Model Curriculum for Three/Four Year Degree Course

(With Multiple Entry /Exit Option)

Based on NEP-2020

IRPM / PMIR

Odisha State Higher Education Council, Bhubaneswar
Government of Odisha

Semester	Subjects
I	Core I - Industrial Relations
	Core II- Protective Labour Legislation
II	Core III- Principles & Practices of Management
	Core IV – Labour Welfare
III	Core V- Human Resource Management
	Core VI- Trade Unionism
	Core VII- Social Security
IV	Core VIII- Human Resource Development
	Core IX- Labour Economics
	Core X- Wages Legislation
V	Core XI- Organisational Change and Development
	Core XII- Organisational Behaviour
	Core XIII- Compensation Management
VI	Core XIV- Regulative Legislations
	Core XV- Field Work Report and Viva-Voce
VII	Core XVI- Social Work and Seminar Presentation
	Core XVII- Performance Management
	Core XVIII- Strategic HRM
	Core XIX- Indian Labour Problems
VIII	Core XX- Training and Development
	Core XXI- Research Methodology
	Core XXII- Industrial Psychology
	Core XXIII- Internship Training

Program Outcomes

1. **Industry Readiness:** Graduates will be well-prepared to enter the workforce in various roles related to human resource management, labour relations, and organizational development, demonstrating immediate effectiveness and adaptability.
2. **Analytical Competence:** Students will be able to critically analyse and address complex issues in industrial relations and personnel management, using evidence-based approaches and strategic insights.
3. **Leadership and Management Skills:** Graduates will exhibit strong leadership and management capabilities, including effective communication, team management, and the ability to drive organizational change.
4. **Ethical and Legal Awareness:** Students will possess a thorough understanding of the ethical and legal dimensions of industrial relations, ensuring their actions are in compliance with regulatory standards and societal expectations.
5. **Lifelong Learning:** The program will instil a commitment to lifelong learning and continuous professional development, encouraging graduates to stay updated with emerging trends and advancements in the field.

Programme Objectives (PO): The four-year undergraduate course in Industrial Relations and Personnel Management under the NEP 2020 framework has distinct program objectives aimed at creating proficient and adaptable professionals. These objectives are designed to provide students with a holistic education, combining theoretical knowledge with practical skills to prepare them for various challenges in the field.

1. **Foundational Knowledge and Understanding:** Provide a strong foundation in the principles and practices of industrial relations and personnel management.
2. **Skill Development and Competence:** Develop essential professional skills such as negotiation, conflict resolution, leadership, and strategic decision-making.
3. **Ethical and Legal Acumen:** Instill a deep sense of ethics, social responsibility, and adherence to legal standards in industrial relations and personnel management.
4. **Multidisciplinary Integration:** Foster an interdisciplinary approach by integrating knowledge from various fields such as economics, sociology, psychology, and law.
5. **Research and Innovation:** Encourage research and innovation in the field of industrial relations and personnel management.
6. **Global Perspective:** Prepare students to operate in a globalized work environment with an understanding of international human resource practices.
7. **Lifelong Learning and Adaptability:** Promote a culture of lifelong learning and adaptability to keep pace with evolving trends and technologies in the field.
8. **Practical Application and Experience:** Provide ample opportunities for practical application of knowledge through internships, fieldwork, and industry interactions.
9. **Community and Social Impact:** Encourage students to understand and address the broader social and community implications of industrial relations and personnel management.

10. **Communication and Collaboration:** Enhance students' communication and collaboration skills to effectively work with diverse groups and stakeholders.

Programme Outcomes (PO): The program outcomes for the four-year undergraduate course in Industrial Relations and Personnel Management, aligned with the NEP 2020 framework, are designed to ensure that graduates possess the necessary knowledge, skills, and attitudes to excel in their professional careers. These outcomes reflect the comprehensive and multidisciplinary nature of the program, preparing students for a wide range of roles and responsibilities in the field.

1. **Comprehensive Knowledge:** Graduates will have a thorough understanding of industrial relations and personnel management principles, theories, and practices. They will be able to analyse and apply this knowledge to various organizational contexts.
2. **Practical Competence:** Students will be equipped with practical skills through internships, case studies, simulations, and fieldwork. They will be able to apply theoretical concepts to real-world situations effectively.
3. **Ethical Decision-Making:** Graduates will demonstrate a strong sense of ethics and social responsibility. They will make decisions that are ethically sound and in compliance with legal standards, promoting fair and equitable treatment in the workplace.
4. **Research and Analytical Skills:** Students will be proficient in conducting research and analysing data. They will be able to identify issues, formulate research questions, and use appropriate methodologies to address challenges in industrial relations and personnel management.
5. **Leadership and Management:** Graduates will possess strong leadership and management skills. They will be capable of leading teams, managing projects, and driving organizational change effectively.
6. **Communication Skills:** Students will be adept at both written and oral communication. They will be able to convey ideas clearly and persuasively to various stakeholders, including employees, management, and external partners.
7. **Global Perspective:** Graduates will have a global outlook and be aware of international HR practices and labor markets. They will be prepared to manage workforce diversity and work in multinational environments.
8. **Problem-Solving Abilities:** Students will develop strong problem-solving skills. They will be able to identify and analyze problems, generate solutions, and implement strategies effectively to resolve workplace issues.
9. **Lifelong Learning:** Graduates will demonstrate a commitment to lifelong learning. They will continuously seek to update their knowledge and skills to stay current with industry trends and advancements.
10. **Adaptability and Flexibility:** Students will be adaptable and flexible in their approach to work. They will be able to respond to changing organizational needs and dynamics with resilience and innovation.

11. **Interpersonal Skills:** Graduates will have strong interpersonal skills. They will be able to work effectively with others, build relationships, and foster a collaborative work environment.
12. **Strategic Thinking:** Students will be capable of strategic thinking and planning. They will understand how to align HR strategies with organizational goals and drive long-term success.
13. **Cultural Sensitivity:** Graduates will be culturally sensitive and aware of diversity issues. They will promote inclusive practices and create a respectful and supportive workplace culture.
14. **Technological Proficiency:** Students will be proficient in using HR information systems and other relevant technologies. They will leverage technology to enhance HR processes and decision-making.
15. **Community Engagement:** Graduates will understand the impact of industrial relations and personnel management on the community. They will be prepared to engage with and contribute to societal well-being through their professional roles.

