill, Delhi
9. Labour Management Relations- K.N. Subramanian, Asia Pub. House

PMIR-203

LABOUR LEGISLATIONS-II

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-I

The Contract Labour Regulation Abolition Act, 1970, The Inter State Migr. Workmens Act, 1979, Orissa Shops & Commercial Establishment Act, 1956.

UNIT-II

The Building and other construction workers (Regulation of Employment and Conditions of Service) Act, 1996. The Child Labour (Regulation and Prohibition) Act, 1986.

UNIT-III

Wages and Bonus Legislations: The Payment of Wages Act, 1986, the Minimum Wages Act, 1948; the Payment of Bonus Act, 1965.

UNIT-IV

Workmens' Compensation Act, 1923 ESI Act, 1948 and rules Employees Provident funds and Miscellaneous Provisions Act, 1952 and Maternity Benefit Act, 1961

UNIT-V

Jalan Trading Co. Pvt. Ltd. vrs. Mazdoor Union, AIR, 1966, Supreme Court (Payment of Bonus).

Workmen on Orient Paper Mills Ltd. vrs. Orient Paper Mills Ltd. AIR 1968 Supreme Court (Payment of Minimum Wages).

Suggested Books:

1. Mallik P.L.. Hanbook of Industrial Law, Eastem Book.
2. Kapoor N.D. Labour Laws Sultan Chand.
3. Sahoo. Sundaray and Tripathy, Hurnan Relations Legislations, Vrincla 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 Lam, Excell
7. S.C. Srivastava, Industrial Relation and Labour La. Vikash Pu. Mamoria and Mamoria, Dynamics of Industrial relations Himalaya.
8. Mamoria and Mamoria, Dynamics of Industrial Relations Himalaya.
9. Sinha. Sinha, & Shekar, Industrial Relgons, Trade union and Latour legislation, Pearson

PMIR-204

PERFORMANCE MANAGEMENT

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-I

Performance Management: Concept, scope, Importance and process of P.M, linking P.M. and Performance Appraisal, Benefits of Performance Management.

UNIT-II

Performance Planning: Role analysis and evaluating Performance Management.

UNIT-III

Performance management and development, Performance management and Pay compensation.

UNIT-IV

Analyzing Performance problem. Performance Management & Team,

Competency Management: Concept, Competency development. competency mapping, gap analysis.

UNIT-V

360 degree Feedback, Assessment centre, performance reviewing coaching and counselling ,strategy for improving performance.

Cases on P.M. in Manufacturing service and IT sectors.

Suggested Books:

1. Armstrong Michael and Aagela. Performance Management, Jaico Pub. House, Mumbai
2. Rao T.V. Performance Management and appraisal systems. Response
3. Chadha, Prem., Performance Management, Macmillan, New Delhi
4. Aguinis Herman, Performance management. Pearson india
5. A S Kota T Detto. Perrone. Management. Oxford
6. Srinivas R. Kandula - Performance Mgt., Strategic Interventions, Drives – PHI
7. Srivastava K. Dines', Strategies for Performance Management. Excel Books

PMIR-205

BASICS OF FINANCIAL & MARKETING MANAGEMENT

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-I

Concept, Scope and Objective of Financial Management - Finance functions - Sources of finance- Equity capital, debenture, preference capital, term loan - Capital structure- Over and under capitalization.

UNIT-II

Financial APMIRount: Concept and classification of APMIRounts - Analysis of Balance Sheet - Profit and Loss aPMIRounts - Depreciation.

UNIT-III

Budget: Concept, types and budgetary control, Ratio Analysis.

UNIT-IV

Nature and Scope of Marketing Management, Marketing Process, Marketing V/s selling, Marketing Mix.

