

**Dr. BABASAHEB AMBEDKAR MARAHWADA UNIVERSITY,
AURANGABAD**

**MASTER OF PERSONNEL MANAGEMENT (MPM)
(As per Credit System effective from June 2009)**

**M.P.M First Year From Academic year 2009-2010
M.P.M Second year from Academic Year 2010-2011**

0.709 [A]

A Candidate seeking admission to Master Degrees in Personnel Management (MPM) should have passed Bachelor's Degree examination of any faculty with 45% of marks of Dr. Babasaheb Ambedkar Marathwada University or any other degree equivalent thereto, and in case of students belonging to reserve category, a concession of 5% is allowed..

OR

Graduate in any faculty from Dr. Babasaheb Ambedkar Marathwada University or any other degree equivalent thereto with two years work experience in some organized activity (Industry, Government, Education, Services sector, Defence, Public Undertaking or Self employment). The candidate must produce a certificate to that effect.

[B] DIRECT ADMISSIONS TO SECOND YEAR :

A candidate who has completed the P.G Diploma in Human Resource Management conducted by this University, shall be eligible to obtain direct admission to Second year (Third Semester) of th M.P.M course.

0.710 The Master degree in Personnel Management (MPM) shall be conferred on a candidate who has perused a regular course of study consisting of two years (Four Semesters) in the relevant subjects as prescribed and has appeared and passed in all the examinations prescribed for MPM course. And in case of students directly admitted to the second year of MPM course (on the basis of PG Diploma in H.R.M),the MPM degree shall be awarded on their

successful completion of third and fourth semester of the MPM course.

R-1301 Students will be admitted on the basis of Common Entrance Test to be conducted by the University/College.

R-1302 The course of study for the Master Degree in Personnel Management [MPM] will be of Two Years (Four Semesters).

R-1303 The following shall be the scheme of examinations:-

FIRST SEMESTER

Paper No	Title	Weekly		Credit		Marks Theory	Marks Sessional or Practical		Total Marks	Duration Theory Exam
		Th	Pr	Th	Pr		S	Pr		
I	Principles & Practice of Management	4	-	4		60	40		100	2 Hrs
II	Industrial Economics	4	-	4	-	60	40	-	100	2 Hrs
III	Human Resource Management	4		4		60	40		100	2 Hrs
IV	Industrial Psychology	4		4		60	40		100	2 Hrs
V	Labour Laws I	4		4	-	60	40	-	100	2 Hrs
VI	Information Technology	2	4	2	2	60	-	40	100	2 Hrs
	Total	22	4	22	+ 2	360	200	40	600	--
					= 24					

SECOND SEMESTER

Paper No	Title	Weekly		Credit		Marks Theory	Marks Sessional or Practical		Total Marks	Duration Theory Exam
		Th	Pr	Th	Pr		S	Pr		
VII	Labour Welfare & Industrial Hygiene	4	-	4		60	40		100	2 Hrs
VIII	Research Methodology & Statistical Techniques	4	-	4	-	60	40	-	100	2 Hrs
IX	Industrial Relation & Trade Union	4		4		60	40		100	2 Hrs
X	Human Resource Administration & Systems	4		4		60	40		100	2 Hrs
XI	Labor Laws- II	4		4	-	60	40	-	100	2 Hrs
XII	Field Work & Viva	-	6	-	3	--	100	-	100	-
	Total	20	6	20	+ 3 = 23	300	300	-	600	--

THIRD SEMESTER

Paper No	Title	Weekly		Credit		Marks Theory	Marks Sessional or Practical		Total Marks	Duration Theory Exam
		Th	Pr	Th	Pr		S	Pr		
XIII	Training and Development	4	-	4		60	40		100	2 Hrs
XIV	Industrial Safety Management	4	-	4	-	60	40	-	100	2 Hrs
XV	Labour Costing	4		4		60	40		100	2 Hrs
XVI	Labour Laws-III	4		4		60	40		100	2 Hrs
XVII	Functional Management	4		4	-	60	40	-	100	2 Hrs
XVII I	Environmental Management	4		4		60	40		100	2 Hrs
XIX	Global H.R (Internal)	2	-	2			50		50	--
	Total	24	-	26		360	290		650	--
				= 26						

