

Regulation & Courses of Structure

2-Year

Master in Personnel Management & Industrial Relations

**Dhenkanal College (Autonomous),
Dhenkanal**

Regulation & Courses of Structure

2-Year Master in Personnel Management & Industrial Relations

1. Eligibility:

- 1.1 Bachelor Degree in Commerce/ Arts/ Science/ Business Administration/ Engineering/ Pharmacy or Equivalent from a University.
- 1.2 Any student who has passed Diploma in Office Management from State Council of Vocational and Technical Education established by Govt.

2. Duration:

- 2.1 Two years of four semesters in toto.
- 2.2 Odd semester is from June to December (i.e., 1st & 3rd semester). The examination shall be held in tentatively in the month of November- December.
- 2.3 Even semester is from January to May (i.e., 2nd & 4th semester). The examination shall be held in tentatively in the month of May-June.
- 2.4 A student would be required to complete the course within seven academic years from the date of admission.

3. Classes:

- 3.1 Under Regular Programme,
4 credit points: - 40 hours,

4. Grading System

4.1	Grade		Mark Secured from 100	Points
	Outstanding	'O'	100-90	10
	Excellent	'E'	89-80	9
	Very Good	'A'	79-70	8
	Good	'B'	69-60	7
	Fair	'C'	59-50	6
	Pass	'D'	49-36	5
	Failed	'P'	Below 36	0

N.B. A Candidate has to secure Grade -D or above to pass in each of the Papers

- 4.2 A transitory letter grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete.
- 4.3 A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:

SGPA Semester Grade Point Average

CGPA Cumulative Grade Point Average

- (a) **POINT** Integer equivalent of each letter grade
- (b) **CREDIT** Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.

CREDIT POINT - (b) X (a) for each course item

CREDIT INDEX - $\frac{\sum \text{CREDIT POINT of course items in}}{\sum \text{CREDIT}}$

$$\text{GRADE POINT AVERAGE} = \frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$$

$$\text{SEMESTER GRADE POINT AVERAGE (SGPA)} = \frac{\text{CREDIT INDEX for a Semester}}{\sum \text{CREDIT}}$$

$$\text{CUMULATIVE GRADE POINT AVERAGE (CGPA)} = \frac{\text{CREDIT INDEX of all previous Semester upto a Semester}}{\sum \text{CREDIT}}$$

4.4 In addition to the points 'marks/percentage would also be awarded and shall also be reflected in the Mark Sheet.

5. Repeat and Improvement:

5.1 A student has to clear back papers (i.e., in the paper/papers one has failed) by appearing at subsequent three semester examinations.

5.2 A student may appear improvement in any paper / papers in the immediate subsequent examination. Only one chance can be availed. The higher mark of the two chances (i.e., first and the improvement) shall be valid.

6 Hard Case Rule:

6.1 1% of grace mark on the aggregate mark subject to maximum of 5 (five) marks in single paper taking aggregate, as a subject shall be given. This shall be applicable in each semester.

PM&IR Course Structure

Sl.no	Paper Name	Credit Point	Marks Distribution			
			Theory	L/P	Int.Th	Int L/P
1st Semester						
101-1	General Management	4	70	--	30	--
101-2	Industrial Relations-I	4	70	--	30	--
101-3	Labour Legislations-I	4	70	--	30	--
101-4	Industrial Economics	4	70	--	30	--
101-5	Social Research & Statistics	4	70	--	30	--
101-6	Industrial Sociology & Psychology	4	70	--	30	--
IInd Semester						
201-1	Human Resources Management-I	4	70	--	30	--
201-2	Industrial Relations-II	4	70	--	30	--
201-3	Labour Legislations-II	4	70	--	30	--
201-4	Labour & Managerial Economics	4	70	--	30	--
201-5	MIS & Computer Applications	4	70	--	00	30-

201-6	Summer Training & Report	4	70 (P)	--	30 (VV)	--
III rd Semester						
301-1	Human Resource Management-II	4	70	--	30	--
301-2	Organizational Behaviour	4	70	--	30	--
301-3	Statistics & Computer Application	4	70	--	30	--
301-4	Human Resource Development-I	4	70	--	30	--
301-5	Basics of Marketing & Financial Management	4	70	--	30	--
IVth Semester						
401-1	Organizational Behaviour-II	4	70	--	30	--
401-2	Human Resource Development-II	4	70	--	30	--
401-3	Labour Administration & Social Security	4	70	--	30	--
401-4	Business Environment & Strategic Management	4	70	--	30	--
401-5	Seminar Presentation & Comprehensive Viva Voce	4	50	--	50 (VV)	--
401-6	Summer Training & Report	4	70 (Preparation)	--	30 (VV)	--

- Nb:
- All internal shall be conducted by respective teachers in the form of written / oral or quizzes.
 - A student has to undergo 6-8 weeks summer-training, project work, short and long industrial tours, which are compulsory and part of course curriculum. The students are required to submit reports after each industrial tour.
 - Each student has to present a Seminar paper on any topic during each semester in presence of all internal faculties in consultation with a faculty as Guide.
 - In the fourth Semester the groups Seminars are compulsory which will be done in presence of all faculty members.
 - During fourth semester, all students are required to undertake Annual Project Work on a topic relevant to HR & IR practices in Industrial Organizations. The topic is decided in consultation with project guide, at the industry and in the department. After completion, the student will be required to submit a report and viva voce will be conducted by two externals (one academic & one from industry).