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:

I.M. Pandey : Financial Management, Vikas Publishing House

S.C. Kuchhal : Financial Management, Chaitanya

Khan & Jain : Financial Management, Tata McGraw Hill Education

C.N. Sontakki : Marketing Management, Kalyani Publishers

Philip Kotler : Marketing Management, Prentice Hall

RajanSaxena : Marketing Management, Tata McGraw Hill Education

PMIR-206
SUMMER TRAINING
FINAL EXAM 100 MARKS

Field Work –Report preparation + presentation (in presence of an External Examiner from academics/Industry & all faculty Members)

THIRD SEMESTER

PMIR-301

HUMAN RESOURCES DEVELOPMENT

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-I

Human Resources Development: Importance of Human Resources; Concept and Philosophy of HRD, HRD Mechanisms: Performance Appraisal; Potential Appraisal Feedback and Counselling; Career Planning and Development; Job Rotation, Training; Organisational Development: Research and Systems Development; Employee Welfare and Quality of Work Life.

UNIT-II

Knowledge Management: Meaning and Importance; Types of knowledge; Knowledge Management Process; Role of HR in institutionalising Knowledge Management in an Organisation.

UNIT-III

Introduction to Training: Concept and Importance of training, Training process objectives. Training needs assessment.

UNIT-IV

Training and Development: Meaning of Training Development and Education; Concept of Learning, Organising a Training Programme; Types of Training – Apprenticeship Training, Supervisory Training, Training within Industry, Executive Development; Evaluation of Training.

Training and Development Methods: Lecture; Syndicate discussion method; Case Study; Role Play; Management games; In-basket exercises; Managerial Grid; Sensitivity Training; Management by Objectives; Transactional Analysis; Transcendental Meditation.

UNIT-IV

HRD practices in Indian Organisations, Human Resource Accounting and Audit.

Case Analysis (The question paper shall have a compulsory question on case analysis).

Suggested Books:

A.M. Sheikh : Human Resource Development and Management, S. Chand.

Dr. D.K. Bhattacharya : Human Resource Development, HPH

Kohli Unit & D. Sinha : Human Resource Development

T.V. Rao : Performance Appraisal: Theory & Practice

T.V. Rao : Human Resource Development, Oxford

PMIR-302

PRODUCTIVITY MANAGEMENT & TOTAL QUALITY MANAGEMENT

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-1

Definition and dimension of quality - Philosophies of Deming, Crosby, Juran - PDCA Cycle – Quality orientation - Employee involvement - Developing Quality Culture.

UNIT-2

Profitability and Cost - Quality Function Deployment - House of Quality - Taguchi Method – Principles of Control Charts: Control Charts for attributes and variables - APMIR Reptance Sampling Techniques- Seven basic tools of quality.

UNIT-3

Evolution of TQM, Components of TQM, TQM implementations, Limitations of TQM. Management tools, Poka Yoke, Force field analysis - ISO Systems, Certification Schemes - Evolution & process of Bench Marking - Types of Bench Marking, Issues in Bench Marking.

UNIT-4

Concept, Types, Methods of raising productivity. Production Based, Materials Based. Task Based ,People Based Techniques of raising Productivity - Value Analysis Concept, Objectives Methods, PERT, CPM: Concept, Techniques.

UNIT-5

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.

Suggested Books:

H.D. Sharma : Text Books on Works Study, Oxford & IBH

H.J Harrington : The Improvement Process, McGraw Hill

Kanishka Bedi : Quality Management, Oxford

M.E Mundai : Motion and Time Study, PHI

N. S.Gupta, B. Valarmathi : Total Quality Management, Tata McGraw Hill

Philip B. Crosby : Quality without Tears, Penguin Books

R.A. Sutermeister : People and Productivity, Tata McGraw Hill

PMIR-303

ORGANISATION CHANGE AND DEVELOPMENT

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-1 Organizational change analysis – Concept, Forces demanding organizational change, Types, Levels and Theories - Models of designing and implementing change - Process of organizational change.

UNIT-2 Resistance to Change - Managing resistances to change - Change agents, Managers as change agents - Internal and external change agents - The role of Change agent and skills of a change agent - Organizational change and its management in services sectors in India.

UNIT-3 Organization Development: Concept, Types of OD Interventions - Institution Building - Change & OD. An overview of OD and process of OD.

UNIT-4 Employee Counselling: Concept, Need, Types - Problem identification - Strategy & skill relationship- Counselling environment and employee counselling and change.