Core I **Semester I**

Industrial Relations

Course Objective

- The objective of the course is to develop and maintain harmonious relations between management and labour so essential for higher productivity of labour and industrial progress in the country.
- Industrial relations maintain a balance with employee expectations, employers' associations, trade Unions and other social and economic institutions of society

Learning Outcome

Learners will be aware of the various sector as part of the Industrial Relations (which also includes the influence of the state, ILO and so on) and understand the Labour laws issues and implications.

Unit-I

Industrial Relations: Meaning, Concept, Importance and Scope of Industrial Relations; Aspects of Industrial Relations, Dunlop's System Model of Industrial Relations. Aspects of Industrial Relations- Co-operation and Conflict.

Unit- II

Industrial Disputes: Meaning, Causes and Consequences; Methods of Settling Industrial Disputes, Meaning, Nature and Process of Collective Bargaining. Success and Failures of CB.

Unit-Ill

Labour Management Co-operation: Meaning and Goals, Levels of Participations; Labour Management Co-operation in India: Statutory Committees, Works Committee and Joint Management Councils.

Unit-IV

Grievance Handling: Meaning, Causes and model Grievance Procedure; Principles of Disciplinary Action, Types of Misconduct.

Books Recommended

- ✓ *C.S Venketraman, Industrial Relations, Oxford University Press, 01 Edition.*
- ✓ *Arun Monappa, Industrial Relations. Tata McGraw- Hill Education, 01 Edition*
- ✓ *C.B Mamoria et al, Industrial Relations. Himalaya Publishing House Pvt. Ltd.*
- ✓ *E.A Ramaswamy and Uma Ramaswamy, Industry and Labour, Oxford University Press.*
- ✓ *P.C Tripathy and C.B Gupta, Industrial Relations and Labour Laws. Sultan Chand & Sons Publisher.*
- ✓ *P.R.N Sinha et al. Industrial Relations and Labour Legislation. Person Publisher 01 Edition.*
- ✓ *Ratna Sen, Industrial Relations in India. Laxmi Publications- New- Delhi, o2 Edition.*
- ✓ *S.D. Punekar et al, Labour Welfare, Trade Unions and Industrial Relations. Himalaya Publishing House.*
- ✓ *T.N Chhabra. Industrial Relations, Pentagon Press Publisher*

Question Pattern[Industrial Relations]

Answer all questions in one word each.

1. System model developed by _.
   [1x12=12]

Answer any eight from the following questions.

2. State two dimensions aspects of Industrial relations.
   [2x8=16]

Answer any eight of the following short notes within 75 words each.

3. What are the importance of Industrial Relations?
   [3x8=24]

Answer all questions. [7x4=28]

4. Define Industrial Relations. Discuss the scope of Industrial Relations.
   [7x4=28]

Core II

Protective Labour Legislation

Course Objective

- The objective of the course is to understanding of Labour Laws is very essential for learners because of the fact that, the scope and ambit of these is very wide and it touching the lives of millions of people in the country.
- Labour legislation seeks to deal with problems arising out of occupational status of the individual

Learning Outcome

- Learner will know the development and judicial set up of Labour laws.
- They will learn the salient features of welfare and wage legislation also to integrate the knowledge of Labour Law in general HRD practice.

Unit-I

Labour Legislation : Introduction, Meaning, Need, Objectives and principles of Labour Legislation. Categories of Labour Legislation. Labour Provisions in Indian Constitution.

Unit- II

The Factories Act, 1948 Chapters and Main Provisions

Unit-Ill

The Mines Act, 1952 Main Provisions

Unit-IV

Orissa shops and Commercial Establishment Act (1956) Main Provisions

Books Recommended

- ✓ *Universal's Legal Manual, Labour and industrial law, Universal Law Publishing Co. 2015.*
- ✓ *P.L. Mallik..Labour and Industrial Law, Eastern Book Company, 04 Edition, 2015.*
- ✓ *S.P Jain, Industrial and Labour Laws. Dhanpat Rai Publications, 2014.*
- ✓ *S.C Srinivasa, Industrial and Labour laws, Vikas Publishing House, 2014.*
- ✓ *A.M Sarma, Industrial Jurisprudence, Himalaya Publishing House.*
- ✓ *Taxmann, Labour Law, Taxmann Publications Pvt. Ltd, 2015.*
- ✓ *S. Monappa, Industrial Relations and Labor Laws, 02 Edition, McGraw Hill Education (India) Private Limited.*
- ✓ *Singh A. Labour and Industrial law, Lexis Nexis, 2014.*
- ✓ *Concerned Bare Acts.*

Question Pattern [Protective Labour Legislation]

Answer all questions in one word each

1. Protect workers from exploitation is one of the important objective of ____ [1x12=12]

Answer any eight from the following questions.

2. Mention any two objectives of Labour Legislation. [2x8=16]

Answer any eight of the following short notes within 75 words each.

3. Explain the provisions relating to "canteen facilities" under the factories act [3x8=24]

Answer all questions.

4. Discuss the various categories of Labour Legislations in India with their usage [7x4=28]

Core III **Semester II**

Principles & Practices of Management

Course Objective

The objective of the course is to provide an understanding of basic concepts Principles and Practices of Management. The aim is to inculcate the ability to apply multi-functional approach to organisational objectives.

Learning Outcome

This course teaches learners, how to think as manager and actively manage organization and teams using effective practices around planning, decision making, organisational structure, culture, leadership, Motivation and communication.

Unit-I

- Meaning, Concept, Objectives and Scope of Management. Management as an Art, Science and Profession.

Unit- II

- Management Functions: Planning, Organizing, Directing & Controlling.

Unit-Ill

- Functional areas of Management
- Concept, Function and Scope of Financial Management, Production Management and Marketing Management.