FOURTH SEMESTER

Paper No	Title	Weekly		Credit		Marks Theory	Marks Sessional or Practical		Total Marks	Duration Theory Exam
		Th	Pr	Th	Pr		S	Pr		
XX	Organizational Development & Quality Management Systems	4	-	4		60	40		100	2 Hrs
XXII	Strategic Human Resource Management	4	-	4	-	60	40	-	100	2 Hrs
XXII	Cases in Human Resource Management	4		4		60	40		100	2 Hrs
XXII I	Labor Laws – IV	4		4		60	40		100	2 Hrs
XXI V	Current Trends in Global HRM (Internal)	2		2	-	-	50	-	50	--
XX V	Labour Economics	4		4		60	40		100	2 Hrs
XX VI	Project Report & Viva	-	6		3			100	100	--
	Total	24	6	22	+ 3	300	250	100	650	--
					= 25					

For paper no XXVI the external examiners appointed by the University and the project guide will assess the performance on the basis of the following :-

1. Report Preparation 50 Marks
2. Presentation 25 Marks
3. Viva Voce 25 Marks

The examiners shall assess the performance separately and both shall submit the marks lists to the University. The average of the internal and external shall be taken as the marks obtained by the student for the project.

For the remaining papers the sessional marks will be assigned by the concerned teacher and will be submitted to the Head of the Institution for onward submission to University. The sessional marks shall be scaled down in relation to the theory marks obtained in respective paper. A variation of $\pm 10\%$ shall be allowed. However, paper no. XIX and XIV are exempted from scaling.

Project Report:

Following aspects should be considered while preparing the project report :

- (1) Visit to factory site for observing working of personnel, labour administration.
- (2) Plant inspection visit to understand state of affairs relating to safety and work environment.
- (3) Visit to Industrial canteens, trade unions, workers education center etc.
- (4) Attending quality circle meetings, industrial workshop, labour courts proceedings etc.
- (5) Fact finding surveys on the basis of interviews of workers, employers, unions, functions industrial consultants, social activities etc.
- (6) Enquiring into problems of unorganized labours.
- (7) Preparation of training programs devising and reviving human management system on the basis of consultations with functional managers in the industries.

The Teaching Plan: The Teaching Plan in each course/subject shall consists of four lectures per week.. There shall be 60 marks for theory and 40 marks for sessional/practical. Each subject shall have 4 credits except internal papers having 2 credits. The total Credits for the MPM Degree shall be 98.

Paper No. II

Industrial Economics

Theory	60
Sessional	40
Credit	5

Nature and scope of Industrial economics – Industrial Development and Economic

Development – Changes in Indian Economy Policy after 1990-91 – features and Economic problems of Public sector Employees – Profile of Industrial Sector – Public sector , Private sector, Small Scale and Village Industries – Joint Sector and Co-operative Sector – Achievement and Problems faced – Industrial Location – Factors/Dterminants – Alfred Weber’s Theory Of Industrial Location.

Industrial Finance – Need, Types Short term and Long Term capital – Foreign Exchange Component – Role of Public Sector Banks and Private Sector Banks – Small Scale Industries and development of Backward areas –

Service Sector in India : Role, Present position and problems – Challenges and opportunities in Service Industries – Factors determining Industrial Productivity – Remedies to Improve Industrial Productivity.

Books Recommended :

1. Principles of Economics by Robert H. Frant and Ben S. Bernanke
Publication – Tata McGraw – Hill
2. The changing Profile of India’s Industrial Economy by Biswanath Ghosh
Publication – The world Press Pvt. Ltd. Calcutta
3. The Industrial Economy of India by Kuchhal S. C.
Publication – Chaitanya Publishing House, Alahabad
4. Industrial Economics and Management By Singh S. P.
Publication – A. I. T. B. S. Publishers
5. Indian Economy By Agarwal A. N. Publication – Wishwa Prakashan
6. Indian Economy by Ruddar Datt and K. P.M. sundharam
Publication – S. Chand and Company Ltd.

Paper No. III

Human Resource Management

Theory	60
Sessional	40
Credit	5

Human Resource Management –Introduction and Importance- Conceptual between Personnel Management and HRM – Strategic HRM- role of a HR Manager.

Human Resources Planning – Objectives - HRP Process –Manpower Estimation - Job analysis -job Description-Job Specification - Recruitment- Sources of Recruitment - Selection Process-Placement and Induction - Retention of Employees.

Training and Development-Objectives and Needs - Training Process- Methods of Training-Tools and Aids - Evaluation of training Programs.

Career Planning-Succession Planning.

Performance Management System - Definition, Concept and Ethics - Different methods of Performance Appraisal - Rating Errors – Competency Management.

Compensation Management-Concepts and Components-Job Evaluation- Incentives and Benefits.

