

FACULTY OF MANAGEMENT

Revised Syllabus for the Masters Degree Course in Personnel Management (M.P.M.)

**M.P. M. Part I From Academic Year 2008-2009
M. P. M. Part II From Academic Year 2009-2010**

UNIVERSITY OF PUNE

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REVISED SYLLABUS FOR MASTERS DEGREE COURSE IN PERSONNEL MANAGEMENT (M.P.M.)

M.P.M. Part-I from Academic Year 2008-2009

M.P.M. Part-II from Academic Year 2009-2010

(I) Introduction

The name of the course shall be Master's Degree Course in Personnel Management (M.P.M.).

Human Resource has proved to be a vitally competitive factor in the present scenario in an organized sector. The functions of Human Resource Development and Human Resource Management need high professional skill and competence considering take off stage of globalization in India. The main objectives of M.P.M. course are highlighted as under:

- a) To provide basic knowledge of theoretical concepts of personnel and HR functions at all levels.
- b) To impart such training and education which will be applied further in the field of HR by using skill and competence to conceptual, managerial and operational functions in all the areas of personnel and HRD/HRM.

(II) Eligibility for Admission

Graduates of any faculty from any statutory University shall be eligible for admission to the M.P.M. course.

(III) Number of Lectures and Practical: Lectures and Practicals should be conducted as per the scheme of lectures and practicals.

(IV) Assessment:

1. The final total assessment of the candidate is made in terms of an Internal assessment and an external assessment for each course.
 - a. For each paper, 30% marks will be based on internal assessment and 70% marks for semester end examination (external assessment), unless otherwise stated.

- b. The division of the 30% marks allotted to internal assessment of theory papers is on the basis of tutorial work and written test of 15 marks, seminars and presentations 10 marks and attendance 5 marks.
- c. The internal marks will be communicated to the University at the end of each semester, but before the semester end examinations. These marks will be considered for the declaration of the results.

(V) Examination:

Examinations shall be conducted at the end of each semester i.e. during November and in May.

(VI) Standard of Passing:

- (a) Every candidate must secure 40% marks in both internal as well as external examinations in each head of passing.
- (b) Reassessment of internal marks.

In case of those students who have secured less than passing percentage of marks in internal i.e. less than 40%, the institute will administer a separate internal test. The result of which may be conveyed to the University as the Revised Internal Marks.

In case the result of the internal test as above, results in lower marks than the original figure of the marks will prevail. In short, the rule is higher of the two figures of the marks.

However, the institute will not administer any internal test, for any subject for those candidates who have already scored 40% or more marks in the internal examination.

(VII) Backlog:

Candidate can keep terms for any semester of M.P.M. irrespective of the number of subjects in which he / she has failed in the previous M.P.M. semester examinations.

(VIII) Class

There shall be numerical marking for each question. At the time of declaration of the result, the marks obtained by the candidate are converted into classes as shown below:

The class will be awarded on the basis of aggregate marks scored by the student (i.e. out of 2800), provided he/she has passed in both the internal and external examinations of all the subjects in M.P.M. Part I and Part II.

CLASS	TOTAL MARKS
First Class with Distinction	70% and above
First Class	60 % to 69 %
Higher Second Class	55 % to 59 %
Second Class	50 % to 54 %
Pass Class	40 % to 49 %
Fail Below	40 %

(1X) Fees for each Year:

Fees will be as stated below :

Tuition fees	Rs
Laboratory fees	Rs
Other fees	Rs.

(X) Medium of Instruction:

The medium of Instruction will be English.

(XI) Revision of Syllabus:

As the Marketing field undergoes changes very fast, revision of the syllabus will be considered every 3 years.

(XII) Teaching Scheme:

Minimum number of sessions for subjects of external evaluation per semester 40 hrs.

Minimum number of sessions for subjects of internal assessment per semester 20 hrs.

(XIII) Field Work Report:

At the end of second semester, fieldwork report has to be submitted to the Director of institute, by each student, by complying following guidelines.

