

# **COURSES OF STUDIES MA PM & IR**

**Admission Batch - 2017**



**Buxi Jagabandhu Bidyadhar (Autonomous) College**

**Bhubaneswar - 751014**

Accredited at the 'A' Level by

National Assessment and Accreditation Council (NAAC)

College with Potential for Excellence (UGC)

Telephone/Fax : 0674-2436971, Website : [www.bjbcollge.in](http://www.bjbcollge.in)



# MA IN PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS (MAPM&IR)

## B.J.B (AUTO.) COLLEGE

The Professionals with specialization in Personnel Management and Industrial Relations have become more imperative in the context of the rapid stride in business and industries not only in India but also in the world over. With the objectives of preparing such professionals to cater the needs of business and industries a noble endeavour has been taken with the govt. permission in B.J.B (Auto.) College, Bhubaneswar.

The Dept. of PMIR has started functioning from the academic session 2012-13. This Dept. is committed to provide the best inputs for preparing the scholars through its two-year regular management programme.

## MA Personnel Management & Industrial Relations (MAPM&IR).

### Department-Industry Interaction

The department will closely interact with industrial houses through MDP, Consultancy, Summer Placement Programme, project work Assignments, guest faculty system and membership of professional bodies. Executives from various organizations will be appointed as the members of Board of Studies.

### Computer facilities

The department will provide computer relocation in a well furnished computer lab with internet facility of the college for the use of its students and faculties.

### Library facilities

Besides the college library which is the central library of the college, the department has its own library consisting of reference and text books for the use of faculty members and students. The department will also subscribe newspapers, periodicals and journals of national and international repute for the use of students and faculties.

### Our publications

#### i. Journal

The department will publish an annual journal THE SANGEETA which will contain research papers contributed by students, faculty members and experts from industries and management institutions.

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**ii. Wall magazine**

The students will bring out the creative wall magazine contributed by both students and faculties. The wall magazine will be published fortnightly.

**Professional interactions**

Seminars on various topics will be held once in a week. Both students and faculty members will participate in such seminar activities. Besides, experts will also be invited from reputed institutes/universities/industrial houses to address the students.

**Cultural**

The department will feel proud of its students have talent in music, dance, literature and other allied fields. Musical concerts, plays, dances and mimicries will be organized by the students during the annual function to be celebrated every year. Inter-departmental competitions will be held on debate, business quiz, antakshari etc. to promote creativity of students.

**Curriculum**

With the increasing demand for human resource professionals, the department administers a realistic course curriculum with regular modifications by experts. The two-year postgraduate programme on Personnel Management and Industrial Relations covers the following papers through semester system:



## Syllabus for MA - PM&IR (2017-18)

### B. J. B (Autonomous) College, Bhubaneswar

#### M.A in Personnel Management & Industrial Relations (PM&IR) COURSE STRUCTURE

##### SEMESTER - I

Code	Paper Name	End Sem Mark	Mid Sem Mark	Total Marks	End Sem Duration	Mid Sem Duration
1.1	Principles of Management (PM)	80	20	100	3hrs	1hr
1.2	Industrial Relations-I (IR-I)	80	20	100	3hrs	1hr
1.3	Labour Legislation& Cases-I (LLC-I)	80	20	100	3hrs	1hr
1.4	Human Resource Management (HRM)	80	20	100	3hrs	1hr
1.5	Managerial & Industrial Economics(MIE)	80	20	100	3hrs	1hr
1.6	Industrial Sociology & Psychology(ISP)	80	20	100	3hrs	1hr

##### SEMESTER - II

Code	Paper Name	End Sem Mark	Mid Sem Mark	Total Marks	End Sem Duration	Mid Sem Duration
2.1	Performance Management System (PMS)	80	20	100	3hrs	1hr
2.2	Industrial Relations-II (IR-II)	80	20	100	3hrs	1hr
2.3	Labour Legislation& Cases-II (LLC-II)	80	20	100	3hrs	1hr
2.4	Social Research & Statistics (SRS)	80	20	100	3hrs	1hr
2.5	MIS & Computer Applications (MCA)	80	20	100	3hrs	1hr
2.6	Internship & Project Report	Presentation		Viva-Voce	Total Marks	
		75		25	100	

##### SEMESTER - III

Code	Paper Name	End Sem Mark	Mid Sem Mark	Total Marks	End Sem Duration	Mid Sem Duration
3.1	Organizational Behaviour (OB)	80	20	100	3hrs	1hr
3.2	Training & Development (TD)	80	20	100	3hrs	1hr
3.3	Labour Administration & Social Security (LASS)	80	20	100	3hrs	1hr
3.4	Human Resource Development (HRD)	80	20	100	3hrs	1hr
3.5	Financial & Marketing Management (FMM)	80	20	100	3hrs	1hr
3.6	Seminar Presentation & Viva-Voce	Presentation		Viva-Voce	Total Marks	
		50		50	100	