Productivity Management-Concepts-TQM-Kaizen-Quality Circles

Industrial relations - Grievance Procedure - collective Bargaining- Settlement of Disputes.

Retirement/Separation - Superannuation - Voluntary Retirement Schemes- Resignation - Discharge-Dismissal -Suspension-Layoff.

Books Recommended

1. Human Resource Management – Gary Dessler
2. Personnel Management – C. B. Mamoria
3. Managing Human Resources – R. S. Dwiwedi
4. Human Resource Management – V. P. Michael
5. Human Resource Management – Dr. P. C. Pardeshi
6. Human Resource Management – Mirza & Zaiyadin
7. Human Resource Management – L. M. Prasad
8. Human Resource Management – Ashwathappa
9. Managing Human Resources – Arun Monppa

Paper No - IV

Industrial Psychology

Theory	60
Sessional	40
Credit	5

Introduction of the term ‘Industry’ and ‘Psychology’ – Definitions – nature – importance – scope – factors responsible for psychology – behaviour of an individual in an industry – individual difference

Types of Psychology - Types and characteristics of psychology – factors responsible – mental psychology – its impact on behaviour – Difference between male and female psychology – its impact on behaviour – Differentiate between male and female psychology – its impact on efficiency – productivity etc.

Tests for Psychology - Effectiveness of these tests – Measures to control the tests steps to improve the psychology.

Individual Behaviour and Group Behaviours - Interaction between them – psychology involved in each individual – Necessary suggestions for improving psychology – Group Dynamics – Characteristics of group behaviour.

Research Methodology for psychology - Assignments based on a certain model in the form of field work.

Paper No. V

Labour Laws – I

Theory	60
Sessional	40
Credit	5

Industrial Disputes Act, 1947

Definition of Industry, Workman and Industrial Dispute – Authorities under the Act – Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and Retrenchment – Special Provision relating to Layoff, Retrenchment and Closure

Maharashtra Recognition of Trade Unions & Prevention of Unfair Labour

Practices Act, 1971

All provisions of the Act (Entire Act)

The Industrial Employment (Standing Orders) Act, 1946

All provisions of the Act (Entire Act)

Principles of Natural Justice

Concept and Principles as per Act - Importance and Procedure

Books Recommended

1. Industrial Law – P. L. Malik
2. Industrial Law – J. K. Bareja
3. Labour laws for Managers – B.D. Singh
4. Industrial & Labour Laws – S. P. Jain

Paper no. VI**Information Technology**

Theory	60
Sessional	40
Credit	5

- I. **Computer Fundamentals-** Data representation in Computer, Binary, Octal, Hexa-Decimal, ASCII, Bit, Byte,,- Historical Development of Computer Field, Software/ Hardware Concept.
- II. **Operating System-** Need, Functions, Types, Single User & Multiuser, GUI Based, MSDOS Commands
- III. **GUI based OS Windows** – Windows versions, Utilities in Windows, Control Panel, Note Pad, Paint Brush etc.
- IV. **Internet & WWW-** Development of Internet and WWW, Browser, URL, Web services, E-mail, Chat, Conferencing, Searching, tools, Data Transfer on net, Uploading, Downloading Data.

Practicals :

- I. Exploring GUI Based OS Windows, setting Control Panel, Display Add Remove Printer, HW Detection, Note Pad, Regional settings, Handling Recycle Bins
- II. MSWORD- Creation, Saving, Moving, Copying Documents, using task and tool bars, Mail Merge, Tables in Document
- III. MSEXCEL- Creation, Saving, Moving, Copying, of Worksheet, using Formulae and Functions, Text handling in Worksheet
- IV. MSPOWER POINT – Creating presentation of slides, Layout, Transition, Managing Slides, Insertion of different media files.
- V. Internet Browsing, Searching, Information extraction from site, uploading and downloading data.

Note : The theory paper shall be based on chapter I to IV. The Practical shall be assessed for Practical Examination , which shall be internal.

Books Recommended

1. Computer Today 3e - sanders
2. Computer: By Trainor and Kransnewich
3. Operating System – by Milan Milenkoric
4. Fundamentals of Computers – By Rajaraman.
5. Computer Studies – By, C.S. French
- 6.. BPB Publications- MSOFFICE Complete

MASTER OF PERSONNEL MANAGEMENT
Semester – II

Paper No. VII Labour Welfare & Industrial Hygiene

Theory	60
Sessional	40
Credit	5

Labour Welfare -Introduction, History, Definition. Scope, objectives, Principles, Theories & Limitations.