- 1) Visit to factory site for observing working of HR Department
- 2) Planned visit to understand procedure relating to safety and work environment.
- 3) Visit to industrial canteens and workers education centers.

(XIV) Project Report:

Project Report will be submitted to the Head of institute by each student before the end of 3rd semester.

Project report will be prepared by considering following conditions:

- 1) The purpose of doing project is to provide practical exposure of industrial functions at all levels.
- 2) The topic, title and contents will clearly indicate and relate to any relevant area of personnel, Industrial relations, human resource development or human resource management.
- 3) The essentials of research methodology shall be applied at relevant stages while preparing the project.
- 4) Student shall visit concerned industrial unit and observe, study, interact and conclude the report with relevant suggestions on the topic.

**MASTERS DEGREE COURSE IN PERSONNEL MANAGEMENT (M. P. M.)
COURSE STRUCTURE**

Sub Code	Subject	Marks
SEMESTER I		
101	Principles & Practices of Management & Organisational Behaviour	100
102	Industrial & Labour Economics	100
103	Human Resource Management	100
104	Industrial Psychology	100
105	Labour Laws	100
106	Field Work Report (Internal)	50
SEMESTER II		
201	Labour Welfare & Industrial Hygiene	100
202	Statistical Techniques & Research Methodology	100
203	Industrial Relations & Trade Union	100
204	Personnel Administration & System Procedures	100
205	Labour Laws – II	100
206	Basics of IT (Internal)	50
SEMESTER III		
301	Training & Development	100
302	Industrial Safety	100
303	Labour Costing & Compensation Management	100
304	Project Report (Viva) External	100
305	Labour Laws – III	100
306	Global HR (Internal)	50
SEMESTER IV		
401	Organization Development & Quality Management System	100
402	Strategic HRM & Corporate Planning	100
403	Cases in Personnel Management & Industrial Relations	100
404	Marketing Management	100
405	Labour Laws – IV	100
406	Current Trends in HRM (Internal)	50

Note: "Internal" denotes fully internal assessment by the Institute.

Principles and Practices of Management and Organisational Behaviour (101)

Principles and Practices of Management

Basic Concepts of Management, Definition, Need and Scope, Different schools of management – Behavioral Scientific System, Contingency

Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo

Managerial Skill and Functions - Level of Management- Functions of Management -

A] Planning – Definition, Nature, Importance, Steps, Limitations, MBO

B] Organising - Definition, Nature, Importance, Principles,

Centralization – decentralization Organization structures - Line &

Staff – functions, product, geographical, customer, virtual - boundary

C] Leading – Nature and Scope

D] Staffing – Definition, Nature, Importance, steps

E] Decision making – Definition, Nature, Importance steps

F] Controlling – Definition, Nature, Importance, Steps, Techniques

Organization Behaviour

Organisation Behaviour - Definition, Scope, Importance, Concepts of

Organisation Behaviour – Models of OB – Autocratic – Collegial,

Custodial Supportive

Motivation – Definition, Importance

A] Motive – characteristics Types – primary & secondary

B] Theories of motivation – Mc Gregor – A.H. Maslow, Herzberg

C] Overview of moral –

Group Dynamics and team building – Theories of group formation – formal and informal groups – Importance of team building

Conflict – Definition, traditional Vs Modern view of conflict – Types of conflict - intra personal, interpersonal, organizational – Constructive and destructive conflict – Conflict management

Stress management – Definition, causes, types – Management of stress

Leadership – Definition, Importance, qualities of leaders, types of leaders – autocratic, democratic, free – rein

Personality – Development of personality, Attributes of personality, Ego state, transactional analysis, Johari window

Change on following topics – PPM – planning and decision making, OB- conflict management, stress management

Books Recommended:

1. Principles and Practices of management by shejwalkar
2. Essential of management by Koontz H and Weirich
3. Principles and practices of Management by T. N. Chabra
4. Management by stomen and Jane
5. Organisational behaviour by Stephen Robbins
6. Organisational behaviour by Keith & Davis
7. Organisational behaviour by Fred and Luthans
8. Organisational behaviour by K. A. Ashwatthapa

Industrial & Labour Economics (102)

Part I

Labour Economics

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

Wage Management

Nominal & real wages, factors affecting them-Wages, incentives, D.A. and other allowances, consumer prices 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, DPAP, NREP – Problems of Agricultural Labour, Child Labour and Female Labour

Part II

Industrial Economics

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/ Determinants- 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 – Remedy to improve industrial productivity

Books Recommended :

1. Principles of Economics by Robert H. Frant and Ben S. Bernanke
Publication – Tata McGraw – Hill
2. Labour Economics By Roy B. Helfgott
Publication – Random House, New york
3. Economics of Labour and Industrial Relations by Dr. T. N. Bhagoliwal
Publication – Sahitya Bhavan Publication
4. Labour Economics by F. Ray Marshall, Vernon M. Briggs, Jr. and Allan G. king
Publication – Richard D. Irwin, INC
5. Labour Welfare, Trade Unionism and Industrial Relations by Punekar, Deodhar and Sankaran
Publication – Himalaya Publishing House
6. Aspects of Labour Welfare and Social Security by A. M. Sarma
Publication – Himalaya Publishing House
7. The changing Profile of India's Industrial Economy by Biswanath Ghosh
Publication – The world Press Pvt. Ltd. Calcutta
8. The Industrial Economy of India by Kuchhal S. C.
Publication – Chaitanya Publishing House, Alahabad
9. Industrial Economics and Management By Singh S. P.
Publication – A. I. T. B. S. Publishers
10. Indian Economy By Agarwal A. N. Publication – Wishwa Prakashan
11. Indian Economy by Ruddar Datt and K. P.M. sundharam
Publication – S. Chand and Company Ltd.

Human Resource Management (103)

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

Industrial Psychology (104)

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.

Labour Laws (105)

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

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

Labour Welfare & Industrial Hygiene (201)

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. 1LO & 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

Research Methodology & Statistical Techniques (202)

Foundation 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

Measurement Issues - Hypothesis - Qualities of 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 – 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

Industrial Relation & Trade Union Movement (203)

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.

Workers 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 Herny. 2nd Homewood

Personnel Administration – Systems and Procedure (204)

Personnel 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

Labour Law – II (205)

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)

Payment of wages Act, 1936

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

Computer Fundamentals (206)

Block Diagram elements of this students will be their functions, Memory, CPU, I-O devices, Secondary storage, Magnetic, Tape, Disk, CD-ROM. Other recent development – Scanners, Digitizer, Plotters, Hardware and Software, Micro, Mini and Mainframe computers – their features. Binary, Octal, Hexadecimal, BCD, EBDIC, ASCII, Conversions, Simple Additions, Subtractions, Multiplications, Divisions (in Octal and Hexadecimals)

Boolean Algebra and Introduction to 8086/8088: Algebra Rules and DeMorgans rules, Simplifications of equation – simple equations. Logic Circuits – AND, OR, NAND, NOR, Exclusive OR and NOR. Truth Tables, Gated flip-flops, Registers, Accumulators, Microprocessors – architecture Bases-Data, Address, Control, Introduction to 80286, 80386 and Pentium Chips.

Introduction to Programming, Flowcharts and Algorithms, Systems software, application software, application software, firmware Machine, Assembly and Higher Level Languages, Stored program concept.

Operating System – Introduction: Process management – FCFS, Round, Robbin, Priority based, Memory management – segmentation, paging, virtual MEMORY. I-O MANAGEMENT – CONCEPT OF I-O PORT. File Management – FAT, file handling functions. Software and Hardware interrupts, I/O and Memory base address, DMA channels, Broad view of Operations Systems, MS-DOS, UNIX, MSWINDOWS 95.

