

# COURSES OF STUDIES

Session: 2022-2024

FOR

MASTER'S IN INDUSTRIAL RELATIONS & PERSONNEL MANAGEMENT (MIRPM)

BERHAMPUR UNIVERSITY, BHANJA BIHAR

BERHAMPUR – 760007, GANJAM (ORISSA)

Total Credits to be completed – 80 (Eighty)

Each Paper shall be of 100 Marks (End Semester (80 marks) & Mid-Semester (20 marks))

<b>SEMESTER-I</b>			
<b>Paper Code</b>	<b>Course Title</b>	<b>Credit</b>	<b>Marks</b>
IRPM-CC 101	Principle and Practices of Management	4	100
IRPM-CC 102	Industrial Relations -I	4	100
IRPM-CC 103	Human Resource Management -I	4	100
IRPM-CC 104	Labour Legislations and Case Law - I	4	100
IRPM-CC 105	Labour Economics and Labour Problems	4	100
<b>SEMESTER-II</b>			
IRPM-CC 201	Industrial Relations -II	4	100
IRPM-CC 202	Human Resource Management-II	4	100
IRPM-CC 203	Labour Legislation and Case law-II	4	100
IRPM-CC 204	Labour Welfare & Labour Administration	4	100
IRPM-CC 205	Research Methodology & Quantitative Techniques	4	100
IRPM-VAC 206	Training and Development	Non-Credit	Grade
<b>SEMESTER-III</b>			
IRPM-CT 300	Fundamentals of Human Resources Management (HRM)	4	100
IRPM-CC 301	Organizational Behaviour -I	4	100
IRPM-CC 302	Human Resource Development	4	100
IRPM- CC 303	Social Security	4	100
IRPM- CC 304	Strategic HRM	4	100
IRPM- VAC 305	Conflict Management	Non-Credit	Grade
<b>SEMESTER-IV</b>			
IRPM-CC 401	Organizational Behaviour -II	4	100
IRPM-CC 402	I. Computer Application in HRM	2	50
	II. Seminar Presentation	2	50
IRPM-CC 403	Field Work Report and Viva- voce	4	75 +25
IRPM- CC 404	Organisational Change & Development	4	100
IRPM- CC 405	International HRM	4	100
IRPM- AC 406	Kabi Samrat Upendra Bhanja & Cultural Heritage of Ganjam	Non-Credit	Grade

CC: Core Course; VAC: Value Credit Course; CT: Credit Transfer; AC: Add-On Course

## DETAIL COURSES OF STUDIES

### SEMESTER – 1

#### IRPM-CC: 101 - PRINCIPLES AND PRACTICES OF MANAGEMENT

Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)

##### Course Outcome:

- ✓ To understand in detail the concept of management and administration.
- ✓ To understand decision making and its different facets of decision making.
- ✓ To understand the different important functions of management and its application in the organization.

##### Unit-I

Introduction to Management: Concept, Nature, Scope; Management as an Art, Science and Profession.

Evolution of Management Thoughts: Scientific Management, Human Relations and Behavioural Schools; Contributions of Max Webber, Fayol, Follett and C.I. Barnard to Management; Professionalization of Management in India.

##### Unit-II

Approaches to Management: Behavioural Approach, Systems Approach, Quantitative Approach and Contingency Approach.

Functions of Management: Planning, Organising, Staffing, Directing, Co-ordinating, Reporting and Budgeting.

##### Unit-III

Organisational Structure: Concept of Organisational Structure, Formal and Informal Organisational Structure, Organisational Chart.

Decision Making: Introduction, Concept, Types of Decisions, Decision Making Process, Factors in Decision Making, Bounded Rationality.

##### Unit-IV

Functional Areas of Management: Concept, Functions and Scope of Financial Management, Production Management, Marketing Management and Material Management.

Business Ethics & Values: Concept and Practices in India.

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

#### IRPM-CC: 102 - INDUSTRIAL RELATIONS – I

Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)

##### Course Outcome:

- To understand the concept of employee relations and its use of IR models.
- To understand the conflict management process and the systems.
- To assess the changing role of Government in the context of handling the grievances.

##### Unit-I

Industrial Relations: Concept, Scope and Evolution of IR; Approaches to IR: Unitary and Pluralistic.

Models of IR: John T. Dunlop's, Kochan, Katz and McKersie's Model of Industrial Relations System.