UNIT-5 Employee involvement and Work Redesign strategies - Process oriented strategies- Competitor and customer oriented strategies - Consultant client relationship - Diagnosing organization -Diagnosing groups and jobs.

Suggested Books:

K. Harigopal : Management of Organizational Change, Response
K.Singh : Organizational Change and Development, Excel Books
Palmer DunfordAvin : Managing Organizational Change, TMH
Ramnarayan : Management of Change, Response
Robbins : Organizational Behaviour , PHI
Sen Gupta : Managing Change in Organizations, PHI

PMIR-304
MIS & HRIS

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-1

MIS - Concept, definition, characteristics, functions & types of information system – Components of information system - Models of Decision-Making and MIS – Information need of Decision-making process.

UNIT-II

Decision Support System- Executive Support System – Role of IT in Business transformation– Information System & TQM – Supply Chain Management (SCM) – Customer Relationship Management (CRM) and Knowledge Management (KM).

UNIT-III

Application in Human Resource Management - Transaction Processing System, Word and Text Processing, Computer graphics, Computer based message system. – System Development Life Cycle.

UNIT-IV

Human Resource Information System (HRIS), Life Cycle/HR responsibility in each phase of HRIS development - HRIS Planning - Productivity through HRIS - Limitations of Computerization of HRIS.

UNIT-V

Computer Fundamentals, Electronic Spreadsheets: Ms-Excel, Graphs, Statistical functions. Database organization and Database Management System (DBMS) ,concept - Internet.

Suggested Books:

B. Comried : Programming with BASIC, McGraw Hill, Schaum Series
D. H. Sanders : Computers Today, McGraw Hill
E.M. Scott : Principles of Management Information Systems, McGraw Hill
GB. Davis & MH. Olson : Management Information Systems, McGraw Hill
J. Kanter : Management Information Systems, PHI
J. Sholly and R. Hunt : Computer Studies- A First Course, Wheeler Publishing
Mary Sumner : Computers- Concepts and Uses, PHI
Murduck, Ross and Claggett : Information Systems for Modern Management, PHI

PMIR-305

Ai in Human Resource Management (SWAYAM)

IAE- 30 marks. Final Exam- 70 marks

PMIR-306

ETHICS & MANAGEMENT

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT-I

Business Ethics: Concept, objectives, approaches, Need for business ethics. Beliefs & Values, Ethics in managing-Ethical theories, Code of ethics & its implementation, Work Ethos: Meaning, features of Indian Ethos.

UNIT-II

Ethical behaviour: concept and dimensions, Setting standards of ethical behaviour, 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. publ, on)
- 2 Corporate Governance' by A C Femand, (Person publication)
- 3 Business Ethics & Corporate Governance' by R K Sharma, Pun, Goel. Pooja Bhagwan (Kalyani Publication)

FOURTH SEMESTER

PMIR-401

LABOUR ADMINISTRATION & SOCIAL SECURITY

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

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, Constitution & Welfare, Role & Status of Labour Welfare Officer, labour welfare funds- Central & State.

UNIT-IV

Social Security: Concept, scope and approaches, Development of Social Security in India.

Social Assistance Legislations in India: The Employees' Compensation Act, 1923; The Payment of Gratuity Act, 1972; The Maternity Benefit Act, 1961. Social Insurance Legislations in India: The Employees' State Insurance Act, 1948, The Employees Provident Fund and Miscellaneous Provisions Act, 1952

UNIT-V

First and Second National Commission on Labour & suggested administrative reforms

Suggested Readings:

1. Economics of Labour and Industrial Relation — T.N Bhagollwal
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

PMIR-402
STRATEGIC HRM

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT I

Introduction to Strategic HRM-Definition, Scope, need and importance, Integrating HR strategies with business strategies, Developing HR plans and policies -Human Resource Environment Technology and structure - Workforce diversity & Demographic changes . HR Planning Integration; Determinants of Integration between Business Strategy and HR Planning; Business Strategy Planning Problems and Implications for HR Managers