Unit-IV

- Business Ethics: Concept, Sources, Importance & Practices in Management Business Ethics: Concept, Sources, Importance & Practices in Management

Books Recommended

- ✓ *L.M Prasad, Principles and Practices of Management, Sultan Chand and Sons, 8th Edition.*
- ✓ *T.N Chhabra, Managing People at work, Publisher : Dhanpat Rai & Co.*
- ✓ *Anil Bhat and Arya Kumar, Principles, Processes and Practices, Oxford University Press, 2015.*
- ✓ *Burton and Thakur, Management Today : Principles and Practice. McGraw Hill Education (India) Private Limited.*
- ✓ *Kanishka Bedi, Management and Entrepreneurship. Oxford University Press 2015.*
- ✓ *Koontz and O Donnell, Management Publisher : Tata McGraw Hill Education 2nd Edition.*
- ✓ *Koontz and Weihrich, Essentials of Management Tata McGraw Hill Education 2nd Edition.*
- ✓ *DuBrin, Management Principles and Applications, CENGAGE Learning, 9th Edition, 2015.*
- ✓ *Griffun, Management Principles and Applications, CENGAGE Learning, 10 Edition* 2015

Question Pattern

Answer all questions in one word each.

1. _____was considered as father of modern management theory. [1x12=12]

Answer any eight from the following questions.

2. Write the objectives of management. [2x8=16]

Answer any eight of the following short notes within 75 words each.

3. Explain few functions of Marketing Management [3x8=24]

Answer all questions.

4. Define Management . Explain the various functions of Management. [7x4=28]

Core IV

Labour Welfare

Course Objective

- The objective of the course is to promoting economic development, improving efficiency and providing proper working conditions for workmen.
- This course contains work environment conditions, health service and economic programmes for industrial labour.

Learning Outcome

Under this course learners gain a deep understanding of Labour welfare activities, Labour Laws, regulations and policies, and their application in diverse work place setting.

Unit-I

Labour welfare- Concept, Scope, Principles & Philosophy of Labour Welfare.

Unit- II

Welfare programmes- Statutory & Non Statutory labour welfare programmes Welfare Officer-

Unit-Ill

Industrial Safety & Hygiene- Accidents- Concept, Causes & Consequences, Prevention of Accidents & Safety

Unit-IV

Labour Administration: Labour Administration machinery at State & Central levels: Labour Administration Machinery in Odisha

Books Recommended

- ✓ *S.D Punekar et al; Labour welfare, Trade unions and Industrial Relations, Himalaya Publishing House, 2015*
- ✓ *MV Moorty, Principles of Labour Welfare in India, Oxford & IBH Publication, Co, New Delhi*
- ✓ *K.N vaid, Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi*
- ✓ *Ram Chandra P. Singh, Labour welfare Administration in India, Deep & Deep Publication, New Delhi*
- ✓ *R.S Kumar, understanding Labour welfare Administration Challenges And Response, Cyber Tech Publication.*
- ✓ *A.M. Sarma, Aspects of Labour welfare and Social Security, Himalaya Publishing House, New Delhi*

Question Pattern

Answer all questions in one word each.

1. The Labour welfare officer is appointed by_____. [1x12=12]

Answer any eight from the following questions.

2. Name few agencies for implementation of Labour welfare. [2x8=16]

Answer any eight of the following short notes within 75 words each.

3. Explain the total concept of Labour welfare. [3x8=24]

Answer all questions.

4. Discuss various statutory and non-statutory labour welfare facilities. [7x4=28]

Core V **Semester III**

Human Resource Management

Course Objective

The objectives of the course are to ensure a seamless experience for the staff and other people associated with management and accomplish organizational goals

Learning Outcome

Learners will be develop an ability to undertake qualitative and quantitative research Learners will be to ensure the right people with the right skills for the right job position in an organization

Unit-I

Human Resource Management - Meaning, concept, importance, Objectives and scope of Human Resource Management

Unit- II

Development of Management thought: Scientific management of F.W.Taylor. Human Relation School of Elton Mayo. 'X' and 'Y' theory of Douglas Mc. Gregor. Behavioural school and contribution of Henri Fayol to management.

Unit-Ill

Recruitment and selection: Recruitment - meaning, objectives, features, methods and sources of recruitment. Selection - Meaning, definition, importance and selection process.

Unit-IV

Motivation- Meaning, nature, types of motivation and Maslow's need, Hierarchy theory of motivation. Employee morale: Meaning, definition and factors effecting morale.

Books Recommended

- ✓ *Dr P. Jyothi, Human Resource Management. Oxford University Press,2015*
- ✓ *Uday Kumar Haldar and Juthika Sarkar, Human Resource Management, Oxford University Press, 2015*
- ✓ *T.N. Chhabra, Human Resource Management Dhanpat Rai & Co. Publisher.*
- ✓ *Jyoti and Venkatesh, Human Resource Management. Oxford University Press lndia.2014*
- ✓ *K Aswuthappa, Human Resource Management, McGraw Hill Education (India) Private Limited, 01 Edition.*
- ✓ *C.B. Gupta. Human Resource Management. Sultan Chand and Sons Publisher, 14th Edition*
- ✓ *P. Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House Pvt. Ltd., 5th Edition.*
- ✓ Edwin Flippo. Personnel Management. Tata McGmw Hill Education Publisher, 6th Edition

Question Pattern

Answer all questions in one word each.

1. Directing, being one of the prominent functions of human Resource Management falls under _____function.

[1x12=12]

Answer any eight from the following questions.

2. What are the goals of HRM?

[2x8=16]

Answer any eight of the following short notes within 75 words each.

3. Mention different types of selection tests

[3x8=24]

Answer all questions.

4. Explain human resource management and describe its scope and importance.

[7x4=28]

Core VI

Trade Unionism

Course Objective

- The objectives of the trade unionism are to protect and advance the interests of its member in the work place.
- Trade unions try to develop close working relationship with employers.

Learning Outcome

Learners will be understand the meaning and purpose of trade unions, put a light on the roll of trade unions and learn about the effectiveness of trade union in present scenario

Unit-I

Introduction of Trade Unionism- Meaning, definition, objectives, functions, types and National federation of Trade Unionism.