<b>SEMESTER - IV</b>						
<b>Code</b>	<b>Paper Name</b>	<b>End Sem Mark</b>	<b>Mid Sem Mark</b>	<b>Total Marks</b>	<b>End Sem Duration</b>	<b>Mid Sem Duration</b>
4.1	Talent Management (TM)	80	20	100	3hrs	1hr
4.2	Organizational Change & Development (OCD)	80	20	100	3hrs	1hr
4.3	Business Environment & Strategic Management (BESM)	80	20	100	3hrs	1hr
4.4	Ethics & Corporate Governance (ECG)	80	20	100	3hrs	1hr
4.5	TQM & Productivity Management (TPM)	80	20	100	3hrs	1hr
4.6	Dissertation & Viva-Voce	Presentation		Viva-Voce	Total Marks	
		75		25	100	



## SEMESTER-I

### Paper-1.1: Principles of Management (PM)

**80+20=100**

- UNIT-1** Concept, meaning, nature and scope of Management - Evolution of Management Thought: Taylor's Scientific Management -Fayol's General Principles of Management.
- UNIT-2** Planning and Management process: Nature and purpose of Planning - Types of plans - Basic steps in Planning - Tools and techniques for Planning. Decision making: Decision making process and decision making under certainty - risk and uncertainty.
- UNIT-3** Organizing: The nature and purpose of organizing - Formal and informal organizations - Departmentation; organization levels and span of management - Centralization and decentralization of authority - Delegation of authority.
- UNIT-4** Staffing: Nature and purpose of staffing - Leading: Concepts and needs of directing - Coordinating and communicating.
- UNIT-5** Controlling: Meaning and purpose of control - Control process - Different methods of control - Characteristics of an effective control system - Span of control.

#### Recommended Books:

- |                                 |   |
|---------------------------------|---|
| Bhusan, Y.K: Business           | : Organization and Management, S.Chand& Sons                        |
| Certo, S. C., & Certo, T        | : Modern Management. New York: Pearson                              |
| Griffin, R. W                   | : Management. New Delhi: Cengage                                    |
| Hellriegel, Jackson and Slochan | : Management: A contemporary based approach, Thomson Asia Pvt. Ltd. |
| Koontz and O'Donnel             | : Essentials of Management; McGraw Hill                             |
| Kreitner, R: Management         | : Theory and Applications. New Delhi: Cengage                       |
| Robbins, De Cenzo, & Coulter    | : Fundamentals of Management. New York: Pearson                     |
| Stonner, Gilbert, Freema        | : Management, Pearson Education                                     |
| VSP Rao, V. Hari Krishnan       | : Management Text and Cases, Excel Books                            |
| Wehrich, H., & Koontz, H        | : Management: A global perspective, Tata McGraw-Hill                |

### Paper-1.2: Industrial Relations - I (IR-I)

**80+20=100**

- UNIT-1** Concept of Industrial Relations: Factors affecting industrial relations - Importance of Industrial Relations - Determinants of IR Systems - IR Models.
- UNIT-2** Trade Unionism: Concept, structure, functions of TU – Union Registration and Recognition – Employers' Union, Managerial Unionism – Roles and Responsibilities of TU – Contemporary trends in Trade Unionism.
- UNIT-3** Industrial Dispute / Conflict: Concept, Types, Causes – Industrial Disputes in India.

**UNIT-4** Collective Bargaining: Nature, scope, process, functions and types of bargaining – Theories of CB – Issues in CB – Practices of CB.

**UNIT-5** Workers' participation in Management: Concept, scope, objectives, forms – Practice of workers' participation in Management in India and issues thereof.

### Recommended Books:

Arun Monappa	: Industrial Relations, McGraw Hill
Harlod Crouch	: Trade Unions and Politics in India, P.C. Manaktala & Sons
J.T Dunlop	: Industrial Relations Systems, Henry Holt and Co, New York
K.N Subramanian	: Labour Management Relations, Asia Publishing House
Mamoria and Mamoria	: Dynamics of Industrial Relations, Himalaya Pub. Co., Mumbai
S.D Punekar	: Trade Unionism in India, New Book Company Ltd.
Sinha and Sinha	: Industrial Relations and Labour Legislation, Oxford IBH
T.N Bhagoliwal	: Economics of Labour and Industrial Relations, Sahitya Bhawan,
V.V Giri	: Labour Problems in Indian Industry, Asia Publishing House

### Paper-1.3: Labour Legislation & Cases - I (LLC-I)

**80+20=100**

**UNIT-1** Principles and determinants of labour legislation - Indian Constitution and labour legislation – Growth of labour legislation in India.

