

**LAJPAT RAI LAW COLLEGE, SAMBALPUR**

**COURSES OF STUDIES & REGULATION**

**MASTER OF ARTS IN INDUSTRIAL RELATION & PERSONNEL  
MANAGEMENT w.e.f 2024-25.**

MA IRPM course credit semester system with grading evaluation system

FIRST SEMESTER MA IRPM EXAMINATIONS: December

SECOND SEMESTER MA IRPM EXAMINATIONS: April

THIRD SEMESTER MA IRPM EXAMINATIONS: December

FOURTH SEMESTER MA IRPM EXAMINATIONS: April

The First and Third Semester shall cover the period from June to December of the academic session and the Second and the Fourth semester shall cover the period from January to May of the subsequent academic session. The regular courses of studies for the MA IRPM Semester examination shall consist of four semesters with dual specialization comprising of 90 credits. First semester shall consist of five theory papers and Second, Third & Fourth Semester shall consist of four theory papers. Each theory paper consists 80 marks of three hours examination duration. In addition to it, there shall be an Internal Assessment consists 20 marks of 45 minutes examination duration.

Besides, in First Semester there will be Environmental & Disaster Management Paper carrying 2 credits. In second semester, there will be Inter-Departmental Course (IDC) and MOOCS (online course) carrying 3 credits each to be opted by the students. Likewise in third semester, there will be Entrepreneurship Development Programme course carrying 2 credits to be opted by the students.

**FIRST SEMESTER (June to December)**

IR-C-411-	Principles of Management (PM)	4 Credits
IR-C-412-	Industrial Relations (IR-I)	4 Credits
IR-C-413-	Labour Legislation & Cases-I (LLC-I)	4 Credits
IR-C-414-	Human Resource Management (HRM)	4 Credits
IR-C-415-	Managerial & Industrial Economics(MIE)	4 Credits
ESDMH -	Environmental Studies & Disaster Management	2 Credits
<b>Total</b>		<b>22 Credits</b>

**SECOND SEMESTER (January to May)**

IR-C-421-	Performance Management System(PMS)	4 Credits
IR-C-422-	Industrial Relations-II (IR-I)	4 Credits
IR-C-423-	Labour Legislation & Cases-II (LLC-II)	4 Credits
IR-C-424-	Social Research & Statistics (SRS)	4 Credits
IR-C-425-	Internship & Project Report	4 Credits
MOOCS -	MOOCs(online) /MOOCS Alternative (OB)	3 Credits
IDC	- Inter Disciplinary Course(Indian Constitutional Law	3 Credits
<b>Total</b>		<b>26 Credits</b>

**THIRD SEMESTER (June to December)**

IR-C-511-	Organizational Behaviour (OB)	4 Credits
IR-C-512-	Training & Development (TD)	4 Credits
IR-C-513-	Labour Administration & Social Security(LASS)	4 Credits
IR-C-514-	Human Resource Development (HRD)	4 Credits
IR-C-515-	Seminar Presentation & Viva-Voce (50+50)	4 Credits
EDPH -	Entrepreneurship Development Programme	2 Credits
<b>Total</b>		<b>22 Credits</b>

**FOURTH SEMESTER (January to May)**

IR-C-521-	Talent Management (TM)	4 Credits
IR-C-522-	Environmental Studies (EVS)	4 Credits
IR-C-523-	Financial & Marketing Management (FMM)	4 Credits
IR-C-524-	Ethics & Corporate Governance (ECG)	4 Credits
IR-C-525-	Dissertation & Viva-Voce (75+25)	4 Credits
<b>Total</b>		<b>20Credits</b>
<b>GRAND TOTAL</b>		<b>90 Credits</b>

N.B.: A student has to opt. for the same corresponding group in the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> semester. Course No. IR-C-425- Internship & Project Report (2<sup>nd</sup> Sem.) & Course No. IR-C-515- Seminar Presentation & Viva-Voce(3<sup>rd</sup> Sem.) and Course No. IR-C-525- Dissertation & Viva-Voce(4<sup>th</sup> Sem.) are practical papers which shall be valued jointly by internal Examiners and External Examiners for 2<sup>nd</sup> & 4<sup>th</sup> Semester and for 3<sup>rd</sup> Semester by Internal Examiners. Each dissertation shall consist of minimum fifty pages from content to Bibliography. Topic of dissertation shall be fixed by the subject teachers.