Unit- II

Theories of Trade Union - Sidney and Beatrice webs, Karl Marx, Robert Hoxie and Mahatma Gandhi

Unit-Ill

Trade Unionism movement- Growth of Trade Union movement in India, Problems of Trade Union, Rivalries of Trade Unions, Recognition of Trade Union in India.

Unit-IV

Managerial Unionism- Meaning, concept, function, role of employer's federation in trade unionism.

Book Recommended

- ✓ *Ratna Sen, Industrial Relations in India. Tata McGraw Hill 2014,*
- ✓ *Vaid, KN., The New Worker, Asia Publishing House, Mumbai.*
- ✓ *N.N. Chatterjee, Industrial Relations in India's Developing Economy. Allied Book Agency*
- ✓ *Steve Williams, Introducing Employment Relations, Oxford University Press, 3rd Edition.*
- ✓ *P.R..N. Sinha et al. Industrial Relations and Labour Legislation. Pearson Publisher, 1st Edition.*
- ✓ *C.S. Venkataraman, Industrial Relations. Oxford University Press, 01 Edition.*
- ✓ *S.D. Punekar et al., Labour Welfare, Trade Unions and Industrial Relations, Himalaya Publishing House.*
- ✓ *Pandit . K, Indian Trade Union Movement, Novelty & Co. Patna*
- ✓ *A.M. Sarma, Industrial Relations. Himalaya Publishing House Pvt. Ltd., 2nd Edition.*
- ✓ *C.B. Mamoria et al, Industrial Relations.. Himalaya Publishing House Pvt Ltd, 201 s.*
- ✓ *T.N. Chhabra, Industrial Relations. Pentagon Press Publisher.*
- ✓ *P.C. Tripathy and C.B. Gupta, Industrial Relations and Labour Lows. Sultan Chand & Sons Publisher, 04 Edition.*
- ✓ *Arun Monappa, Industrial Relations. Tata McGraw Hill Education, 1st Edition.*

Question Pattern

Answer all questions in one word each.

1. _____ was the first trade Union in India**.** **[1x12=12]**

Answer any eight from the following questions.

2. What is a registered Trade Union? **[2x8=16]**

Answer any eight of the following short notes within 75 words each.

3. Mention the Sarvodaya theory of Trade Union.
[3x8=24]

Answer all questions

4. Define Trade Union. Discuss objectives and functions of Trade Union in India.
[7x4=28]

Core VII

Social Security

Course Objective

- The three major objectives of social security are compensation ,Restoration and prevention
- The main objective of social security is that a citizen to his country welfare should be given protection against certain hazards of life.

Learning Outcome

- Learners gain a deeper understanding of the challenges of social security governance.
- Master new method ologies for transforming public action in the field of social protection.

Unit-I

Social Security: Concept, Scope and approaches, Social Assistance and Social Insurance.

Unit- II

The Employee's Compensation Act, 1923

Unit-Ill

The Employee's State Insurance Act, 1948

Unit-IV

The Maternity Benefit Act, 1961 & The Payment of Gratuity Act, 1972

Book Recommended

- ✓ *A.M. Sarma, Aspects of Labour Welfare and Social Security, Himalaya Publishing House, New Delhi.*
- ✓ *Vivek and Bhattacharya, Social Security Measures in India.*
- ✓ *W. Andrew Achenbaum, Social Security: Visions And Revisions: A Twentieth Century Fund Study, Cambridge University Press.*
- ✓ *Ditch John Ditch, Introduction to Social Security: Policies, Benefits and Poverty, Taylor & Francis Ltd.*
- ✓ *Prasant Kumar Panda, Human Development and Social Security in India, New Century Publication.*
- ✓ *Ravi Prakash Yadav, Social Security of Labour in India and Economic Reforms, Serial Publication.*
- ✓ *Kannan, K.P &Breman, Jan, The Long Road to Social Security: Assessing the Implementation of National Social Security Initiatives for the Working Poor in India, Oxford University Press.*
- ✓ *Concerned Bare Acts.*

Question Pattern

Answer all questions in one word each.

1. Social security founded on the principle of __. [1x12=12]

Answer any eight from the following questions. [2x8=16]

2. Explain the term social assistance.

Answer any eight of the following short notes within 75 words each. [3x8=24]

3. Discuss dependents under the ESI Act. 1948.

Answer all questions.

4. Explain the concept of social security and discuss the approaches to the social security [7x4=28]

Semester-IV

Core VIII **Human Resource Development**

Course Objective:

The objective of human resource development is to develop and enhance the knowledge, skills and abilities of employees to improve their job performance and productivity

Learning Outcome:

Learners enhanced communication skills, conflict resolution abilities, and empathy are outcomes of HRD processes that lead to improved team dynamics.

Unit-I:

Human Resource Development: - Meaning, concept, importance, Human Resource Development mechanisms: Performance appraisal, Potential Appraisal, Feedback and counselling.

Unit- II:

Career planning & Development: - Meaning, objectives, importance of career planning, job rotation, training and Organizational Development.

Unit-Ill

Knowledge Management: - Meaning, needs, importance, types of Knowledge, Knowledge management Process.

Unit-IV

Management Development Programme: - concept, types and process of Management Development Programme.

BOOKS RECOMMENDED

- ✓ *J. Uday Kumar Haldar, Human Resource Development, Oxford University Press, 2014.*
- ✓ *David Mankin. Human Resource Development, Oxford University Press, 201 S.*
- ✓ *T.V. Rao, Human Resource Development. Sage Publication. New Delhi.*
- ✓ *T.V. Rao, & Pareek Udai, Designing and Managing Human Resource System, Oxford and IBR Publication Ltd. New Delhi.*
- ✓ *ILO, Teaching and Training Methods for Management Development handbook, McGraw New York.*
- ✓ *Rao, T. V., Future of HRD. Mc millan, New Delhi*
- ✓ *B.L. Mathur, Human Resource Development: Strategic Approaches and Experiences.*
- ✓ *Greaves, Jim. Strategic Human Resources Development, Sage Publication.*
- ✓ *Werner, Human Resource Development, CENGAGE Learning, 2015.*

Question Pattern [Industrial Relations]

Answer all questions in one word each.

a) Organizational development focuses on __within an organisation.