**UNIT-2** Social Justice, Natural Justice and Distributive Justice – ILO and its impact on labour legislations in India.

**UNIT-3** Factories Act, 1948 and Odisha Rules – Mines Act, 1952 – Odisha Shops and Commercial Establishment Act, 1956.

**UNIT-4** Industrial Disputes Act, 1947 – The Employment Standing Order Act, 1946.

**UNIT-5** The Trade Unions Act, 1926 – Contract Labour (Regulation & Abolition) Act, 1970

### Recommended Books:

A.M. Sharma	: Industrial Jurisprudence & Labour Legislation, Himalaya
B D Singh	: Labour Laws, Excel Books
G.M Kothari	: A Study on Industrial Law, N.M Tripathy Pvt. Ltd.
G.P Das Gupta	: Industrial Discipline, Tata McGraw Hill, Delhi (1990)
Kapoor N.D	: Labour Laws, Sultan Chand
Mahesh Chandra	: Industrial Jurisprudence, N.M Tripathy Pvt. Ltd.
Mamoria and Mamoria	: Dynamics of Industrial relations, Himalaya
P.L Malick	: Handbook of Labour and Industrial Law, Eastern Book
P.R Bagri	: Industrial Disputes, Eastern Law House, Kolkata



R. Matrubham	: Factory and Labour Manual- Madras Law Journal Office
S.C. Srivastava	: Industrial Relation and Labour Laws- Vikash Publication
S.Mishra	: Modern Labour Laws and Industrial Relation, Deep & Deep, Delhi
S.N Chaturbedi	: Labour and Industrial Laws, Central Law Agencies, Allahabad
Sahoo, Sundaray and Tripathy	: Human Relations Legislations, Vrinda Publications
Sinha and Sinha	: Industrial Relation and Labour Legislation- Oxford IBH,
Sinha, Sinha, &Shekar	: Industrial Relations, Trade Union and Labour legislation, Pearson

**Paper-1.4: Human Resource Management (HRM)****80+20=100**

- UNIT-1** Concept, philosophy and scope of HRM – Growth and development of HRM functions in India – Objectives of HRM – Emerging trends of HRM.
- UNIT-2** Human Resource Planning (HRP) – Factors influencing HR Planning – Corporate Planning – HR Policy – Techniques of HRP.
- UNIT-3** Recruitment: concept, policy, objectives, methods and sources – Selection: concept, policy, objectives, steps and methods – Selection procedure – Tests and Interviews.
- UNIT-4** Placement, Induction, Promotion and Transfer –Wage and Salary Administration – Job evaluation - Details of compensation Management.
- UNIT-5** HR Audit – Human Resource Information System (HRIS) – Changing role of HRM – Strategic HR management – Profile of Indian Workers and Managers (Case Studies).

**Recommended Books:**

Aswathapa	: Human Resource & Personnel Management, TMH
B.R Virmani	: Indian Management, Vision Books
C.B Matoria	: Personnel Management, Himalaya Pub. House
Dale S. Beach	: Personnel: McMillan Publishing House
E.B Flippo	: Principles of Personnel Management, McGraw Hill
Garry Dessler	: Human Resource Management, Pearson / PHI
JyothiVenkatesh	: Human Resource Management, Oxford
Michael Armstrong	: A Hand Book of HRM, Aditya Book Ltd.
MRR Nair & T.V Rao	: Excellence through HRD: Indian Book & Periodicals
V.S.P. Rao	: Human Resource Management, Excel Books
W.F.Cascio	: Managing Human Resources, TMH

**Paper-1.5: Managerial & Industrial Economics (MIE)****80+20=100**

- UNIT-1** Factors facilitating economic development – Industrial development and Five Year Plans – National Income & Per Capita Income.

- UNIT-2** Managerial Economics and Business Decisions – Production function –Return to scale in production -Consumer Choice – Demand and its Determination, Estimation and Forecasting - Decision-making in the firm.
- .
- UNIT-3** Supply: Determinants and Derivation - Equilibrium in different market structures - Competitive markets- Equilibrium in the short run and long run - Markets for Factor inputs - The Economics of Information - Market Failure.
- .
- UNIT-4** Structure and factors influencing size of industry – Size, location and factors influencing location of industry – Wage policy for developing economy.
- UNIT-5** Government and private financial institutions - Nationalized and private banks – Industrial policies – Licensing policy – FERA, FEMA and EXIT policy.

