

**P.G. Diploma in**  
**INDUSTRIAL RELATIONS AND**  
**PERSONNEL MANAGEMENT**

***SYLLABUS & REGULATIONS WITH EFFECT FROM 2025-26***

**P.G. Diploma Programme (CBCS) Regulations-2016**

**Amended as per NEP-2020**

**CHOICE BASED CREDIT SYSTEM (CBCS)**



**CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)**  
**SRI VENKATESWARA UNIVERSITY**

Accredited by “NAAC” with “A<sup>+</sup> Grade

**Tirupati, Andhra Pradesh - 517502**



**CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)**  
**SRI VENKATESWARA UNIVERSITY : : TIRUPATI**  
**P.G. Diploma in INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT**

P.G. Diploma **Programme (CBCS) Regulations-2016**  
**Amended as per NEP-2020**  
 (with effect from the batch admitted in the academic year 2025)

**SEMESTER-I**

Course Code	Title of the Course	Theory Practical	No. of Credits	Marks		Total
				IA	SEE	
IRPM 101	Principles and Practice of Personnel Management	6	4	30	70	100
IRPM 102	Organization Theory and Behavior	6	4	30	70	100
IRPM 103	Training and Development	6	4	30	70	100
IRPM 104	Industrial and Organisational Psychology	6	4	30	70	100
IRPM 105	Management Industrial Relations	6	4	30	70	100
IRPM 106	<b>Skill Oriented Course</b> Recruitment & Selection	6	4	30	70	100
<b>Total</b>		36	24	180	420	600

**SEMESTER-II**

Course Code	Title of the Course	Theory/ Practical	No. of Credits	Marks		Total
				IA	SEE	
IRPM 201	Industrial Engineering and Organizational Methods	6	4	30	70	100
IRPM 202	Wages and Salary Administration	6	4	30	70	100
IRPM 203	Labour Welfare Legislation and Administration	6	4	30	70	100
IRPM 204	Statistics & Research Methodology	6	4	30	70	100
IRPM 205	Performance Management	6	4	30	70	100
IRPM 206	Dissertations/ Project Work and Viva-Voce		4	-	100	100
<b>Total</b>		30	24	150	450	600



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**SEMESTER-I**

**IRPM 101: Principles and Practice of Personnel Management**

**Unit-I – Introduction**

Concepts of Business, Trade , Industry and Commerce – Features of Business -Trade Classification - Aids to Trade – Industry – Classification – Relationship of Trade, Industry and Commerce.

**Unit II- Business Functions and Entrepreneurship**

Functions of Business and their relationship - Factors influencing the choice of suitable form of organization – Meaning of Entrepreneurship – Characteristics of a good entrepreneur - Types – Functions of Entrepreneurship.

**Unit –III – Forms of Business Organizations**

Sole Proprietorship – Meaning – Characteristics – Advantages and Disadvantages – Partnership - Meaning – Characteristics- Kinds of partners – Advantages and Disadvantages – Partnership Deed – Hindu-undivided Family – Cooperative Societies.

**Unit-IV- Joint Stock Company**

Joint Stock Company – Meaning – Characteristics –Advantages – Kinds of Companies - Differences between Private Ltd and Public Ltd Companies.

**Company Incorporation**

Preparation of important Documents for incorporation of Company – Memorandum of Association – Articles of Association – Differences Between Memorandum of Association and Articles of Association - Prospectus and its contents.

**Reference Books**

1. C.D.Balaji and G. Prasad, Business Organization - Margham Publications, Chennai.
2. R.K.Sharma and Shashi K Gupta, Business Organization - Kalyani Publications.
3. C.B.Guptha, Industrial Organization and Management, Sultan Chand.
4. Y.K.Bushan, Business organization and Management, Sultan Chand.
5. Sherlekar, Business Organization and Management, Himalaya Publications.

## **IRPM 102: Organization Theory and Behavior**

### **Program Educational Objectives**

This enables the students in understanding of

1. Various management concepts and theories of organization behavior.
2. Human behavior in business organizations and its influence on organizational change, development and effectiveness.
3. Individual behavior, communication, conflict and various management styles, motivational theories and coordination in the work environment structure, culture and change human resources.
4. Behaviour in organizations including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making and motivational theories.
5. Group behaviour in organizations, including communication, leadership, power and politics, conflict and negotiations.