**EVALUATION PATTERN FOR SEMESTER EXAMINATIONS FOR  
THEORY PAPERS, SEMINAR AND DISSERTATION EXAMINATION:  
For theory Papers:**

<b>MID TERM TEST - I</b>	<b>MID TERM TEST - II</b>	<b>END TERM SEMESTER TEST</b>	<b>TOTAL</b>
<b>10 Marks</b> One question carrying 10 marks with an alternative from the assigned portion.	<b>10 Marks</b> 5 marks for assignment from each paper+5 marks for attendance and participation in the class .	<b>80 Marks</b> Examination duration shall be three hours. The question papers shall be divided into two parts – namely Group – A and Group – B.  Group-A will carry 20 short questions (five short questions from each units) of one mark each. The questions may be either in MCQ/Fill in the Blanks/True or False/One word Expression/Definition, etc.  Group-B shall have 4 long type questions of fifteen marks each and there shall be one question from each unit with one alternative.	<b>100 marks</b>

**Criteria and assignment of marks for Seminar:**

<b>Conceptual Skill</b>	<b>Communication Skill</b>	<b>Presentation Skill</b>	<b>Teaching Skill and Questions Handling</b>	<b>Total</b>
25	25	25	25	100

**Criteria and assignment of marks for Dissertation:**

<b>Identification of problem</b>	<b>Literature review</b>	<b>Methodology</b>	<b>Finding and analysis</b>	<b>Project report or Thesis</b>	<b>Viva Voce</b>	<b>Total</b>
10	10	10	40	10	20	100

**Eligibility to appear Examinations:**

1. A candidate shall be required to attend 75% lectures in each subject to eligible to appear the examination in each semester.
2. To appear 4<sup>th</sup> Semester (final) examination, a candidate must have to clear all previous three semester examinations.

## **Grade:**

The percentage of marks secured by a student in a particular course shall be converted to a grade and grade point as given in the following table:

<u>% of marks</u>	<u>Grade</u>	<u>Grade Point</u>
>=90	E	10
>=80 and <90	A+	9
>=70 and <80	A	8
>=60 and <70	B+	7
>=50 and <60	B	6
>=40 and <50	C+	5
>=30 and <40	C	4
<=30	F	0

## **Grade Point Average (G.P.A)**

In order to pass a semester, a candidate must pass each credit course of that semester and must secure a minimum GPA of 4.5.

GPA shall be calculated as :

$$\text{GPA} = \frac{\sum[(\text{Credits in a course}) \times (\text{Grade Point in that course})]}{\text{Total No. of Credits in that Semester}}$$

## **Overall Grade Point Average (O.G.P.A)**

In order to pass a programme, a candidate must pass each semester and must secure a minimum OGPA of 4.5 .

OGPA shall be calculated as :

$$\text{OGPA} = \frac{\sum[(\text{GPA of each semester}) \times (\text{Total credits in that Semester})]}{\text{Total No. of Credits in all the Semester}}$$

## **Equivalent percentage of marks**

The OGPA shall be converted to percentage of marks as given below:

$$\text{Equivalent percentage of marks} = (\text{OGPA} - 0.5) \times 10$$

### **Result:**

1. Candidates securing 6.5 or more OGPA will be declared to have passed in **First Class**.
2. Candidates securing 5.5 or more but less than 6.5 OGPA will be declared to have passed in **Second Class**.
3. Candidates securing 4.5 or more but less than 5.5 OGPA will be declared to have passed in **Third Class**.

### **Back Paper**

A candidate who has **failed** in the semester examination due to fail in one paper i.e less than 30 marks and secured 50% aggregate marks in that semester is allowed to appear **BACK PAPER** examination in the next two subsequent chances only.

## **UNIT WISE SYLLABUS IN DETAILS**

### **First Semester**

**Paper- IR-C-411: 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- Departmentalization: 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

### **Books Recommended:**

1. Bhusan, Y.K: Business: Organization and Management, S.Chand & Sons
2. Griffin, R.W : Management, New Delhi: Cengage Hellriegel, Jackson and Slochan: Management: A contemporary based approach, Thomson Asia Pvt.Ltd.
3. Koontz and O'Dkonnel: Essentials of Management, M.C Graw Hill
4. Kreitner, R: Managemnt: Theory and Applications, New Delhi:
5. Cengage Robbins, De Cenzo & Coulter: Fundamentals of Management. New York
6. Pearson Stonner Gilbert, Freema: Managemtn, Pearson Education.
7. VSP Rao, V.Hari Krishnan: Managemnt Text and Cases, Excel Books
8. Weihrich, H. & Koontz H: Management: A global perspective, Tata Mc Graw Hill.