### Recommended Books:

- A.Kumar&R.Sharma : Managerial Economics, Atlantic Publishers & Distributors
- AlokGhosh : Indian Economy, S.Chand and Co.
- D.D. Chaturvedi : Managerial Economics, Brijwasi Book Distributors
- Dominick Salvatore : Managerial Economics
- Dutta and Sundaram : Indian Economy, S.Chand and Co.
- G.S.Gupta : Managerial Economics, Tata McGraw Hill Education
- P. Verma : Labour Economics and Industrial Relations, McGraw Hill
- R. Dholokia : Micro economics for Managers, Oxford
- Reynolds and others : Labour Economics and Labour Relations, PHI
- Samuelson &Nordhaus : Economics, Tata McGraw Hill
- Satya p. Das : Microeconomics for Business, Sage Text
- Suma Damodaran : Managerial Economics, Oxford
- W. Samuelson & S. Marks : Managerial Economics, John Wiley & Sons

### Paper-1.6: Industrial Sociology & Psychology (ISP)

**80+20=100**

- UNIT-1** Basic features of Society, societal needs - Bio-social systems - Elements of social structure - Types of social structure - Functional perspective of social structure.
- UNIT-2** Meaning, elements and components of Culture -Cultural growth and change - Work Ethics: Meaning, concept, nature, objectives and business ethics - Work Ethos: Meaning, features of Indian Ethos - Principles of Indian Ethos of Management.
- UNIT-3** Changing composition of industrial workforce – Assembly line production and automation – Social implication of automation.

**UNIT-4** Industrial Psychology: Meaning, scope, methods of Ind. Psychology - Growth and development of Ind. Psychology in India and its application - Sources and causes of frustration - Managing frustration - Sources of conflict - Conflict management and conflict prevention.

**UNIT-5** Types of defence mechanism - Emotion and mood - Types of emotions- Meaning, principles and philosophy of Safety Management- Health, hazards associated with induction of new technologies - Growth and development of industrial accident in India - Accident proneness, causes of accident and prevention of accident.

### Recommended Books:

- Blum & Naylor, J.C : Industrial Psychology- Its Theoretical & Social Foundations, Weather Hill, Tokyo  
E.V Schaeider : Industrial Sociology, Rawat Publication  
J. Harold Tiffin & McCornik : Industrial Psychology, Prentice-Hall  
Mc. Lormock and J. Tiffen : Industrial Psychology, George Allen & Unwin Ltd., London  
Miller and Form : Industrial Sociology  
N.R Chatterjee : Industrial Psychology, Allied Book Agency  
N.R Seth and Patel : Industrial Sociology in India, Rawat Publication  
Parker, Smith, Brain, Child : The Sociology of Industry  
Percy S. Cohen : Introduction to Sociological Theories, EEE Publication  
W.E Moore : The Impact of Industry, Eastern Economy Education



## SEMESTER-II

### Paper-2.1: Performance Management System (PMS)

**80+20=100**

- UNIT-1** Introduction to Performance Management: nature, scope and importance - Link between Performance Management and Performance Appraisal - Benefits of Performance Management - Performance Management Process.
- UNIT-2** Performance Planning, Managing, Appraising, Monitoring - Evaluating performance management and pay compensation.
- UNIT-3** Issues and problems in PA – job description and PA – Job analysis in PA systems -Methods of PA – Measurements in PA.
- UNIT-4** Performance Management and Team – Competency Management: concept, competency development and competency mapping.
- UNIT-5** 360 Degree Appraisal - Assessment Centre - Obstacles in appraisal - Designing appraisal for better results - Performance Appraisal Interview - Performance Feedback –Performance Counseling – Principles and skills for counseling process - Ethics in Performance Management.

#### Recommended Books:

- A.M Sharma : Performance Management System, Himalaya
- A.S Kohli& T Deb : Performance Management, Oxford
- Chadha, Prem : Performance Management, Macmillan, New Delhi
- Rao, T.V : Performance Management and appraisal systems, Response Books
- Sahu, R.K : Performance Management System, Excel Books
- Srinivas, R. Kandula : Performance Mgt., Strategic, Interventions, Drives – PHI
- Srivastava, K. Dinesh : Strategies for Performance Management, Excel Books

### Paper-2.2: Industrial Relations - II (IR-II)

**80+20=100**

- UNIT-1** International Labour Organization (ILO) and its impact on Labour Management Relations Emerging Trends in Industrial Relations.-
- UNIT-2** Approaches to Industrial Relations:Role of different Bipartite and Tripartite bodies and their functions in India- Pre-requisites for successful Industrial Relations.
- UNIT-3** Employee Discipline – Workplace Discipline - Causes of indiscipline and Procedure of management – Code of Discipline – Code of Conduct, Hot Stove Rule.
- UNIT-4** Disciplinary Procedure: Domestic Enquiry Process – Grievance Management – Model Grievance Settlement Procedures.
- UNIT-5** Conflict Management: Approach and methods – Government interventions: conciliation, arbitration and adjudication - Contemporary trends of IR in India.
- Case Study** : Relevant Cases have to be discussed.