### **Expected Course Outcomes**

After successful completion of this paper, the students are able to:

1. Describe how people behave under different conditions and understand why people behave as they do.
2. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Explain how organizational changes and culture affect working relationships within organizations.
5. Build the team spirit for institutional advancement and professional growth.

### **Unit-I: Organizational Behaviour**

Nature and Scope – Significance - Limitations of Organizational Behaviour - OB as an Interdisciplinary Approach - Models of OB - Emerging Challenges of OB in the 21<sup>st</sup> Century.

### **Unit-II: Individual Dynamics**

Personality - Perception - Motivation – Concept - Theories - Maslow's Need Hierarchy- Two factor theory – ERG Theory.

### **Unit-III: Group Dynamics**

Concept - Types of Groups - Group Formation - Group Cohesiveness; Leadership – Concept - Leadership Theories – Trait Theory – Behavioural Theory –Fiedler Contingency Theory - Managerial Grid Theory; Conflict Management - Conflict Management Techniques

### **Unit-IV: Organisational Dynamics**

Organizational Culture – Organizational Change - Concept – Resistance to Implementation of Change – Organizational Effectiveness –Organizational Development: Concept - Organizational Development Interventions.

**Suggested Books**

1. Prasad, L.M., Organizational Behaviour, S.Chand Publications.
2. Aswathappa .K, Organizational Behaviour, HPH, New Delhi.
3. Fred Luthans, Organizational Behaviour, Tata McGraw Hill.
4. Stephen P.Robbins, Organizational Behaviour, Pearson Education.
5. Arun Kumar N Meenakshi., Organizational Behaviour, VPH.
6. Dale, Organizational Behaviour, Sage Publications.
7. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson, Management of Organizational Behaviour, Utilizing Human Resources, PHI.

## IRPM 103: Training and Development

The objective of this study is to specialize the HR students in the process of Training and Development

**Unit 1 : Training Choices and Dynamics :** What is training?, Assumption for prevailing and alternative concepts of training, action through training or action through force, culture and other contexts, training strategy, overview of training process. Establishing the objectives and preparing the partners, Organizational collaboration through clarifying needs, two dilemmas of development, clarifying individual motivation for training, seven system functions with candidates for training.

**Unit 2 : Designing the Program-**Designing the successive approximations, five steps in program design, outlining programme sequences and themes, composing the detailed syllabus, modular approach to programme design, building in flexibility, monitoring and improving training during the programme, training schedules and time tables.

**Unit 3 :Training Methods-** Two faulty juxtapositions, events-reflection-experience, learning on the job – nine training requirements methods, training methods compared with objectives, learning process and facilities, *Developing Group And The Climate:* the social process – three aspects, indicators of group development, the training climate, *Trainers And Training Style:* Personal needs of trainers, power and influence, trainers realness under pressure, trainers role, trainers style, *Post training support for improved performance at work.*

**Unit 4: Evaluation of Training :** Issues for evaluation, role of the training system with evaluators from other constituencies, *Training And Training System Development-* system goals and approaches to system development, tasks of the training system, the dynamics of developing training systems, *Training Centre And Like Institutions-* Characteristics, dilemmas, consistent learning environment for participants, institutional climate for trainers, trainers language of resistance, crises dilemmas and resolution in institution development, the training centre in its environment, *Action Research For Better Training-* Action research by trainers, some questions for trainers to study, trainers-researchers.

**Training instruments** – Self-assessment exercise- Self Awareness Questionnaires, Fundamental Interpersonal Relations Orientation – Behavior (FIRO-B), Setting goals for subordinates, coaching counseling and mentoring, empowering people through delegation, working with teams, creative problem solving.(Reference 2)

### References

- Raymond A Noe: Employee Training and development, TMH, 4/e,2008.
- Rolf P Lynton, UdaiPareek: Training for Development, Vistaar Publications, 2008.
- G PanduNaik: Training and development, Excel Books,2007.
- P.Nick Blanchard, James Thacker: Effective Training, Pearson Education , 3/e,2009.
- Stephen P.Robins: Training in Interpersonal Skills, PHI,4/e,2008.
- R K Sahu: Training for Development: Excel Books, 2006.

