

SYLLABUS AND REGULATIONS

FOR 2 -YEARS

**MASTER IN PERSONNEL MANAGEMENT AND
INDUSTRIAL RELATIONS (MPMIR)**

Choice Based Credit System (CBCS)

SELF-FINANCING COURSES

(Affiliated to Fakir Mohan University, Baleswar)



DEPARTMENT OF MPMIR

FAKIR MOHAN AUTONOMOUS COLLEGE, BALESWAR

PIN - 756001, ODISHA

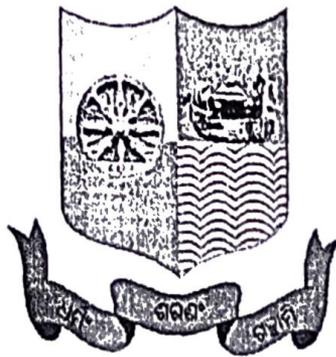
FAKIR MOHAN AUTONOMOUS COLLEGE BALESWAR

MASTER IN PERSONNEL MANAGEMENT AND
INDUSTRIAL RELATIONS (MPMIR)

Choice Based Credit System (CBCS)

SELF-FINANCING COURSES

(Affiliated to Fakir Mohan University, Baleswar)



REGULATION & COURSES OF STUDY
(Effective from the academic session 2023-24)

DEPARTMENT OF MPMIR

FAKIR MOHAN AUTONOMOUS COLLEGE, BALESWAR

PIN - 756001, ODISHA

MASTER IN PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS
FAKIR MOHAN AUTONOMOUS COLLEGE, BALESWAR

About the Programme

Master in Personnel Management and Industrial Relations(MPMIR)of Fakir Mohan Autonomous College, Baleswar is one of the leading programme in the field of Management introduced in the year 2023 with an intention to develop competent HR managers to meet the growing demands of different domains of Human Resources(HR) & Industrial Relations(IR). It is one of the pioneer programme that focuses on developing skilled personnel with the help of in-house core and competent faculty members in the field of management and allied disciplines of the College, along with industry and other experts from labour administration. Through this programme the needs of local, regional, national and international HR & IR personnel can be met on continuous basis.

Programme Objectives

1. To develop HR competency of the students by emphasising on changing business and organisational dynamics
2. To develop skills of the students for managing the wide spectrum of HR functions in different industry.
3. To develop decision making capability of the students in handling HR & IR issues
4. To inculcate strong human values and develop ethical mindset

Programme Outcomes

The programme specific outcomes is to develop HR & IR professionals by achieving following outcomes.

1. Develop understanding on business environment in general and HR & IR environment in specific.
2. Demonstrate ability to apply domain knowledge in HR & IR to solve real life problems
5. Develop critical thinking, problem solving and conflict resolution skills in resolving HR & IR issues
6. Develop strong sense of ethics, values and ethical decision making skills.

Regulation

The duration of MPMIR program shall be two academic years spread over four semesters. Each academic year shall have two semesters. Each semester is of six months duration with minimum 90 teaching days in a semester. The 1st Semester shall commence ordinarily within one week after the last date of admission fixed by the College, . The 3rd Semester shall commence ordinarily from the middle of July. The 2nd and 4th Semesters shall commence ordinarily from 1st week of January.

During 3rd semester, in addition to compulsory papers, each student is required to opt for specialization from among the specialization groups listed. Apart from this, the students will also undergo field work at end of 2nd semester for a period of 6 to 8 weeks and prepare project which will be evaluated at the end of 2nd semester. During 4th semester the student will carry out a dissertation project(**spread over one semester with 2to 3 months field work**) and at the end of 4th semester the project work will be evaluated as specified below.

Ordinarily the odd Semester (1st & 3rd) examinations shall commence from 1st week of December and the even Semester (2nd & 4th) examinations shall commence from

last week of April. However, there shall be a minimum of 90 teaching days for each semester before the commencement of examination.

In a semester, each theory paper carries 100 full marks and 04 credit and total credit for completing the programme is 128. There shall be continuous internal assessment of 40 marks(explained in table 1a) and rest 60 marks(explained in table 2a) for End-Term(College examination).. A candidate failing to appear the internal test shall be allowed to reappear it only under following conditions:

1. If the candidate is sick during the period of examination and produce medical certificate.
2. In case the candidate is representing College in Sports/Cultural/Allied activity subject to documentary evidence.
3. In case of demise of candidate's Father/Mother/Close Relative
4. The decision has to be taken by teacher council based on evidence

Further, improvement for continuous test shall not be allowed.

The continuous assessment shall be conducted during the class hours by the respective course teachers.. However, other classes shall not be suspended on that day. The marks secured in the continuous assessment in each theory paper shall be submitted in duplicate to the Head of the Department 15 days before the commencement of the concerned semester examination who shall immediately submit to the Controller of Examinations. The dates of continuous assessment shall be decided by the Teachers' Council/Subject teacher. The records of the continuous assessment shall be kept for a period of one year by the concerned teacher/office if needed for verification.

Assessment

The assessment constitute two parts consisting of 100 marks. The first part is continuous assessment throughout the course consisting four evaluation and total marks allotted is 40 as prescribed in table 1. The second part is end-term assessment consisting of 60 marks with pattern of questions as prescribed in table 2. Each student has to secure 45 per cent in individual paper in order to pass in the said paper and 50 per cent in aggregate which include combined marks in internal and end-term assessment.

Table 1:

Sl. No	Continuous Internal Assessment (Components)	Mark Allotted
1	One Quiz/MCQ to be administered at the end of Unit I	10*
2	Mid-term Assessment based on Unit I & Unit II	20
3	2 nd Quiz/MCQ to be administered at the end of Unit III(Coverage from Unit III only)	10*
4	Assignment at the end of Unit IV and V(Based on Unit IV & Unit V)	10
	Total	40

**Mark allotted for quiz component is 10. Best one out of two quiz is to be taken.*

Table 2a:

Sl. No	End-term Assessment	Mark Allotted	Total Mark
1	2 marks compulsory questions based on five units (two questions from each unit and each question within 50 words)	2x10	20
2	A total of five questions to be answered out of 10 options each carrying 4 mark based on five units (two questions from each unit and each question within 100 words)	4X5	20
3	A total of two questions to be answered out of 5 options each carrying 10mark based on four units(Each	10X2	20

	questions within 300 words and one question from each unit)		
	Total		60

**Question pattern should be set in such way that it should assess the course outcome*

Table 2b

Field Work(PMIR 208)	Mark Allotted
Evaluation of Report	60
Presentation of Field Work	40
Total	100

**Evaluation will be done by committee consisting all internal faculty members and one external members from Industry*

Table 2c

Comprehensive viva voce & Group Presentation(PMIR 407)	Mark Allotted
Comprehensive viva voce	50
Group Presentation	50
Total	100

**Evaluation will be done by committee consisting all internal faculty members and one external member from other reputed Institute/University*

Table 2d

Dissertation & viva voce(PMIR 408)	Mark Allotted
Evaluation of Dissertation Report	70
Presentation & Viva-voce based on work of Dissertation	30
Total	100