### **Unit-II**

Industrial Conflict/Dispute: Meaning, Forms and Causes of Industrial Disputes, Prevention of Industrial Dispute, Settlement of Industrial Dispute.

Bi-Partite and Tripartite Labour Machineries.

### **Unit-III**

State and Industrial Relations: State Policy on Industrial Relations, Indian Labour Conference, Standing Labour Committees, Industrial Committees; Wage Boards.

Grievance Handling: Meaning, Sources and Consequences of Grievances, Model Grievance Procedure, Step-Ladder and Open Door Policy.

### **Unit-IV**

Discipline at Work Place: Meaning of Discipline; Evolution of the Principles and Procedure of Disciplinary Action.

Minor and Major Offences, Types of Punishment, Steps involved in Disciplinary Action, McGregor's Hot Stove Rule.

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

## **IRPM-CC: 103 - HUMAN RESOURCE MANAGEMENT – I**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

### **Course Outcome:**

- To understand the generic concepts, functions and programs of the HRM.
- To appreciate the role of human resources managers in the business organizations.
- To understand the importance of HR maintenance and performance management in the organization.

### **Unit-I**

Conceptual Framework: Meaning, Scope, Objectives of HRM.

Policy of HRM, Programmes of HRM, Functions of Human Resource Management (HRM).

### **Unit-II**

Human Resources Procurement: Job Analysis, Recruitment, Selection, Placement, Induction. Transfer, Promotion, Demotion and Separation.

### **Unit-III**

HR Maintenance: Wage and Salary Administration; Wage Concepts, Factors for Wage Determination.

Methods of Wage Fixation, Wage Structures and Differentials; Job Evaluation.

### **Unit-IV**

Performance Management: Meaning, Scope, Objectives, Methods and Process of Performance Appraisal.

Balanced Score Card, Performance Management System.

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

## **IRPM-CC: 104 - LABOUR LEGISLATIONS AND CASE LAW – I**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

### **Course Outcome:**

- To understand the growth and development of Labour Legislation in India.
- To understand the different types of protective labour legislation.
- To understand the regulative labour legislation and the case law judgements.

### **Unit-I**

Objectives and Principles of Labour Legislation; Development and Growth of Labour Legislation in India.

Concept of Social Justice and Labour Legislation.

### **Unit-II**

Protective Labour Legislations:

1. The Factories Act, 1948;
2. The Mines Act, 1952;
3. The Orissa Shops and Commercial Establishments Act, 1956.

### **Unit-III**

Regulative Labour Legislations:

1. The Industrial Disputes Act, 1947;
2. The Trade Unions Act, 1962;
3. The Industrial Employment (Standing Orders) Act, 1946.

### **Unit-IV**

Case laws:

1. Ardeshir H. Bhindiwala vs. State of Bombay, AIR, 1962, Supreme Court (Factory and Manufacturing Process).
2. Chintamani Rao vs. State of Madhya Pradesh, AIR 1958 SC (Worker).
3. Bangalore Water Supply and Sewerage Board vs. A. Rajappa, LLJ, April 1978 Supreme Court (Industry under the Industrial Disputes Act).
4. Management of Pradip Lamp Works, Patna vs. Their Workmen, LLJ, 1970 (Industrial Dispute under the Industrial Disputes Act, 1947)

## **IRPM-CC: 105 - LABOUR ECONOMICS AND LABOUR PROBLEMS**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

### **Course Outcome:**

- To understand the concept of Labour, Labour Economics and different Economic Systems.
- To understand the various Economic Reforms, Labour Market and the changing scenario.

**Unit-I**

Labour: Meaning and Concepts of Labour, Significance and Peculiarities of Labour, Definition and Scope of Labour Economics.

Economic Systems: Capitalism, Socialism, Mixed Economy, Features of Indian Economic System.

**Unit-II**

Economic Reforms: Liberalisation, Privatisation, Globalisation.

Labour Market: Features of Labour Market, Types of Labour Market, Characteristics of Indian Labour Market, Changing Scenario.

**Unit-III**

Unemployment: Concept of Employment and Unemployment, Types of Unemployment, Major Employment Programmes in India.

Wage: Wage Theories: Subsistence Theory, Wages Fund Theory, Residual Claimant Theory, Marginal Productivity Theory, Bargaining Theory of Wages and Demand and Supply Theory of Wages.