## **IRPM 104: INDUSTRIAL AND ORGANISATIONAL PSYCHOLOGY**

### **Unit – I:**

The economic, Social and Psychological foundations of Industrial and organisational Psychology.

Industrial Psychology, its scope, methods, the classical Hawthorne studies.

Personnel selection, methods of training, Job and worker analysis methods, Job families.

Human factors in Engineering, man-machine systems. Displays in information input – Types of displays.

### **Unit – II:**

**Personel Psychology:** Its relation to other fields; concerns of personnel psychology.

**Logic of selection and training:** Interview application Blank, Psychological test: ability, personality, skills and achievement.

**Evaluation of personnel:** Evaluation of managers – effective and ineffective managers – objective measures of productivity and profit – rating scales.

**Organisational Psychology:** Life in organizations: Introduction to OB.

**The Nature of Individuals:** Models of man.

**Managerial Assumptions about human nature:** Rational, economic, social and self-actualization-Realistic view of human nature.

### **Unit – III:**

**The Nature of organizations:** Composition of organizations; groups in organizations; formal and informal groups; structure and functions of groups.

**Leadership:** Theories of organizations – Motivation Theories of motivation.

**Improving organizational effectiveness:** Methods of organizational changes: changing individuals, changing organizational structure and function, changing organizational climate and interpersonal style.

**Job Satisfaction:** Theories of Job satisfaction, Consumer psychology.Consumer behavior and market research.

**Consumer motivation:** Nature of consumer motivation and buying motives.

### **Unit – IV:**

**Advertising – purpose and types of advertisement:** The role of communication and attention-demanding techniques of advertisement.

**Sales promotion-Salesmanship:** process of selling, Building the sales force.

**Packing:** Essentials of packing, Advantages of packing and kinds of Labels.

**Branding:** Functions of branding. Essentials of good brand.Types and advantages of Branding.

## **REFERENCES:**

1. Morris. S. Viteles : Industrial Psychology Jonathan cape, 30 – Bedford square, London, 1955.
2. E.J.Mc.Crommick and D.Illgen : Industrial Psychology: 7<sup>th</sup> Edition, Prentice-Hall of India.(p)Ltd., NDR's 1984.
3. Edgar Shein. Organisational Psychology 2<sup>nd</sup> Edition, prentice-Hall of India.(p) Ltd.,1969.
4. Proter,L.W.Lawler, W.E.E. and Hackman J.R.Behaviour in organizations, Mc.Grow Hill publishing company 1975.
5. Stephen P.Robbins organizational behavior:6<sup>th</sup> Edition, Prentice Hall of India(p) Ltd., New Delhi, 1996.
6. Shertekar: Marketing and Salesman ship, 1985.
7. C.N.Sontakker and R.G.Deshpande: Marketing, Salesmanship and advertising New Delhi 1979.
8. Sherlekar: Marketing management.



## **IRPM 105: Management of Industrial Relations**

**Unit -1: Industrial Relations:** Definition-Concept and scope-Objectives- origin and growth-the emerging socio economic scenario-Industrial Relations and Industrial Peace-causes of poor industrial relations- Approaches to Industrial Relations – Industrial Relations in Comparative Frame work-Industrial relation today- Factors determining Industrial relations-Principles of Comparative Analysis- Effects of poor Industrial Relations-Importance of Industrial Relations- Role of industrial relation officer-Background of industrial Relations in India- Evolution of Industrial relations.

**Unit -2:Trade Unions:** introduction-Definition and objectives-Meaning of Trade Union, Organized Labor and Labor Movement-Historical evolution of Trade unions in India-Employer unions-Non-union firms- structure of Trade Unions in India- Trade Union types -Trade Union and Employee Federations- structure of Trade Unions in India- Union recognition- Financial Status- growth of Trade Unions in India- Union Problems-Trade Unions Act , 1926.