Role, Qualifications, Functions, Duties of Labour Welfare Officer & Difference between Personnel Manager & Welfare Officer.

Inter-relationship of Welfare with Productivity.

Workers Participation in Management, Role of WPM in Labour Welfare & Industrial Hygiene.

Workers Education Scheme, its relationship with Labour Welfare & Ind. Hygiene.

Statutory Welfare Amenities. Government approaches & practices in Labour Welfare (Welfare & Health) with reference: to The Factories Act-1948, Plantation Labour Act- .1951. The Mines Act-1952, The Motor Transport Act & etc.

Non-Statutory Welfare Amenities- Role of Trade Union, NGO's& Local Govt. ILO & ILC Introduction. History, Scope & Objectives,

Structure of Organisations, Functions, Provisions 10 Women & Children and Limitations. Corporate Social responsibility, Ethics and Welfare, Industrial Social. Work · Maharashtra Workers Welfare Board -The Bombay Labour Welfare Fund Act - · 1953.

Impact of industrialization in developing country like India -.Pollution, Urbanization. Social. Health.

Relationship between Mental, Physical, Social & Industrial Health. Discussion of two cases (Problems) related to L W&IH.

Books Recommended

- 1] Labour welfare, Trade unionism & Industrial relations - S..D. Punekar
- 2] Aspects of Labour Welfare & Social Security - A. M. Sarma
- 3] Labour Problems & Social welfare - R.C. Saxena
- 4] Economics of Labour & Worker's Participation in Mgmt. - T. N.Bhagoliwal
- 5] Labour Economics and Social welfare - Dr. B.P.Tyagi

Paper No . VIII Research Methodology & Statistical Techniques

Theory	60
Sessional	40
Credit	5

Foundations of Research

Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research - Concept, Construct, Definition, Variable. Research Process

Problem Identification & Formulation

Management Question – Research Question – Investigation Question – Measurement Issues - Hypothesis - Qualities of a good Hypotheses –Null Hypothesis & Alternative Hypothesis. Hypotheses Testing - Logic & Importance

Research Design

Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

Qualitative and quantitative research

Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches.

Measurement

Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.

Attitude Scaling Techniques

Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking.

Types of Data

Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey.

Sampling

Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size.

Data Analysis

Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. Interpretation of Data and Report Writing - Layout of a Research Paper

Books Recommended

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R.Kothari

Paper No. IX Industrial Relation & Trade Union Movement

Theory 60

Sessional 40

Credit 5

Industrial Relations – Importance, Definition, Scope, Role and Impact on Labour Laws legislation, Execution, Employer, Trade Unions and Judiciary

Trade Union – objectives, functions, New Role of Trade Union in the context of globalization, IT, trade and productivity.

Industrial dispute – nature & causes of industrial disputes. Machinery for solving industrial disputes under Industrial Disputes Act, 1947 at national and state level

Role of Judiciary & its impact on industrial relations

Collective bargaining – meaning, characteristics, need, importance, process, causes for failure of collective bargaining, Alternatives to collective bargaining, Importance of employee stock option plans.

Worker participation in management – concept, pre-requisites, forms & levels of participation, benefit of workers Participation in Management

Grievance handling procedure – labour management co-operation_role of functional manager including personnel & industrial relations manager in promoting & establishing peaceful industrial relations

Books Recommended

1. Dynamic Personnel Administration – Prof. M. N. Rudrabasavraj.
2. Personnel Management and Industrial relations – P. C. Shejwalkar and S. B. Malegaonkar
3. Labour Management relations in India – K.M. Subramanian
4. Trade Unionism Myth and Reality, New Delhi, Oxford University Press,1982

5. Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj.
6. Personnel Management and Industrial Relations – P. C. Shejwalkar and S. B. Malegaonkar
7. Collective Bargaining & Industrial – Kochan T. A. & Katz Henry 2nd ed. Homewood , Illinois, Richard D Irish, 1988.
8. Labour Management Relations in India – K. M. Subramanian
9. Industrial Relations – Arun Monappa
10. Management of Industrial Relations – Pramod Verma
11. Human Development – Diane E. Palia Sally Wendkos Olds.
12. Collective Bargaining and Industrial – Kochan, T. A. & Katz Heryny. 2nd Homewood

Paper No. X Human Resource Administration & Systems

Theory	60
Sessional	40
Credit	5

Human Resource Administration – Definition – nature – scope – objectives
Structure of personnel department – its changed objectives in recent years
Personnel Policy – Objectives – Scope – Process – need Drafting
communication in personnel department – Letter of Appointment –
promotion – transfer – deployment and such other letters relating to all
service matters

Communications about disciplinary measures – memo – warning – cautions
– show-cause notice – charge sheet – Inquiry procedure correspondence.