## **Paper-IR-C-412: Industrial Relations-I (IR-I) 80+20= 100**

### **Unit-I**

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.

### **Books Recommended:**

1. Arun Monappa: Industrial Relations, Mc Graw Hill
2. Harlod Crouch: Trade Unions and politics in India, P.C. Manaktala & Sons
3. J.T.Dunlop: Industrial Relations Systems, Henry Holt and Co. New York
4. K.N. Subramanian: Labour Management Relations, Asia Publishing House
5. Mamoria and Mamoria: Dynamics of Industrial Relations, Himalaya Pub.Co., Mimbai.
6. S.D. Punekar: Trade Unionism in India, New Book Company Ltd.
7. Sinha and Sinha: Industrial Relations and Labour Legislation, Oxford IBH
8. T.N .Bhagoliwal: Economics of Labour and Industrial Relations, Sahitya Bhawan
9. V.V.Giri: Labour Problems in Indian Industry, Asia Publishing House
- 10.Dr.B.N.Behera: Right to Work and Industrial Relations, National Law Publication(U.P)



## **Paper-IR-C-413: 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

### **Books Recommended:**

1. A.M.Sharma: Industrial Jurisprudence & Labour Legislation, Himalaya
2. B.D.Singh: Labour Laws, Excel Books
3. G.M. Kothari: A Study on Industrial Law, N.M. Tripathy Pvt.Ltd
4. G.P.Das Gupta: Industrial Discipline, Tata Mc Graw Hill, Delhi(1990)
5. Kapoor N.D : Labour Laws, Sultan Chand
6. Mahesh Chandra: Industrial Jurisprudence, N.M Tripathy Pvt.Ltd.
7. Mamoria and Mamoria: Dynamics of Industrial relations, Himalaya
8. P.L.Malick: Handbook of Labour and Industrial Law, Eastern Book
9. P.R.Bagri: Industrial Disputes, Eastern Law House, Kolkata
- 10.S.C.Srivastava: Industrial Relation and Labour Laws- Vikash Publication
- 11.S.Mishra: Modern Labour Laws and Industrial Relation, Deep & Deep , Delhi
- 12.S.N.Chaturbedi: Labour and Industrial Laws, Central Law Agencies, Allahabad
- 13.Sinha and Sinha: Industrial Relation & Labour Lagislation-Oxford IBH
- 14.Dr.B.N.Behera: Theory and Practice of Industrial Democracy, The Law House,Cuttack

**Paper-IR-C-414: 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).

**Books Recommended:**

1. Aswathapa: Human Resource & Personnel Management, TMH
2. B.R.Virmani: Indian Management, Vision Books
3. C.B.Mamoria: Personnel Management, Himalaya Publishing House
4. Dale S. Beach: Personnel: MC Millan Publishing House
5. E.B. Flippo: Principles of Personnel Management, Mc Graw Hill
6. Jyothi Venkatesh: Human Resource Management, Oxford
7. Michael Armstrong: A Hand Book of HRM , Aditya Book Ltd.
8. V.S.P. Rao: Human Resource Management, Excel Books

## **Paper-IR-C-415: 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.

### **Books Recommended:**

1. A.Kumar & R.Sharma: Managerial Economics , Atlantic Publishers & Distributors
2. Alok Ghosh: Indian Economy, S.Chand and Co
3. D.D.Chaturvedi: Managereial Economics, Brijwasi Book Distributors
4. Dominick Salvatore: Managerial Economics
5. Dutta and Sundaram: Indian Economy, S.Chand & Co.
6. G.S.Gupta: Managerial Economics, Tata Mc Graw Hill Education
7. P.Verma: Labour Economics and Industrial Relations, Mc Graw Hill
8. R.Dholokia: Micro economics for Managers, Oxford
9. Samuelson & Nordhaus: Economics, Tat Mc Graw Hill
- 10.Suma Damodaran: Managerial Economics, Oxford