**Collective bargaining:**Meaning, concepts, and purpose, Functions, principles and structure of collective bargaining- theories and approaches of collective bargaining-Levels of Bargaining and Agreements- change in the Labor-management relations in the India-collective bargaining process-strategies of collecting Bargaining. Issues in Collective Bargaining-legal framework of collective bargaining- negotiating techniques and skills –drafting of an agreement.

**Unit -3: Industrial Conflict:** Concept of conflict-conflict management- levels –process of conflict-conflict Resolution Model- Industrial Disputes: Meaning, nature and scope of industrial disputes – Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India. Tripartism and Social Dialogue: Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue.

**Employee Grievances** – Causes of Grievances –Conciliation, Grievance Management in Indian Industryprocedural aspects for Settlement of Grievances –Code Discipline - Disciplinary action Procedure- Process of Domestic Enquiry.

**Unit-4: Quality of Work Life:** Introduction-QWL Approach- Quality Circles- Workers' Participation in Management - Worker's Participation Management- Structure- Models in WPM-Origin of WPM in India. Participative management: methods and techniques of workers involvement and participation – Composition and working of joint management councils, works committees, its ineffective functioning and failures – Empowerment- quality management – Industrial Relations and technological change.

**Factories Act, 1948:** Wage and Salary administration-wage policy- Issues in Wage Policy in India - Minimum wage act 1948- Payment of Wages Act 1936- The payment of Bonus Act, 1965- Workers' Welfare in Indian scenario-ESI Act, 1948- Social Security–Social Security in India-Damage control- Work force in India- Social security coverage in India- Worker's Training.

## **IRPM 106: Recruitment & Selection**

The objective of this study is to enable the student to specialize in the process of Recruitment and Selection with a special focus on pre-employment tests and measuring competencies.

The prerequisite for this course is *Human Resource Management*.

**Unit – 1:**Recruitment Challenges- How to make recruitment efforts succeed, Workers Expectations- Recruitment Sources, Proactive and reactive recruitment, Innovative recruitment sources, Electronic Recruitment, Electronic resumes, Career web sites, International electronic recruitment electronic Web sources.

**Unit – 2:**Interviewing, Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions, Key competency category, competency based lead-ins, Generic competency Questions, Additional types of questions, Probing questions, Questioning techniques to avoid, Encourage applicant to talk, Providing talk.

**Unit – 3:**Pre-employment Testing, testing advantages and disadvantages, test validation, testing categories, Computer based testing, Background check policy, reference check, Guidelines for releasing and obtaining Information.

**Unit – 4:**Ability Tests- Mental Ability, effects of practice and coaching, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests and, Use of performance test, Assessment Center-Integrity Testing Drug testing, Graphology.

Recruitment and Selection Practices Abroad - Case Studies

### **References**

- Phillips: Strategic Staffing, Pearson, 2009.
- DaineArthur:Recruiting, Interviewing, Selecting & Orienting New Employee, PHI, 4/e, 2007.
- Robert Edenborough: Assessment Methods in Recruitment, Selection and Performance, Kogan, 2006.
- Sanjay Srivastava: Case Studies in HRM, Excel,2009.
- Gatewood, Field,Barrick: Human Resource Selection, Cengage, 2008.
- Gareth Robert: Recruitment and selection, Jaico, 2008.
- N.K.Chanda: Recruitment and Selection, Paragon International, 2009.

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**SEMESTER-II**

**IRPM201: Industrial Engineering and Organizational Methods**

**Course Objectives:**

1. To understand the concept of management and organizational structure.
2. To gain knowledge on work-study and allowances in work management.
3. To understand workplace designs.
4. To acquire knowledge of job evaluation and various wage schemes.
5. To estimate the cost of production in various manufacturing processes.

**Course Outcomes:** After completion of the course the student will be able to

1. Make managerial decisions for effective business administration.
2. Explore various methods of work study and evaluate standard time.
3. Design various types of workspaces.
4. Explain and implement various job evaluation methods.
5. Evaluate the overall cost of production for a product.

**UNIT - I**

**Introduction to Management concept & Organizational Structures**

Concept of Management and organization - functions of management - Taylor's scientific management, Fayol's principles of management, Douglas Mc-Gregor's Theory X and Theory Y, Maslow's Hierarchy of Human Needs – Mintzberg's Managerial Roles Approach – Mc.Kensey's 7'S

**Framework**

Organizational Structure – Departmentation – Line and Staff Structure – Span of Management - Matrix Structure, Boundaryless Organization, Virtual Organization.