**Evaluation will be done by committee consisting all internal faculty members and one external member from other reputed Institute/University*

COURSE STRUCTURE OF MPMIR

SEMESTER I

Course Code	Course Name	Marks	Credit
PMIR101	Principles & Practices of Management	100	04
PMIR102	Industrial Relations-I (Employment Relations & Unionism)	100	04
PMIR 103	Human Resource Management	100	04
PMIR 104	Labour Legislations & Case Laws-I	100	04
PMIR 105	Social Research & Statistics (SRS- I)	100	04
PMIR 106	General, Labour& Industrial Economics	100	04
PMIR 107	Organizational Behaviour –I	100	04
PMIR 108	Industrial Psychology	100	04
PMIR 109	Indian Knowledge System	50	02

SEMESTER-II

Course Code	Course Name	Marks	Credit
PMIR 201	Organizational Behaviour -II	100	04
PMIR 202	Industrial Relations-II (Contemporary Issues in IR)	100	04
PMIR 203	Labour Legislations & Case Laws-II	100	04
PMIR 204	Performance Management	100	04
PMIR 205	Learning and Development	100	04
PMIR 206	Social Security & Unorganized Sector	100	04
PMIR 207	Social Research & Statistics (SRS-II)	100	04
PMIR 208	Field Work –Report Preparation & Presentation	100	04

SEMESTER-III

Course Code	Course Name	Marks	Credit
PMIR301	Human Resource Development	100	04
PMIR302	Productivity Management & TQM	100	04
PMIR 303	Organization Change & Development	100	04
PMIR 304	Human Behaviour at Work(CBCS Paper)	100	04
PMIR 305	MIS & HRIS	100	04
PMIR 306	Corporate Social Responsibility	100	04
PMIR 307	Elective Paper-1 (GR-A-HRP & D	100	04
	Man Power Planning		
PMIR 308	Elective Paper-2 (GR-A-HRP & D	100	04
	Man Power Planning & Research		
PMIR 309	Elective Paper-1(GR-B- CER & TU)	100	04
	Comparative Employee Relations-I		
PMIR 310	Elective Paper-2(GR-B- CER & TU)	100	04
	Comparative Employee Relations-II		

***A student has to choose any one group (Group A or Group B)**

SEMESTER-IV

Course Code	Course Name	Marks	Credit
PMIR401	Compensation Management	100	04
PMIR402	Strategic HRM	100	04
PMIR403	International HRM	100	04
PMIR404	Labour Administration	100	04
PMIR405	Talent & Knowledge Management	100	04
PMIR406	Ethics & Management	100	04
PMIR407	Comprehensive Viva voce & Group Presentation	100	04
PMIR408	Dissertation & Viva voce	100	04

DETAIL COURSES
SEMESTER-I

PMIR101

PRINCIPLES & PRACTICES OF MANAGEMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR101	Organization Structure & Management	4	40	60

Objectives	To understand the concept and relevance of Management. It will provide input on inception and development of management theories and practices by highlighting the importance of Management as a Profession.
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Basic Concept of Management – Definition, Scope Basic Concept of organization – Nature of Business Organization Types of Organizations Organization and Management, Management as a Profession, Roles and Responsibilities of Managers	08
II	Development of Management Thought: (Approaches) Early Management Thoughts, Classical Management Thoughts Human Relations Management Thoughts, Modern Management Thoughts	10
III	Managerial Functions Planning – Concept, Objective, Types, Managerial Decision making	12
IV	Organizing – Organization Structure, Need, Authority & Power, Departmentalisation, Delegation, Decentralization	10
V	Leading – Concepts & Needs of Directing, Coordinating & Communicating Controlling – Concept, Scope & Span of Control	8
Total		48

Suggested Books:

1. Stonner, Gilbert, Freeman – Management, Pearson Education, New Delhi, 6th edition.
2. Wehrich, Cannice, Koontz: Management: A Global and Entrepreneurial Perspective, McGraw- Hill Companies, New Delhi.
3. Griffin: Management ,Cengage Learning.
4. VSP Rao, V. Hari Krishnan – management Text and Cases, Excel 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.

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Develop understanding of management and its importance in the context of a business organization. • Gain knowledge about different forms of organization and their specific requirement for proper management. • Generate awareness regarding the management theories from classical to latest and its importance in day today day management of organisations. • Understand management as a profession, the role played by managers and the responsibilities executed by a manager. • Get to know about the basic managerial functions viz., planning, organising, directing, leading, control and their interlinkages
---------------------	--

PMIR102 INDUSTRIAL RELATIONS- I (EMPLOYMENT RELATIONS & UNIONISM)

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR102	(EMPLOYMENT RELATIONS & UNIONISM)	4	40	60

Objectives	To give insights into the complex and diverse concepts of industrial relations with multi-stakeholder perspectives. The focus will be on industrial relations in its widest sense, includes relations in all aspects of work and employment between the parties to an employment contract.
Pre-Requisites	Basic knowledge of Human Resource Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Industrial Relations: Concepts, Values, Scope, Approaches – Unitary, Pluralistic and Radical and other approaches, IR System, IR Models, IR to E.R.	08
II	Trade Unionism: Concept, Structure and Types, functions of T.U., Union Registration, and Recognition, Employers Union, Managerial Unions, Roles and Responsibilities of T.U	10

III	Collective Bargaining: Nature, scope, process, functions and types of bargaining. Theories of C.B., Workers' Participation in management: Concept, Scope, objectives, forms, Social Dialogue,	12
IV	Grievance Management: Causes, the principle of grievance management, Model Grievance Procedure; Work Place discipline and discipline management: Causes of indiscipline and Procedure of management, Hot Stove Rule, Domestic Enquiry Process	10
V	Industrial Conflict: Concept, Types, Causes, Conflict and Dispute, Industrial Dispute: Concept, Types/Forms, Common causes, Prevention and settlement of Industrial Disputes in India	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Develop understanding of management and its importance in the context of a business organization. • Gain knowledge about different forms of organization and their specific requirement for proper management. • Generate awareness regarding the management theories from classical to latest and its importance in day today day management of organizations. • Understand management as a profession, the role played by managers and the responsibilities executed by a manager. • Get to know about the basic managerial functions viz., planning, organising, directing, leading, control and their interlinkages
---------------------	--

PMIR103

HUMAN RESOSURCE MANAGEMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR103	Human Resource Management	4	40	60

Objectives	To sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management. The focus will be on systems,
------------	---

	methods and procedures, and tools and techniques utilized in attracting, retaining, developing and utilizing human resources.
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Concept, philosophy, scope of HRM, Objectives of HRM, Growth and Development of HRM, Functions, Policies and Role of HRM, HRM in India	08
II	Designing and Analyzing the job; Human Resource Planning: Concept, purposes and Process.	10
III	Procuring HR: Concept of equal employment opportunity, Recruitment: Concept, Policy, Objectives, Methods & Sources; Selection: Concept, policy, objectives, Selection procedure, Tests & interviews- types	12
IV	Placement, Induction, Promotion, Transfer, and Separation – Bases & Policies.	10
V	HR Accounting, HR Audit, HRIS. Contemporary issues& Trends in HRM	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<ul style="list-style-type: none"> • Develop a basic understanding of the importance of human resources and their effective management in organizations. • Understand the various key terms, theories and concept, and practices within the field of HRM • Have a clarity on the integrated perspective on role of HRM in modern business.
---------------------	---