UNIT-II

Recruitment and retention strategies-Online recruitment-Employee referrals- Recruitment process outsourcing-Headhunting- Executive education-Flexi timing-Telecommunicating-Quality of work life-Work- Life balance- Employee empowerment- Employee involvement-Autonomous work teams-Training and Development Strategies-Creating learning organisation- Competency mapping- Multi-skilling- 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 Strategic implementation -Behavioral issues in strategic implementation - Matching culture with strategy. Human side of mergers and acquisitions leadership, power and politics morale - Personal values and business ethics

UNIT V

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

Suggested Book:

1. Smivas R. K.Kandula, Strategic Human Resource Development. PHI
2. Jeffrey A Mello, Strategic Human Resource Management: Thomson
3. Meralc, D and Puffer, S Management International cross Exercises and Reading St. Paul. West Publis

PMIR-403
INTERNATIONAL HRM

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

Unit-I

IHRM: Concept, issues, barriers in effective IHRM, expanding role Of HRM in global firms differentiation and integration ,functional Positioning and organizational concept of IHRM, the cultural factor in HR and Corporate Policy, Cross-National Organisational Research, Cultural diversity and culture shock.

Unit-II

Domestic HRM and IHRM: Models of IHRM: life cycle model, organization design model. Matching model, 5-P Model & Harvard model, Differentiation and integration, Strategic international HRM .

Unit-III

HRD and staff-flow policy: International Transfers, Training and Development, Designing and Implementing the Staffing Policy. Compensation and Appraisal of International Staff.

Unit-IV

Expatriation : HCN, PCN and TCN approaches, Challenges before expatriate managers – the culture shock, Recruitment, selection, training and development of expatriate managers. Repatriation challenges and benefits from returners, Managing and tips for successful repatriation.

Unit-V

Developments in IHRM- IHRM Trends & Challenges, Organisational Capacity and Globalization, Streamlining HR Support Functions- women in international management, Outsourcing or insourcing HR, Understanding & Building Centres of Excellence, , Global HR implications.

Suggested Books:

1. International HRM- Brewster, Sparrow & Vernon-Universities Press
2. International HRM- Harzing & Pinnington (Ed). Sage
3. International HRM. Rao, Excel Books
4. Chris Brewster, Paul Sparrow, Guy Verman – IHRM.
5. K. Aswathappa, Sadhna Das – IHRM, TMH.
6. Gomez Mejia, David B. Balkin, Robert L. Cardy – Managing Human Resource, Pearson Education.

PMIR-404

CORPORATE SOCIAL RESPONSIBILITY

Assignment/ Seminar Presentation- 10 marks, Quiz- 10 marks, IAE- 20 marks. Final Exam- 60 marks

UNIT I

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management, CSR through triple bottom line and Sustainable Business, relationship between CSR and Corporate governance.

UNIT II

Chronological evolution of CSR in India, models of CSR in India, Carroll's model, major codes on CSR initiatives in India, the Drivers of CSR in India, environmental aspect of CSR.

UNIT III

Identifying key stakeholders of CSR & their roles: Role of Public Sector, government, Role of Non-profit & Local Self-Governance in implementing CSR, Role of Educational Institutions and Media, Contemporary issues in CSR & Millennium Development Goals (MDGs).

UNIT IV

Social Audit: Introduction, Scope and Objectives, CSR and Corporate Accountability, Types of Social Audit, Key Developments in Transparency and Reporting.

UNIT V

Review current trends and opportunities in CSR, CSR as a Strategic Business tool for Sustainable development, Review of successful corporate initiatives & challenges of CSR.

Case Studies of Major CSR Initiatives.

Suggested Books:

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. Corporate Social Responsibility in India - Sanjay K Agarwal
3. Handbook on Corporate Social Responsibility in India, CII.
4. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
5. Growth, Sustainability, and India's Economic Reforms – Srinivasan
6. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
7. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
8. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd

PMIR-405
COMPREHENSIVE VIVA VOCE(DC)
Full Marks – 100

Comprehensive viva voce (all faculty members & an external from industry) & Group Presentation
(All faculty members & an external from academics)

PMIR-406
DISSERTATION & VIVA VOCE (DC)
Full Marks – 100

The viva voce shall be conducted by an external from academics and all faculty members.