**UNIT- II**

**WORK STUDY:** Introduction – definition – objectives – steps in work study Methodstudy – definition– objectives, steps of method study, Outline process charts and Flow process charts.

Work Measurement – purpose – types of study – stop watch methods – steps – key rating – allowances – standard time calculations – work sampling.

**WORK PLACE DESIGN:** Anthropometry. Structural body dimensions, use of anthropometry data, work space dimensions – work space for personal when seated – minimum requirement for restricted spaces work surfaces, work surfaces when seated, standing science of seating, principles of seat design.

Nature of Man – Machine system – Fundamental man – Machine system assumptions – types of Systems – Data base if human factors – Human performance – types of human error in system tasks task data –empirical task data – Judgmental task data.

### **UNIT- III**

Visual *displays* – Process of seeing – types of visual activity – conditions that affect visual discriminations – Quantitative visual display – Basic design of dynamic quantitative displays, Quantitative visual display – Strategy indicators – signal and warning lights.

Job design – job evaluation – methods of job evaluation – simple routing objective systems – classification method – factor comparison method – point method – benefits of job evaluation and limitations.

Merit rating – job evaluation Vs merit rating – objectives of merit rating – method for merit rating ranking method – paid company method – checklist method.

Wage incentive scheme – wages – objectives of a good wage incentive plan – basis of good wage - incentive plan – plan- types of wage – incentive plans – time method – straight piece rate method - differential piece rate method – Hasley premium plan – Emerson efficiency plan – Bedeaux point plan.

### **UNIT- IV**

**ESTIMATING AND COSTING, ESTIMATION:** Importance – Aims – functions – Qualities of estimator, Cost – definition Aims standard cost – difference between estimating and costing – costing methods –elements of costs – mensuration. Estimating of material cost & Overheads – machine shop – sheet metal shop – forging – welding Shop-Selling Price calculations.

#### **REFERENCE BOOKS:**

1. Motion and time Study / Ralph M Barnes/ John Willey & Sons.
2. Human factors in Engineering & Design / Ernest J Mc Cormick/TMH
3. Production Operation management / Paneer Selvam/PH1
4. Industrial Engineering Management / Ravi Shankar/Galgotia
5. Mechanical Estimating Costing / T. T Banga & S.C Sharma/Khanna Publishers
6. Industrial Engineering Hand Book/ Maynard.

## **IRPM 202:Wages and Salary Administration**

### **Unit-1 : Introduction to Wage and Salary**

1. Concept of Wages
2. Theories of Wages
3. Types of Wages
4. National Wage Policy

### **Unit-2: Introduction to Compensation**

1. Definition and Objectives of compensation
2. Types of compensation management
3. Factors influencing Compensation
4. Components of compensation programme

### **Unit-3 : Legal Frame Work Of Wage And Salary Administration**

1. Regulation of Minimum wages and Equal Remuneration
2. Law relating to payment of wages and bonus
3. Wage : Determination , Components and Survey

### **Unit-4 Pay Structure –Dearness Allowance**

1. Different pay structure, pay roll management deductions, issues involving pay increases, cost to company compensation (CTC)
2. Computation of CPI, Exercise
3. **Wage Incentives** : Concept, Different kinds of wage incentives plans and their application

## **IRPM 203:Labour Welfare Legislation and Administration**

### **Unit 1 : Legislations pertaining wages**

1. The Minimum Wages Act, 1948
2. The Payment of Wages Act, 1936
3. Payment of Bonus Act, 1965
4. Equal Remuneration Act, 1976

### **Unit 2**

- 1 The Contract Labour (Regulation and Abolition) Act, 1970
- 2 The Industrial Employment (Standing Orders) Act, 1946.
- 3 Law relating to sexual Harassment of Women at workplace

### **Unit 3**

- 1 The Apprentice Act, 1961
- 2 The Mines Act, 1952
- 3 The Plantation Labour Act, 1951
- 4 Employment Exchange Compulsory notification of vacancies Act, 1959

### **Unit 4**

- 1 Introduction to legislations related to Accidents
- 2 The Employee State Insurance Act, 1952
- 3 The Workmen's compensation Act, 1923

## **IRPM 204: Statistics & Research Methodology**

**Objective:** To orient students to the different stages of research. To give insight into the various research methods. To identify and apply appropriate research tools. To acquire the skill of reporting the research.