**Unit- IV**

Indian Labour Problems: Problems of Women, Child, Migrant, Contract and Agricultural labour.

**SEMESTER – II****IRPM-CC: 201 -INDUSTRIAL RELATIONS – II**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

**Course Outcome:**

- To understand the meaning of Collective Bargaining and Workers Participation in Management.
- To understand the concept of Trade Unions, Theories of Trade Union and Functions of Trade Union.
- To understand the concept of Managerial Unionism and the emerging role of Trade Unions in India.

**Unit-I**

Collective Bargaining: Meaning, Importance, Process, and Strategies of Collective Bargaining, Theories of Collective Bargaining.

Workers Participation in Management: Concept, Evolution and Objectives, Levels of Participation, Hurdles to WPM in India; Recommendations of NCL.

**Unit-II**

Introduction to Trade Union: Meaning, Definition and Objectives.

Theories of Trade Union: Sidney and Beatrice Webb, Perlman, Robert Hoxie, Karl Marx and Mahatma Gandhi.

**Unit-III**

Trade Unions and Federations: Functions and Types of Trade Unions; Growth and History of Trade Unions in India.

Problems of Trade Unions, Trade Union Rivalry and Recognition in India.

**Unit-IV**

Managerial Unionism: Employers' Organisations, Growth and Functions of Unions.

Role of Employers' Organisations in Industrial Relations, Emerging Role of Trade Unions in India.

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

## **IRPM-CC: 202- HUMAN RESOURCE MANAGEMENT – II**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

### **Course Outcome:**

- To understand the concept of Human resource planning, Macro & Micro HR planning and Human Resource Inventory.
- To understand the concept of Training and development, Types of Training and Evaluates of Training .
- To understand concept of Career development and Human Resource Integration in organisations.

### **Unit-I**

Human Resources Planning: Meaning, Concept, Manpower Need Identification, Macro & Micro HR Planning.

Human Resources Forecasting, Human Resources Inventory.

### **Unit-II**

Training and Development: Concept, Objectives and Importance of Training and Development, Training Process and Training Need Assessment.

Types of Training: On-the-job Training and Off-the-Training, Evaluation of Training, Challenges of Training.

### **Unit-III**

Career Development: Concept, Meaning and Objectives, Stages and Process of Career Planning, Succession Planning and Accession planning, Management of Career.

### **Unit-IV**

Human Resources Integration: Organisational Justice, Employee Commitment and Involvement through HRD Strategies.

Employee Engagement, Employee Empowerment.

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

## **IRPM-CC: 203 - LABOUR LEGISLATIONS AND CASE LAW –II**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

### **Course Outcome:**

- To understand the concept of Protective Labour Legislations.
- To understand the law on Building and other Construction workers and The child labour Act.
- To understand the Wages and Bonus Legislation and Case Laws.

### **Unit-I**

Protective Labour Legislations:

1. The Inter-State Migrant Workmen's Act, 1979;
2. The Contract Labour (Regulation and Abolition) Act, 1970.

## **Unit-II**

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

## **Unit-III**

Wages and Bonus Legislations:

1. The Payment of Wages Act, 1986;
2. The Minimum Wages Act, 1948;
3. The Payment of Bonus Act, 1965.

## **Unit-IV**

Case laws:

1. Jalan Trading Co. Pvt. Ltd. vrs. Mazdoor Union, AIR, 1966, Supreme Court (Payment of Bonus).
2. Workmen on Orient Paper Mills Ltd. vrs. Orient Paper Mills Ltd. AIR 1968 Supreme Court (Payment of Minimum Wages).
3. Chatge and Patil Concerns Employees Union vrs. Ghatage and Patil Transports Pvt. Ltd. AIR 1968 Supreme Court (Motor Transport Workers' Act).
4. R.K. Panda vrs. Steel Authority of India, AIR, Supreme Court, Contract Labour Regulation & Abolition) Act, 1970.

## **IRPM-CC: 204 - LABOUR WELFARE AND LABOUR ADMINISTRATION**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

### **Course Outcome:**

- To understand the concept of Labour Welfare Approaches and Development of Labour Welfare in India.
- To understand the various Welfare programmes and appointment of Welfare officer.
- To understand the concept of Industrial Safety Hygiene in the Industrial organisations and Labour administration at State and Central level.