SEMESTER - I

PAPER-101.1 GENERAL MANAGEMENT

- Unit-I: Basic concept of Management and Nature of Business Organization; role and Responsibilities of Management; Management as a profession,
- Unit-II: Management & Organizations; Development of Management Thought-Contribution of Taylor; Fayol, Follet and Mayo.
- Unit-III: Managerial Functions, Planning-types of plan, objectives, MBO, Organization- Line & Staff organization, Matrix organization, departmentation, delegation, and decentralization, and Directing.
- Unit-IV: Leadership, coordinating, communication, feedback. Controlling - Span of control.

Books:

1. Essentials of Management-Koontz and O' Donnel, Mcgraw Hill
2. Management and Foundation and Practices-D.E. Me Faxland, Me Millan Publish Co. New Delhi
3. Business Organization and Management-YK. Bhusan, S. Chand & Sons, New Delhi
4. Management-L.M. Prasad, S. Chand & Sons, New Delhi
5. Business Organization- M.C. Sukla
6. Principles and Practice of Management-Newman, PHI, Delhi
7. Modern Business Organization and Management-S.A. Sherlekar, Himalaya Publishing House
8. Management and Organization-LA. Allen, PHI, India
9. Professional Management (Theory and Practice)-Haiwain Publishing House. New Delhi.
10. Principles of Management- R. Trolly George, Richard D. Irwin

PAPER-101.2: INDUSTRIAL RELATIONS-I

- Unit-I: Meaning, Determinants and Industrial Relation systems, IR Models.
- Unit-II: Trade Unionism- Objective, growth, formation, recognition, and registration.
- Unit-III: Economic Environment and Trade Union, Employee's' Unions, Managerial Unionism – Bank, Railway and Postal, Role and responsibilities of trade unions; IR Trends and Future in India.
- Unit-IV: National Commission on Labour, ILO- its role and impact on Tripartism in India.

Books:

1. Industrial Relations Systems-J. T.Dunlop; Heoey Eolt and Co., New York
2. Trade Unions and Politics in India-Harlod Chrouch
3. Indian Trade Unionism-S. D. Punekar
4. Economics of Labour and Industrial Relations-T. N.Bhogolwala, Sahitya Bhawan, Agra
5. Labour Problems in Indian Industries-V. V. Giri. Asia Publishing House, New Delhi
6. Dynamics of Industrial Relations--Mamoria and Mamoria; Himalaya Pub. Co. Bombay
7. Industrial Relations and Labour Legislation-Sinha and Sinha, Oxford IBH. Delhi
8. Industrial Relations-Arun Monappa, Mc. Graw Hill. Delhi
9. ILO and its Conventions-No Vidyanathan
10. Labour Management Relations--K. N. Subramaniam, Asia Pub. House,
11. Industrial Relation, C.S. Venkatratnam, Oxford,
12. Industrial Relation, B.D.Singh, Excel Pub
13. Industrial Relations: S.Tripathy & B.Sundaray, Vrinda Pub.

PAPER-101.3: LABOUR LEGISLATTONS-I

- Unit-I: Principles and determinants of Labour Legislation, Constitution and Labour Legislations; Major Classifications, Growth of Labour Legislation in India.
- Unit-II: Social Justice. Natural Justice and Distributive Justice: ILO its impact on Labour Legislation in India.
- Unit-III: Prospective & Regulative: Labour Legislations; Factories Act 1948 & Orissa Rules, Mines Act 1952.
- Unit-IV: Industrial Employment (Standing Orders) Act. 1946: Orissa Shops & Commercial Establishment Act, 1956, Inter-State Migrant Workmen's' Act, 1979, Contract Labour (Regulation & Abolition) Act. 1970; (at least one case is to be taught in each law)

Books:

1. Handbook of labour and Industrial Law- P. L. Mallick. Eastern Book Co.
2. Industrial Disputes-P. R. Bagri, Eastern Law House, Calcutta
3. Factory and Labour Manual-R. Matrubham, Madras Law Journal Office
4. Industrial Relation and Labour Legislation-Sinha and Sinha, Oxford IHB, Delhi
5. Labour and Industrial laws-S. N. Chaturbedi, Central Law Agencies, Allahabad
6. A Study on Industrial Law (Vol. 1 and 2)-G. M. Kothari, N. M. Tripathy Pvt. Ltd. Bombay,
7. Industrial Jurisprudence-Mahesh Chandra, N. M. Tripathy Pvt Ltd., Bombay
8. Labour Demands and their Adjudication-G. M. Kothari, Pvt. Ltd., Bombay
9. The Supreme Court on Industrial Law- Soonavala
10. Modern Labour Laws and Industrial Relation- S. Mishra, Deep & Deep, Delhi
11. Industrial Discipline- G. P. Das Gupta, Tala McGraw Hill, Delhi (1990)

PAPER-101.4: INDUSTRIAL ECONOMICS

- Unit-I: Economic Development, Specific issues concerning economic development.
- Unit-II: Factors facilitating economic development;
- Unit-III: Study of Organization and Structure of industries, Size of industries. Location of Industries-factories influencing location: role of government and state financial institutions in development of industries,
- Unit-IV: Liberalizations, Privatization and Globalization: Industrial Policies. FERA, EXIT Policy.

Books:

1. Reading in Labour Economics and Labour Relations-Rowan and Northrup, Richard D. Irwin
2. Labour Economics and Labour Relations-Reynolds and others, PHI, New Delhi
3. Labour Economics and Industrial Relations-P. Verma, Mc Graw Hill, New Delhi
4. Labour Economics and Industrial Relations-A.L. Gitlow, Richard D. Irwin
5. Indian Economy-Dutta and Sundaram, S. Chand and Co., New Delhi
6. Indian Economy-. Alok Ghosh, S. Chand and Co., New Delhi
7. Indian Economy-A. N. Agarwal
8. Planning in India-M. L. Seth
9. Five Year Plan-Govt. of India
10. Industrial Economy of India-S. C. Kouchhal, Chaitanya Publishing House, Allahabad

PAPER-101.5: SOCIAL RESEARCH & STATISTTCS

- Unit-I: Scientific Methods,
- Unit-II: Planning a Research Project: Problem Identification-formulation and classification, objectives, concepts, hypotheses and assumptions.
- Unit-III: Design of Research, importance and types: Sources of Data, Methods: observation, interview and questionnaire, Sampling: Techniques & Types.

Unit-IV: Elementary Statistics, Frequency Distribution, Measures of Central Tendency, Dispersion, Co-relation and Regression.

Books:

1. Foundation of Behavioral Research-Korliger, Surjet Pub., Delhi
2. Methodology and Techniques of Social Research-Wilkinson & Vendrakom, Himalaya Publishing House.
3. Research Methods in Social Relations-Jahooda & Cook
4. Methods in social Research-Goode and Hatt, International Book House, Delhi
5. Elements of Statistics- Elhance
6. Research Methodology and Statistical Techniques-Santosh Gupta, Deep and Deep, Delhi
7. Statistical Methods-S. P. Gupta, S. Chand and Sons, Delhi

PAPER-101.6: INDUSTRIAL SOCIOLOGY & PSYCHOLOGY

Unit-I: Social system: Concept and prerequisites of Industrialization; Industrial Development; types of Production, Relationship: Socialization of Individuals; Attitude of work, work Ethos. Culture and Ethics;

Unit-II: Changing composition of Industrial Workforces: Assembly line Production & Automation, Social Implication of Automation.

Unit-III: Scope of Industrial Psychology; Methods of Psychology; Frustrations and Conflict: Frustrations in Industrial Organization and their consequences; defense mechanism; emotions:

Unit-IV: Health Hazards associated with induction of new technologies; Principles and philosophy of safety Management. Accident: Accident proneness, psychology of accident.

Books:

1. The Sociology of Industry-Parker, Smith, Brain, Child
2. The Impact of Industry-W. E. Moore, Eastern Economy Edn., Delhi
3. Industrial Sociology-E. V. Schaeider, Rawat Publication, Delhi
4. Industrial Sociology-Miller and Form
5. Industrial Sociology in India-N. R. Seth and Patel, Rawat Publication, Delhi
6. Introduction to sociological Theories-Percy S. Cohen, EEE Pub., Delhi
7. Industrial Psychology and its Social Foundation - Elum Naylor, Harper & Row Publication
8. Industrial Psychology-Mc Iormick and J. Tiffen, Gerge Allen & Unwin Ltd., London
9. Industrial Psychology-N. R. Chatterjee, Allied Book Agency, Delhi
10. Industrial Psychology-Harrol

SEMESTER-II

PAPER-201.1 HUMAN RESOURCE MANAGEMENT-I

- Unit-I: Concept, philosophy, scope and development of Human Resource Management;
- Unit-II: Growth of HRM functions in India;
- Unit-III: Human Resource Planning; Factors influencing HR planning,
- Unit-IV: Corporate Planning, Human Resource Policy - Implementation, plan and programme, Recruitment, Selection & Placement.