## **ESDMH-: Environmental Studies & Disaster Management**

### **Section A: Environment**

**Unit – I :Concept of Environment :** The Atmosphere, Lithosphere, Hydrosphere, Biosphere, Anthrop sphere

**Ecosystem:** Structure of Ecosystem, Function of Ecosystem, Energy flow in ecosystem.

**Biogeochemical cycle:** The concept of Elemental Cycling; Carbon, Hydrogen, Nitrogen, Oxygen, Phosphorous, Sulphur cycles

**Pollution:** Pollution, Pollutant and Thresholds ; Ambient State and Polluted State; Water, Air, Soil, Radiation, Industrial, Noise, Social Pollution

### **Unit – II Climate Change & Sustainable Development**

**Drivers of Climate Change:** Natural, Human Population Growth, Urbanization, Industrialization

**Planetary Scale Changes:** Causes, effects, Global Warming, Ozone Depletion, Carbon footprint and Environmental Protection

**Sustainable Development:** Sustainable development concept, sustainable Development Goal (SDGs), Agenda 21 of Rio Earth Summit, Sustainable

**Montréal 2016-2020, COP 26**

**Measures for sustainable Development:** Recycle, Reuse, Efficiency enhancement, Policy Development, Performance and Management. (02 periods)

### **Section B: Disaster management**

#### **Unit- III Disaster Management**

**Concept of Disaster: Definition,** Types of disasters, Classification of Disasters

**Vulnerability Assessment and Risk Analysis:** Risk assessment and analysis with respect to various disasters (Flood, Cyclone, Earthquake, Tsunami, Heat waves and Lightning)

**Institutional Framework:** National Disaster Management Authority (NDMA), State Disaster Management Authority (SDMA), District Disaster Management Authority (DDMA), National Disaster Response Force (NDRF) and Odisha Disaster Rapid Action Force (ODRAF)

**Preparedness Measures:** Disaster Management Models; Warning System, Management strategies, Corporate Social Responsibility (CSR)

#### **Unit-IV Public Health Management**

##### **Brief idea on Epidemics and Pandemics**

**Non-communicable diseases** with special reference to cardiovascular diseases, Cancer, Diabetes, Hypertension and Obesity and their prevention

**Communicable diseases** with special reference to Covid-19, Dengue, Hepatitis and AIDS, their transmissions

**Prevention of Epidemic/Pandemic Diseases:** Prevention Measures (Quarantine, Sanitization, Personal Protective measures such as Hand washing and use of protective devices, Vaccination); Control Measures (Surveillance, Isolation, Contact Tracing)

**Life Style management:** Diet, Physical Exercise, Yoga and sleeping habit

**Role of different Sectors in Managing Health Disaster:** Role of Government and Non Government agencies in health management.

### **Suggested Books**

9. Botkin, D. B. and E. A. Keller. Environmental Studies: The Earth as a Living Planet. Charles E. Merrill Publishing Co., Columbus, Ohio, 506 p.
10. Cunningham, W. and Cumnningham, M. (2017). Principles of Environmental Science: Inquiry and Applications. McGraw Hill Education; 4th edition., 410 p.
11. Dash, M.C. and Dash, S.P. (2009). Fundamentals of Ecology. (2009). McGraw-Hill Education (India) Pvt Limited. 370 p.
12. Miller G.T. (1992). Living in the Environment: An Introduction to Environmental Science. International Thomson Publishing; 7th Ed edition, 768 p.
13. NIDM (2022). Handbook of Disaster Management for Nodal officers, Ministry of Home Affairs, Government of India, New Delhi, 176 p.
14. Smith, K. and Petley, D.N. (2013). Environmental Hazards: Assessing risk and reducing hazards. Routledge (Taylor and Francis Group). London. 478 p.
15. Strahler, A.N. and Strahler, A.H. (1973). Environmental Geoscience: interaction between Natural Systems and Man. Hamilton Publishing Company, California. 511 p.
16. Sunder Lal Vikash (2022). Public Health Management Principles and Practice, CBS Publishers & Distributors, New Delhi, 348 p.

### **QUESTION PATTERN FOR ESDMH**

#### **Periodical Test: 40 marks**

(Internal assessment =20 marks and Home assignments = 20 marks)

Mid-term for 40 marks will consists of 20 marks for two class tests, 10 for assignment, 10 for case study

**End term Test: 60 marks**

**Part-A: 12 marks:** Each question 1 mark x 12 questions

(Preferably multiple choice type covering 5 questions from each unit)

**Part-B: 48 marks:** Question carrying 12 marks will be asked from each unit separately.

The distribution of 12 marks will be decided by the paper setter. Suggested patterns of distribution of 12 marks are 12, 8+4, 6 +6, 5+10, 2+3+7, 4+4+4.