Merit Rating – Promotion – Transfer – Job enlargement – job enrichment –
job analysis – job description – job specification – job rotation.

Maintenance of statutory returns – TDS – Gratuity – Professional Tax –
Form 16A – PF and ESI Returns.

Procedure of conducting domestic enquiry by observing principles of
natural justice.

Books Recommended

1. Guide on Labour Management forms and precedents (Law, Practice and Procedure) by S.D. Puri (Snow white publications)
2. Personnel Management – Edwin Flippo
3. Personnel Management – C. B. Mamoria
4. Dynamics of Personnel Administration - Rudrabaswaraj

Paper No . XI

Labour Laws – II

Theory	60
Sessional	40
Credit	5

Factories Act, 1948

Approval, Licensing and registration – Inspecting Staff – Health – Welfare – Working Hours – Annual Leave with wages – Periodical Returns – Registers and Records

Bombay Shops and Establishments Act, 1948

All provisions under the Act (Entire Act)

Information Technology Act, 2000

Digital Signature – Electronic Governance – Secure Digital Signature – Regulation of Certifying Authorities – Digital signature Certificates – Duties of Subscribers

Contract Labour (Regulation and Abolition) Act, 1970

All provisions under the Act (Entire Act)

Books Recommended

1. Industrial Law – P. L. Malik
2. Industrial Law – J. K. Bareja
3. Labour Laws for managers – B. D. Singh
4. Industrial & Labour Laws – S. P. Jain

Paper No – XII FIELD WORK & VIVA

Total Marks - 100

Sessional : 100

Credit 5

At the end of the second semester field work report has to be submitted by each student to the Director of the Institute. The Field work report shall be based on the experience obtained by the student while visiting a given factory/industrial canteen/trade unions/workers educations centers or any other facility attached to the Industry. The Location will be assigned to the student by the guide. The student has to complete the report in consultation with the guide.

The report will be assessed internally by the committee appointed by the Director of the Institute and Viva will be conducted by the Committee. The marks shall be sent by the Director to the University.

MASTER OF PERSONNEL MANAGEMENT
Third Semester

Paper No- XIII

Training and Development

Theory	60
Sessional	40
Credit	5

Introduction to training concept- Definition – meaning – need for training – Importance of training – Objectives of training – Concepts of education – training and development – overview of training functions – types of training.

Process of training - Steps in training – identification of job competencies – criteria for identifying training needs (person analysis – task analysis – organization analysis) – assessment of training needs – methods and process of needs assessment

Designing and implementing a training program - Trainer identification – methods and techniques of training – designing a training module (cross cultural – leadership – training the trainer – change) – management development program – budgeting of training.

Evaluation of Training Program - KirkPatrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training.

Learning - Principles of learning- theories of learning- reinforcement theory – social learning theory – andragogy – resistance to training.

Technology in training - CBT – Multimedia training – e-learning/online learning- distance learning.

Books Recommended

1. Employee Training and Development – Raymond Noe
2. Every Trainers Handbook – Devendra Agochia
3. 360 Degree Feedback, Competency Mapping and Assessment Centre – Radha Sharma
4. Training and Development – S. K. Bhatia
5. HRM – Biswajeet Pattanayak

Paper No – XIV

Industrial Safety Management

Theory	60
Sessional	40
Credit	5

Management of safety in Industry

Safety Management - Concept of Safety, Applicable areas, unsafe actions & Conditions.

Responsibility of Safety - Society, Govt., Management, Union & employees.

Safety Officer - Appointment, Qualification, Duties of safety officer.

Safety Committee - Membership, Functions & Scope of Safety committee.

Motivation & Training of employees for safety in Industrial operations.

Disaster Management - Designing, Importance & implementation of Disaster Control Action Plan.

Industrial Accidents - Causes & effects of Industrial accidents.

Accident Radio Theory, Cost of Accidents, Impact of Accidents on employees, Union, Management & Society & their role & responsibility in the prevention of accidents.

Legal Provisions regarding safety, Accident prevention & Compensation to affected employees as under Factories Act-1948,Factories Act (Amendment)1987,Maharashtra Factories Rule-1963,The Mines Act-1952,Maharashtra Safety Officers Rule-1982,The Workmen Compensation Act-1923,ESI Act, Public Liabilities Insurance Act-1991,Fatal Accident Act, Functions of National Safety Council. Accidents, recording, Investigation analysis & reporting.