Books:

1. Personnel-Dale S Beach, Mc Millan Publishing House, Delhi
2. Principles of Personnel Management-E. B. Flippo, Me Graw Hill, Delhi
3. Emerging Issues in H. R. M.-P. Verma, Oxford IBH, Delhi
4. Personnel Management-C. B. Memoria, Himalaya Pub. House, Bombay
5. Excellence Through HRD-Nair, MRR & T. V Rao, Indian Book & Periodicals
6. A Hand Book of HRM-Michael Armstrong, Aditya Book Ltd., Delhi
7. Indian management-H. R. Virmani, Vision Books, New Delhi
8. Excellence Management in the Public Sector (Case & Models)- P. N. Khandelwalla, Vision, Books, New Delhi
9. Wage and Salary Administration-Belcher

PAPER-201.2: INDUSTRIAL RELATIONS-II

- Unit-I: Industrial- Peace and Harmony; Code of Discipline and Code of conduct in industry with case studies; Domestic Enquiry with cases.
- Unit-II: Collective Bargaining- Status and Trend in India, case studies.
- Unit-III: Workers' Participation in Management- Status & Trend, and Case studies; Grievance Management-Hotstove Rule.
- Unit-IV: Conflict Management- Methods & Approach, Govt. Interventions (conciliation, arbitration and Adjudication) Contemporary Trends of Industrial Relations in India.

Books:

1. Industrial Relations Systems-J. T. Donlop, Heoey Eolt and Co., New York
2. Trade Unions and Politics in India-Harlod Chrouch
3. Indian Trade Unionism-So D. Punekar
4. Economics of Labour and Industrial Relations-T. N. Bhogolwala, Sahitya Bhawan, Agra
5. Labour Problems in Indian Industries - V, V Giri, Asia Publishing House, New Delhi
6. Dynamics of Industrial Relations-Memoria and Memoria, Himalaya Pub. Co., Bombay
7. Industrial Relations and Labour Legislation -Sinha and Sinha, Oxford IBH, Delhi
8. Industrial Relations - Arun Manappa, Mc. Graw Hill, Delhi
9. Indian Trade Union-V D. Karnik
10. ILO and its Conventions-No Vidyanathan
11. Labour Management Relations-K. N. Subramaniam, Asia Pub. House
12. Industrial Relation: S Tripathy & B Sundarya, Vrinda Pub.

PAPER-201.3: LABOUR LEGISLATIONS-II

- Unit-I: Legislations Relating to Industrial Relations: Industrial Disputes Act. 1948 with Rules and Cases, Legislations Relating to Industrial Relations: Trade Union Act, 1926 with Rules and Cases.
- Unit-II: Legislations Relating to Wages and Bonus: Payment of Wages Act- 1936 with Cases, Minimum Wages Act- 1948 with Cases, Payment of Bonus Act- 1965 with Rules and Cases.
- Unit-III: Legislations Relating to Social Security: Workman's Compensation Act- 1923, ESI Act- 1948 and Rules, EPF Act- 1952 and rules.

Unit-IV: Maternity Benefit Act. 1961, Payment of Gratuity Act- 1972, Pension and Linked Deposit Insurance Act- 1976.

Books:

1. Handbook of labour and Industrial Law-P. L. Mallick, Eastern Book Co.
2. Industrial Disputes-P. R. Bagri, Eastern Law House, Calcutta
3. Factory and Labour Manual-R. Matrubham, Madras Law Journal Office,
4. Industrial Relation and Labour Legislation, Sinlra and Sinha, Oxford THB, Delhi
5. Labour and Industrial laws-S. N. Chaturvedi, Central Law Agencies, Allahabad,
6. A Study on Industrial Law (Vol. 1 and 2) G. M. Kothari, N. M. Tripathy Pvt. Ltd., Bombay
7. Industrial Jurisprudence-Mahesh Chandra, N. M. 1ripathy Pvt.Ltd., Bombay
8. Labour Demands and their Adjudication-' G. M. Kothari, Pvt. Ltd., Bombay
9. The Supreme Court on Industrial Law - Soonavala
10. Modern Labour Laws and Industrial Relation-S. Mishra, Deep & Deep, Delhi
11. Industrial Discipline-G. P. Das Gupta, Tata McGraw Hill, Delhi (1990)

PAPER-201.4: LABOUR & MANAGERIAL ECONOMICS

Unit-I: Nature and scope of Labour Economics; Labour Problems of Developing Economy; Structure, Composition & Extent of Indian Labour Force; Basic of Labour Market: Supply & Demand, Employment: Theories of Employment, Technology & Employment, Unemployment and Underemployment.