**(Each question must carry an alternative )**

**Second Semester**

**Paper-IR-C-421: 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.

**Books Recommended:**

1. A.M.Sharma: Performance Management System, Himalaya
2. A.S.Kohli & T Deb: Performance Management, Oxford
3. Chadha, Prem: Performance Management, Macmillan, New Delhi

4. Rao,T.V: Performance Management and appraisal systems, Response Books
5. Sahu, R.K : Performance Management System, Excel Books
6. Srinivas R.Kandula: Performance Mgt., Strategic, Interventions, Drives PHI
7. Srivastava K.Dinesh: Strategies for Performance Management, Excel Books.

### **Paper-IR-C-422: Industrial Relations-II (IR-II) 80+20=100**

#### **Unit-1**

International Labour Organisation (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.

#### **Books Recommended:**

1. A.M Sharma: Industrial relations, Himalaya Publication
2. Arun Monappa: Industrial Relations, TMH
3. C.S.Venkata Ratnam: Industrial Relations, Oxford

4. K.M.Subramaniam: Labour Management Relations in India
5. Mamoria and Mamoria : Dynamics of Industrial Relations, Himalaya Publication
6. Pramod Verma: Management of Industrial Relations
7. Sinha, Sinha & Shekhar : Industrial Relations, Trade Union and Labour Legislation , Pearson

**Paper-IR-C-423: 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

**Books Recommended:**

1. A.M.Sharma: Industrial Jurisprudence & Labour Legislation, Himalaya
2. B.D.Singh: Labour Laws, Excel Books
3. G.P.Das Gupta: Industrial discipline, Tata Mc Graw Hill
4. Kapoor N.D : Labour Laws , Sultan Chand
5. Mamoria and Mamoria : Dynamics of Industrial relations, Himalaya
6. P.L.Malick: Hand Bookbook of Labour and Industrial Law, Eastern Book
7. P.R.Bagri:Industrial Disputes, Eastern Law House, Kolkata
8. S.C.Srivastva: Industrial Relation and Labour Laws- Vikash Publication
9. S.Mishra: Modern Labour Laws and Industrial Relations : Deep & Deep, Delhi
- 10.S.N.Chaturbedi: Labour and Industrial Laws, Central Law Agencies,



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- 11.Sahoo, Sundaray and Tripathy: Human Relations Legislations, Vrinda Pulications
- 12.Sinha and Sinha: Industrial Relations and Labour Legislation, Oxford IBH
- 13.Sinha, Sinha & Shekhar: Industrial Relations, Trade Union and Labour Legislation, Pearson-14
- 14.Dr.B.N.Behera: Modern Labour Laws and Industrial Relation, The Law House,Cuttack

**Paper-IR-C-424: 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.

**Books Recommended:**

1. Cooper & Schindler: Business Research Methods, Tata Mc Graw Hill
2. Good and Hatt: Methods in Social Research, International Book House
3. Kothari, C.R.: Research Methodology, New Age International Publishers
4. Majhi and Khatua: Research Methodology for Management, HPH
5. S.P.Gupta: Statistical Methods, S.Chand and Sons, Delhi
6. Santosh Gupta: Research Methodology and Statistical Techniques, Deep & Deep, Delhi
7. Wilkinson & Venrakom: Methodology and Techniques of Social Research, HPH

**Paper-IR-C425: 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)

**MOOCS-(3 Credits):** The students will take one MOOC course through online in consultation with HOD and shall visit “Swayam” portal for registration during the period second semester. (3 Credits)

**IDC LAW- Inter-Departmental Course (3 Credits):**

**Indian Constitutional Law**

**COURSE OBJECTIVE:** The aspirants from varied disciplines of knowledge will gain handful knowledge regarding the fundamental law i.e. Indian Constitutional Law. This will help them in appearing various competitive examinations.

**COURSE OUTCOME:** This will enhance the knowledge regarding the Indian Constitution and help in developing critical knowledge as to the Indian Legal System.

<b>Unit - I</b>	Background of Indian Constitution, Preamble, Concept of State, Judicial Review, Fundamental Rights and Constitutional Remedies, Directive Principles of State Policy and Uniform Civil Code.
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<b>Unit -II</b>	Fundamental Duties, Powers of President and Governor of a State, Centre-State relationship.
<b>Unit-III</b>	Functioning of Local self Governments, Emergency provisions and Amendment of Constitution.