## **Unit-I**

Labour Welfare: Concept, Scope, Principles and Philosophy Of Labour Welfare.  
Approaches to Labour Welfare and Development of Labour Welfare in India.

## **Unit-II**

Welfare Programmes: Statutory – Canteen, Crèche; Non-Statutory – Housing, Workers' Education, and Workers' Cooperatives.

Welfare Officer: Appointment, Status and Functions of Welfare Officer in Factories and Mines.

## **Unit-III**

Industrial Safety and Hygiene: Accidents – Concept, Causes and Consequences of Accidents, Prevention of Accidents and Safety programmes.

Industrial Health and Hygiene, Occupational Diseases, Prevention and Curative Programmes.

## **Unit-IV**

Labour Administration: Labour Administrative Machinery at State and Central Level

Labour Administration Machinery in Odisha.

## **IRPM-CC: 205 - RESEARCH METHODOLOGY AND QUANTITATIVE TECHNIQUES**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

### **Course Outcome:**

- To understand the concept of social science research and various Research Methods.
- To understand the concept of Research Design, Testing of Hypothesis and Data collection.
- To understand the concept of Quantitative Techniques and Data Analysis.

### **Unit-I**

Meaning and Importance of Social Science Research, Types of Research.

Methods of Social Science Research: Historical Method, Case Study Method, Survey Method.

### **Unit-II**

Research Design I: Identification of Research Problem, Hypothesis and Testing of the Hypothesis, Sources of Data Collection.

### **Unit-III**

Research Design II: Sampling Methods, Tools of Data Collection: Schedule, Questionnaire, Interview and Observation, Report Writing.

### **Unit-IV**

Quantitative Techniques: Tabulation, Arithmetic Mean, Median, Mode, Standard Deviation.

Coefficient of Correlation, Rank Correlation, Chi Square.

## **IRPM-VAC: 206 - TRAINING AND DEVELOPMENT**

**Non-Credit course**

### **Course Outcome:**

- To understand the concept of Training and its importance for an Organisation.
- To understand the concept of Human Resources Development and its importance.
- To understand the mechanisms of Hrd and Metods of Training and Development.

### **Unit I:**

Concept, Importance and Objectives of Training, Training Process and Training Need Assessment.

Types of Training: On-the-job Training & Off-the-Training; Evaluation of Training.

### **Unit: II**

Concept, Meaning and Importance of Human Resources Development, Philosophy of HRD.

HRD Practices in Indian Organisations, Executive Development.

### **Unit III:**

Mechanisms of HRD: Performance Appraisal, Potential Appraisal, Feedback and Counselling, Career Planning and Development, Job Rotation.

Training, Organisational Development, Employee Welfare and Quality of Work Life.

### **Unit IV:**

Methods of Training and Development: Lecture, Case Study, Role Play, Apprenticeship Training, Management Games, In-basket Exercises.

Managerial Grid, Sensitivity Training, Management by Objectives, Transactional Analysis.

## SEMESTER – III

### IRPM– CT: 300 - FUNDAMENTALS OF HRM

Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)

#### Course Outcome:

- To understand the concept of Human Resource Management and its importance.
- To understand Job Analysis and Job Design.
- To understand the meaning of HRP, HR Procurement.

#### Unit-I: Concept of Human Resource Management

Meaning, Definition, Scope and Objectives, Importance of HRM, Functions of HRM.  
Structure and Functions of HR Department, Challenges faced by the HR Managers.

#### Unit- II: Job Analysis and Job Design

Job Analysis: Concept, Meaning and objectives of Job Analysis, Uses of Job Analysis, Process of Job Analysis, Job Description and Job Specification.

Job Design: Concept, Meaning and objectives of Job Design, Methods of Job Design.

#### Unit-III: Human Resource Planning (HRP)

Meaning, Definition, Objectives, Features and importance of HR Planning, Process of HR Planning  
Identifying Human Resource Needs, Factors affecting HR Planning,

#### Unit- V: Human Resources Procurement

Recruitment: Meaning and Definition, Process of Recruitment, Sources of Recruitment: Internal and External, Methods of Recruitment.

Selection: Meaning and Definition, Selection Process, Tests and Interviews.

Placement: Meaning and Definition, Principles of Placement.

Induction: Meaning and Definition, Elements of good Induction Program, Induction Procedure.