Fire- basic Chemistry/ Mechanism, Reasons, prevention & types of fire, extinction of fire, Loss prevention Association-Objective, formation, scope & significance.

Books Recommended

Factories Act, 1948

Cost Accounting: Methods and Problems- B.K.Bhar

Health in Industry-Donald Hanter

Pollution Management in Industries-R.K.Trivedi

Industrial Engineering- O.P.Khanna

Paper No – XV

Labour Costing

Theory	60
Sessional	40
Credit	5

Costs -Various concepts, Elements of cost, Cost Sheet-Orientation & understating of problems.

Various Statutory Requirements related to Cost of Labour Cost Benefit Analysis of important HR functions

Labour turnover & Productivity & Cost associated Ideal Labour Salary Calculations -Component deductions, disbursement & control

Compensation :

Elements of compensation, Principles of determination of compensation Incentives, its place in compensation. Indian Industry, Practices of Incentives, Designing sound incentive scheme.

Incentive Schemes for direct and indirect workers

Incentive schemes for employees in service industries

Books Recommended :

Cost Accounting - Jawahar Lal

Labour Cost and Accounting – Sadanand Degaonkar

Cost Accounting – B. K. Bhar

PAPER No – XVI

Labour Laws – III

Theory	60
Sessional	40
Credit	5

Employees' Provident Fund Act, 1952 - Entire Act

Employees State Insurance Act, 1948 - Entire Act

Workman's Compensation Act, 1923 - Entire Act

Maternity Benefit Act, 1961 - Entire Act

Books Recommended

5. Industrial Law – P. L. Malik
6. Industrial Law – J. K. Bareja
7. Labour laws for Managers – B.D. Singh
8. Industrial & Labour Laws – S. P. Jain

Paper No – XVII

Functional Management

Theory	60
Sessional	40
Credit	5

Sec. A - Marketing Management

Introduction to Marketing, Core concepts of marketing – Philosophies of Marketing – Production concept – Product concept – Selling concept – Marketing Concept – Societal Marketing - Functions of Marketing – Marketing – Marketing Vs. Selling

Marketing Organisation- Marketing Organisation Structure- Types, Functional, Product Based, Territory Based Structures, Organisations with complex structures

Sales Force Management – Developing Sales Force, Recruitment and Selection of Sales Force, Training- Areas of sales training- Company Specific & product Knowledge- Industry and Market Trend Knowledge, Customer Education, Motivating the sales team

Sec. B Financial Management –

Introduction to Finance, Financial Objectives of a firm, Business Finance, Nature and Scope of business Finance, Modern concept of Finance Function

Financial Statement Analysis-
Concept of Financial Statement analysis, Types of Financial Analysis, Ratio Analysis, Types of Ratios

Profit Volume Analysis-
Break Even concept, BEP, Break Even Chart, Margin of Safety, P/V ratio

Books Recommended

1. Marketing Management - Philip Kotler
2. Marketing – Stanton, Michael Etzel , Walker (Tata)
3. Marketing Management - V. S. Ramaswamy and S. Namakumari
4. Principles of Marketing 9th Edition – Philip Kotler and Gary Armstrong
5. Building a Winning Sales Team – Gini Graham ad Scott
6. Sales Management Handbook – Forsyth Patrick
7. Motivation and Job Satisfaction – M. D. Pestonjee
8. Financial Management – Bhalla
9. Finacial Management – R M Srivastav
10. Financial Management – James Van Horne

Paper No -XVIII

Environmental Management

Theory	60
Sessional	40
Credit	5

Environment Protection Act,1986 - Definitions, Occupier, Environmental pollution, handling of hazardous substance, offences by companies, penalties for contravention of the Act.

Air Pollution Act,1982 - Definition, Occupier, Air Pollution, Chimney, Approval Fuel, Emission.

Powers & functions of Central & State Boards, role of approved laboratories, offences by companies, penalties & procedures.

Water Pollution Act, 1974 - Definitions, sewage effluent, trade effluent, outlet, stream. Powers & functions of Central State Boards, role of approved laboratories, Offences by Companies, Penalties & Procedures.

Noise Pollution - Definition of sound & noise, sources of noise, measurement of noise, effect of noise, Physiological, Psychological & behavioral, noise control.

Books Recommended

Factories Act, 1948

Cost Accounting: Methods and Problems- B.K.Bhar

Health in Industry-Donald Hanter

Pollution Management in Industies-R.K.Trivedi

Industrial Engineering- O.P.Khanna.