### **Reference Books:**

1. Indian Constitution: J.N.Pandey, Central Law Agency
2. Indian Constitution: M.P.Jain, Lexis Nexis

### **Third Semester**

#### **Paper-IR-C-511 : 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.

**Books Recommended:**

1. Aswathapa.K : Organizational Behaviour, Himalaya Publishing House
2. Hersey & Blanchard: Management of Organizational Behaviour, PHI
3. K.Devis: Human Behaviour at Work, Tata Mc Graw Hill
4. Luthans: Organizational Behaviour-TMH
5. Rao and P.S Narayan : Organizational Theory and Behaviour, Konark Publishing
6. S.P.Robbins: Organisational Behaviour –PHI
7. Udai Pareek : Understanding Organizational Behaviour, Oxford

**Paper-IR-C-512 : 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' Role-Organization of training selection and training of trainers-Moving from Training to Performance.

**Books Recommended:**

1. B.Janakiram: Training & Development, Wiley-India
2. R.K.Sahu: Training & Development, Excel Books India

3. Lynjton & Pareek: Training for Development, Sage India
4. Robert W.Pike: Creative Training Techniques Hand Book,HRD Press
5. Bridget O'Connor,et al: Learning at Work, HRD Press
6. Manmohan Joshi: Training for Development, Bookboon.com
7. N.Ramaswami: A Handbook of Training & Development, T.R.Publication

**Paper-IR-C-513: 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-à-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.

**Books Recommended:**

1. Aggarwal D.R.: Labour Problems, Social Welfare & Security, Forward Publishing
2. Bhattacharya, V.R.: Some Aspects of Social Security Measures in India, Metropolitan Book Co.

3. Bhatnagr, Deepak: Labour Welfare and Social Security Legislation in India, Deep & Deep Publication
4. Chauhan, Seva Singh: Labour Welfare Administration in India, Kanishka Publishers
5. Giri, V.V.: Labour Problems in Indian Industry, Asia Publishing House.
6. Gupta, N.H.: Social Security Legislation for Labour in India, Deep & Deep Publication
7. Kumar, Anil: Labour Welfare and Social Security, Deep & Deep Publication.
8. Sharma, A.M: Aspects of Labour Welfare and Social Security, HPH
9. Singh, R.C.P: Labour Welfare Administration in India, Deep & Deep Publication
10. Varandani, G.: Social Security for Industrial Workers in India, Deep & Deep Publication
11. Dr. B.N. Behera: Legitimate Expectation of Workers, The Law House, Cuttack.

### **Paper-IR-C-514: 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.

### **Books Recommended:**

1. A.M.Sheikh: Human Resource Development and Management, S.Chand
2. D.M Silvera: Human Resource Development
3. Dr.D.K.Bhattacharya, Human Resource Development , HPH
4. Kohli Unit & D.Sinha: Human Resource Development
5. T.V.Rao: Performance Appraisal: Theory & Practice
6. T.V.Rao: Human Resource Development, Oxford
7. Udaya Ku Haldar: Human Resource Development, Oxford

Paper-IR-C-515: Seminar Presentation & Viva-voce 50+50=100

A. Seminar Presentation (Group)- 50

(in presence of all faculty members and two externals)

B. Comprehensive Viva-Voce – 50

## **ENTREPRENEURSHIP DEVELOPMENT**

### **Course Objective:**

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship and Common myths to becoming an entrepreneur. Students will be exposed to the functions of entrepreneurs, and problems faced by them in the real world.
2. To impart understanding of Entrepreneurial Finance, Assistance and role of entrepreneurial development agencies
3. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup.
4. Familiarizing the students on Developing a Business Plan and to provide basic understanding of Launching a New Venture

**Course Content:**

**Unit I** Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set, Entrepreneurship categories, Myths concerning entrepreneurship, Entrepreneurship's challenges, Ethics and Entrepreneurship, Corporate Entrepreneurship, Social Responsibility in Entrepreneurship, Entrepreneurship Ecosystem

**Unit II** From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowd funding

**Unit III** Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility

**Unit V:** The practice of sustaining and growing: Evolution of a start up, Collaboration, Networking, Intellectual Property, Innovation for business Growth, Entrepreneurial growth strategies, Franchising, Stalling, Sickness, and Revival, Exiting the venture, Social Entrepreneurship, Rural Entrepreneurship, Women and Entrepreneurship