Unit-II Wages: Economics of Wages, Theories of Wages, Minimum, Living & Fair Wages, and Wages Policy for Developing Economy.

Unit-III: Managerial Economics-Concept , Managerial Economics and Business Decisions , Production Function, Return to Scale in Production, Optimizations in Production, Cost, Cost Output, Relationship, Cost of Multiple Products and Break-even Analysis.

Unit-IV: Theories Price, Price discrimination, Profit, managerial objectives, profit maximization, Capital budgeting, process, investment appraisal Uncertainty and Capital Rationing.

Books:

1. Labour Economics & Industrial Relations P. Verma-Me Graw Hill.
2. Labour Economics and Labour Relations, PHI-Raynold & Others
3. Indian Economy-Dutta & Sundaram S. Chand & Co.
4. Indian Economy-Alok Ghosh, S. Chand & Co
5. Managerial Economics-Gupta '
6. Managerial Economics-Joeldean

PAPER-201.5: MANAGEMENT INFORMATION SYSTEMS & COMPUTER APPLICATIONS

Unit-I: Automation of Information Processing; Computer operating system; Types of Data Processing; Information systems for operational Control,

Unit-II: Management control and strategic planning; Structure of MIS based on organization function, Application in Human Resource Management, Transaction Processing; Word and Text Processing, Computer graphics, Computer based message system, System Development Life Cycle.

Unit-III: Computer Application: Computer Fundamentals: Stand-alone computers, Computer Network, Using Office-Suite (LOTUS; COREL, MICROSOFT).

Unit-IV: Computer Languages: BASIC, C++, Database organization and Database Management System, Internet.

Books:

1. Programming with BASIC- B.Comried, (Mc Graw Hill.Schaum Series)
2. Programming with FORTAN, S.Lipshutz and A.Poc (Mc Graw Hill.Schaum Series)
3. Management Information Systems, G. B. Davis and M. H. Gison (Mc Graw Hill,)
4. Computers Today- D.H. Sandors (Mc Graw Hill)
5. Principles of Management Information Systems- E.M.Scott, (Mc Graw Hill,)
6. Management Information Systems-J.Kanter (Prentice Hall of India)
7. Computers Concepts and Uses- Mary Sumnor (Prentice Hall).
8. Information System for Modern Management, R. C. Murdick, J. E. Ross and J. R.Claggott- Prentice Hall of India.
9. Computer Programming in FORTAN-77- V. Rajaraman-" Prentice Hall of India.
10. Computer Studies a First Course- J. Sholley and R. Hunt- (Wheeler Publishing)

PAPER-201.6: SUMMER TRAINING

Summer Training Reports and Presentation.

SEMESTER-III

PAPER-301.1: HUMAN RESOURCE MANAGEMENT-II

- Unit-I: Performance Appraisal: Design, Method, Process and Problems, Potential Appraisal, Performance Counseling,
- Unit-II: Wage and Salary Administration. Job evaluation, Internal Bench Marking, Competence based compensation.
- Unit-III: Human Resource Audit, Human Resource Information System.
- Unit-IV: Total Quality Management and Human Resource. Human Resource Environment, Changing role of HRM, Strategic HR Management, Profile of Indian workers and Managers

Books:

1. Personnel-Dale S. Beach, Mc Millan Publishing House, Delhi.
2. Principles of Personnel Management-s- E. B. Flippo, Mc Graw Hill, Delhi.
3. Emerging Issues in H. R. M.-P. Verma, Oxford IBR Delhi.
4. Personnel Management- C. B. Memoria, Himalaya Pub. House, Bombay.
5. Excellence through HRD- Nair, MRR & T. V. Rao, Indian Book & Periodicals.
6. A Hand Book of HRM- Michael Armstrong, Aditya Book Ltd., Delhi.
7. Indian management-B. R. Virmani, Vision Books, New Delhi.
8. Excellence Management in the Public Sector (Cases & Models)- P N. Khandelwalla, Vision Books, New Delhi
9. Wage and Salary Administration-Belcher

PAPER-301.2: ORGANISATIONAL BEHAVIOUR-I

- Unit-I: Basic concept and scope of OB, Personality and Defense –Mechanism, Attitude, values, Attribute, Learning, Perception,
- Unit-II: Job satisfaction and Morale: Implication of low and high morale.
- Unit-III: Motivation for work, Theories of Motivation: Maslow, McGregor, Herzberg, Me Llland, Vroom, Alderfer Clayton, Adam; Porter & Lawller. Technology and structure of organization,
- Unit-IV: Communication in organization, Problems of communication, channels of communication Improving Communication in organization.