Answer any eight from the following questions.

a) Write the philosophy of HRD.

Answer any eight of the following short notes within 75 words each.

a) What are the importance of Knowledge management?

Answer all questions.

Core IX **Labour Economics**

Course Objective:

- The objective of this course is to introduce students to the economic analysis of the labour market.
- Labour economics involves understanding what are the determinates of the observed structure of wages and employment

Learning Outcome:

- Exposing Learners to diverse Labour relations in urban and rural settings under capitalism. To enable students to understand the crucial role of women in the process of production

Unit-I:

Labour Economics: Meaning, definition, nature and scope of Labour Economics. Economic system: Mixed Economics system in India and New Economic Policy.

Unit- II:

Labour Market. Meaning, concept, characteristics and classification of Labour Market. Labour Force Composition and Labour Force Participation. Labour Migrations.

Unit-Ill:

Wages of Industrial workers, definition, real and nominal wages. Wage concepts: Minimum, Fair and Living wages, wage differentials.

Unit-IV:

Unemployment: Meaning, concept, types, causes, effects, Problems and remedies of unemployment in India.

Books Recommended:

- ✓ *T.N. Bhagoli Wala, Labour Economics. Vikas Publishing House Pvt., Ltd*
- ✓ *M.V. Joshi, Labour Economics and Labour Problems ,Atlantic Publisher, 2015*
- ✓ *Jiwitesh Kumar Singh., Labour Economics. Deep&Deep Publications, 1st Edition*
- ✓ *Mehata, P.L., Comprehensive Managerial Economics, Sultan Chand & Sons, New Delhi.*
- ✓ *B.P. Tyagi, Economic Systems. Meerut : Jai Prakash Nath & Co, 2011*
- ✓ *R.C. Saxena, Labour Problems and Social Welfare, KNATH & CO*

Question Pattern [Industrial Relations]

1. Answer all questions in one word each.
   a. Labour Economics is concerned with the study of ____and __in the labour market.
2. Answer any eight from the following questions.
   a. What are the types of unemployment?
3. Answer any eight of the following short notes within 75 words each.
   a. What do you mean by mixed economic system?
4. Answer all questions.

   a. Define labour economics. Explain the nature and scope of labour economics in India.

Core X **Wages Legislation**

Course Objective:

- The objective of this course is to acquaint the students with special laws pertaining to wages, working conditions of special groups like contract labour, apprentice, plantation workers.

Learning Outcome:

- Learner should be better at handling wages and salary administration.
- Students are more informed about vulnerable groups of workers and legal provisions related to them.

Unit-I:

The Payment of wages Act. 1936.

Unit- II:

The Minimum Wages Act. 1948.

Unit-Ill

The Payment of Bonus Act. 1965

Unit-IV

The Payment of Gratuity Act. 1972.

BOOKS RECOMMENDED

- ✓ *Universals Legal Manual , Labour and industrial law ,Universal Law Publishing Co., 2015*
- ✓ *P.L. Mallik, Labour and Industrial Law. Eastern Book Company, 04 editions,2015*
- ✓ *S.P. Jain, Industrial and Labour Laws. Dhanpat Rai Publication. 2015*
- ✓ *S.C. Srivastava, Industrial and Labour Laws., Vikas Publishing House., 2015*
- ✓ *Monappa, Industrial Relations and Labour Laws, 02 Edition, McGraw Hill Education (India) Private Limited.*
- ✓ *A.M Sarnia. Industrial Jurisprudence, Himalaya Publishing House, New Dellii,2015*
- ✓ *Taxmann, Labour law, Taxmann Publications Pvt. Ltd., 2015*
- ✓ *Singh A, labour and industrial law, Lexis Nexis,2015*
- ✓ *Goswami, V.G. Labour and Industrial Relations Law, Central Law Agency, Allahabad. Concerned Bare Acts*

Question Pattern [Industrial Relations]

1. Answer all questions in one word each.
   a. The payment of wages act. 1936 came into force on _____
2. Answer any eight from the following questions.
   a. Explain 'wage period'.
3. Answer any eight of the following short notes within 75 words each.
   a. What are the minimum eligibility criteria for an employee to get bonus?

Explain the procedure laid down under the minimum wages act. 1948 for fixing and revising minimum wages.

Semester-V

Core XI **Organisational Change and Development**

Course Objective:

- The objective of this course is to provide knowledge on the theories and models of changes.
- To develop skills on organizational analysis through different diagnostic approaches.

Learning Outcome:

- Learners gaining knowledge about organizational development process. Learners know about better understanding of the change management model

Unit-I:

Organisational Change: Meaning and importance, perspectives on change, contingency perspective, Resource Dependence perspective.

Unit- II:

Types of Change:

Continuous and Incremental change, Discontinuous change, participative and directive change, change programmes: steps to implement change in business process.

Unit-Ill:

Organisational Development: Meaning, objectives, importance and scope of Organisational Development.

Organisational Development Process: Conditions for optimum success of Organisational Development.

Books Recommended:

- ✓ *V. Nilakanth .and S. Ramnarayan, Managing Organisational Change. Response Books, New Delhi*
- ✓ *Ramanarayan et al., Organisational Development-interventions and strategies, Response Books, New Delhi.*
- ✓ *Stephen.P.Robinns. Organisational behaviour, Prentice hall Publisher, 2015*
- ✓ *Dipak Kumar Bhattacharyya, Organisational Change and Development, Oxford University Press, 2015 5. Cummings, Organisational Development and Change; CENGAGE Learning, 2015*
- ✓ *Jim Grieves, Organisational Change, Oxford University Press, 2015.*
- ✓ *Fred Luthans, Organisational Behaviour, McGraw-Hill Education, 12th Edition, 2015.*
- ✓ *French and Bell, Organisation Development: Theory, Practice and Research, Universal Book Stall, New Delhi.*

Question Pattern [Industrial Relations]:

1. Answer all questions in one word each.
   a. _____is the first stage of organizational change.

2. Answer any eight from the following questions.
   a. Write two benefits of organizational change and development.

3. Answer any eight of the following short notes within 75 words each.

4. Answer all questions.
   a. Discuss in detail contingency perspective of organizational change.

Core XII

Organizational Behaviour

Course Objective:

- The objective of this course is for success in HR field, it is important to understand about employee attitudes and values and how to motivate them.
- Work stress and conflict are inevitable part of corporate life so it is essential for them to know how to manage it affectively.