File: Concept of file organization and accessing techniques – Indexed, Line sequential, Hashed. File handling functions: Sorting, Merging, Indexing, Updating. Instructions and Addressing Techniques: Instruction execution cycle, Direct, Indirect, Relative, Paging, Indexed.

Concepts of Networking and data Communication: Introduction to LAN and Basic Communication concepts. OSI 7 layer, Topologies, Protocols, Ethernet, Arcnet, TCP/IP Introduction to Virus and Vaccines, Applications, DTP, e-mail and Internet.

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. Microprocessor Systems 8086/ 8088 – By Gibson.

Training and Development (301)

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

Industrial Safety Management (302)

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.

Environment Management

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

1. Factories Act, 1948
2. Cost Accounting: Methods and Problems- B.K.Bhar
3. Health in Industry-Donald Hanter
4. Pollution Management in Industries-R.K.Trivedi
5. Industrial Engineering- O.P.Khanna.

Labour Costing & Compensation Management (303)

Section I

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

Section II

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

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Cost Accounting - Jawahar Lal

Labour Cost and Accounting – Sadanand Degaonkar

Cost Accounting – B. K. Bhar

Project Report and Viva (304)

The candidate must undertake a project work – based on practical training in any subject relating to Personal 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 project work will carry 60 marks and viva for 40 marks. The final project examination should consist of presentation and viva. The submission of final project report should be on or before 30th September (Semester III).

Labour Laws – III (305)

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

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

Global HR (306)

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

Mergers and Acquisitions – Implications of HR at Global level

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

Organisation Development & Quality Management System (401)

Define the concept of od, values, assumptions, importance. Evolution: Robert Tanenaum, 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, pricipled 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).

Strategic Human Resource Management (402)

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

HR Specialisation case studies in PM/IR (403)

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

Marketing Management (404)

Introduction to Marketing

Core concepts of marketing – needs – wants and demand – products – value – cost and satisfaction – exchange and transactions – relationships and networks – markets – Philosophies of Marketing – Production concept – Product concept – Selling concept – Marketing Concept – Societal Marketing concept – Marketing Process – functions of Marketing – Marketing – Marketing Vs. Selling

The Marketing Environment

Type of Environment – Micro and Macro environment – Analyzing needs and trends in Macro Environment – Economic Environment – Technical environment – Political Environment – Socio cultural Environment and International Environment – Contents of a Marketing Plan.

Marketing organization

Types of Marketing organization structures – Functional structure – Product – based structure – Territory – based structure – Organization with a complex structure – their hierarchy and workflow

Dealing with competition

Identification and Analysis of Competitors

Sales force management

Developing the Sales for Industrial Customers and Consumer products

Recruiting – Selection and Training of Sales force – Procedure and criteria extensively used as selection tools for recruiting and testing sales ability

Areas of sales Training – Company Specific Knowledge – product knowledge
Industry and Market Trend Knowledge and Customer education

Motivating the Sales Team – Motivation Programs – Sales Meetings – Sales
Contents – Sales Compensating (Monetary compensation – incentive
programs as motivators – Non-Monetary compensation – fine tuning of
compensation package – Supervising – Evaluating Sales Force Performance
and Controlling Sales activities (Sales Records and Reporting Systems) –
Improving Sales Productivity

Market Evaluation and Controls

Types of control – Process of Control – Obstacles to marketing control –
Marketing Audit

Marketing Ethics and Social responsibility of marketing organizations

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. Marketing – Bovee and John Thill
6. Marketing Models – Lilien and Kotler and Moorthy
7. Case Studies in Marketing – Indian context – R. Srinivas
8. Building a Winning Sales Team – Gini Graham ad Scott
9. Sales Management Handbook – Forsyth Patrick
10. Motivation and Job Satisfaction – M. D. Pestonjee

Labour Laws (405)

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

Current trends in H.R. Practices (406)

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.

Balanced score card

Rights of Intellectual properties