PMIR104

LABOUR LEGISLATIONS & CASE LAWS-I:

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR104	LABOUR LEGISLATIONS & CASE LAWS-I:	4	40	60

Objectives	To acquaint the students with various aspects of labour legislations and their application in industrial establishments.
Pre-Requisites	Basic knowledge of Industrial Relation
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
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	08
II	Laws relating to working conditions Factories Act 1948 & Orissa Rules, Mines Act, 1952, Plantation Labour Act, 1951	10
III	The Industrial Disputes Act, 1947	12
IV	The Trade union Act, 1926 The Industrial Employment (Standing Orders) Act, 1946	10
V	The Contract Labour (Regulation & Abolition) Act, 1970; The Inter-State Migrant Workmens Act, 1979, Orissa Shops & Commercial Establishment Act, 1956.	8
Total		48

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

Course Outcomes(CO)	Course Outcomes: <ul style="list-style-type: none"> • Have a basic understanding of objectives and importance of labour laws • Understanding of various factors responsible for growth and development of labour laws.
---------------------	---

- Familiarize with various types labor legislations and their impact on employee, employer and industries.

PMIR105

SOCIAL RESEARCH AND STATISTICS- I:

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR105	SOCIAL RESEARCH AND STATISTICS- I:	4	40	60

Objectives	To acquaint the students with the basics of statistical tools and techniques
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
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	08
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	10
III	Index Number: Concept, types, characteristics, uses, limitation of Index number, cost of living index number, test of adequacy, link relatives,	12
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	10
V	Probability and Theoretical Distribution: Concept of Probability, Addition rule, Multiplication Rule, Conditional probability, Bays Rule, Mathematical expectation, Binomial, Poisson and Normal distribution	8
Total		48

Suggested Books:

1. I. 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.

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Enable to understand the concept of data and measurement of central tendency • Familiarize with various qualitative and quantitative statistical techniques to facilitate managerial decisions
---------------------	--

PMIR106 GENERAL, LABOUR AND INDUSTRIAL ECONOMICS

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR106	GENERAL, LABOUR AND INDUSTRIAL ECONOMICS	4	40	60

Objectives	To acquaint the students with various aspects of economics, particularly in the context of industrial and labour economics. The course intends to familiarize the students with various macro-economic concepts, theories and issues concerning labour market and its components. This involves understanding the determinants of wages and employment.
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	<u>GENERAL ECONOMICS:</u> Economics development, Factors facilitating economic development, industrial development and Five Year Plans, National Income and per Pcapita Income.	08
II	<u>INDUSTRIAL ECONOMICS</u> Industries: Structure and factors influencing size of industry, Size location and factors influencing location of industry	10
III	Financial Institutions: Government and private financial institutions, Nationalized and private Banks, Industrial policies – licensing Policy, FERA, FEMA, EXIT Policy	12

IV	<u>LABOUR ECONOMICS</u> 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.	10
V	Concept of Employment, Unemployment, Underemployment. Theories of employment, Unemployment problem in India. Concept of wages. Theories of wages. National Wage policy.	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Enables the students to understand the basic facts of macro-economics specifically in the context of developmental economics. • Provide them a brief idea about industrial economics dealing with the basic concepts of industry, its size and location and the policies governing the establishment and functioning of industry. • Familiarize the students with the concept of labour economics, labour market, wage and employment theories and determination of it in different market conditions.
---------------------	---

PMIR107 ORGANIZATIONAL BEHAVIOUR-I:

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR107	ORGANIZATIONAL BEHAVIOUR-I:	4	40	60

Objectives	To help the students to understand the Human dimensions of behavior. The course focuses on individual, group and intergroup behavior
Pre-Requisites	Basic knowledge of Management

Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.
-----------------	--

Detailed Syllabus

Unit	Topics	Hours
I	Understanding and managing organization Behaviour: Concept, Nature and Scope of OB, OB models	08
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	10
III	Motivation: Concept, process, theories of motivation: Maslow, Herzberg, McClelland, Alderfer, McGregor, Adams, Vroom, Porter and Lawler, Moral & Motivation..	12
IV	Group Dynamics: Formation, Stages of group development, types of groups Group norms and group cohesiveness, group decision making; Team Dynamics: Group vs Team, Types, Team building and Team effectiveness.	10
V	Leadership: Concept, leader vs manager, styles, theories of leadership, Contemporary issues	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Develop understanding the human dimensions of Behaviour • Enable understanding of the group dynamics in work organisations. • Appreciate the concept, process and theories of motivation. • Familiarize with various theories and styles of leadership by creating an awareness that leadership is a process of shared influence on the work group
---------------------	--

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR108	Organization Structure & Management	4	40	60

Objectives	To understand the concept of Psychology and Industrial psychology. It will focus on history, scope, importance and application of Industrial Psychology .
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Industrial Psychology: Meaning, scope, methods of Ind. Psychology, growth and development of Industrial Psychology in India, and its application.	08
II	Frustration: Meaning and concept of Frustration, Dynamics of frustration, the circularity of frustration, sources and causes of frustration, managing frustration; Defense mechanism: Meaning & concept, different approaches to understand and meaning personality, types of defence mechanism	10
III	Coping with organizational Life: understanding emotion and mood- sources, Types and Functions; role of emotion and mood in organization, managing emotions in organization; Emotional Intelligence	12
IV	Accident: Meaning and concept, Growth and development of Industrial Accident in India, Accident proneness, causes of accident, prevention of accident. Fatigues study, causes of fatigue, elimination of fatigue. Boredom and monotony: meaning, characteristics, causes of boredom, methods of eliminating boredom and monotony in Industry	10
V	Safety Management: Meaning, principles, philosophy of safety management, Health & Hazards associated with induction of new technologies, legal aspects of safety management.	8
Total		48

Suggested Books:

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

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
CP-101	Indian Knowledge System	2	20	30

Objectives	<ol style="list-style-type: none"> 1. To understand the basic concepts of Indian Knowledge System. 2. To explore the knowledge framework and its classification. 3. To gain insights on Jivan Darshan(Way of Life) in the Indian Knowledge Systems. 4. To understand and apply Ancient Wisdom and Management
Pre-Requisites	No Pre-Requisites
Teaching Scheme	Regular classroom lectures followed by interactive sessions, case discussion with more focus on real life examples.

Detailed Syllabus

Unit	Topics	Hours
I	Introduction to Indian Knowledge System Indian Knowledge System: An Overview, The Vedic Corpus- Vedic Life: A Distinctive Features, Philosophical Systems, Wisdom through the Ages	6
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,, visesa, samavaya, Pramana – the means of valid knowledge , Saṁśaya – ambiguities in existing knowledge, Framework for establishing valid knowledge, Deductive or inductive logic framework, Potential fallacies in the reasoning process, Siddhanta: established tenets in a field of study	6
III	Jivan Darshan(Way of Life) in the Indian Knowledge Systems 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	6
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	6
V	Case Study (Based on Above Units)	6
Total		30

Text Books:

T1. Mahadevan, B. Bhat Vinayak Rajat, Nagendra Pavana R.N. (2022), "Introduction to Indian Knowledge System; Concepts and Applications", PHI Learning Private Ltd. Delhi.