Books:

1. Management and Organizational Behaviour-B. Scanlan & J.B.Keys, Willey Pub., New York,
2. Organizational Behaviour-Joe Kelly, Willey Pub., New York
3. Fundamental of Organizational Behaviors- A. J. Durrin, Pregamen Press, New York
4. Organizational Behaviour-F. Luthana, Me Graw Hill
5. Organizational Theory and Behaviour-V.S.P. Rao & P S Narayan, Konark Publishing House, New Delhi.
6. Organization theory and Behaviour-M. J. Mathew, RBSA Publisher, Jaipur
7. Introduction to Organizational Behaviour-R.S. Kotze, Reston Pub. Co., Virginia.
8. Organizational Behaviour-S.P Robins, PHI, Delhi.
9. Human Behaviour at Work-K. Davis, Tata Me Graw Hill.
10. Management of Organizational Behaviour-Heraey & Blan Chand, PHI, Delhi.

PAPER-301.3: STATISTICS AND COMPUTER APPLICATION

- Unit-I: Estimations and Testing of Hypothesis,
- Unit-II: Index Number – Meaning, usefulness and computers.

Unit-III: Induction to Analysis variance: One-way. Two-way and Multiple Comparisons (Newman-Keuls, Tukey & Scheffe),

Unit-IV: Distinction between Parametric and Non-Parametric tests-Chi-square. Wilkinon-matched-pairs, Signed Ranks Test, Graphic Representation & Interpretation. Using Systat package for all Statistical Analysis covered in the course.

Books:

1. Programming with BASIC-B. Cottfried, Mc Graw Hill, (Schaum Series)
2. Programming with FORTAN-S. Sipshutz, A Poc, Mc Graw Hill:, (Schaum Series)
3. Management Information System-G.B. Davis & M.H. Gison, Mc Graw Hill, Chapter-1 ,2,3,4;5 & 18)
4. Learning BASIC-Dr. L. Mohanty, Dr. PK. Rath, SILICON SahityaBASIC to C -Robert 1. Traister.
5. Computer Today-D.H. Sandros, Me Graw Hill
6. Principles of Management Information System-E.M. Scott, Me Graw Hill
7. Management Information Systems-1. Kanter, Prentice Hall of India
8. Computer Concepts and Uses-Mary Sumnor, Prentice Hall
9. Information System for Modern Management-R.C. Murdick, J.E. Ross & R. Claggott, Prentice Hall of-India,
10. Computer Programming in FORTAN-77"-V Rajaraman, Prentice Hall of India.
11. Computer Studies and First Course- J.Sholley & R. Hunt, Wheeler Publishing

PAPER-301.4: HUMAN RESOURCE DEVELOPMENT-I

Unit-I: Basic philosophy and concept of HRD, HRD interventions.

Unit-II: Training and Development Concepts and importance, efficiency and economy in Training,

Unit-III: Concept of Learning, Androgogy, education and development, Role of Motivation and Training, Identification of Training Needs,

Unit-IV: Organizing Training Programmes .and Training Department; Evaluation of Training Programmes; Training Methods and Techniques, Managerial Grid, Recent Trends in Management Development Techniques.

Books:

1. Human Resource Development-The Indian Experience- D. M. Silvera, News India Publication, New Delhi,
2. Human resource Development, Alternative Approaches and Strategies of Human Resource Development-T V Rao, Jaipur Rawat Publications.
3. Training in Industry: the Management of Learning-B.M. Base & J A. Vaughen, Belmont, California, Wadworth Publishing Company.
4. BRD Missionary-T V Rao
5. HRD Experiences, Interventions & Strategies- T.V. Rao
6. HRD for Workers (Ed)- I.S. Singh
7. Organizational Development-s- W.L. French & C H Bell, PHI Delhi.
8. Management and Objective- S.K. Charkvorty, Mc Millan Co. Delhi.
9. Essentials of HRM & IR- P. Suba Rao, Himalaya Pub. House, Bombay.
10. Successful Applications of HRD Case Studies of Indian Organizations -Ishwar Dayal & Others, Intl. Pub., New Delhi.
11. Behavioral Processes in Organizations, Uday Pareek, TV. Rao, D. M. Pestonjee, OXFORD, IBH.

PAPER- 301.5: BASICS OF MARKETING & FINANCIAL MANAGEMENT

Unit-I: Product and Pricing Policies, Marketing Research, Scales Administration,

Unit-II: Advertising, Product Planning and Development Introducing New Product.

Unit-III: Scope of financial Management, Capital structure and Source of Finance, over and under capitalization, financial ratios and analysis of Balance sheet,

Unit-IV: Profit and Loss Accounts, types of Budget and Budget control.