**Recommended Books:**

A.M Sharma	: Industrial relations, Himalaya Publication
ArunMonappa	: Industrial Relations, TMH
C.S. VenkataRatnam	: Industrial Relations, Oxford
K.M.Subramanian	: Labour Management Relations in India
Mamoria and Mamoria	: Dynamics of Industrial relations, Himalaya Publication
PramodVerma	: Management of Industrial Relations
Sinha, Sinha, &Shekar	: Industrial Relations, Trade union and Labour legislation, Pearson

**Paper-2.3: Labour Legislation & Cases - II (LLC-II)****80+20=100**

- UNIT-1** Legislation relating to Wages – Payment of Wages Act 1936 with cases – Minimum Wages Act 1948.
- UNIT-2** Legislation relating to Bonus and Remuneration – Payment of Bonus Act 1965 – Equal Remuneration Act 1976.
- UNIT-3** Workmen’s Compensation Act 1923 – Maternity Benefit Act 1961.
- UNIT-4** ESI Act 1948 and rules – EPF Act 1952 and rules – New Pension Scheme.
- UNIT-5** Employee Linked Deposit Insurance Act 1976 – Payment of Gratuity Act 1972.

**Recommended Books:**

A.M. Sharma	: Industrial Jurisprudence & Labour Legislation, Himalaya
B D Singh	: Labour Laws, Excel Books
G.M Kothari	: A Study on Industrial Law (Vol-1 and Vol-11), N.M Tripathy Pvt. Ltd., Mumbai
G.P Das Gupta	: Industrial Discipline, Tata McGraw Hill
Kapoor N.D	: Labour Laws, Sultan Chand
Mamoria and Mamoria	: Dynamics of Industrial relations, Himalaya
P.L Malick	: Handbook of Labour and Industrial Law, Eastern Book
P.R Bagri	: Industrial Disputes, Eastern Law House, Kolkata
R. Matrubham	: Factory and Labour Manual- Madras Law Journal Office
S.C. Srivastava	: Industrial Relation and Labour Laws- Vikash Publication
S.Mishra	: Modern Labour Laws and Industrial Relation, Deep & Deep, Delhi
S.N Chaturbedi	: Labour and Industrial Laws, Central Law Agencies, Allahabad
Sahoo, Sundaray and Tripathy	: Human Relations Legislations, Vrinda Publications
Sinha and Sinha	: Industrial Relation and Labour Legislation- Oxford IBH
Sinha, Sinha, &Shekar	: Industrial Relations, Trade Union and Labour legislation, Pearson

**Paper-2.4: Social Research & Statistics (SRS)****80+20=100**

- UNIT-1** Meaning and Significance of Research - Research vs. Research Methodology; Research Problem: Identification, Characteristics of Good Research - Preliminary stages and types of Research Process.
- UNIT-2** Research Designs - Sampling Methods –Sample Design & Procedures - Questionnaire Design - Measurement & Scaling – Attitude Measurement.
- UNIT-3** Data Collection Methods - Tabulation and Cross Tabulation - Frequency distribution of data - Measures of central tendency, Dispersion, Co-relation and Regression analysis.
- UNIT-4** Editing - Coding - Data Classification and Graphical Presentation - Hypothesis Testing: Univariate ('t' & 'z'), Bivariate (ANOVA, Chi-square) - Multiple regression.
- UNIT-5** Factor analysis - Basic Concepts of SPSS - Data analysis with SPSS - Different Types of Research Report - Meaning of Report Writing - Different steps of Report Writing.

**Recommended Books:**

- Cooper & Schindler : Business Research Methods, Tata McGraw Hill
- Good and Hatt : Methods in Social Research, International Book House
- J. K. Sharma : Business Statistics, Pearson
- Korlinger : Foundation of Behavioural Research, Surjeet Publishers
- Kothari, C.R : Research Methodology, New Age International Publishers
- Majhi and Khatua : Research Methodology for Management, HPH
- S.P. Gupta : Statistical Methods, S. Chand and Sons, Delhi
- Santosh Gupta : Research Methodology and Statistical Techniques, Deep and Deep, Delhi.
- Wilkinson & Vendrakom : Methodology and Techniques of Social Research, HPH
- Zikmund : Business Research Methods, Cengage /Thomson

**Paper-2.5: MIS & Computer Applications (MCA)****80+20=100**

- 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-2** 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-3** Application in Human Resource Management - Transaction Processing System, Word and Text Processing, Computer graphics, Computer based message system. – SystemDevelopment Life Cycle.
- UNIT-4** 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-5** Computer Fundamentals: Stand-alone computers, Computer Network - Using Office suite (LOTUS, CORAL, MICROSOFT) - Database organization and Database Management System (DBMS) concept - Internet.