### IRPM-CC: 301 - ORGANISATIONAL BEHAVIOUR-I

Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)

#### Course Outcome:

- To understand the concept of OB, Models of OB and historical account of OB.
- To understand Individual behaviour and individual differences, Group behaviour and personality.
- To understand the concept of Perceptions, Attitudes, Learning and Motivation.

#### Unit- I

Introduction to OB: Definition, Nature & Scope, Need for Studying OB.

Models of OB, Historical Account of OB.

#### Unit-II

Individual & Individual Differences, Models of Men, Interpersonal Behaviour.

Group Behaviour: Theories of Group, Types & Stages of Group, Group Dynamics

Personality: Concept of Personality, Determinants of Personality, Theories of Personality.

### **Unit- III**

Perception: Introduction, Meaning, Process and Factors of Perception.

Attitudes: Concepts, Meaning, Types of Attitudes, Measurement of Attitudes

Learning: Meaning, Determinants of Learning, Theories of Learning.

### **Unit- IV**

Motivation: Concept, Importance, Theories of Motivation.

Job Enrichment, Job Enlargement, Quality of Work Life.

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

## **IRPM- CC: 302 - HUMAN RESOURCES DEVELOPMENT**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

### **Course Outcome:**

- To understand the concept of HRD, HRD Mechanisms and Practices.
- To understand the concept of Knowledge Management, Organising a Training programme and its evaluation.
- To understand the concept of HRIS, HR Accounting and Audit.

### **Unit-I**

Human Resources Development: Meaning and Importance of Human Resources, Concept and Philosophy of HRD, HRD Practices in Indian Organisations.

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

### **Unit-II**

Knowledge Management: Meaning and Importance, Types of Knowledge.

Knowledge Management Process; Implementing Knowledge Management in an Organisation.

### **Unit-III**

Training and Development: Concept of Training, Development and Education, Concept of Learning, Organising a Training Programme, Evaluation of Training Effectiveness.

Training and Development Methods: Lecture, Case Study, Role Play, Apprenticeship Training, Management Games, In-basket Exercises, Managerial Grid, Sensitivity Training, Management by Objectives, Transactional Analysis.

### **Unit-IV**

Human Resource Information System (HRIS): Meaning, Need and Benefits of HRIS, Application and Designing a HRIS, Stages of Development in HRIS.

Human Resource Accounting and Human Resource Audit.

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

## IRPM- CC: 303 - SOCIAL SECURITY

Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)

### Course Outcome:

- To understand the concept of Social Security, Social assistance and Social Insurance in India.
- To understand the various Social Assistance Legislations and the Social Insurance Legislations in India.
- To understand the various Case Laws and the Judgments of different case laws.

### Unit-I

Social Security: Concept, Scope, Approaches and Objectives; Social Assistance and Social Insurance; Development of Social Security in India.

### Unit-II

Social Assistance Legislations in India:

1. The Employees' Compensation Act, 1923.
2. The Payment of Gratuity Act, 1972.
3. The Maternity Benefit Act, 1961.

### Unit- III

Social Insurance Legislations in India:

1. The Employees' State Insurance Act, 1948.
2. The Employees Provident Fund and Miscellaneous Provisions Act, 1952.

### Unit-IV

#### Case Law:

1. Employees' State Insurance Corporation, Bhopal vrs. The Central Press, LLJ, 1977, Supreme Court (ESI);
2. Taurnamulla Estate vrs. Their Workmen, LLJ 1972, Supreme Court (Gratuity);
3. State of Punjab vrs. Satpal, AIR 1970, Supreme Court (Provident Fund);
4. Mackinnon Mackenzie and Co. Pvt. Ltd., vrs. Ibrahim Mohammad Issac, AIR, 1996, Supreme Court (Workmen's Compensation).

## IRPM- CC: 304 - STRATEGIC HRM

Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)

### Course Outcome:

- To know the concept of SHRM, and evolution of SHRM in India.
- To know the concept of Strategy, Strategic management and its Implementation in the business organizations.
- To understand the practicality of integration of business strategy and the HR strategy in the organization.

### Unit: I

Introduction to SHRM: Concept, Features, Needs, Significance, Scope; Traditional HR vs. SHRM.

HR as a source of Competitive Advantage; Evolution of SHRM in India.

## **Unit: II**

Strategy: Concept of Strategy, Strategic Management Process.

Types of Strategies: HR Strategy, Business Strategy, Corporate Strategy; Business Strategy vrs Corporate Strategy.