Books:

1. Financial Management-I. M. Pandey, Vikash Pub., New Delhi,
2. Financial Management-S.C. Kuchhal, Chaitanya Publishing House, Allahabad,
3. Financial Management- M.Y. Khan & P.K. Jain, Tata Mc Graw Hill, Delhi,
4. Financial Management-C.N. Sontaki, Kalyani Pub.

PAPER-301.6: TOTAL QUALITY MANAGEMENT & PRODUCTIVITY MANAGEMENT

Unit-I: Basic concepts of TQM, Seven stages of companywide Quality control, Control chart, Companywide quality improvement, Ta Quiche Methods, ISO 9000 Demings-14 points. Cross Bys approaches, Juran approach, Indian Standard, IS-2500.

Unit-II: Cross Bys approaches, Juran approach, Indian Standard, IS-2500, Concept and Definition of Productivity. Methods of raising productivity, works and methods Study.

Unit-III: Process chart, Flow Chart, Operator Process-simultaneous Motion and Man-matching chart, Work measurement: Benefits, Techniques and Units of Measurement, application of work measurement, time and Motion study.

Unit-IV: Concept of value analysis, PERT & CPM.

Books:

1. Motion and Time Study-M.E Mundal, PHI, Delhi
2. Text Books on Works Study-H.D. Sharma, Oxford & IBH, Delhi.
3. Introduction to Works Study-I.L.O Geneva.
4. Work Methods and Measurement for Management-L. A. Darty, Dolmar Pub. Inc., PHI, Delhi
5. Productivity Management-S. C.Sawheney, Tata Me Graw Hill.
6. A Management Guide to PERTIPM-J. W. Wiest and Levy, PHI, Delhi
7. Works Management-R. P. Mohanty, AIM-Vikas Series, Delhi
8. Operation and Industrial Management-D. Dolmen, Tata Me Graw Hill.
9. Motion and Time Study Designed and Measurement of Work-s- R. M. Barnes, John Wiley & Sons.
10. People and Productivity-R. A. Sutermeister, Me Graw Hill, Delhi
11. Total Quality Management-Joseph & Susan Berk, EXCEL Books, New Delhi
12. Let's Talk Quality-Philip B. Crost, McGraw Hill
13. Quality is Free-Philip B. Crosby, Mc Graw Hill, 1979, New Delhi
14. Quality without Tears-Philip B. Crosby, Penguin Books, 1984, New Delhi.
15. How to Manage Quality Improvement, Quality Programmes- C. C. Harwood and Others, March, 1990.
16. The Improvement Process-H. J. Harrington, Mc Graw Hill, 1987
17. In Search of Excellence-. T. J. Peters & Others, Harper and Row, 1982

SEMESTER-IV

PAPER-401.1: ORGANISATIONAL BEHAVIOUR-II

- Unit-I Manager as a Leader, effective leadership,
- Unit-II: Theories of leadership,
- Unit-III: Decision-making in organization, Rational Decision and Decision making techniques.
- Unit-IV: Group-Dynamics, Small Group Behaviour Inter- personal competence (Johari Window), Transactional Analysis.

Books:

1. Management and Organizational Behaviour-B. Scanlan & J.B. Keys, Willey Pub, New York
2. Organizational Behaviour-Joe .Kelly, Willey Pub., New York
3. Fundamental of Organizational Behaviour-A. J. Durrin, Pregamen Press, New York
4. Organizational Behaviour-F. Luthana, Me Graw Hill
5. Organizational Theory and Behaviour-VSP Rao & P.S.Narayans, Konark Publishing House, New Delhi.
6. Organization theory and Behaviour-M. J. Mathew, RBSA Publisher, Jaipur
7. Introduction to Organizational Behaviour-R.S. Kotze, Reston Pub. Co., Virginia.
8. Organizational Behaviour-S.P. Robins, PHI, Delhi.
9. Human Behaviour at Work-K. Davis, Tata Me Graw Hill.
10. Management of Organizational Behaviour-Hersey & Blanchard, PHI, Delhi.

PAPER-401.2: HUMAN RESOURCE DEVELOPMENT-II

- Unit-I: Concept of Managing Change, Models of Organization Change; Consulting; Approaches of change-Manager as a Change Agent, Internal Change Agent, External Change Agent (consultant),
- Unit-II: Organizational climate and change; Organizational Culture and Managerial Ethos; Managing change.
- Unit-III: Organization Development: Alternative Interventions, Institution Building.
- Unit-IV: Employee Counseling: Meaning, need and types, process, problem identification, strategy and skills relationships: Counseling Environment.