Learning Outcome:

- At the end of the course students should be more aware about behavioural issues in organizations and have better conflict resolution and stress management skills.

Unit-I:

Introduction to Organisational Behaviour, Nature and scope of Organisational Behaviour, component of Organisational Behaviour

Behavioural Theories: Freudian, Psychoanalytical Models, Social Leaning Model.

Unit- II:

Formal Organisation system: Bureaucrats, Project and Matrix structure

Unit-Ill:

Individual system: Perception, personality, Attitudes and values.

Unit-IV:

Social system: Formal and informal groups, Group dynamics.

Strategies for managing social system: Quality circle, Team Building and small group activities.

Books Recommended:

1. Organizational Behaviour by Fred. Luthans.
2. Organizational Behaviour by Stephen Robins.
3. Organizational Behaviour by J (. Aswathappa (Himalaya)
4. Organizational Behaviour by C. B. Gupta
5. Organizational Behaviour by P.Subba Rao
6. Organizational Behaviour by Mirja S .Saiyaddain (Tata. MC.Graw Hill).
7. Dimensions of Organizational Behaviour by Theodore T.Herbeet.
8. Organizational Behaviour by Rao &Narayana.

Question Pattern [Industrial Relations]

1. Answer all questions in one word each.
   a. ___is an ongoing process that helps a work group evolve in to a cohesive unit.

2. Answer any eight from the following questions.
   a. Explain personality.

b. Answer any eight of the following short notes within 75 words each.
   a. What is quality circle?

c. Answer all questions.
   a. Discuss the nature and scope of organisational behaviour in the field of management.

Core XIII **Compensation Management**

Course Objective:

- The objectives of this course are to attract, engage and retain top talent through competitive compensation plans that align with the company budget, corresponding job market and government regulations.

Learning Outcome:

- To learn the concepts of payment and employee benefits issues for contingent workers.
- The learner should learn some of the implication for the strategic compensation and possible employers approaches to managing legally required benefits.

Unit-I:

Introduction to Compensation Management: concept, definition, objectives, importance, components and determinants of Compensation.

Unit- II:

Job evaluation: concept, objectives, process, method, uses, compensation Planning.

Unit-Ill:

Effects of compensation on performance and motivation, Different types of compensation, Executive compensation system.

Unit-IV:

Incentive and benefits administration: Concept of Incentive, objectives, benefits of incentive plan. Types of wage incentive plans, merits and demerits of individual & group incentive system

Books Recommended:

- ✓ *Bhattacharyya, Dipak Kumar; Compensation Management, Oxford University Press, India,*
- ✓ *Henderson, Richard I, Compensation Management, Pearson India Publisher, 2014.*
- ✓ *Milkovich, George, Newman, Jerry and Venkataratnam, CS, Compensation Management, McGraw Hill Education (India) Private Limited, 9th Edition.*
- ✓ *Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson India. 7th Edition.*
- ✓ *Sharma, A.M., Compensation Management, Himalaya Publishing House, 2014.*
- ✓ *Subramaniam, K.N., Wages in India, Tata McGraw Hill, Publishing Co. Ltd.*
- ✓ *Verma, Promad, Wage Determination: Concepts and Cases, Oxford IBH Publication Ltd, New Delhi.*
- ✓ *ILO, Payment by Results, ILO, Geneva Ltd, New Delhi.*

Question Pattern [Industrial Relations]:

1. Answer all questions in one word each.
    a. Compensation Management should be guided by ethical principles to address issues of _____and inc
2. Answer any eight from the following questions
    a. What is compensation Management?
3. Answer any eight of the following short notes within 75 words each.
    a. What are the short comings of Job evaluation?
4. Answer all questions.
    a. Explain the components and determinants of compensation Management?

Semester-VI

Core XIV **Regulative Legislations**

Course Objective:

- The objective of this course is to acquaint the students with special laws relating to regulative legislation.
- To regulate working and living conditions of industrial workmen.

Learning Outcome:

- Learners are made aware about the working conditions of workers and legal provisions related to the accident and Hazards.
- Students should be known about the international organizations working for labour and human rights.

Unit-I:

The Trade Union Act. 1926.

Unit- II:

The Industrial Dispute Act. 1947.

Unit-Ill:

The Contract Labour (Regulation & Abolition) Act, 1970.

Unit-IV:

The Industrial Employment (Standing Orders) Act, 1946.

Books Recommended:

- ✓ *Universal's Legal Manual , Labour and industrial law ,Universal Law Publishing Co., 2015*
- ✓ *P.L. Mallick Labour and Industrial Law. Eastern Book Company, 4th Edition, 2015*
- ✓ *S.P. Jain. Industrial and.Labour Laws.. Dhanpat Rai Publication, 2015*
- ✓ *S.C. Srivastava, Industrial and Labour Laws. Vikas Publishing House, 2015*
- ✓ *Monappa, Industrial Relations and Labour Laws, 2nd Edition, McGraw Hill Education India Private Ltd.*
- ✓ *A.M. Sharma , Industrial Jurisprudence., Himalaya Publishing House, New Delhi, 2015*
- ✓ *Taxmann, Labour Law, Taxmann Publications Pvt. Ltd., 2015*
- ✓ *Singh A. labour and industrial law. Lexis Nexis, 2015*
- ✓ *Goswami,V.G., Labour and Industrial Relations Law, Central Law Agency, Allahabad*
- ✓ *Concerned Bare Acts*

Question Pattern [Industrial Relations]

1. Answer all questions in one word each.
   a. The industrial disputes act. Is a ___category of labour legislation?
2. Answer any eight from the following questions.
   a. Who is a protector workmen?
3. Answer any eight of the following short notes within 75 words each.
   a. Explain the provisions relating to Amalgamation of Trade Unions?
4. Answer all questions.
   a. Explain various settlement machineries for the settlement of industrial disputes under the Industrial dispute act. 1947.