**Recommended 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  
Murdick, Ross and Claggett : Information Systems for Modern Management, PHI

**Paper-2.6: Internship & Project Report**

**75+25=100**

Project Report Presentation - 75 marks

Viva Voce - 25 marks

(For at least 15 minutes each in the presence of faculty members and an external)



## SEMESTER-III

### Paper-3.1: Organizational Behaviour (OB)

**80+20=100**

- UNIT-1** Concept, Nature and Scope of OB - Organization Structure and Design: Determinants of Organization Structure - Types of Organization Structures; Line, Line & Staff, Functional, Divisional, Matrix and Network.
- UNIT-2** Personality: Determinants and theories of personality – Matching personality with job - Learning: Process and theories - Attitude: Formation, components, characteristics and measurement of attitude.
- UNIT-3** Motivation: Concept, process, theories of motivation, Maslow, Herzberg, McClelland, Vroom, Alderfer, Clayton and Porter -- Organization Culture and Climate – Organizational ethos.
- UNIT-4** Understanding Group Dynamics - Formation of groups, Group development, Types of groups, Group norms, Cohesiveness - Conflict and conflict resolution – Team Building and Group decision making.
- UNIT-5** Management of Stress - Work Commitment and job satisfaction and Work Life Balance –Leadership – Concept, Scope, Leader Vs. Manager, Types of Leadership, Leadership Styles, Leadership Traits, Theories of Leadership (Behavioural, Trait, Path-Goal and Contingency) - Basic Skills for Team Leader.

#### Recommended Books:

- |                     |  |
|---------------------|--|
| Aswathapa.K         | : Organizational Behaviour, Himalaya Publishing House    |
| Hellriegel          | : Organizational Behaviour – Thomson Learning            |
| Hersey & Blanchard  | : Management of Organizational Behaviour, PHI            |
| Joe Kelly           | : Organizational Behaviour: Willey Pub., New York.       |
| K. Davis            | : Human Behaviour at Work, Tata McGraw Hill              |
| Luthans             | : Organizational Behaviour - TMH                         |
| Rao and P.S Narayan | : Organizational Theory and Behaviour, Konark Publishing |
| Robins & Sanghii    | : Organizational Behaviour, Pearson Education            |
| S.P Robbins         | : Organizational Behaviour, PHI                          |
| Udai Pareek         | : Understanding Organizational Behaviour, Oxford         |

### Paper-3.2: Training & Development (TD)

**80+20=100**

- UNIT-1** Concept and importance of Training - A Systematic Approach to Training - Needs Assessment – Objective Setting.
- UNIT-2** Concept and principles of Learning - Conditions for effective learning - Learning cycle - Learning process - learning curve, how do trainees learn, learning and modification of behaviour.
- UNIT-3** Instructional Techniques: An Overview - Instructor's competencies - Management of training environment, tools and infrastructure.
- UNIT-4** Training Evaluation: Evaluation Designs, Reaction, Learning, Job Application - Training Methods - Types of training and designing training.
- UNIT-5** Training trends worldwide - Strategy and Training - Training Department and Trainers' Roles - Organization of training selection and training of trainers - Moving from Training to Performance.



**Recommended Books:**

B.Janakiram	: Training & Development, Wiley-India
R.K.Sahu	: Training for Development, Excel Books India
Lynton & Pareek	: Training for Development, Sage India
Robert W. Pike	: Creative Training Techniques Handbook, HRD Press
Bridget O'Connor, et al	: Learning at Work, HRD Press
Manmohan Joshi	: Training for Development, Bookboon.com
N.Ramaswami	: A Handbook of Training & Development, T.R Publications

**Paper-3.3: Labour Administration & Social Security (LASS)****80+20=100**

- UNIT-1** Scope and Function in India and in Odisha - Labour Administration Machineries in India and Odisha – Concept and Constitution of Labour Welfare - ILO & Labour welfare.
- UNIT-2** Role & Status of Labour Welfare Officer - Welfare work inside the Factory and outside - Child Labour (Regulation & Abolition) Act, 1986 - National Commission on Labour.
- UNIT-3** Role of Government, employers and worker trade union vis-a-vis Labour Welfare - Industrial Hygiene –Child labour - Bonded labour - Worker's Education.
- UNIT-4** Definition and Scope of Social Security - Social Security in India - Social Assistance and Social Insurance - Global Phenomena of Social Security - International Agencies and Social Security - Social Security in U.K, U.S.A and Germany.
- UNIT-5** Concept of Social Justice - Working conditions and Social Security in Organized and Unorganized sectors.