T2. Bhagavad Gita: As It Is" by A.C. Bhaktivedanta Swami Prabhupada Published by The Bhaktivedanta Book Trust

T3. "Indian Philosophy, Volume 1 and 2 by S. Radhakrishnan Published by Oxford university press.

T4. Management Practices and Thoughts in Ancient India, Khandelwal and Mohanty, Himalaya Publishing House.

Reference Books:

R1. Kautilya's Arthashastra: Timeless Strategies for Modern Governance: By Vinayak Rajat Bhat and Tejusvi Shukla

R2. IKS: The Knowledge system of Bharata (2023), Bhag Chand Chauhan (Garuda Prakashan

Course Outcomes(CO)	At the end of the course, the students will be able to: CO1. Recall the fundamentals of the Indian Knowledge System CO2. Explain the distinctive features of the Vedic corpus, Indian philosophical systems CO3. Illustrate the practical applications of ancient Indian frameworks for establishing valid knowledge in contemporary society. CO4. Compare and contrast different ancient wisdom and its implication for management
---------------------	---

SEMESTER II

PMIR201 ORGANIZATIONAL BEHAVIOUR-II

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR-201	ORGANIZATIONAL BEHAVIOUR-II	4	40	60

Objectives	To acquaint the students with the concept of communication, interpersonal relations, conflict management, power & Politics and its role in bringing organizational effectiveness.
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
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	08
II	Organizational Conflict: concept, functional and dysfunctional aspects, forms of conflict, conflict process, sources of organizational conflict, conflict management.	10
III	Management of Stress: Potential sources, consequences and coping strategy Job satisfaction and Work Life balance	12
IV	Organizational Structure, design, power and politics	10
V	Organization Climate: Concept, Factors; Organisational Culture: Concept, Organization culture and Climate, Organization culture vs Climate, types of culture, Creating and sustaining the organizational culture.	8
Total		48

Suggested Books:

1. Robins & Sanghii, Organisational Behaviour, Pearson Education, New Delhi.

2. Luthans, Organisational Behaviour – TMH
3. Aswathapa.K, Organisational Behavior, Himalaya. Publishing house.
4. Udai Pareek, Understanding Organisational Behaviour, Oxford
5. Hellriegel, Organisational Behaviour – Thomson Learning

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Understand the process of communication and the barriers that prevent organizational communication to be effective and what a manager should do to make his communication effective. • Compare and contrast different aspects of conflict and to diagnose which conflict resolution style to use and when. • Appreciate the various factors impinging upon and the issues involved with the design of an organisation structure. • understand the concept of organisational culture and climate by identifying the factors that contribute to the uniqueness of each organisation.
---------------------	--

PMIR202 INDUSTRIAL RELATIONS-II: (CONTEMPORARY ISSUES in IR)

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR-202	INDUSTRIAL RELATIONS-II	4	40	60

Objectives	To establish the relation between International Labour Organisation and Indian Industrial Relations. It explores the mechanisms available in organizations to maintain peace and harmony. It highlights on the recommendations made by the second National Commission on Labour in India.
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	International Labour Organization: formation, objectives, structure and functions; conventions & Recommendations and its impact on IR, ILO and its impact on Labour Management Relations	08
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	10
III	Current trends in Unionism: problems & present status of unionism in India, Global Trends and unionism country-specific cases), union recognition issues	12

	with Odisha Rule, code of Discipline and Code of Conduct, ILO Convention & Recommendations on Unionism	
IV	Modern grievance management practices, Legal aspects of Grievance management; contemporary Collective bargaining practices, Workers' Participation in Management practices in India, Quality Circles :-concept, structure, functions, ILO conventions and Recommendations on CB & WPM	10
V	Contemporary Issues and Challenges in IR, Globalization and its impact on IR, Issues in Ind NCL and IR	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Know about the International Labour Organisation's history, evolution, objectives • and its functions especially formulation of the Labour Codes. • Understand the concept of tripartism with special reference to India. The Constitutional provisions influencing the labour-management relations at workplace. • Gain knowledge about the pattern of trade unionism in India, post globalisation; the challenges of union recognition and conduct of union activities. • Understand employee grievances, the origin and redressal mechanisms available in the organisations. Know in detail about the collective bargaining, quality circles and legal aspects of grievance redressal. • The challenges faced by the trade unions, management in the wake of globalisation and the unprecedented technological advancement. • Understand management as a profession, the role played by managers and the responsibilities executed by a manager. • Get to know about the basic managerial functions viz., planning, organising, directing, leading, control and their interlinkages
---------------------	--

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR203	LABOUR LEGISLATIONS & CASE LAWS-II	4	40	60

Objectives	To expose the students to the nature of relationship between employer and employees and the factors influencing the relationship. It also equips the future managers how to manage the conflicts, negotiations and bargaining which is an essential part of work place relationship. To familiarize the students with various Labour Laws and their impact on Indian industries.
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	The Payment of wages Act, 1936; The Minimum Wages Act, 1948	08
II	The Payment of Bonus Act, 1965; The Equal Remuneration Act, 1976	10
III	Workmen's Compensation Act 1923 Maternity Benefit Act 1961; Payment of Gratuity Act 1972	12
IV	ESI Act 1948 & rules EPF Act 1952 rules and Pension Scheme	10
V	Employee Deposit Linked Insurance Act, 1976	8
Total		48

Suggested Books:

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

Bare Acts

Course	At the end of the course, the students will be able to:
--------	---

Outcomes(CO)	<ul style="list-style-type: none"> • understand various compensation related labour laws • Get knowledge on Laws for labour welfare and social security
--------------	---

PERFORMANCE MANAGEMENT

PMIR204

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR-204	Performance Management	4	40	60

Objectives	To provide an in-depth understanding of the role of performance management in developing the human base of the organisation and to enable the students to manage appraisal issues in organizations. The course intends to familiarize the students about the concept, techniques and issues concerning assessment center with emphasis on developing and assessing managerial skills.
Pre-Requisites	Basic knowledge of Human Resource Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Performance Management: Aims, Characteristics, Performance Appraisal and Performance Management, Potential Appraisal, Process of Performance Management	08
II	Performance Planning: Performance and development Planning, Role Profiles , Objective Setting	10
III	Performance Assessment : Approach, Factors, Methods- Traditional and Modern, Competency Management: Concept, competency development, competency mapping, gap analysis.	12
IV	Performance Review Discussion, Gathering performance Information , Performance Review Meeting, Analyzing performance problem , Performance review skills, Counseling and coaching	10
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	8
Total		48

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..