Core XV

Field Work Report and Viva-Voce

Course Objective:

- The objective of this course is to explore topics independently, develop problem solving abilities and enhance communication skills.
- It is a hands-on approach to education that paves the way for holistic growth

Learning Outcome:

- Learning outcomes specific statements of what students will be able to do when they successfully complete a learning experience.
- They are always written in a student's cantered, measurable fashion that is concise, meaningful and achievable.
- The students are Prepared Project work in particular topic under the supervision of department teacher/ faculty.

The Project work evaluation shall be conducted by the internal examiner department faculty after the theory examination is over at the examination Centre.

Semester- VII

Core XVI **Social Work and Seminar Presentation**

Course Objective:

- The objective of this course is applying knowledge of human behavior and the social environment, person-in-environment, and other multidisciplinary theoretician frame works in the evolution of outcomes.
- Critically analysis, monitors evaluate intervention and programmes process and outcomes.

Learning Outcome:

- Learners understanding the experiences and realities of clients.
- It helps learner to develop and learn new skills.

Unit-I:

Concept and scope of Social Work. Historical Background of Social work in India.

Unit- II:

Methods of Social Work, Fields of Social Work and Voluntary Social Welfare.

Books Recommended:

1. Dr Paul Chowdhury, ATMA RAM & SONS, DELH
2. Govt. of India: ENCYCLOPEDIA OF Social work in India
3. Trecker. H.B: Social Group Work: Principles and Practices
4. Galtung. J. Theory and Methods in Social Research

Question Pattern [Industrial Relations]:

1. Answer all questions in one word each.
   a. Social work activities first started by ___.
2. Answer any eight from the following questions.
   a. Define social work.
3. Answer any eight of the following short notes within 75 words each.
   a. Write three methods of social work.
4. Answer all questions.
   a. Define social work. Discuss different field of social work practiced in India.

Core XVII **Performance Management**

Course Objective:

- The objective of this course is a tool that helps managers monitor and evaluate employees' work.
- To create environment where people can perform to the best of their abilities and in alignment with the organization's overall goals.

Learning Outcome:

- Learners should know to establish employee goals that are aligned with department and overall organizational goals and objectives and to develop recognize, and incentivize desired behaviors and performance.

Unit-I:

Introduction to the concept of Performance, Meaning, concept, scope and importance of Performance Management, Place of Performance Management System in HR, Process of Performance Management and its Benefits

Unit- II:

Performance Planning, role analysis and evaluating Performance Management, PM and Development, Linking Performance to Compensation Revision

Unit-Ill:

Identifying the root causes of Performance Issues, Organisations support for better performance of Employees.

Unit-IV:

Competency Management- concept, competency development, competency mapping, gap analysis, counselling strategy for improving performance

Books Recommended:

- ✓ *Kohli, A.S, Performance Management, Publisher- Oxford University Press, 2015*
- ✓ *Bagchi, Performance Management, CENGAGE Learning, 02 Edition, 2015*
- ✓ *Prem Chandha, Performance Management, Macmilan, New Delhi*
- ✓ *Kurl Verweiro Et AL, Integrated Performance Management, Sage, New Delhi*
- ✓ *Rao. T.V, and Pareek. Udai (ed) Redesigning Performance Appraisal Systems, Tata Mc Graw Hill Publications, Ltd, New Delhi*

Question Pattern [Industrial Relations]:

1. Answer all questions in one word each.
   a. One of the key purposes of performance management is_____
2. Answer any eight from the following questions.
   a. Define MBO (management by objectives)
3. Answer any eight of the following short notes within 75 words each.
   a. Explain the key components of an effective performance management system.
4. Answer all questions.
   a. Define performance management.

Core XVIII

Strategic HRM

Course Objective:

- The objective of this course are to understand the link between HRM and business performance and bridging the gap between policy and practice of human resource management
- To develop skills on organisational analysis through different diagnostic approaches.

Learning Outcome:

- At the end of this course learners should be understand meaning of strategy and strategy HRM they should understand various theories of SHRM and the link between HSRM and business performance

Unit-I:

Meaning, concept and scope of Strategic HRM. Evolution of Strategic HRM in India. Changing Business Environments

Unit- II:

Integration of Business Strategy and HR Strategy: Stages in the evolution of Business and HR Planning Integration;

Unit-Ill:

Determinants of integration between Business Strategy and HR Planning; Business Strategy Planning: Problems and Implications for HR Managers.

Unit-IV:

Implementation of HR strategy: various processes involved in implementation.

Books Recommended

- ✓ *Catherine Truss et.al., Strategic Human Resource Management, Publisher: Oxford University Press, 2015*
- ✓ *Hill and Jones , Essentials of Strategic Management, CENGAGE Learning Publisher, 2015*
- ✓ *Mello, Strategic Management of Human Resources, CENGAGE Learning Publisher, 3rd Edition, 2015*
- ✓ *Mabey, Chrisopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.*
- ✓ *Porter Micheal, S, Competitive Strategy: Techniques for Analysing Industries and Competitor, Free Press, New York.*
- ✓ *Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi. 7. Armstrong M, Strategic HRM., JAICO Publishing House - Mumbai*
- ✓ *Charles R. Greer, Strategic HRM. Prentice Hall.*
- ✓ *Aradhana Sharma, Strategic HRM: An Indian Perspective. SAGE Publications India Pvt., Ltd*
- ✓ *Tanjuna Aggarwal, Strategic HRM, Oxford University Press.*

Question Pattern [Industrial Relations]:

1. Answer all questions in one word each.
    a. _____is the primary goal of SHRM in Organisations.
2. Answer any eight from the following questions.
    a. What is HR strategy?
3. Answer any eight of the following short notes within 75 words each.
    a. What is relationship between business planning and HR planning?
4. Answer all questions.
    a. Critically examine the evolution of strategic human resource management in India.

Core XIX **Indian Labour Problems**

Course Objective:

- The objective of this course is developing awareness about historical, socio-cultural, psychological, economic and political dimensions of organised and un organised sector labour, problems of different types of labour including women and child labour, migrant labour, bonded labour and local, national and international labour organisations .