Books:

1. Human Resource Development-D. M. Silvera, The Indian Experience, New Delhi, News India Publication.
2. Human resource Development, Alternative Approaches and Strategies of 'Human Resource Development-T. V Rao, Jaipur Rawat Publications.
3. Training in Industry: the Management of Learning-B.M. Base & J.A.Vaughen, Belmont, California, Wadworth Publishing Company.
4. HRD Missionary-T.V Rao
5. HRD Experiences, Intervention & Strategies-T.V Rao
6. HRD for Workers (ed)-LS. Singh
7. Organizational Development-W.L. French & C.H.Bell, PHI Delhi.
8. Management and Objective-S.K. Charkvorty, Mc Millan Co. Delhi.
9. Essentials of HRM & IR- P. Suba Rao, Himalaya Pub. House, Bombay.
10. Successful Applications of HRD Case Studies of Indian Organizations -Ishwar Dayay & Others, Intl. Pub., New Delhi.
11. Behavioural Process in Organizations, Uday Parek, T.V Rao, D. M. Penstonjee, OXFORD, IBH.

PAPER-401.3: LABOUR ADMINISTRATION & SOCIAL SECURITY

- Unit-I: Labour Administration: Scope and Function in India and in Orissa, Labour Administration Machineries in India. Labour Welfare: ILO & Labour Welfare.
- Unit-II: Role Status of labour welfare officer, welfare work inside the Factory and outside, Child Labour (Regulation Abolition) Act, 1986.
- Unit-III: Social Security: Definition and Scope of Social Security, Social Security in India,
- Unit-IV: 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.

Books:

1. State and Labour in India-K. N. Verma, Asia Pub. House, Delhi
2. Report on National Commission on Labour-s-Govt. of India, 1969
3. Principles of Labour Welfare-M. V. Moorthy, S. Chand & Sons, Delhi
4. Orissa Labour Manual, Vol. 1,2, 3-:Cuttack Law Times
5. Annual Reports of Labour Directorate-Govt. of Orissa
6. ILO and Its Impact on India-Preda Joshi, D. K. Pub., New Delhi
7. Economics of labour and Industrial Relations-T. N. Bhagoliwal, Sahitya Bhawan, Agra
8. International Social Security Systems-B. N. Mishra, Anmol Pub., New Delhi
9. Labour Welfare & Social Security Legislation in India-D. Bhatnagar, Deep and Deep, New Delhi
10. Social Security for Industrial Workers in India-G. Varandani, Deep and Deep Pub., New Delhi
11. Social Security Legislation for Labour in India-N. H. Gupta, Deep and Deep Pub., New Delhi
12. Social Security-Srivastava
13. Introduction to Social Security-ILO Geneva
14. 'Some Aspects of labour Welfare & Social Security-A. M. Sharma, Himalaya Pub. House, Bombay

PAPER-401.4: BUSINESS ENVIRONMENT AND STRATEGIC MANAGEMENT

- Unit I: Role of Business in Modernization of Society, Business Philosophy and Business Style, Type of Ownership.
- Unit-II: Growth of Business & Industry; Social Responsibility of Business; Business and Political System;
- Unit-III: Comparative Business Environment-MRTP, FERA, Globalization, change in Business Style, Development of Global Managers; e-business.
- Unit-IV: Strategic Management: BCG Matrix, SWOT Analysis, Strategic Objective, Strategic Alternatives, Choice Strategy-Implementation and Evaluation.

Books:

1. Beyond Management, Essays on the Process of Institution Building, Pareek Udai: OXFORD, IHB, Delhi.
2. Recent Experiences in Human Resource Development, T. V. Rao & D.F. Pereira: OXFORD, IHB, Delhi.
3. Managing Organizational Change: Chatopadhyaya & Pareek: OXFORD, IHB, Delhi.
4. Organizational Development, Concept and Strategies, Singh, J. P. : IIM, Ahmedabad
5. Organizational Climate and Employer-Employee Relations : R.Sharma, IMI, New Delhi
6. Designing and Managing Human Resources System, Pareek Udai, Rao, T. V: OXFORD, IHB, New Delhi.
7. Organizational Behavioral Processes, Udai Pareek : Rawat Publication, Delhi
8. Business Environment, F. Cherunilam: Himalaya Pub. House, Bombay
9. Essential of Business Environment, K. Aswathapa: Himalaya Pub. House, Bombay
10. International Strategic Management, R. M. Srivastav: Himalaya Pub. House, Bombay

10. Modern Business Organizations and Management-System Approach- S. A. Sherbkar V S. Shorbkar, Himalaya Pub. House, Bombay.

PAPER 401.5: SEMINAR PRESENTATION

- B. Seminar Presentation (Group) - 50 (In presence of all faculty members and two externals).
- C. Comprehensive Viva-Voce -50

PAPER-401.6 DISSERTATION & VIVA VOCE

Dissertation 70
Viva-voce 30

In the dissertation viva-voce two external (One from academics and one from industry) will be presented.