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • It would help the students to clearly differentiate between performance management as a business process and performance appraisal. • It would also enable them to have an intense understanding of the performance management process, techniques and other appraisal issues. • It would help the students to develop appraisal forms and develop necessary skills needed to manage performance of individual and team for organizational effectiveness
---------------------	---

PMIR205 LEARNING & DEVELOPMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR-205	LEARNING & DEVELOPMENT	4	40	60

Objectives	To enable the students to understand and design Learning and development systems. To give the students a sound understanding of career management & their impact on business effectiveness. The purpose of this course is to provide an in-depth understanding about the role of training and developing human resources and to manage training system and process effectiveness.
Pre-Requisites	Basic knowledge of
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
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	08
II	Training: Concept , objectives, importance ,Types of Training , Training vs Development, Training process – Instructional System Design	10
III	Training Need Assessment, Setting out training objective, designing training program – Delivering an active and participatory training program, Skills, roles and styles of trainers	12

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	10
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	8
Total		48

Suggested Books:

1. Raymond A. Noe, Employee Training and Development, Tata McGraw-Hill Publishing
2. Goldstein , Training in Organisations, Pfeiffer Publisher
3. DevendraAgochiya, Every Trainer's Handbook, Sage Publication

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • To enable the students with the principles of learning, its theories, its styles and importance for upskilling and upgrading the abilities of employees. • To empower the students with the ability to conduct the need assessment, design, delivery and evaluate the L&D programs needed for the upliftment of the employees as well as for the organization. • To make the aware of the importance of transfer of learning which is utmost important from the context of the workplace
---------------------	---

PMIR206

SOCIAL SECURITY AND UNORGANISED SECTOR

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR206	SOCIAL SECURITY AND UNORGANISED SECTOR	4	40	60

Objectives	To understand the concept, objective of social security and learn the scope of social security for unorganized sector in India.
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Social Security: Meaning, concept, aims and objectives, social insurance and assistance, scope of social security for unorganized sector of India, constitutional safeguards, human rights.	08

II	Role of state and other agencies in social security for unorganized sector; Recommendations of the IInd National Commission on Unorganized labour and social security	10
III	Unorganized sector workers, social security Act, 2008, state Social security boards for unorganized sector works. Unorganized sector workers (condition of work and livelihood promotion Bill, 2005)	12
IV	Social security for: Child labour, women labour, contract and migrant labour, social security for Agricultural labour, Bonded labour, casual, home based labour, Building & other construction Workers (RE & CS), Act, 1996, Child Labour (Regulation & Abolition) Act, 1986, Beedi and Cigar workers Act, 1966	10
V	Social Security Schemes: Rashtriya Swasthya Bima Yojana (RSBY), Pradhan Mantri Jeevan Jyoti Yojana, Pradhan Mantri Suraksha Bima Yojana, Atal Pension Yojana and others, MNREGS and its impact on employment generation	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Awareness about unorganized sector and unorganized workers , • Get to know about various legislations ensuring social security benefits to unorganized workers in industries. • It will help for implementing the provisions of various legislations for the betterment of unorganized sectors
---------------------	---

PMIR207

SOCIAL RESEARCH AND STATISTICS- II:

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
CP-207	SOCIAL RESEARCH AND STATISTICS- II	4	40	60

Objectives	To introduce the students into the field of research, research process, design and report writing
Pre-Requisites	Basic knowledge of Statistics

Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.
-----------------	--

Detailed Syllabus

Unit	Topics	Hours
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	08
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	10
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	12
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	10
V	Nonparametric Test and Multi Variate Analysis: Difference between parametric and Non- Para metric test, Run test, sign Test, Kruskal.swallies test, Factor analysis (concept	8
Total		48

Suggested Books:

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.

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Enable to understand the importance of research for the organizational excellence • Make familiarize with basic tools and techniques involved in conducting the research systematically • Develop the understanding of writing good research report
---------------------	--

PMIR 208 FIELD WORK – REPORT (PREPARATION + PRESENTATION)

(This includes presentation of report by the student in presence of all faculty members and an expert from industry).

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

Outcomes:

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

SEMESTER-III

PMIR301

HUMAN RESOURCE DEVELOPMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR-301	HUMAN RESOURCE DEVELOPMENT	4	40	60

Objectives	To develop a conceptual as well as a practical understanding of Human Resource Development in Organisations. To acquaint the students with the various instruments and techniques available for measurement of various psychological and behavioural attributes of Human Being
Pre-Requisites	Basic knowledge of Human Resource Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	HRD: concept, scope, Growth, objectives, significance. HRD in Macro level & Micro level.	08
II	HRD system & structure, Line Manager's & supervisor's role in HRD, HRD process, HRD Needs Assessment, Designing HRD Programme	10
III	Organisation Development & HRD Mechanisms, HRD Matrix, HRD and organizational effectiveness	12
IV	HRD culture & climate of the organization, HRD Audit	10
V	Strategic HRD, International HRD, HRD practices in service & manufacturing sector	8
Total		48

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.

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Understand the concept, significance, scope and evolution of HRD related to both macro and micro level HRD. • Give knowledge about the role of line manager and supervisors in HRD Department in the organization • Get knowledge about HRD process, HRD process Mapping and Process of development in India • Familiarize with the concept of HRD matrix, HRD instruments, HRD Audit and strategic HRD leading to Organisational effectiveness
---------------------	---

PMIR302 PRODUCTIVITY MANAGEMENT & TOTAL QUALITY MANAGEMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR-302	PRODUCTIVITY MANAGEMENT & TOTAL QUALITY MANAGEMENT	4	40	60

Objectives	The course is designed to acquaint the students with decision making in planning, scheduling and controlling of production and operation functions in both manufacturing and services, productivity improvement in operations through layout engineering and quality management. This course also aims at exposing the students to various facets of quality, its relevance to business and its management.
Pre-Requisites	Basic knowledge of Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Productivity: Concept, Types, Methods of raising productivity. Production Based, Materials Based. Task Based, People Based Techniques of raising Productivity	08
II	Work Study: Concept, Procedure, Objectives, Motion method Study. Concept, objectives, process tools & Techniques involved in method study, Work measurement or Time Study: Objectives. Tools and Techniques involved in work measurement. Procedure, Normal Time & Standard Time, Work sampling, Benefits	10
III	Value Analysis Concept, Objectives Methods, PERT, CPM: Concept, Techniques	12

IV	TQM: Concept, Stages, Company wide, Quality system. Approaches of TQM – Taguchi Methods. Deming’s -14 points, Crosby’s approach, Juran’s approach	10
V	Quality Control & Quality standard: Methods of Quality control, National & International Quality Standards. ISO 9000, 14000, SA 8000-2000 (CSR	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Provide the students with the basic understanding of work scheduling, time and motion study and its implications. • Help the students to be capable of using methods of productivity analysis and measurement for operational efficiency and productivity improvement. • Enables the students to know the basic concept and philosophy of total quality management, its various approaches, tools, the various decision-making methods and the international standards for quality assurance and improvement.
---------------------	--

PMIR303 ORGANISATION CHANGE & DEVELOPMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR303	ORGANISATION CHANGE & DEVELOPMENT	4	40	60