Learning Outcome:

- Learners understand historical aspects of labour movement in India.
- To understand labour problems and various oriented remedial measures.

Unit-I:

Labour: Meaning, significance, features, and factors give rise to labour problems.

Unit- II:

Migratory character of Labour causes and affects migratory labour in India.

Unit-Ill

a. Labour Absenteeism: Meaning, definition, causes, effects and measures to remove labour absenteeism
b. Labour Turnover: Meaning, definition, causes, effects and measures to remove labour turnover.

Unit-IV:

Labour Problems in India:

- Agriculture labour
- Women and child labour

Books Recommended:

- ✓ *T.N. Bhogliwala, Labour Economics. Viaks Publishing House Private Ltd.*
- ✓ *M. V. Joshi Labour Economics and Labour Problems, Atlantic Publisher, 2015*
- ✓ *Jeevitesh Kumar Singh, Labour Economics, Deep & Deep Publications, 1st Edition.*
- ✓ *Mehta, P.L. Comprehensive Managerial Economics. Sultan Chand & Sons. New Delhi. 5. B.P. Tyagi, Economic Systems. Meerut: Jai Prakash Nath & Co, 2011*
- ✓ *R.C. Saxena. Labour Problems and Social Welfare, K. Nath & Co*

Question Pattern [Industrial Relations]

1. Answer all questions in one word each.
   a. __factor has contributed importantly to the rise of informal labour market in India.
2. Answer any eight from the following questions.
   a. Mention any two problems associated with labour.
3. Answer any eight of the following short notes within 75 words each.
   a. What are the characteristics of labour problems?
4. Answer all questions.
   a. Explain the meaning, significance and scope of labour problems in India. \ Research Methodology

Semester-VIII

Core-XX **Training and Development**

Learning Objective:

- To equip students with comprehensive knowledge and practical skills in training and development practices, preparing them to contribute effectively to organizational learning and development strategies.

Overall Learning Outcome:

- By the end of the course, students will be able to demonstrate a thorough understanding of training and development principles, apply learning theories to design effective training programs, evaluate training effectiveness using appropriate models, and propose strategies for continuous improvement in organizational learning initiatives**.**

Unit 1: Introduction to Training and Development		25 Marks
Overview	- Importance and objectives of training and development	
	- Historical perspectives	
Needs Assessment and Analysis	- Identifying organizational needs	
	- Conducting skills gap analysis	
	- Methods for data collection	
Unit 2: Learning Theories and Training Methods		25 Marks
Learning Theories	- Behaviorism, cognitivism, and constructivism	
	- Application to adult learning	
Training Methods	- Classroom vs. online learning	
	- On-the-job training and simulations	
	- Role of technology in training	
Unit 3: Designing and Implementing Training Programs		25 Marks
Training Program Design	- Setting learning objectives	
	- Curriculum development	
	- Selection of methods and tools	
Implementation	- Delivery strategies	
	- Facilitation techniques	
	- Managing participant engagement	
Unit 4: Evaluating and Improving Training Effectiveness		25 Marks
Evaluation Models	- Kirkpatrick’s Four Levels of Evaluation	
	- ROI in training	
Feedback and Continuous Improvement	- Gathering participant feedback	
	- Analyzing results and making adjustments	
	- Long-term impact assessment	

Core XXI **Research Methodology**

Course Objective:

The course aims to provide students with a comprehensive understanding of research methods and techniques, enabling them to conduct rigorous and ethical research across various disciplines.

Course Outcomes:

By the end of the course, students should be equipped with the knowledge and skills necessary to conceptualize research, choose appropriate methodologies, collect and analyze data, and interpret and report their findings effectively. This foundational understanding prepares them for further academic research or application in professional settings.

Unit 1: Introduction to Research:

Nature and scope of research, Research process, Ethics in research, Formulating research questions, Literature review

Unit 2: Research Design:

Types of research designs- Experimental vs. non-experimental, - Cross-sectional vs. longitudinal- Case study and comparative designs

Unit 3: Data Collection Methods:

Qualitative research methods: In-depth interviews, Focus groups, Quantitative research methods: Surveys, Experiments, Sampling techniques

Unit 4: Data Analysis and Interpretation:

- **Quantitative data analysis techniques:** Descriptive statistics, Inferential statistics
- **Qualitative data analysis techniques**: Thematic analysis, Content analysis
- **Reporting research findings**

Core XXII **Industrial Psychology**

Course Objective:
To equip students with theoretical knowledge and practical skills in industrial psychology, enabling them to understand and address various challenges related to employee behavior, motivation, organizational culture, and human resource management.

Course Outcome:
This course is designed to equip students with the necessary knowledge and skills to understand, analyze, and address complex issues related to employee behavior, motivation, organizational culture, and human resource management within industrial and organizational contexts.

Unit 1: Introduction to Industrial Psychology

- Nature and scope of industrial psychology
- Historical development and contemporary relevance
- Key theories and concepts in industrial psychology

Unit 2: Employee Behavior and Motivation

- Theories of employee motivation
- Job satisfaction and engagement
- Organizational commitment and loyalty
- Leadership styles and their impact on motivation

Unit 3: Work Environment and Organizational Culture

- Impact of organizational culture on employee behavior
- Workplace diversity and inclusion
- Employee well
- being and work-life balance

Unit 4: Human Resource Management and Development

- Recruitment and selection processes
- Training and development programs
- Performance appraisal and feedback
- Employee retention strategies

❖ CORE XXIII Internship Training

Course Objective:
aim to bridge the gap between academic knowledge and practical application, allowing students to develop job-specific skills, explore career paths, build professional networks, gain real-world work experience, and cultivate crucial professional qualities like responsibility and communication. Internships also provide invaluable exposure to the corporate environment, mentor guidance, and the opportunity to contribute to an organization's projects**.**

Course Outcome:
The course outcomes of an internship training focus on acquiring practical skills, professional attributes, and industry-specific knowledge through real-world application. Students typically aim to develop communication and technical skills, build professional networks, gain hands-on experience, understand career paths, and build a strong work ethic. These outcomes are designed to enhance their employability and provide a clearer understanding of their chosen career field.