## **Unit: III**

Integration of Business Strategy and HR Strategy: Meaning of Integration Approaches of Integration.

Models of Integration, 5-P Model of SHRM.

## **Unit: IV**

Implementation of HR strategy: Processes involved in implementation, Strategic HR Planning.

Strategic Recruitment & Selection, Strategic Training & Development, Strategic Compensation, Strategic Industrial Relations.

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

### **IRPM- VAC: 305 - Conflict Management**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

#### **Course Outcome:**

- To understand the concept of Conflict, Factors and Sources of Conflict.
- to understand Employee Frustration, Stress and Burnouts.
- To understand the meaning of Stress, Coping Strategies for managing Stress.

#### **Unit I:**

Conflict: Concept, Importance, Communication and Conflict, Factors affecting Conflict.

Employee Frustration, Stress and Burnouts.

#### **Unit II:**

Sources of Conflict, Functional and Dysfunctional Conflict.

Causes of Conflict, Stages of Conflict.

#### **Unit III:**

Preventive and Curative measures for managing Conflict.

Developing Collaborations and Competition, Interventions of developing collaborations.

#### **Unit IV:**

Stress Management: Introduction, Meaning, Definition, Nature of Stress, Personality and Stress.

Sources of Stress, Job Stress, Consequences of Stress, Coping Strategies for managing Stress.

### **SEMESTER-IV**

#### **IRPM- CC: 401 - ORGANISATIONAL BEHAVIOUR–II**

**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

#### **Course Outcome:**

- To understand the concept of organizational power and politics, conflict and process of conflict resolutions.
- To understand the concept of leadership, leadership styles, communication.
- To understand the concept of organizational culture, Organisational learning, job stress, and job satisfaction.

### **Unit- I**

Organisational Power and Politics: Meaning of Power, Bases of Power, Distinction of Power and Politics, Organisational Politics, Reasons of Organisational Politics, Managing Organisational Politics.

Organisational Conflict: Sources of Conflict, Types of Conflict, Conflict Management Process.

### **Unit- II**

Leadership: Meaning and Features of Leadership, Leadership Styles, Theories of Leadership.

Communication: Nature, Need, Process of Communication, Barriers of Communication.

### **Unit- III**

Organisational Culture: Types of Organisational Culture, Features of Culture, Creating, Sustaining and Changing Culture.

Organisational Learning: Concept, Process of Learning, Mechanisms of Learning.

### **Unit- IV**

Job Stress: Meaning of Stress, Types of Stress, Consequences of Stress, Management of Stress.

Job Satisfaction: Meaning, Factors affecting Job Satisfaction, Measurement of Job Satisfaction, Organisational Commitment.

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

## **IRPM- CC: 402 (i) - COMPUTER APPLICATIONS IN HRM**

**Total: 50 Marks**

### **Course Outcome:**

- To understand the fundamentals of Computer and Operating Systems.
- To understand the concept of MIS, database and programming in HRM.
- To understand, the concept of electronic spreadsheets, statistical functions and Enterprise Resources planning and HRM.

### **Unit-I**

Computer Fundamentals: Fundamentals of Computer, Block Diagram of a Computer System; Different Generations of Computer.

Computer Language and Translators; I/O devices; Specification of Computer Systems.

### **Unit-II**

Operating Systems: Types of OS, Basic services of OS, OS Functions and Commands (with specific reference to MS-Windows).

Computer Networks: Types of Network, LAN, WAN, MAN, Internet and FTP, Client Server Architecture.

### **Unit-III**

MIS: Concept and Functions; System Development Lifecycle (SDLC).

Introduction to Database (FOX-PRO): Create, Append, Edit, List, Display, Replace, Modify, Sort, Locate, Database Programming with special reference to HRM.

### **Unit-IV**

Electronic Spreadsheets: Ms-Excel, Graphs, Statistical functions.

Enterprise Resource Planning and HRM.

**IRPM- CC: 402 (ii) - SEMINAR PRESENTATION**  
**Total: 50 Marks**

**IRPM- CC: 403 - FIELD WORK REPORT AND VIVA-VOCE**  
**Total: 100 Marks (75 Marks + 25 Marks)**

**Course Outcome:**

- To expose the students for gaining a practical knowhow of the functioning of various HR practices in the organization.
- To have an experimental learning to the different topics of IRPM subject.