Paper No – XIX**Global HR**

Total Marks - 50
Marks Sessional – 50
Credit - 2

Strategic HRM – Global Business strategy – Managing HR for Competitive Advantage – Societal Culture – Impact of Societal Culture in managers – Managers behaviour and employment relations – Relation between societal culture and organizational culture – Cross Cultural Management – communication across culture – different types of organization – Learning and stakeholder in organization – Cross cultural effect on various functions of HRM (Motivation – leadership- Teams).

Global HR Orientation along with knowledge of Global Business Model – Strategy – process of Industry.

Global HR ethics – values – principles – policies and processes in view of MNC and Fortune 500 Companies.

Global compensation computation practice along with productivity and performance management.

Global Incentives Management System – Short term- long term systems – Six Sigma process improvement in accordance with ISO standards processes and procedures.

Cross Cultural Management – including communication (Language) – Lifestyle – Climatic and Environmental changes – global Socio cultural factors – customs and traditions including personal – psychological and Individual determinants.

Strategic Human Resource Management in the context to Global Scenario.

Global HR Environment and strategizing the entire Global process – Global Reward and compensation Management – Global Training and Development Strategies – Global Performance Management system – Global Exit and Retrenchment Strategies.

Books Recommended

1. Global HR - Doona Deeprose
2. International Business and Globalisation – John D. Daniels, Jeffrey A.Krug
3. Executive Skills for Global Managers – Upinder Dhar and S.Ravishankar
4. Global Business – Avadhani – Himalaya Publication

MASTER OF PERSONNEL MANAGEMENT
Fourth Semester

Paper No – XX Organisation Development & Quality Management Systems

Theory	60
Sessional	40
Credit	5

Define the concept of OD, values, assumptions, importance. Evolution: Robert Tanenbaum, Kurt Lewin, McGregor, Herbert Shepard, Robert Blake.

Foundation of OD : action research, survey feedback, systems theory, teams and teamwork, participation and empowerment, applied behavioural science, parallel learning structures.

Process of OD, change model, Berke and Litwin, Porras and Robertson.

OD INTERVENTIONS : importance and meaning.

TEAM INTERVENTIONS : role analysis, role Negotiation, appreciation and concern, interdependency.

INTERGROUP : Walton, principled negotiation.

STRUCTURAL : STS, work redesign, QWL, self managed teams.

INDIVIDUAL : t-group, behaviour modeling.

Client consultant relationship: Identify major challenges in client consultant Relationship

Caselets/cases on : Problem identification Implementation of intervention

Action research

Books Recommended

- 1) Organizational development by S Ramnarayan, T. V. Rao.
- 2) Organizational development and change by Cummings and Worley (7th edition)
- 3) Organizational development by French and Bell (6th edition).

Paper No – XXI Strategic Human Resource Management

Theory	60
Sessional	40
Credit	5

Introduction to Strategic HRM

Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies – Developing HR plans and policies .

Human Resource Environment

Technology and structure - Workforce diversity - Demographic changes – Temporary contract labour - Global environment - Global competition - Global sourcing of labour - WTO and labour standards.

Recruitment and retention strategies

Online recruitment - Employee referrals - Recruitment process outsourcing – Head hunting - Executive education - Flexi timing – Telecommuting - Quality of work life - Work – life balance - Employee empowerment - Employee involvement - Autonomous work teams.

Training and Development Strategies

Creating learning organization - Competency mapping – Multiskilling – Succession planning - Cross cultural training.

Performance Management strategies

Defining key result areas (KRA) - Result based performance - Linking performance to pay - Merit based promotions.

Reward and Compensation Strategies

Performance based pay - Skill based pay - Team based pay - Broad banding - Profit sharing - Executive compensation - Variable pay.

Retrenchment strategies

Downsizing - Voluntary retirement schemes (VRS) - HR Outsourcing –
Early retirement plans - Project based employment.

Human Aspects of Strategy implementation

Behavioral issues in strategic implementation - Matching culture with
strategy - Human side of mergers and acquisitions - Leadership, power and
politics - Employee morale - Personal values and business ethics.

Global HR Strategies

Introduction to global HR strategies - Developing HR as a value added
function.

Books Recommended

1. Strategic HRM – Jeffery Mello, Thompson publication, New delhi
2. Strategic HRM- Charles Greer, Pearson education Asia , New delhi
3. Strategic HRM-Michael Armstrong, Kogan page , London
4. Strategic HRM- Agrwal, Oxford University press , New Delhi
5. Human Resource Management- Garry desseler, PHI, New Delhi

Paper No – XXII

Cases in Human Resource Management

Theory	60
Sessional	40
Credit	5

Cases will be normally be based on the following topics from PM and IR.