Objectives	To understand why organization must change, will gain the knowledge about the different forces affecting organizational change, Understand the Process of resistance to change and also able to learn about means of overcoming the resistance to change..
Pre-Requisites	Basic knowledge of Organizational Behaviour
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Organisation Change: Concept, forces, types, approaches & models of organization change; Resistance to change and managing resistance	10
II	Change Agents: Internal & External Change Agents, Manager as change Agent, role and skills for change agent, Organization culture and climate in organization change	10
III	Management of Change, Change strategies: People, process, competitor and customer -oriented strategy with case	10
IV	Organization Development: Concept, Types of OD Interventions, Change & OD	08
V	Employee Counseling: Concept, Need, types, process, problem identification, strategy & skill relationship. Counseling environment, and employee counseling and change	10
Total		48

Suggested Books:

1. Palmer Dunford Avin, Managing Organizational Change, - TMH
2. K. Singh, Organisational Change and Development, Excel Books
3. K. Hari gopal, Management of Organisational Change, Response
4. Sen Gupta, Managing Change in Organisations, PHI
5. Ramnarayan, Management of Change, Response
6. Robbins, Organisational Behaviour , PHI

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Enable students to cope and manage the situation in dynamic change environment. • Provide knowledge how Managers work as catalyst of change, • Help to adopt students with different cultural setting and also capable enough to institutionalize the new culture in the organizations. • Enable to formulate the strategy considering the threats and opportunities coming from the environment of change. • Enable to conduct counseling programme for employees and resolve the workplace related issues by using various counseling skills and strategies
---------------------	--

PMIR304 HUMAN BEHAVIOUR AT WORK(CBCS)

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR-304	HUMAN BEHAVIOUR AT WORK	4	40	60

Objectives	To equip students with basic knowledge about the management of human behaviour at work
Pre-Requisites	No Pre-requisites
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities.

Detailed Syllabus

Unit	Topics	Hours
I	Dynamics of People & Organisation Nature of people & organization, Organisational Behaviour System, Social system & Organisational culture, Managing Communication	08
II	Motivation & Reward System Motivational process, Motivational drivers, Types of needs, Behavioural modification & Reinforcement, Goal setting & its effect, Equity comparison, Application of Motivational Models in designing reward	10
III	Leadership & Empowerment Nature of leadership, Leadership style, Trait, Behavioural & Contingency Approach to Leadership, Concept of Empowerment & Participation	12
IV	Individual, Interpersonal & Group Behaviour Employee Attitudes & their effects, Conflict & its management, Teams & team building	10
V	Behavioural Issues & Challenges Managing Change, Managing stress, Employee counselling & mentoring, Quality of Work life	8
Total		48

Suggested Books:

1. John Newstrom ,Organizational Behavior: Human Behavior at Work, McGraw Hill Education; 12th edition
2. Jerald Greenberg, Behavior In Organizations , Pearson 10th Edition
3. Ricky W. Griffin Gregory Moorhead, Organizational Behavior : Managing People and Organizations, Cengage Learning India 11th Ed.

Course Outcomes(CO)	<p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> • understand different behavioural dimension of people management • apply knowledge of individual, interpersonal and group behavior in real life situation • develop motivational & leadership skills • handle behavioural issues and challenges at work place
---------------------	--

PMIR 305 MIS & HRIS

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR 305	MIS & HRIS	4	40	60

Objectives	To familiarize the students with the concept of information system, design, planning, and its applications in various functional areas with special emphasis on HRIS
Pre-Requisites	Basic knowledge of HRM
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
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.	08
II	Decision Support System :Concept, Characteristics, Subsystem, DSS models Concept, Elements, Characteristics, Functions & Advantages	12
III	DBMS: Concept, Components, Business/ M anagerial aspects of database system, advantages, Entities & Relationship, Database models	08
IV	HRIS: concept, evolution of HRIS, need, types, system development process	12
V	Design, Planning & Implementation of HRIS, HRIS architecture, HR administration & HRIS, HRIS application in HR functional areas)	8
Total		48

Text Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able :</p> <ul style="list-style-type: none"> • Appreciate the significance of information systems in organizations and differentiate between various types and levels of information systems. • Familiarize with concept of Database Management. • Understand the mechanism involved in system development life cycle. • Examine the significance and uses of information system in HRM(HRIS).
---------------------	---

PMIR306 CORPORATE SOCIAL RESPONSIBILITY

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR 306	CORPORATE SOCIAL RESPONSIBILITY	4	40	60

Objectives	<ul style="list-style-type: none"> To make the students understand the linkage between organisational strategy and HRM strategy To familiarize the students with different strategic aspects of HRM & its practical implication To help student understand nature of global corporation and its implication for HRM To develop skills of students in critically analysing strategic HR issues in domestic and global organisations 	
Pre-Requisites	Basic knowledge of HRM & Strategic Management	
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion	

Detailed Syllabus

Unit	Topics	Hours
I	CSR- (i) Meaning – A framework for understanding CSR, values motivation, Limitations of CSR framework, Criticisms of CSR, Impact of CSR, Future of CSR. (ii) Origin- Areas of responsibility, Theories of social Responsibility	08
II	Sustainable Development- sustainability & Sustainable Development, Challenges to Business, New models of Sustainable Business, Capital Markets & Sustainable Development; Climate Change , Global warming and development.CSR in Developing countries, Globalisation and CSR.	10
III	Managing and Implementing CSR What companies need from CSR? Qualities of good CSR, Structuring CSR function, CSR on strategy. Business cases for CSR. CSR in Small & Medium Enterprises – SME perspectives on CSR, Responsibilities issues in SMEs	10
IV	Place of CSR in Corporate Governance framework- Corporate Governance –Meaning & Theories, drivers of Corporate Governance, International Development in Corporate Governance, Governance codes from a CSR perspectives. Social Accounting and CSR – Understanding by examining Corporate Social Reports Nature of Social Reporting, emergence & upsurge in social reporting, Conventional financial reporting & Social reporting, Reporting Issues in Corporate Management	12
V	Stakeholder Management and Engagement: Meaning & Origin of Stakeholders, CSR standards, Stakeholders Consensus: deviance and uniformity.	8

	Social Responsible Investments: Meaning & origin, sustainable investing, Engagement, Market growth, Trends	
Total		48

Text Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able :</p> <ul style="list-style-type: none"> • To introduce students the concept of corporate social responsibility, which involves an examination of whether organizations should expand their focus from serving shareholders to also considering the impact of the firm's activities on diverse stakeholders. • Practicing corporate social responsibility requires that a corporation meet business goals with societal expectations. This course highlights the importance business obligations to the societies in which they operate and the involvement of various stakeholders
---------------------	--

PMIR 307 ELECTIVE PAPER-I (HRP & D) MAN POWER PLANNING (EC) GROUP-A

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR 307	ELECTIVE PAPER-I (HRP & D) MAN POWER PLANNING (EC) GROUP-A	4	40	60

Objectives	<ul style="list-style-type: none"> • To develop a conceptual as well as practical understanding of human resource planning, deployment and maintaining HR information, Preparing report on HR performance, measuring the value of human resource and evaluating the effectiveness of HR functions
Pre-Requisites	Basic knowledge of HRM
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
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	08
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	12