**Recommended Books:**

Aggarwal, D.R.	: Labour Problems, Social Welfare & Security, Forward Publishing
Bhattacharya, V.R.	: Some Aspects of Social Security Measures in India, Metropolitan Book Co.
Bhatnagar, Deepak	: Labour Welfare and Social Security Legislation in India, Deep & Deep Publication
Chauhan, Seva Singh	: Labour Welfare Administration in India, Kanishka Publishers
Giri, V.V.	: Labour Problems in Indian Industry, Asia Publishing House
Gupta, N.H.	: Social Security Legislation for Labour in India, Deep & Deep Publication
Kumar, Anil	: Labour Welfare and Social Security, Deep & Deep Publication
Sharma, A.M.	: Aspects of Labour Welfare and Social Security, HPH
Singh, R.C.P.	: Labour Welfare Administration in India, Deep & Deep Publication
Varandani, G.	: Social Security for Industrial Workers in India, Deep & Deep Publication

**Paper-3.4: Human Resource Development (HRD)****80+20=100**

- UNIT-1** Evolution & Concept of HRD - Concept, HRD Function, HRD System, HRD Process - Role of HRD Professionals - Role of line Managers & supervisors in HRD.
- UNIT-2** HRD Matrix, HRD climate & its elements - Need assessment and Designing HRD Programme - Assessing HRD needs - Task analysis - Organizational analysis.
- UNIT-3** Designing HRD Programme- Selection of trainer - Developing lesson plan - Selecting programme methods & techniques and scheduling the programme.

**UNIT-4** Implementing HRD Programmes – On-the-job and Off-the-job training methods, JIT, job rotation, coaching, mentoring lecture, role play, case study, T-group training, psychological lab, business game, activity based training programme.

**UNIT-5** Evaluation of HRD Programme - Models and criteria of evaluation - Collecting data for evaluation, research design, assessing impact of HRD - HRD practices in manufacturing and services sector.

### Recommended Books:

- A.M. Sheikh : Human Resource Development and Management, S. Chand  
 D.M. Silvera : Human Resource Development  
 Dr. D.K. Bhattacharya : Human Resource Development, HPH  
 Kohli Unit & D. Sinha : Human Resource Development  
 PareekUdai& T.V. Rao : Designing & Managing Human Resource Systems  
 T.V. Rao : Performance Appraisal: Theory & Practice  
 T.V. Rao : Human Resource Development, Oxford  
 Udaya Ku Haldar : Human Resource Development, Oxford  
 Werner &Desimone : Human Resource Development, Cengage

### Paper-3.5: Financial & Marketing Management (FMM)

**80+20=100**

**UNIT-1** 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-2** Financial Account: Concept and classification of Accounts - Analysis of Balance Sheet - Profit and Loss accounts - Depreciation.

**UNIT-3** Budget: Concept, types and budgetary control.

**UNIT-4** Product: Product Planning & Policy - Product life cycle - Product mix decisions - Price: Pricing Policy, method - Promotion: Promotional Techniques and Advertisement.

**UNIT-5** Distribution: Designing and managing marketing channels - Market segmentation - Market research and Business decisions.

### Recommended 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

### Paper-3.6: Seminar Presentation & Viva-Voice

**50 + 50=100**

- |   |    |
|---|----|
| A. Seminar Presentation(Group)-<br>(In presence of all faculty members and two externals) | 50 |
| B. Comprehensive Viva-Voice-  | 50 |



## SEMESTER-IV

### Paper-4.1: Talent Management (TM)

**80+20=100**

- UNIT-1** Talent: engine of new economy - Difference between talents and knowledge workers - Leveraging talent, the talent value chain - Elements of talent friendly organizations - Talent management process.
- UNIT-2** Talent Management System - Components and benefits of Talent Management System - Creating TMS - Challenges of TMS - Building blocks of talents management: competencies - Performance management, evaluating employee potential.
- UNIT-3** Developing and Retaining Talent - Potential identification and development - Employee retention- Motivation and engagement - Engaging talent through coaching and mentoring.
- UNIT-4** Talent Planning - Concept, succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Contingency plan for talent - Building a reservoir of talent.
- UNIT-5** Issues and challenges for knowledge organization - Strategies for knowledge organization through Talent Management.

#### Recommended Books:

- |                                   |   |
|-----------------------------------|---|
| Allan Schweyer                    | : Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention and Workforce Planning.<br>Wiley |
| Capelli Peter                     | : Talent on Demand: Managing Talent in Age of Uncertainty.<br>Harvard Business Press  |
| Chowdhary, Subir                  | : Management 21C, Prentice Hall International Chowdhary, Subir :The Talent Era, Pearson Education                               |
| Lance A Berger & Dorothy R Berger | : The Talent Management Hand Book, TMH  |

### Paper-4.2: Organizational Change & Development (OCD)

**80+20=100**

- 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 & ODAn overview of OD and process of OD.
- UNIT-4** Employee Counseling: Concept, Need, Types - Problem identification - Strategy & skill relationship - Counseling environment and employee counseling 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.