**IRPM- CC: 404 - ORGANISATIONAL CHANGE & DEVELOPMENT**  
**Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)**

**Course Outcome:**

- To understand the concept of Organizational Change and the Perspectives of changes.
- To understand the Types of Change, Process and Management of Change.
- To understand the concept of Organizational development and OD interventions in the organization.

**Unit-I**

Organisational Change: Meaning and Importance, Perspectives on Change: Contingency perspective, Resource Dependence perspective.

Population-Ecology Perspective, Institutional Perspective.

**Unit-II**

Types of Change: Continuous or Incremental Change, Discontinuous Change, Participative and Directive change.

Change programmes: Steps to implement Change in Business Process.

**Unit-III**

Organisational Development: Meaning, Definition, Characteristics, Objectives of OD.

Importance of OD, Process of OD, Conditions for Optimum Success of OD.

**Unit-IV**

OD Interventions: Meaning and Definition; Classification of OD Interventions: Individual Interventions.

Team/Group Interventions, Inter-Group Interventions, Structural Interventions.

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

## IRPM- CC: 405 - INTERNATIONAL HRM

Total: 100 Marks, End Semester (80 marks) & Mid-Semester (20 marks)

### Course Outcome:

- To understand the current trends of HRM and International strategic HRM
- To understand the concept of IHRM and the Sustainable Business, Internationalization and emergence of Transnational Organizations.
- To understand the various functions and models of IHRM.

### Unit-I

New Trends in HRM: Changing Environment of HRM and Contemporary Challenges.

Emerging HRM Concepts, International Strategic HRM.

### Unit: II

IHRM and Sustainable Business: An Overview, Organisation and Structure of HRM.

Theories of International HRM.

### Unit; III

Internationalisation, Globalisation and Emergence of Transnational Organisations, International Division of Labour and Labour Market.

The Culture Factors in HR, Cultural Diversity and Cultural Shock.

### Unit: IV

International HRM Functions, Models of IHRM: Perlmutter's, Adler, Ghadar's, Evans and Lorange.

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

## IRPM- AC: 406 - Kabi Samrat Upendra Bhanja & Cultural Heritage of Ganjam

This Paper consists of 50 marks with following 4 Units

### Course Outcome (ପାଠ୍ୟକ୍ରମର ନିଷ୍ପତ୍ତି):

The teaching imparted to the P.G. students of Berhampur University on the various dimensions of the literary and cultural heritage of South Odisha will help them to acquire a valuable understanding of the same. They will be inspired adequately to take the positives learnt from the course and use them in future in their personal literary and cultural pursuits and thereby promote the literature and culture of Odisha on a global scale.

(ଓଡ଼ିଆ ସାହିତ୍ୟ ଓ ସଂସ୍କୃତିର ଏହିପରି ଏକ ଗୁରୁତ୍ୱପୂର୍ଣ୍ଣ ଦିଗରେ ପାଠଦାନ କରିବା ଦ୍ୱାରା କେବଳ ଯେ କବିସମ୍ରାଟ ଉପେନ୍ଦ୍ରଭଞ୍ଜ ଓ ଦକ୍ଷିଣ ଓଡ଼ିଶାର କଳା-ସାହିତ୍ୟ-ସଂସ୍କୃତି-ଆଦିବାସୀ ଲୋକ ଜୀବନ ଓ ଲୋକ ପରମ୍ପରା ସମ୍ପର୍କରେ ବିଶ୍ୱବିଦ୍ୟାଳର ଛାତ୍ରଛାତ୍ରୀ ସଚେତନ ହୋଇ ପାରିବେ; ତାହାନ୍ତୁହେଁ, କବି ସମ୍ରାଟ ଉପେନ୍ଦ୍ରଭଞ୍ଜଙ୍କ ସହିତ ଦକ୍ଷିଣ ଓଡ଼ିଶାର ସାହିତ୍ୟିକ ପରିମଣ୍ଡଳ ଏବଂ ଏହି ଅଞ୍ଚଳର ସଂସ୍କୃତିକ ବିଭବ ଓ ଲୋକ ପରମ୍ପରାସମ୍ପର୍କରେ ବିଶ୍ୱବିଦ୍ୟାଳର ଛାତ୍ର ଛାତ୍ରୀ ମାନେ ମଧ୍ୟ ସମ୍ୟକ ଜ୍ଞାନ ଆହରଣରେ ବତୀ ହୋଇପାରିବେ।)