**Course Outcome:**

- 1: Developing understanding of basic concepts of entrepreneurship.
- 2: Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies
- 3: Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources
- 4: Comprehend and develop skills to develop a Business Plan.
- 5: Students to have a basic understanding of Launching a New Venture

**Suggested Readings**

1. Roy :Entrepreneurship, OUP



2. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters Dean Shepherd, McGraw Hill
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
4. Kumar, Arya; Entrepreneurship; Pearson Education.
5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

### **Fourth Semester**

#### **Paper-IR-C-521: 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.

**Books Recommended:**

1. Allan Schwyer: Talent Management Systems: Best practices in Technology
2. Wiley: Solutions for Recruitment, Retention and Workforce Planning
3. Capelli Peter: Talent on Demand: Managing Talent in Age of Uncertainty, Harvard Business Press
4. Chowdhary ,Subir: Management 21<sup>st</sup> Century: Prentice Hall International
5. Chowdhary Subir: The Talent Era, Pearson Education
6. Lance A Berger & Dorothy R Berger: The Talent Management Hand Book, TMH

**Paper-IR-C-522: Environmental Studies****Unit-1**

The concept of environment and Ecology, Biosphere and its preservation, Environmental Pollution- Industrial pollution, Acid Rain, Green House Effect and Ozone Depletion- Sustainable Development.

**Unit-2**

Constitutional Provisions against Environmental Pollution, Fundamental Rights and Fundamental Duties, Role of Judiciary, the Principle of Absolute Liability, Common Law Provisions against Pollution. Public Interest Litigation to control Pollution.

**Unit-3**

Water Pollution- Causes of Water pollution, Effects of Water Pollution. Methods to contain Water Pollution. The Water(Prevention and control of pollution)Act, 1974. Constitution of Central and State Pollution Control Boards and their power and functions.

**Unit-4**

Air Pollution- Causes and Effects of Air Pollution. Noise Pollution and its effect. The (Prevention and Control of Pollution) Act,1981. Powers and function of Authority under the Act.

**Unit-5**

International concern for environment, Rio Declaration on Environment and Development 1992. World Summit on sustainable Development 2002

**Books Recommended:**

1. Environmental Law- Dr.H.N.Tiwari
2. Environmental law in India- P.Leelakrishnan
3. Environmental Protection Law and Policy in India – Kailash Thakur
4. Environmental Law- P.S.Jaswal and Nistha Jaswal
5. Environmental Law- Prof. Sukanta Nanda

**Paper-IR-C-523:Financial and 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 of 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.

**Books Recommended:**

1. I.M.Pandey: Financial Management , Vikas Publishing House
2. S.C.Kuchhal: Financial Management, Chaitanya
3. Khan & Jain: Financial Management, Tata Mc Graw Hill
4. C.N.Sontakki: Marketing Management , Kalyani Publishers
5. Philip Kotler: Marketing Management, Prentice Hall

6. Rajan Saxena: Marketing Management , Tata Mc Graw Hill Education

**Paper-IR-C-524: 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

**Books Recommended:**

1. A.C.Fernando: Corporate Governance, Pearson Education
2. CSV Murthy: Business Ethics, HPH
3. R.K.Sharma & Goel: Business Ethics & Corporate Governance, Kalyani Pub.

4. Swami Shivananda: Precepts for Practice, Divine Life Society Publication
5. Swami Vivekananda: His call to the Nation, Advaita Ashram

**Paper-IR-C-525: Dissertation and Viva Voce 75+25=100**

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

Course Objective: Developing research and Field Study. It is design to infuse research skill and aptitude in the students on various current challenges and field study in an organization on a specific topic chosen by the student.

Outcome: Acquired First-hand experience of preparation of a full research paper or Field study for preparation of Dissertation Paper. Each student shall have to submit Two copies of Dissertation containing 50 to 70 pages each typed in thesis format under the supervision of a teacher/guide of the department on or before commencement of 4<sup>th</sup> Semester theory examination. The topic shall be from the course from 1<sup>st</sup> Semester to 4<sup>th</sup> Semester. The valuation shall be jointly by one internal and one external examiner. A student may improve over his/her dissertation by fresh submission in subsequent appearance or may opt to retain the marks secured in first examinations. Non-appearance in the Viva-Voce in dissertation paper shall be treated as absent in that Paper.

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