**Recommended 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

**Paper-4.3: Business Environment & Strategic Management (BESM)**

**80+20=100**

**UNIT-1** Nature, scope and objectives of business – Environmental analysis and forecasting – Business and Society – Social responsibilities of business.

**UNIT- 2** Consumer Rights, Consumerism and Business – Industrial Policy – Public, Private Joint and Cooperative sectors – Privatization & Disinvestment – Industrial Sickness – Competition Policy & Law.

**UNIT-3** Significance of foreign investment, types and growth – FDI – Globalization – Development and regulation of foreign trade – Foreign Exchange Management Act (FEMA).

**UNIT-4** Concept of strategy - Levels of strategy - Mintzberg's model - Strategicmanagement process, Vision-Mission-Objectives-Goals - Environmental scanning, SWOT analysis - Porter's five-forces model.

**UNIT-5** Value chain analysis - Growth strategies - Generic Competitive strategies: Cost, Focus and Differentiation – Benchmarking - Overview of Strategic evaluation, Strategic control.

**Recommended Books:**

Cherunilam, Francis	: Strategic Management, HPH
David, Fred R.	: Strategic Management- Concepts and Cases, Pearson Education
K. Aswathapa	: Essential of Business Environment, HPH
Kachru	: Strategic Management, Excel Books
Kazmi, Azhar	: Business Policy and Strategic Management, Tata McGraw Hill
Nag	: Strategic Management: Analysis-Implementation-Control, Vikas Publishing House Pvt. Ltd.
S.A. Sherbkar, V.S. Sherbkar	: ModernBusiness Organisations and Management- System Approach, HPH
Thompson, Arthur A. & Strickland, A. J.	: Strategic Management, Tata McGraw Hill
Wheelen T.L/Hunger J.David	: Essentials of Strategic Management, PHI

**Paper-4.4: Ethics & Corporate Governance (ECG)****80+20=100**

- UNIT-1** What is Ethics? - Why does it matter? - Difference between Ethics & Moral - Process of practicing and monitoring Ethical Practices in an organization - Relevance of Ethics in Governance - Ethical relativism & subjectivism.
- UNIT- 2** Business Ethics: Concept, objectives, approaches - Growth of business ethics as a field of study - Work life in Indian Philosophy - Business Ethics in changing Environment.
- UNIT-3** Attitude, Beliefs and Life position in Ethical behaviour - Ethical value system - Role of Indian Ethics in Management: Dharma, Karma Vivekananda's Socio-economic view - Cult of non-violence - Gandhi's trusteeship theory.
- UNIT-4** Ethics and Corporate Governance – Mission statement - Code of Ethics - Organization culture - Social responsibility Vs. Social responsiveness - Corporate Governance – Japanese and German model of Governance - Code of conduct - CSR initiatives & examples.
- UNIT-5** Ethical Managerial practices: Concept of Ethics in marketing & Finance - Ethics in HRM - Stake holders' theory & ethical HRM - Key ethical issues in HRM - Ethical HR practice.

**Recommended Books:**

- A C Fernando : Corporate Governance, Pearson Education
- CSV Murthy : Business Ethics, HPH
- R K Sharma & Goel : Business Ethics & Corporate Governance, Kalyani Pub.
- Swami Shivananda : Precepts for Practice, Divine Life Society Publication
- Swami Vivekananda : Vivekananda: His Call to the Nation, Advaita Ashram

**Paper-4.5: TQM & Productivity Management (TPM)****80+20=100**

- 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 - Acceptance 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.

**Recommended Books:**

H.D. Sharma	: Text Books on Works Study, Oxford & IBH
H.J Harrington	: The Improvement Process, McGraw Hill
I.L.O., Geneva	: Introduction Work Study
Joseph Susan Berk	: Total Quality Management, Excel Books
KanishkaBedi	: 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. Sutermoister	: People and Productivity, Tata McGraw Hill
R.P. Mohanty	: Works Management, AIM-Vikas Series
S.C. Sawhney	: Productivity Management, Tata McGraw Hill
Sridhar Bhatt	: Total Quality Management, HPH
T.J Peters & others	: In Search of Excellence, Harper and Row

**Paper-4.6: Dissertation and Viva-Voice****75 + 25=100**

**Evaluation:** Students would submit a final Dissertation/Project Report which would be evaluated by an external/internal examiner, nominated by the Institute, out of 75 marks.

Student presentations (Viva Voce) would be organized based on their on the job training reports. Presentations would be organized according to a predetermined schedule. A panel of faculty members along with two externals (one each from academics and industry) would evaluate out of 25 marks.

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|----|------------------------------|------------|
| A. | Dissertation/ Project Report | : 75 marks |
| B. | Viva Voce                    | : 25 marks |