Recruitment – Selection – Transfer – Promotion - Career Planning - Seniority
disputes - Pay scales and grades - Salary and wage administration – VRS, Compensation and other relevant topics of PM

Violation of provisions of Labour laws - Unfair labour practices by employer and employees (trade unions) - Strikes, layoffs, Retrenchments – Closures - lockouts - Wage Agreements-violations – Bonus gratuity grievances - Violations of provident Fund Act - Weekly Offs, Holidays and other relevant IR topics.

Books recommended

1. Case Studies in Marketing – Srinivasan R. – Publication – Prentice Hall
2. Case Studies in Personnel Management Industrial Relations & Trade Unions – Dr. Anandaram Publication : - Everest Publishing House
3. Cases in Personnel Management – Shymkant Gokhale - Everest Publication
4. Case Studies in Indian Management – Dr. M. A. Kohok – Everest Publication
5. Case studies in Personnel Management Industrial Relations and Organisation Behaviour – Dr. S.A. Khopkar

Paper No – XXIII

Labour Laws - IV

Theory	60
Sessional	40
Credit	5

Payment of Wages Act, 1936 - Entire Act

Payment of Bonus Act, 1965 - Entire Act

Payment of Gratuity Act, 1972 - Entire Act

The Minimum Wages Act, 1948 - Entire Act

Books Recommended

1. Bare Acts
2. Industrial Law – P. L. Malik
3. Industrial Law – J. K. Bareja
4. Labour Laws for Managers – B. D. Singh
5. Industrial and Labour Laws – S. P. Jain

Paper No – XXIV

Current trends in Global H.R.M

Total Marks – 50

Sessional - 50

Credit 2

For studying current trends in HR practices, following areas be given priority by students.

Recruitment – lateral and online

Interview technique –

Payment of wages and salary in consolidated form – demerits –

Importance of Job description and allotment of duties attached to each job -

Versatility – need of the hour- present industrial scenario. -

Development of professional approach. -

Retention of intellectual human factor. -

Frequent transfer at frequent intervals. -

Training and development – absence of innovative practices. -

VRS policies -

Role of Call Centres, BPOs, KPOs and study of their industrial culture.

Theory	60
Sessional	40
Credit	5

Labour Economics:

Nature and scope of Labour Economics-Rise of economic problems in Labour Management.

WAGE Management:

Nominal and real wages, factors affecting them- Wages, Incentives, D.A., and other allowances, Consumer Price Index- Wage differentials.

Labour Market

Labour market analysis- Demand for and supply of labour- determinants of demand for and supply of labour- mobility of labour- problems for labour market- migratory, casual, probationary consequences of new information technology- efficiency of Indian labour and effort to improve.

Nature, causes and measures to solve problems of unemployment- Employment Policy- different programmes undertaken by Govt. after independence to increase employment like IRDP, DPAD, NREP- Problems of Agricultural labour, Child Labour and Female Labour.

Books Recommended :

1. Principles of Economics by Robert H. Frant and Ben S. Bernanke
Publication-Tata McGraw-Hill
2. The Changing Profile of India's Industrial Economy by Biswanath G
Publication- The World Press Pvt.Ltd., Calcutta
3. The Industrial Economy of India by Kuchhal S.C.
Publication- Chaitanya Publishing House, Allahabad
4. Industrial Economics and Management by Singh S.P.
Publication-A.I.T.B.S. Publishers
5. Indian Economy by Agarwal A.N. Publication- Wishwa Prakashan
6. Indian Economy by Ruddar Datt and K.P.M.Sundharam,
Publication-S.Chand and Company Ltd.
7. Labour Economics by F.Ray Marshall, Vernon M.Briggs, Jr.and Allan
8. Labour Welfare, Trade Unionism and Industrial Relations by Punekar,
Deodhar and Sankaran Publication-Himalaya Publishing House.

Paper No – XXVI

Project Report and Viva

Total Marks – 100

Internal - 100

Credit 3

The candidate must undertake a project work – based on practical training in any

subject relating to Personnel Management, HRD & Industrial Relation, in a business

firm for a period not less than 6 weeks. The work done under the project must

indicate the analytical and critical ability of the candidate in relation to the problem

which he/she has identified during the period of training. The final project examination

should consist of presentation and viva. The final project report should be submitted

before the commencement of the fourth semester examination.