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.	08
IV	Supply forecasting at micro level Wastage analysis: Labour Turnover Index, stability Index, Cohort analysis, replacement chart; Career Development – Career Planning and Succession Planning.	12
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)	8
Total		48

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

Course Outcomes(CO)	At the end of the course, the students will be able : <ul style="list-style-type: none"> • Understanding the process of human resource planning • Developing the understanding of a human resource planning framework. • Developing insights to human resource planning practices.
---------------------	---

PMIR308 ELECTIVE PAPER-II (HRP & D) MANPOWER PLANNING & RESEARCH (HR)(PAPER-II) (EC)GROUP-A

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR 308	(HRP & D)MAN POWER PLANNING & RESEARCH (HR)(PAPER-II) (EC)GROUP-A	4	40	60

Objectives	• To acquaint students to the concept of HR Research, HR Audit and HR Accounting and its role in Human Resource Planning
Pre-Requisites	Basic knowledge of HRM

Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion
-----------------	---

Detailed Syllabus

Unit	Topics	Hours
I	HR Research : Introduction, definition, approaches, significance, HR Research Models	08
II	Kind of HR Research: Applied Vs Basic Research, exploratory VS Confirmatory, Quantitative Vs Qualitative. Sampling in HR Research, Tools, application statistics and computer-aided research in HR	12
III	HRIS- Introduction, evolution of HRIS, Needs, Types, System Development process. Data base concepts and Application in HRIS. HRIS utilization for Talent Management and HR Planning. Human Capital Matrix and analysis.	08
IV	HR Audit: Concept, process, approaches to HR audit balance score card, Comprehensive HR Audit. Audit Business Strategic & Goal. Work place Audit check list.	12
V	HR Accounting: Introduction to HR accounting. HR valuation Methods – Non-monetary measurement. Monetary Measurement: Historical costs Method. Replacement cost Method, opportunity cost method, Economics value method, Present value method. HR score card and HR Metrics	8
Total		48

Text Books:

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

Course Outcomes(CO)	At the end of the course, the students will be able : <ol style="list-style-type: none"> 1. Enable to understand the significance of HR research and HR research models 2. Make familiarize with various approaches and techniques of HR audit and HR Accounting for organizational development
---------------------	--

PMIR309 ELECTIVE PAPER-I (CER & TU) COMPARATIVE EMPLOYEE RELATIONS (GROUP-B)

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
-----------	--------------	--------	---------------	---------------

PMIR 309	ELECTIVE PAPER-I (CER & TU) COMPARATIVE EMPLOYEE RELATIONS (GROUP-B)	4	40	60
-------------	---	---	----	----

Objectives	<ul style="list-style-type: none"> To make students aware and give a comparative view about the changing employment relations system, practices and models in developed and developing countries..
Pre-Requisites	Basic knowledge of HRM & Strategic Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
I	Change in Economics environment. Change in Regulations and Change in Employment Relations. Employment Relations practice across the countries with examples	08
II	European Unionism and Social charter	12
III	Trade Unionism in Germany, Sweden, USA, UK.	08
IV	Contemporary IR issues in International Firms.	12
V	ILO and its role in Social Dialogues.	8
Total		48

Text Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able :</p> <ul style="list-style-type: none"> • Enable to understand the economic factors, their role in changing the way business is carried out by organizations and its impact on employee relations.
------------------------	---

	<ul style="list-style-type: none"> • Get thorough knowledge about the patterns of trade unionism in developed economies. • Understand about the European Unionism and Social Charter in maintaining successful employee relations. • Understand the Social dialogue process and its role in securing desirable employee relations
--	--

PMIR310 ELECTIVE PAPER-II (CER & TU) COMPARATIVE EMPLOYEE RELATIONS (GROUP-B)

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR310	ELECTIVE PAPER-II (CER & TU) COMPARATIVE EMPLOYEE RELATIONS (GROUP-B)	4	40	60

Objectives	To provide information on the employment relations scenario prevailing in various countries. To discuss the challenges faced by the international business organizations, the role played by Social Dialogue to maintain employee relations.
Pre-Requisites	Basic knowledge of HRM & Strategic Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
I	Workers participation and Industrial democracy in UK, Germany and Sweden.	08
II	Workers participation in USA, Australia & Japan	12
III	Collective Bargaining in European countries	08
IV	Collective Bargaining in USA	12
V	Industrial Relations & Social system of developed countries (USA, Japan, Germany)	8
Total		48

Text Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able :</p> <ul style="list-style-type: none"> • Help the students to manage the multinational corporations • Give knowledge of labour laws of different nations will enable to cope with different legal and political environment. • Enable to manage atypical and the contingent workforce. • Enhance knowledge on the different models of employment relations they can apply in in decision making process in the organizations
---------------------	---

PMIR 401 COMPENSATION MANAGEMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR401	COMPENSATION MANAGEMENT	4	40	60

Objectives	To learn all the aspects essential for designing a compensation structure for attracting, retaining and motivating human resources for individual performance management and organizational performance
Pre-Requisites	Basic knowledge of HRM
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
I	Introduction to Compensation Management: Concept, objectives, importance, components and determinants of compensation.	08
II	Wage and salary administration: Concept of Wages, wage determination process, methods of wage fixation, types of wages, wage differentials, wage policy and its importance, Job- evaluation – Concept, process, methods, uses and compensations Planning	12
III	Managing Compensation: Designing a compensation system, Principles of equity in compensation management: internal, external and individual, compensation policy formulation as a retention strategy. Effects of compensation on performance and motivation	08

IV	Executive compensation system, Compensation management system in MNCS, competency based pay, market based pay, Tax planning	12
V	Incentive and benefits administration: Concept of incentives, benefits of incentive plan. Types of wage incentives plans, Fringe benefits: Objectives and kinds, Benefit determination process, employee benefit and services	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able :</p> <ul style="list-style-type: none"> • Understand the concept and context of compensation management and aware about the framework of wage and Salary Administration. • Compensation Structure and differentials. • Reward system, incentives and pay restructuring • Emerging issues and trends
---------------------	---

PMIR402 Strategic Human Resource Management

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR402	Strategic Human Resource Management	4	40	60

Objectives	To enhance the decision-making skills and abilities of students for formulating HR Strategies under uncertainty condition in the ever-changing business landscape of today
Pre-Requisites	Basic knowledge of HRM & Strategic Management

Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion
-----------------	---

Detailed Syllabus

Unit	Topics	Hours
I	Introduction to Strategic HRM Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies – Developing HR plans and policies -Human Resource Environment Technology and structure - Workforce diversity - Demographic changes –Temporary contract labour - Global environment - Global competition - Global sourcing of labour - WTO and labour standards	08
II	Recruitment and retention strategies Online recruitment - Employee referrals - Recruitment process outsourcing - Headhunting - Executive education - Flexi timing – Telecommuting - Quality of work life -Work – life balance - Employee empowerment - Employee involvement -Autonomous work teams Training and Development Strategies Creating learning organization - Competency mapping – Multiskilling – Succession planning - Cross cultural training- Performance Management strategies -Defining key result areas (KRA) - Result based performance - Linking performanceto pay - Merit based promotions	12
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	08
IV	Human Aspects of Strategy implementation Behavioral issues in strategic implementation - Matching culture with strategy- Human side of mergers and acquisitions - Leadership, power and politics -Employee morale - Personal values and business ethics	12
V	Global HR Strategies Introduction to global HR strategies - Developing HR as a value added function	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	At the end of the course, the students will be able : <ul style="list-style-type: none"> • Understand the importance of business strategies and integrating HR strategies with it. • Acquaint the cultural aspect of a successful business strategy & value addition to business by HR functions
---------------------	--