### **Unit-I: Introduction to Research Methodology**

Lesson 1 Basic concepts - meaning and characteristics of scientific research.

Lesson 2 Factors affecting, steps or stages in research and research process

Lesson 3 Types of research - experimental and non experimental, laboratory experiments and field experiments and quasi experiment

Lesson 4 Quantitative and Qualitative Research, Ex-post Facto research, Survey research and types of experiments.

### **Unit-II: Identification of Problem**

Lesson 5 Problem: Types of problems, identifying a research Problem

Lesson 6 Variables: Independent, dependent and intervening variable

Lesson 7 Experimental group and control group.

Lesson 8: Hypotheses: The nature and types of hypotheses, stating a hypotheses, stating a hypotheses, criteria of hypotheses and functions of hypothesis.

### **Unit-III: Sampling & Data Collection**

Lesson 9 Concept of Population, sample and sampling

Lesson 10 Types of sampling - Random, Stratified, Purposive, Incidental and multi stage sampling.

Lesson 11 Issues related to selection of sample size

Lesson 12 Data collection & presentation: Primary data observation method/ Personal interview, survey method, questionnaire) secondary data.

### **Unit-IV: Ethical Consideration and Report Writing**

Lesson 13 Ethics in human research: APA guidelines.

Lesson 14 Scientific fraud and monitoring ethical practice. Presenting research results:

Lesson 15 Report Writing: Meaning of Interpretation - Techniques of Interpretation - Precaution in interpretation - significance of report writing - different steps in writing report

Lesson 16 Layout of the research report - types of reports - mechanics of writing a research report - precautions for writing research reports



**Outcomes**

To understand and comprehend the basics in research in research methodology and applying them in research/project work.

To select an appropriate research design.

To take up and implement a research project/ study.

The course will also enable them to collect the data, edit it properly and analyse it accordingly.

Thus, it will facilitate students prosperity in higher education.

## **IRPM 205: Performance Management**

**Unit 1: Performance Management:** Introduction – Definition, concepts and scope – Foundations of Performance Management - Performance appraisal Vs performance management – Performance management Vs Human resource management - processes for managing performance –critical appraisal- Performance Audit- Planning performance for role clarity, accountability and effectiveness, increasing self awareness and understanding: Self Appraisal, performance analysis. Benefits to organisation, Benefits to managers, Benefits to employees- Characteristics of performance management- Process.

**Performance Management Planning:** Importance-Methods- process- Goal Setting- Linkages to Strategic Planning- Competency mappy- Career Development- Monitoring Performance Planning- Barriers to Performance Planning.

**Unit 2: Performance Management System:** objectives – Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Perform Management Systems- Electronic Performance Management Systems- HR Challenges- Monitoring Performance Planning Analysis and Development Systems, Focusing on Team Performance for Better Results. Performance Management: From Systems to Spiritual Approach, Implementing Performance Management Systems.

**Appraising for Recognition & Reward:** Rating-Less Appraisals for the future of performance management systems, Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system – Appraisals and HR decisions.Organisational effectiveness.

**Unit 3: Performance Monitoring and Counseling:** Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills.

**Performance Management Tools:** Strategies for performance management, Competency Mapping, Benchmarking.Importance- Traditions and Modern Techniques- Balanced Score Card- 360 Degree Performance Appraising- Merit Rating- MBO- BARS.

**Unit 4: Performance Management Skills** – Operationalising change through Performance Management. High Performing Teams: Building and leading high performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership.

**Case Studies - Bharat Petroleum Corporation Ltd.:** Aligning people to business goals, Performance Management System in *Titan*. Performance Management System in *National Stock Exchange*, Performance Planning Development Review and Management System: *NOCIL*. Integrating 360 degree Feedback with Performance Management System: *TISCO*, 360 Degree or Multirater Assessment and Feedback Systems, Potential Appraisal.