### Aim of the Course (ପାଠ୍ୟ କ୍ରମର ଲକ୍ଷ୍ୟ)

Kabi Samrat Upendra Bhanja is the master-spirit of Odia Language and Culture during Medieval period. The campus of Berhampur University has been rightly named after Kabi Samrat Upendra Bhanja as 'BHANJA BIHAR'. South Odisha is the adorable storehouse of literary and cultural wealth of ancient and medieval Odisha which has elicited remarkable national acclaim. This course has been introduced with a view to familiarizing all the P.G. Students of Berhampur University with the

excellent craftsmanship exemplified by the literary stalwarts including Kabi Samrat Upendra Bhanja along with the Arts, Culture and Folk Tradition of South Odisha.

(ମଧ୍ୟ ଯୁଗୀୟ ଓଡ଼ିଆ ସାହିତ୍ୟ ଓ ସଂସ୍କୃତିର ମହାନାୟକ କବି ସମ୍ରାଟ ଉପେନ୍ଦ୍ରଭଞ୍ଜ। ବ୍ରହ୍ମପୁର ବିଶ୍ୱବିଦ୍ୟାଳୟ ତାଙ୍କ ନାମରେ ‘ଭଞ୍ଜବିହାର’ ଭାବ ରେନାମିତ। ଗଞ୍ଜାମ ସମେତ ଦକ୍ଷିଣ ଓଡ଼ିଶାସମଗ୍ର ରାଜ୍ୟର ବୁଧ ହଂସ କେଳିସର। ଏହାର କଳା-ସାହିତ୍ୟ-ସଂସ୍କୃତି-ଲୋକପରମ୍ପରା ସର୍ବଭାରତୀୟ ସ୍ୱୀକୃତିପ୍ରାପ୍ତ। ଏହାକୁ ଦୃଷ୍ଟିରେ ରଖି ବ୍ରହ୍ମପୁର ବିଶ୍ୱବିଦ୍ୟାଳୟରେ ସ୍ନାତକୋତ୍ତର ଶ୍ରେଣୀର ସମସ୍ତ ଛାତ୍ରଛାତ୍ରୀଙ୍କୁ କବି ସମ୍ରାଟ ଉପେନ୍ଦ୍ରଭଞ୍ଜଙ୍କ ସମେତ ଦକ୍ଷିଣ ଓଡ଼ିଶାର ଅନ୍ୟାନ୍ୟ ସାହିତ୍ୟିକ ପ୍ରତିଭା ଏବଂ ଏହି ଅଞ୍ଚଳର କଳା, ସଂସ୍କୃତି, ଲୋକ ପରମ୍ପରା ସମ୍ପର୍କରେ ସାଧାରଣ ଧାରଣା ପ୍ରଦାନ କରିବା ପାଇଁ ଏପରି ଅଧ୍ୟୟନ ବ୍ୟବସ୍ଥା କରା ଯାଇଛି।)

### **Details of the Course**

Unit- I: Literary works of Kabi Samrat Upendra Bhanja

Unit-II: Other Litterateurs of South Odisha

Unit-III: Cultural Heritage of South Odisha

Unit-IV: Folk and Tribal Traditions of South Odisha

ୟୁନିଟ୍-୧ :କବିସମ୍ରାଟଉପେନ୍ଦ୍ରଭଞ୍ଜଙ୍କକୃତି ଓ କୃତିତ୍ୱ

ୟୁନିଟ୍-୨ :ଦକ୍ଷିଣ ଓଡ଼ିଶାରଅନ୍ୟାନ୍ୟସାରସ୍ୱତସାଧକ

ୟୁନିଟ୍-୩ :ଦକ୍ଷିଣ ଓଡ଼ିଶାରସାଂସ୍କୃତିକବିଭବ

ୟୁନିଟ୍-୪ :ଦକ୍ଷିଣ ଓଡ଼ିଶାରଆଦିବାସୀ ଓଲୋକପରମ୍ପରା

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#### **Industrial Relations**

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3. C.B. Mamoria et al., Industrial Relations. . Himalaya Publishing House Pvt. Ltd.,
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9. T.N. Chhabra, Industrial Relations. Pentagon Press Publisher.
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12. NIPM, Personnel Today (Journal)
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### **Labour Legislations and Case Laws**

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### **Labour Welfare and Labour Administration**

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