PMIR403 International Human Resource Management

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR403	International Human Resource Management	4	40	60

Objectives	<ul style="list-style-type: none"> • To give an in-depth & analytical view of Multi National Corporations in international markets, its operations and comparative HRM Practices
Pre-Requisites	Basic knowledge of HRM
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
I	IHRM: Concept, Issues, barriers in effective IHRM, expanding role of HRM in global firms,differentiation and integration	08
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 factor	12
III	Comparative HRM Practices – Staffing, Training & Development, Reward, Performance Management	08
IV	Comparative HRM Practices- Employment Relations & Communication, Flexibility and Work life balance, Managing Diversity in International Working, Expatriation & Repatriation	12
V	Developments in IHRM- IHRM Trends & Challenges, Organisational Capacity and Globalization, Streamlining HR Support Functions- Outsourcing or Insourcing HR, Understanding & Building Centers of	8

Excellence.	
Indian MNCs-India Inc.'s New MNCs, Merger & Acquisition.	
Total	48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able :</p> <ul style="list-style-type: none"> • Understand the environment of international human resource management and know the HRM practices in international context. • Enable to enhance knowledge about Behaviourial Dynamics of IHRM, IHRM relations issues and Challenges.
---------------------	---

PMIR404 LABOUR ADMINISTRATION

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR404	LABOUR ADMINISTRATION	4	40	60

Objectives	To understand the meaning, scope and fields of labor administrations in the center as state level ,Be able to understand the salient features of labour administration in India prior to the adaptation of the Indian Constitution, Explain the organization for labour administration of the central government, learn about different state labour machineries.
Pre-Requisites	Basic knowledge of HRM
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
I	Labour Administration: Historical Evolution of LabourAdministration in India, Scope and Function in India and in Orissa	08
II	Labour Administration Machineries in India and Orissa	12
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	08

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	12
V	First and Second National Commission on Labour& suggested administrative reforms.	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	At the end of the course, the students will be able : <ul style="list-style-type: none"> • Know the various concepts about labour administration they can apply in the practical field. • Enable to enforce various labour laws in the industries as an enforcement officer. • Develop awareness about various welfare and social security schemes.
---------------------	--

PMIR405 TALENT & KNOWLEDGE MANAGEMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR 405	TALENT & KNOWLEDGE MANAGEMENT	4	40	60

Objectives	<ol style="list-style-type: none"> 1. To gain insights in concepts and application of talent and knowledge management in organisations. 2. This course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations..
Pre-Requisites	Basic knowledge of management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
I	Knowledge organization: & Management: Concept objectives, types of knowledge Future preparation for knowledge organization. Understanding KM in HR context.	08
II	Knowledge at the Environmental and organizational level.Building knowledge organization: The value of knowledge drives and human asset valuation. Concept of Intellectual capital, HR learning focus.	12

III	Enabling organization into knowledge enterprise. Implementation of knowledge management at organization enterprise level. Structuring the new age HR organization	08
IV	Talent management: Concept of Talent, Talent procurement. Talent Retention, Talent Development and Talent Management.	12
V	Issues and challenges for knowledge organization Strategies for knowledge organization through Talent Management	8
Total		48

Text 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

Course Outcomes(CO)	<ul style="list-style-type: none"> • Enable students with the concept of knowledge, types of knowledge, knowledge worker, knowledge society, knowledge management and its implications in the present context for organizational performance. • Understand the importance, design and relevance of building talent reservoir, attraction, acquisition, engagement and retention of talent in organisations. • Provide an insight on the alignment of the talent management process with business strategy and integrate it with the knowledge management practices adopted in the organization.
---------------------	--

PMIR 406 ETHICS & MANAGEMENT

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR 406	ETHICS & MANAGEMENT	4	40	60

Objectives	To acquaint the students with the concept of Business Ethics and its relevance in today business organizations
Pre-Requisites	Basic knowledge of HRM & Strategic Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Unit	Topics	Hours
I	Business Ethics: Concept, objectives, approaches (Unitarian, separatists, integration) Need for business ethics. Work Ethos: Meaning, features of Indian Ethos	08
II	Ethical behavior: concept and dimensions, Setting standards of ethical behavior, Managing stakeholders relations, Assessing ethical performance, Organising for business ethics management. Ethical value system. System of Universalisms, Utilitarianism.	12
III	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.	08
IV	Indian ethos in Management: Principles, Approaches, Role of Gita, karma Yoga, Wisdom management, Quality of work life, Strategies for Work Life Balance	12
V	Indian ethos in Management: Principles, Approaches, Role of Gita, karma Yoga, Wisdom management, Quality of work life, Strategies for Work Life Balance)	8
Total		48

Suggested Books:

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

Course Outcomes(CO)	<p>At the end of the course, the students will be able :</p> <ol style="list-style-type: none"> 1. Understand the concept, views and approaches to Business Ethics and how ethical behaviour leading ethical performance 2. Develop awareness about workplace ethics, environment ethics and consumer ethics. 3. Enable to know role of ethics in corporate governance leading to corporate excellence. 4. Familiarize with the concept of Indian ethos in management and its application in modern business organisation
---------------------	---

PMIR407 COMPREHENSIVE VIVA & GROUP PRESENTATION

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
-----------	--------------	--------	---------------	---------------

PMIR407	COMPREHENSIVE VIVA & GROUP PRESENTATION	4	40	60
----------------	--	----------	-----------	-----------

Objectives	To develop skill to comprehend all the subjects learned and establish its interrelationships.
Pre-Requisites	Basic knowledge of HRM & Strategic Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Course Outcomes(CO)	<p>At the end of the course, the students will be able</p> <ul style="list-style-type: none"> • Prepares the students for job interviews. • Enhances communication and team building skills of the students. • Students get 360 degree inputs from the experts to improve themselves
---------------------	---

PMIR408 DISSERTATION

Sub. Code	Subject Name	Credit	Internal Mark	External Mark
PMIR 408	DISSERTATION	4	40	60

Objectives	To acquaint the students with project report writing by applying the research methodology tools and technique
Pre-Requisites	Basic knowledge of HRM & Strategic Management
Teaching Scheme	Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion

Detailed Syllabus

Course Outcomes(CO)	<p>At the end of the course, the students will be able :</p> <ol style="list-style-type: none"> 1. The students learn about the social research methodology. They can formulate research objective, prepare research design, utilise sampling techniques. 2. It helps the students to explore a particular topic in detail. 3. This allows students to take decisions at workplace with proper assessment of the available information. 4. To develop skills of students in critically analysing strategic HR issues in domestic and global organisations
---------------------	---